

**Interplay between servant leadership, leader-member-exchange and perceived
organizational support: A moderated mediation model.**

ABSTRACT

Purpose: This study aims to investigate the effect of servant leadership on employee organizational identification and career satisfaction through the mediating lens of leader-member-exchange (LMX). Furthermore, this study also examines whether perceived organizational support (POS) strengthens the positive effect of servant leadership on LMX and subsequently, on employee organizational identification and career satisfaction.

Design/methodology/approach: Survey data were collected from 314 respondents working in hotels in United States of America (USA). Structural equation modelling (SEM), hierarchical moderation analysis and bootstrapping were used to test the study hypotheses.

Findings: Servant leadership was found to positively influence employee organizational identification and career satisfaction. Further, analysis revealed that LMX partially mediated the positive relationship between servant leadership and employee career satisfaction and fully mediated the positive relationship between servant leadership and organizational identification. However, although POS moderated the indirect relationship between servant leadership and employee' career satisfaction, it did not moderate the indirect relationships between servant leadership and organizational identification.

Practical implications: This study provides insight into the nexus of servant leadership and organizational support in hospitality industry to foster the employee organizational identification and career satisfaction which are extremely needed for competitive advantage in hotel industry.

Originality/Value: This study addresses recent calls for future researchers to investigate the important of servant leadership in the hospitality industry.

Key words: Servant leadership, Leader-member-exchange, Perceived organizational support, Organizational identification, Career satisfaction.

Paper type: Research paper

INTRODUCTION

Servant leadership has attracted considerable attention from the management researchers in the past three decades. Servant leaders are highly concerned about their followers' needs fulfilment and consider themselves as stewards of the organizations (van Dierendonk, 2011). This attribute motivates them to exert their highest level of efforts to grow the organizational resources, which are assigned to them (Eva *et al.*, 2019). In doing so, they try to foster a servant culture (Liden *et al.*, 2014), in which their followers consider them as role models and exhibit higher level of commitment to their task performance (Liden *et al.*, 2008; Sokoll, 2014). Two recent meta-analysis (i.e., Lee *et al.*, 2020; Hoch *et al.*, 2018) identified that servant leadership has incremental predictive validity beyond the ethical, authentic, and transformational leadership. Therefore, it is argued that servant leadership is a stand-alone leadership style which helps in explaining the organizational and employee level outcomes.

Servant leadership, a dynamic research topic within management literature, cultivates an environment of enhanced exchange relationships that ultimately lead to positive organizational outcomes (van Dierendonk, 2011). It is also evident from the literature that servant leaders are not confined to any specific level of the organization rather they are equally effective across multiple organizational levels (i.e. firm level, unit level, team level and individual level) (Bavik *et al.*, 2017). Furthermore, in her review on leadership in the service of hospitality, Brownell (2010) reported that servant leadership is more congruous and effective leadership style than any other forms of leadership (i.e. charismatic, transactional, and transformational) in the service of hospitality. In a similar vein, Bavik (2020) conducted a systematic review and proposed that servant leaders, with their predominant people-centred

focus and deep concern for employee well-being, organizational health, and the wider community, are regarded as crucial resources in the hospitality industry, which is the primary focus of this study.

On the other hand, research shows that well-trained and skilled employees are inevitable to manage the service quality in the hospitality industry (Kaya and Karatepe, 2020). Whereas, to achieve the high service quality standards, organizations also require effective leadership that can foster a suitable environment for employee retention. To this end, ample evidence exist which demonstrate that servant leadership is the most promising leadership style in the hospitality industry (Brownell, 2010; Qiu *et al.*, 2019). Studies that explored the relationship between servant leadership and employees reported that servant leadership engenders positive outcomes such as work engagement and commitment, better service climate, job satisfaction and task performance (Ling *et al.*, 2017; Huang *et al.*, 2016). Therefore, we may construe those employees who are highly committed and engaged in their jobs, are less likely to quit their organizations, and most probably would have higher career satisfaction.

The hospitality industry, by definition, is a service-oriented sector that relies heavily on its human resources as the backbone for organizational success. As such, fostering close relationships between leaders and subordinates is crucial (Huang *et al.*, 2016). Servant leaders are particularly suited for this industry, as they cultivate a 'servant culture' that helps instil organizational objectives. We argue that, in addition to effective leadership, the organization's success hinges on the satisfaction, commitment, and skill of its employees. It is also important to minimize the costs associated with recruitment, selection, and training of new employees. Servant leaders can contribute to these efforts by creating a harmonious environment that reduces employee turnover and, in their role as mentors, fostering a sense of unity within the organization.

Although the influence of servant leadership on employee career satisfaction and organizational identification in the hospitality industry has not been extensively explored (Lv *et al.*, 2022; Kaya and Karatepe, 2020), this sector is of particular interest. This is not only because of its significant post-pandemic rebound (Luther and Ryan, 2022), but also due to the changes and trends it faces, such as technological advancements, evolving customer expectations, and post-pandemic workplace challenges (Weisskopf and Masset, 2022). Investigating the impact of servant leadership style on employee attitudes and behaviors in the hospitality sector is crucial due to the industry's inherent service-oriented nature (Wu *et al.*, 2013). This sector relies heavily on high-quality interpersonal interactions and effective team dynamics to ensure customer satisfaction (Zibarzani *et al.*, 2022). As servant leadership fosters a supportive and collaborative environment, it is essential to understand its potential influence on employee identification and career satisfaction (Chaudhry *et al.*, 2022). Moreover, addressing the unique challenges in this sector, such as employee turnover, necessitates a comprehensive understanding of how leadership styles affect employee attitudes and behaviors (Jung and Yoon, 2016).

Both career satisfaction and organizational identification are critical variables for the service-related industries (such as the hospitality sector) because the feelings of employees in such sectors are directly related to the quality of service (Conroy, 2017; Omanwar and Agarwal, 2022). However, Lee *et al.*, (2020) concluded from their meta-analytic study that only 18 empirical studies were conducted on either servant leadership or authentic leadership in mainstream hospitality journals. Therefore, more studies are needed to explore its full potential in this sector. Past studies also suggest that a high career satisfaction and organizational identification are essential components of organizational success (Kaya and Karatepe, 2020; Lv *et al.*, 2022). However, Lee *et al.*, (2020) questioned a clear theoretical underpinning and the underlying mechanism which can explain the path to improve both these

outcomes of servant leadership. To address such voids, this study considers leader-member-exchange (LMX) as intervening variable that may lead to enhancement of organizational identification and career satisfaction. LMX, a dyadic relationship between a leader and follower (Hussain *et al.*, 2018), is characterized by its relationship orientation. This makes it particularly relevant for the hospitality sector, which is fundamentally a relationship-oriented industry. We draw our arguments based on the social identity theory - SIT (Ashforth and Mael, 1989; Tajfel and Turner, 1985) to explain these direct and mediating paths in this study.

Moreover, prior research has emphasized the importance of investigating mitigating mechanisms (moderators) that can either amplify or diminish the influence of servant leadership on its outcomes (Omanwar and Agarwal, 2022). To address this gap, our study incorporates perceived organizational support (POS) as a moderator, utilizing organizational support theory (OST) in conjunction with SIT to provide a comprehensive theoretical foundation.

In so doing, four major contributions of this study can be noted. First, the study context i.e., servant leadership in the hospitality sector. Second, our novel empirical model where the impact of servant leadership on organizational identification and career satisfaction has attracted limited attention which is being explored in this study. Third, the unique mediating path of LMX, and fourth, the unique moderating effect of POS to test its impact on the strength of servant leadership and its outcomes. To address these gaps, the following questions will be answered.

Q1: What is the impact of servant leadership style on employees' organizational identification and career satisfaction?

Q2: In what ways does servant leadership enhance employees' organizational identification and career satisfaction?

Q3: What are the specific implications of servant leadership for the tourism industry?

The rest of the paper is structured as follows: The literature review and hypotheses are provided in the next section. Detailed methodology will be discussed in the following section which will be followed by findings of this study. Detailed discussion on the findings, theoretical and practical implications, and future research areas will form the concluding part.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Social identity theory (SIT), servant leadership and career satisfaction

According to SIT, people have the tendency to form and identify themselves into various social groups based on “organizational membership, religious affiliation, gender and age cohort” (Ashforth and Mael, 1989, p. 20). This alignment is based on the common characteristics in social groups which eventually increases their self-esteem (Tajfel and Turner, 1985). People develop the perception of oneness in groups having common characteristics to make a positive impression of themselves (Ahmad *et al.*, 2021). For example, a person may identify himself as a doctor and Canadian citizen. Like personal life, people in organizations also tend to be part of various groups and identify themselves based on the certain traits and characteristics. We believe that this theorization helps us better explain the relationships proposed in our study.

In today’s volatile and competitive business environment, career satisfaction of employees is considered as an important tool for the retention of scarce and talented employees (Dahling and Lauricella, 2017). Past studies reported career satisfaction as a key indicator of employees’ well-being, career success and adaptation (Spurk *et al.*, 2015; Xie *et al.*, 2016). It is also evident in the extant literature that those employees who are satisfied from their careers, have higher intrinsic motivation to counter the challenges at the workplace, and are more likely to remain with their organizations (Sultana *et al.*, 2016; Dahling and Lauricella, 2017).

That is why, we believe that servant leaders who are people-centred and proponents of creating servant culture in organizations might play a key role in improving the satisfaction level of employees. Since servant leaders are committed to help others, have humble attitude, and

prioritize others over themselves, they will change the focus of its followers too to helping others instead of pursuing their own self-interests (Omanwar and Agarwal, 2022). Consequently, they will create such values where helping others will be considered as more honourable thing to do. This shift in behavior would require training and development, a culture of valuing others, teamwork, and an overall positive brand image. Employees would feel that they are part of a caring organization which will consequently improve their satisfaction from their work and careers (Ahmad *et al.*, 2021; Khan *et al.*, 2022).

The literature has established that servant leaders are often more committed and high-performing employees who engage in increased organizational citizenship behaviors (OCBs) (Liden *et al.*, 2008; Sokoll, 2014; Newman *et al.*, 2017). Theoretically, this suggests that servant leaders should encourage strong task performance and OCBs among their staff too. This is because, as posited by Liden *et al.* (2014), servant leaders model such behaviors and promote a "servant culture." In line with this, research has shown that servant leadership is linked to in-role performance and organizational commitment (Barbuto and Wheeler, 2006), even when accounting for transformational leadership and leader-member exchange (LMX) (Liden *et al.*, 2008). A recent study revealed a positive association between servant leadership and OCBs, mediated by employee empathy at the individual level and group service climate at the group level (Elche *et al.*, 2020). Similarly, Lv *et al.*, (2022) found a positive impact of servant leadership on the psychological safety of employees. Another study found that servant leadership more strongly predicts career satisfaction through work engagement than authentic leadership does (Kaya and Karatepe, 2020).

Given the literature and theoretical reasoning discussed, it can be argued that servant leaders contribute to an environment in which followers experience higher career satisfaction. By fostering a sense of belonging and promoting a positive group identity, servant leaders create a workplace where employees feel comfortable and psychologically safe working under

a leader who is caring, believes in teamwork, and supports their career progression through various developmental opportunities (Lv *et al.*, 2022). Social identity theory posits that individuals derive their self-concept from the groups they identify with, and by prioritizing others' needs, servant leaders create a collective identity focused on the well-being of the group rather than their personal interests. As a result, followers perceive their leaders as acting in the best interests of the group, which in turn, enhances their sense of organizational identification, and career satisfaction. Therefore, the following hypothesis will be tested:

H1. Servant leadership has a positive effect on the follower perceptions of career satisfaction.

Servant leadership and organizational identification

Social Identity Theory (SIT) further posits that social and personal identity of an individual are the building blocks of the individual self-concept (Tajfel and Turner, 2004). This theory further elaborates that, according to their needs and circumstance, individuals divide the society into various social groups, for example age group, gender, nationality etc. (Tajfel and Turner, 2004). Association of an individual with any of the above-mentioned social groups is called the social identification; and organizational identification is a particular type of social identification where individuals exhibit their oneness with their organization (Lee, 2004). Organizational identification can be defined as “*when one integrates beliefs about one’s organization into one’s identity*” (Pratt, 1998, p. 172). It is evident that when individuals realize their identity in their organization as central, enduring, and distinctive, they surrender their self-concept to the organization and firmly identify themselves with the organization (Albert and Whetten, 1985). Individuals at the leadership positions, who are the true representatives of the organization, reflect the norms and values of the organization in true sense and their treatment towards their followers considerably influence their self-concept in the organization (Lord and Brown, 2004). Therefore, it is argued that leader’s behaviors work as a motivating force to transform

their followers' orientation from self-interest to the organizational interest (Hogg and van Knippenberg, 2003).

Servant leaders carry the built-in meaning of serving others inside and outside the organization which differentiate them from other leadership styles (Hogg and van Kippenberg, 2003). They are following the notion of 'walking the talk' through the development of servant culture in the organization. This might induce their followers to associate themselves with the organization because they perceive that it is the organization which provides them an environment where they can grow and develop their careers. Therefore, they are heavily inclined towards the organization and are more likely to strongly identify themselves with the organization. Recent studies have also found a positive impact of servant leadership on employees' organizational studies (e.g., Omanwar and Agarwal, 2022; Lv *et al.*, 2022). However, these studies have considered organizational identification as mediator whereas in this study, we are considering it as a standalone outcome of the servant leadership. Hence, we postulate the following hypothesis:

H2. Servant leadership has a positive effect on the follower perceptions of organizational identification.

Servant leadership and LMX

LMX represents the quality of the unique relationship that leaders develop with their followers. Since its inception, LMX has received considerable attention in the literature. Several studies, including two meta-analyses (Dulebohn *et al.*, 2012; Rockstuhl *et al.*, 2012), have focused on the predictors and outcomes of LMX. Consistent with what is being argued here, these meta-analyses revealed that leader characteristics (e.g. transformational leadership, extraversion and agreeableness) predict LMX, which in turn predicts positive employee attitudes and behaviors.

Other characteristics of servant leaders, including fairness, morality and integrity, are also known to have positive relationships with LMX (Mahsud *et al.*, 2010). Furthermore,

servant leaders place great importance on their followers' growth within organizations, which, according to prominent authors in the field (Luthans *et al.*, 2003), is crucial for cultivating high-quality leader-member exchange (LMX) relationships.

Unlike other leadership styles which consider influence as an important element of leadership, servant leaders believe that ideal service is characterised by high-quality leader–follower relationships (Van Dierendonck, 2011). Consequently, it follows that these beliefs will promote the development of high-quality LMX relationships. For example, altruistic calling is a conscious choice to serve others (Greenleaf, 1977), which is the corner stone of servant leadership ideology (Barbuto and Wheeler, 2006). Servant leaders put their followers' interests ahead of their own and sacrifice their own will, which enhances their followers' trust and results in high-quality exchange relationships (Barbuto and Hayden, 2011). Similarly, emotional healing is another dimension of servant leadership which describes a leader's ability to assist subordinates in recovering from hardship and trauma (Barbuto and Wheeler, 2006). Servant leaders are highly empathetic and sensitive towards followers (Liden *et al.*, 2008) and create a conducive and psychologically safe environment in which followers are free to demonstrate their personal and professional problems (Barbuto and Wheeler, 2006; Lv *et al.*, 2022). The capacity to reinvigorate followers' motivation is a key characteristic of servant leadership, which, as Barbuto and Hayden (2011) contend, results in high-quality exchange relationships.

Wisdom is another dimension of servant leadership which likely impacts LMX quality. Wisdom refers to a person's capability to analyse the environment, pick up signals from it and come up with possible consequences on the basis of observations (Barbuto and Wheeler, 2006). Focusing on the importance of wisdom, Bierly *et al.*, (2000) argue that a key to wisdom is appropriate judgement and decision making, which requires an understanding of the complications of a situation. Therefore, it is argued that servant leaders, who are high in

wisdom, will garner followers' respect and trust in them which will likely lead to high-quality exchange relationships.

Servant leaders are also high in “persuasive mapping”, which is the ability to use mental models and sound reasoning to encourage others (Barbuto and Wheeler, 2006). This use of persuasive mapping by leaders is likely to foster LMX, because research shows that persuasiveness-based relationships are more productive than authority-based relationships in terms of building relationships (Druskat and Pescosolido, 2002). Consistent with this, research shows that leaders who use persuasive mapping rather than legitimate power to encourage others are more likely to develop high-quality exchange relationships with their followers (Barbuto and Hayden, 2011).

Drawing upon the Social Identity Theory (SIT), the positive relationship between servant leadership style and leader-member exchange (LMX) can be explained through the development of a shared group identity. Servant leaders prioritize the needs and well-being of their followers, actively fostering an inclusive, supportive environment that encourages collaboration and teamwork. This approach aligns with the tenets of SIT, which emphasizes the importance of individuals' self-concept deriving from the groups they identify with (Ahmad *et al.*, 2017; Bano *et al.*, 2022). By creating a collective identity focused on the well-being of the group and demonstrating commitment to the followers' growth, servant leaders inspire a sense of belonging and loyalty among team members. Consequently, this shared identity strengthens the LMX relationships, as followers feel more connected to and supported by their leader (Hussain *et al.*, 2018; Khan *et al.*, 2022). As a result, employees are more likely to engage in positive behaviors, such as increased cooperation, motivation, and commitment to the organization, ultimately contributing to the overall success of the group. Considering the above-mentioned literature, the following hypothesis is put forth:

H3. Servant leadership has a positive effect on the follower perceptions of LMX.

Mediating role of LMX

LMX, a social exchange process, reflects a work-related relationship between supervisors and subordinates. The quality of LMX relationships is based on mutual trust, liking and respect (Mahsud *et al.*, 2010). Theory and research suggest that LMX can work as an underlying mechanism between predictors and outcomes (Erdogan and Liden, 2002). Existing literature provides support for the mediating role of LMX between transformational leadership and followers' task performance and OCB (Wang *et al.*, 2005), servant leadership and job satisfaction (Akdol and Arikboga, 2017), ethical leadership and employee performance (Walumbwa *et al.*, 2011). In a meta-analysis on LMX, Dulebohn *et al.* (2012) proposed a model where LMX mediates the relationships between various predictor variables (e.g. follower characteristics, leader characteristics and interpersonal relationship) and employee-level outcomes. Research has also reported that LMX mediates the relationship between benevolent leadership and follower task performance and OCB (Chan and Mak, 2012). Therefore, it is argued that leader behaviors can build and nourish high-quality LMX, which may translate into employees' identification with the organization and their career satisfaction.

More specific support for the mediating role of LMX in the relationship between servant leadership and performance/OCB comes from a review by van Dierendonck (2011). In his review, van Dierendonck argues that LMX could mediate the effect of servant leadership on followers' performance based on the quality of exchange relationship between the two parties. Taking this proposition up, a study found that LMX mediates the positive relationship between servant leadership and OCB (Newman *et al.*, 2017).

We argue that servant leadership in the hospitality sector is having its own perks because this industry relies on the quality of an employee-customer relationship (Dawson *et al.*, 2011) and teamwork among the staff from various departments to provide excellent customer service (Bavik, 2020). Servant leaders brings that mutual trust among the supervisor

and employee (i.e., enhanced LMX) as well as among the co-workers. They also provide a supportive work environment to employees for learning, growth, appreciation, and the opportunity to build a strong and trusting relationships (Chon and Zoltan, 2019; Shahid and Ahmad, 2016). Resultantly, their performance at work becomes better which eventually translates into better customer service and effective internal coordination (Lv *et al.*, 2022).

Drawing from the social identity theory (SIT), servant leaders are more likely to strengthen employees' organizational identification and career satisfaction by fostering high-quality exchange relationships, which in turn enhances leader-member exchange (LMX). As previously mentioned, servant leaders prioritize the growth and well-being of their followers, encouraging employees to reciprocate these high-quality exchanges through increased organizational identification and career satisfaction. This nurturing environment, characterized by strong leader-follower relationships and a servant culture, provides a supportive platform for employee development.

When employees feel secure within this context, they are more likely to identify with the organization, experience greater career satisfaction, and put forth more effort to achieve organizational goals. This sense of belonging also makes them less likely to leave the organization. Past studies have employed the framework of SIT to explain the mediating role of LMX between benevolent leadership and followers' task performance and organizational citizenship behaviors (OCBs) (i.e., Hussain *et al.* 2018). Therefore, using the broader framework of SIT (Tajfel and Turner, 1985) and LMX literature, this study proposes the following hypothesis:

H4a: Follower's perception of LMX mediates the relationship between servant leadership and follower organizational identification.

H4b: Follower's perception of LMX mediates the relationship between servant leadership and follower's career satisfaction.

Moderating role of POS

The organizational support theory (Eisenberger *et al.*, 1986) delineates that support from the employer towards the well-being of employees play a pivotal role in developing their positive perceptions about the employer. Servant leaders are central in developing high-quality exchange relationship with their followers however, we assume that POS is a potential boundary condition on this relationship. Because employees personify organizations and therefore, the treatment employees receive from their managers/supervisors will be attributed to the organization (Levinson, 1965). Hence, when employees get appreciation from the organization for their contribution, they believe that organization is taking care of their well-being and give them respect and dignity (Armeli *et al.*, 1998). As argued by Benkoff (1997) that individual's self-worth is based on how he/she is treated in the organization. If the treatment is well, their identification with that organization would increase and vice versa. Similarly, POS is considered as an important job resource from the organization towards the employees because this helps to fulfil the employees' needs for esteem, affiliation, approval, and emotional support (Kurtessis *et al.*, 2017). Past studies argued that POS covers the socio-emotional side of an employee-employer relation which is comprised of esteem, care, support, and admiration. Individuals who have strong feeling of organizational support, will form positive judgment that their leadership is supportive (Ahmad and Zafar, 2018). This feeling of having more supportive leadership who prioritize their needs upon their personal interests (i.e., servant leadership) will trigger a high LMX relationship with the leader because of considering them the representative of the organization.

In this study we propose that high POS induce the employees that they are being given respect in the organization and are considered as a valuable asset of the organization. Such an environment provides them an opportunity to contribute to the decision making within the organization. Research shows that POS is an important job resource which might also act as a

buffer to reduce the detrimental effect of stressors at the workplace (Bakker *et al.*, 2005). For example, past studies have found the high POS led nurses to deal with their stress more effectively (George *et al.*, 1993). Jobs in service-related industries, such as hotels, tend to be more susceptible to stress and emotional demands. In these situations, organizational support becomes an invaluable resource for managing stress. Consequently, alongside servant leadership, perceived organizational support (POS) also plays a significant role in shaping the relationship between leaders and followers. Hence, we postulate the following hypothesis:

H5. POS moderates the effect of servant leadership on follower perceptions of LMX.

Moderated mediation effect

In developing H5, we argue that the effect of servant leadership on LMX is moderated by POS. We also argue in H4 that LMX mediates the positive relationship between the servant leadership and employee perceptions of organizational identification and career satisfaction. Therefore, the mediated link between servant leadership and the dependent variables can be treated as a moderated mediation model (Muller *et al.*, 2005; Preacher *et al.*, 2007). As such, POS, as a job resource, will act as a contextual factor in intensifying the mediated relationship between the servant leadership and employee perceptions of organizational identification and career satisfaction through the LMX. Hence, we postulate the following hypothesis:

H6. POS moderates the indirect effect of servant leadership on employee perceptions of organizational identification (H6a) and career satisfaction (H6b) through LMX such that the effect becomes stronger for high POS employees than low POS.

Study context

The hospitality sector in any country is considered as a beacon of economic stimulus. This sector is interconnected with many other spheres of society such as “political, social, and environmental” (Roque and Ramos, 2019), and hence have the potential to influence its

development and recession. That is why countries around the world are striving for reviving their hospitality sectors.

The hospitality sector plays a vital role in the United States economy, contributing significantly to employment, revenue, and overall growth. According to the American Hotel & Lodging Association (AHLA, 2020), the hotel industry alone supports nearly 8.3 million jobs and generates \$660 billion in revenue annually. The broader hospitality sector, encompassing restaurants, travel, and tourism, contributes to approximately 2.5% of the country's GDP (World Travel & Tourism Council, 2021). Moreover, the hospitality sector serves as a cornerstone for promoting cultural exchange and fostering global connections, attracting millions of international tourists to the United States each year (U.S. Travel Association, 2021). Given its significant economic and cultural contributions, the hospitality sector remains a crucial component of the U.S. economy and society. The sector is growing at 6.5% rate exceeding its pre-pandemic revenue (PWC, 2022). According to the American Hotel & Lodging Association (AHLA), revenue generation from the hospitality sector of the US was projected to be \$168 billion dollars in the year 2022 (AHLA, 2022). Similarly, hotel occupancy rate in the US is expected to touch 70% (Luthar and Ryan, 2022).

Another trend that has been observed in the workplace is that a whopping 22% of American working people would work from remote places by 2025 (Clara, 2020) which means that hotel industry may be used as a workplace and therefore, they would be preparing themselves for adopting this trend by turning themselves into remote working hotspots. Digitization is another trend that will be observed in the coming years and therefore, hotel industry would need to adapt themselves to contactless services, payments, check-Ins via smartphones, biometrics, and other technology related changes. Similarly, high personalized experience, artificial intelligence, and well-being concerns are other trends on the rise in the hotel industry of the US (Weisskopf and Masset, 2022). Furthermore, post-pandemic, the

hospitality sector of US is facing several challenges including hiring and retaining of the right people and the changing consumer expectations (Rhodes *et al.*, 2022).

All these and similar other challenges and trends call for more/renewed research in the hospitality sector. Particularly, studies on how and what type of leadership and organizational support would be required to shape individual's behaviors who can then feel satisfied at work, identify, and develop themselves with their employer, and perform better in the changing times.

Insert figure 1 about here

METHOD

Based on the positivist philosophy, which is rooted on the premise that truth can be observed and empirically tested, this study adopted a quantitative research methodology to collect the data for the study variables. For the data collection, the authors employed an online interface called Amazon Mechanical Turk (Mturk). Mturk is a popular technology and crowdsourcing platform which researchers can use to recruit respondents for their research and data collection (Buhrmester *et al.*, 2011). More recently, there has been an increase in the use of crowdsourcing platform such as Mturk for the collection of reliable and credible data (Hulland and Miller, 2018). We preferred this survey method to capture responses from employees working in the hospitality industry (hotels) because of its widespread outreach, reliability, and authenticity of the data. The hospitality sector of the US was selected because empirical studies on the outcomes of servant leadership from this sector are limited in number despite its importance and unique organizational settings (Lv *et al.*, 2020). Data were collected from the participants after assuring them of complete anonymity and confidentiality between July and September 2022. Staff were given the option to decline their volunteer participation. This was done to ensure that the participants can reflect their true feelings without any pressure on them. A

convenience sampling technique was adopted to collect the data. This technique is suitable for collecting data from a large group of people easily and quickly. Besides, since we were collecting data via the online platform without having any direct contact or details of the respondents, therefore, convenience sampling technique seems best suited under such circumstances. Past studies have also used similar technique (convenience sampling) of collecting data from respondents (see Ahmad *et al.*, 2022; Shahid and Ahmad, 2016; Umrani *et al.*, 2022). After a period of three months' time, we received a total of 353 responses. Once the initial scrutiny was performed, we were left with 314 completely filled response forms making it a response rate of 89%. We used attention check question in our survey to see the authenticity of participants' answers. We note that 39 participants did not respond correctly the attention check question and were therefore excluded from the final data set.

Measures

Respondents were asked to indicate their level of agreement or disagreement with each of the statement provided on a five-point Likert scale (1= strongly disagree to 5= strongly agree).

Servant Leadership:

Servant leadership was measured with 7-item scale adopted from Liden *et al.* (2014). The Cronbach's Alpha reliability of these 7 items measuring the servant leadership was 0.84.

Leader-member-exchange (LMX):

LMX was measured with 7-item scale adopted from Scandura and Graen's (1984). The Cronbach's Alpha reliability of these 7 items measuring the LMX was 0.82.

Perceived organizational support (POS):

POS was measured with 8-item scale adopted from Eisenberger *et al.* (1997). The Cronbach's Alpha reliability of these 8 items measuring the POS was 0.78.

Organizational identification (OID):

OID was measured with six-item scale adopted from Mael and Ashforth (1992). The Cronbach's Alpha reliability of these 6 items measuring the OID was 0.79.

Career satisfaction (CS):

CS was measured with five-item scale adopted from Greenhaus *et al.* (1990). The Cronbach's Alpha reliability of these 5 items measuring the CS was 0.72.

Control variables. In line with previous research focusing on authentic leadership (Newman *et al.*, 2014; Piccolo *et al.*, 2010; Zhu *et al.*, 2013), this research used age, gender and tenure with the current supervisor in order to control for potential confounding effects. Age and tenure with supervisor were measured in years. Gender was coded as a dummy variable, where 0 = female and 1 = male.

Demographic and Descriptive statistics

Among the 314 completed surveys that we received, 237 respondents were males (75.5%) and were 77 females (24.5%) in the sample population. Respondents' age categories were 20-30 (14%), 31-40 (59.6%), 41-50 (22.6%), 51-60 (3.8%) and above 60 (0%). Concerning years of experience in the current organization, 1-3 (9.9%), 4-6 (12.6%), 7-10 (30.6%) and above 10 years were (47.5%).

Table 1 presents the mean, standard deviation, average variance extracted, composite reliability estimates and correlations among the study variables. This table shows that all five variables (Servant leadership, LMX, POS, Organizational identification, and Career satisfaction) are positively correlated to each other.

Insert table 1 about here

Furthermore, the composite reliability (CR) scores (0.76-0.86) and Cronbach's alpha (0.72–0.84) were all above the threshold of 0.70; and AVE values (0.50–0.56) were all above

the threshold of 0.50. These results (see Table 2) established the convergent validity of the measurement model.

Insert table 2 about here

Controlling Common Method Variance

Procedural and statistical remedies were used to curtail the common method variance (CMV) in the data set (Podsakoff *et al.*, 2012). First, a cover page was attached with the surveys having the information such as “there is no right or wrong answer to any questions in the surveys instruments”, “all information collected during this research will be kept highly confidential”, your participation is voluntary and you can withdraw from data collection any time”, and “this research is fully endorsed by the management of your organization”. Second, all participants were ensured the anonymity. Only, the research team has access to the data. Third, we performed Harman’s single factor to cross-check for potential common method bias (CMB). A single factor was found to account for only 35.63% of the covariance among the measures (< 50% is considered acceptable) (Podsakoff *et al.* 2003).

Measurement model

The confirmatory factor analysis (CFA) was performed to evaluate the discriminant validity of the study variables. The hypothesized five factor model comprised of servant leadership, LMX, POS, organizational identification, and career satisfaction. We adopted the standard criteria associated with the values of factor loadings (above 0.50), average variance extracted (AVE \geq 0.50), and composite reliability (CR \geq 0.60) (Hair *et al.* 2010). Furthermore, we used the comparative fit index (CFI), root mean square error of approximation (RMSEA), and standardised root mean square residual to evaluate the model fit. CFI value greater than 0.90, RMSEA value less than 0.08, and SRMR value less than 0.10 suggest good fit of the model (Hu and Bentler, 1999).

The loadings of two items of servant leadership (SL3, SL7), three items of LMX (LMX2, LMX4, LMX6), three items of POS (POS1, POS3, POS8) and two items of career satisfaction (CS3, CS5) were lower than the required values (0.70) (Gefen *et al.*, 2000), therefore we decided to delete these items from the measurement model and was re-assessed. According to Hair *et al.* (2017) if deleting items with outer loadings between 0.40 and 0.70 does not improve the CR, they can be retained. After re-assessment, the composite reliability (CR) and average variance extracted (AVE) of the respective constructs improved considerably (Hair *et al.*, 2018; Gefen *et al.*, 2000). Hence, we decided to delete these items from further analysis.

Analysis revealed that the fit of the hypothesized five-factor measurement model (servant leadership, LMX, POS, organizational identification and career satisfaction) was good χ^2 (df = 213) = 429, $p < .01$; CFI = 0.919, RMSEA = 0.057 and SRMR = 0.0522. As shown in Table 2, the hypothesized five-factor model fitted the data significantly better than the four-factor model (combined LMX and POS into one factor) ($\Delta\chi^2 = 124$, $\Delta df = 4$, $p < .01$), and three-factor model (combined organizational identification and career satisfaction into one factor) ($\Delta\chi^2 = 155$, $\Delta df = 8$, $p < .01$). These analyses provide the evidence of discriminant validity.

Insert table 3 about here

Structural model

Structural equation modelling (SEM) was used to test the main effect of the independent variable on the mediating and dependent variables. We employed structured equation modelling to test the study hypothesis by using AMOS 27. This software was used because it is one of the most well-established and the most widely used tool for SEM unlike other software programs. Likewise, the user-friendly graphical interface of AMOS allows easy construction

and visualization of SEM models. Moreover, various fit indices and the goodness-of-fit measures give the authors the ability to evaluate the model fit. Finally, the authors of this study are more comfortable in using AMOS than any other software that is why this software program was chosen for the analysis. In addition, hypothesized moderated effect for H5 was tested using moderated multiple regression in SPSS. Conditional indirect effect for H6 was tested using PROCESS in SPSS.

An important practice for testing indirect effects involves assessing both full and partial mediations in order to compare the magnitude of the indirect effect (Newman *et al.*, 2014; Zhao *et al.*, 2010; Zhu *et al.*, 2013). To examine the hypothesized mediated/indirect effects, this study examined the proposed full and partial mediating role of LMX between servant leadership and the outcome variables. H4a and H4b were therefore tested by assessing a full mediation model, whereby paths were drawn from the independent variable (servant leadership) to the mediating variables (LMX), and from the mediating variable to the outcome variables (organizational identification and career satisfaction). Following this, partial mediation models were tested by adding direct paths from servant leadership to respective outcome variables.

All the hypothesized direct and indirect (mediated) effects were tested within two SEM models (Figures 2 and 3). Regarding direct effects, results indicated that direct effect from servant leadership to LMX (H3) ($\beta=0.67$, $p < 0.01$) was significant. Direct effects from servant leadership to career satisfaction ($\beta= 0.51$, $p < 0.01$) and organizational identification ($\beta= 0.52$, $p < 0.01$) were also significant. Hence, H1, H2 and H3 were supported.

Regarding the indirect effects, H4 proposed that LMX mediates the relationship between servant leadership and organizational identification (H4a) and servant leadership and career satisfaction (H4b). As indicated in Figure 2, the direct effects underlying this mediation were significant. In support of mediation, the direct paths from servant leadership to outcome

variables were added, and the path coefficients from LMX to outcome variables were reduced (see Figure 3). Specifically, the relationship between LMX and organizational identification dropped from ($\beta= 0.38, p < 0.01$) to ($\beta= 0.06, p > 0.05$) and become non-significant. This implies full mediation of LMX between the servant leadership and organizational identification. Similarly, the relationship between LMX and career satisfaction dropped from ($\beta= 0.44, p < 0.01$) to ($\beta=0.18, p < 0.01$), however remained significant. This implies partial mediation of LMX between the servant leadership and career satisfaction. Hence, results provided support for the H4a and H4b.

Insert figure 2 about here

Insert figure 3 about here

In order to test the moderating role of POS on the relationship between servant leadership and LMX, hierarchical moderated regression analysis was used. Prior to running the moderation analysis, both independent and moderating variables were mean-centred (as recommended by Aiken and West, 1991). Interaction term was created for the independent and moderating variables in the hypothesized relationships.

Control variables, were entered in the first step, followed by the independent and moderating variable in the second step. In the third step, the product term of the independent and moderating variables was entered. Results show (see Table 4, step 2) that servant leadership has a positive relationship with LMX ($\beta= 0.61, p < 0.01$); and also, POS was found to have a positive significant relationship with LMX ($\beta= 0.12, p < 0.05$). Step three shows that the two-way interaction term created between servant leadership and POS has a significant effect on LMX ($\beta=0.24, p < 0.01$). These results provide support for H5.

We did simple slope analysis for the significant interactions between SL and POS on LMX (H5). In order to interpret the interaction effects, the simple slopes for the significant interaction effects (i.e. for the low and high values of the moderating variables) were plotted and assessed for significance. Plot for the interaction is presented in Figure 4.

Insert table 4 about here

Insert figure 4 about here

In order to examine the moderated mediation model, we used the PROCESS macro for SPSS (Hayes, 2013). We used the Hayes's Model 7, which simultaneously examines the moderation of the first-stage relationship. Results of the PROCESS macro provided the estimates of mediation effects at high and low levels of the moderator. The findings revealed that the conditional indirect effect for SL via LMX on organizational identification was not significant (index= .02; 95% CI [-.02, .07] because these intervals include 0. However, the results confirmed the existence of conditional indirect effects of SL via LMX on career satisfaction (index= .05; 95% CI [.008, .110] because these intervals did not include 0 (see Table 5). Hence H6a was not supported and H6b was supported.

Insert table 5 about here

Discussion and conclusion

This study aimed to investigate the organizational circumstances in which servant leadership facilitates the employees to develop higher social exchange relationships with their leader

which in turn enhance their identification with their respective organizations and bring them career satisfaction. We found that the effect of servant leadership on LMX was most effective when perceived organizational support is high. This shows that support from leader and support from organization are both equally important in developing a strong bond between the leader and subordinates. These findings provide support to the interactional perspective, which posits that personal and contextual factors are both pivotal to understand the employee attitudes and behaviors.

Furthermore, as described in the literature review, the basic philosophy of servant leaders is to place others' interests above their own, which results in higher growth and wellbeing of their followers and motivates them to engage in behaviors that are beneficial for the organization and co-workers (Barbuto and Wheeler, 2006; Liden *et al.*, 2008). This study aimed to understand under the contextual environment (i.e., POS), servant leaders motivate their followers to show oneness (organizational identification) with their organization and work wholeheartedly (career satisfaction) for their organization. Our findings are in line with the previous studies who also found significant positive relationships between servant leadership behaviors and employees' satisfaction (Donia *et al.*, 2016), engagement (Klein, 2014), commitment (Miao *et al.*, 2014), in-role performance and extra-role performance (Liden *et al.*, 2014); and negative relationships between servant leadership and workplace bullying, workplace incivility and workplace ostracism (Inam *et al.*, 2021) and perceived organizational politics (Khattak and O'Connor, 2021). This study corroborates the findings of previous research, indicating that servant leader behaviors are generally positively accepted by their subordinates, which ultimately transforms into higher organizational identification and career satisfaction through high social exchange (LMX). This finding is also in line with the previous studies where researchers have argued that the quality of LMX plays a critical role in shaping individual's behaviors (see Hussain *et al.*, 2018; Mustafa and El-Mutalib, 2019). Similarly, we

tested the moderating role of POS between the mediating path of servant leadership, LMX, and employees' identification and servant leadership, LMX, and career satisfaction. This finding is also in line with the previous studies who tested the moderating role of POS. For example, Duke *et al.*, (2009) tested the moderating role of POS between emotional labor and performance, and Jain *et al.*, (2013) tested the moderating role of POS between organizational stressors and organizational citizenship behaviors. Finally, we used the SIT as our theoretical underpinning to explain how servant leadership in the hospitality sector would lead to enhancement of employees' identification and career satisfaction.

Theoretical implications

This study contributes to literature in several ways. First, numerous studies are conducted on the topic of servant leadership and its impact on employee attitudinal and behavioral outcomes (i.e., Liden *et al.*, 2014; Yang *et al.*, 2017; Eva *et al.*, 2019; Karatepe *et al.*, 2020; Sudarmo *et al.*, 2021). Results of this study provide an empirical support that servant leadership positively influence the LMX which in turn improve the employee identification with their organization and enhance their career satisfaction. Therefore, it is evident that LMX works as an underlying mechanism between the servant leadership and employee organizational identification and career satisfaction.

Second, servant leadership as a topic of research in hospitality industry is at its infancy because very few empirical studies are conducted on this topic so far (Bavik, 2020; Lee *et al.*, 2020). Therefore, this study is a response to the call for future researcher by Bavik (2020) and Lee *et al.*, (2020) to understand that why and in what circumstances servant leadership plays an important and positive role in the hospitality industry. Considering the findings of this study as a pioneering attempt, other researchers can elaborate on this line of inquiry to explore about other potential variables which can potentially transform the leadership efforts into employee attitudinal and behavioral outcomes.

Third, this study also attempted to explore the unique role of LMX as a mediator between servant leadership, organizational identification, and career satisfaction. This finding also suggest that the quality of exchange relationship is critical for the hospitality industry considering the high-pressure work environment where staff deals with all sorts of customers (rude, polite, friendly, and not friendly etc.). These pressures may emotionally exhaust employees which may ultimately affect their well-being (Armeli *et al.*, 1998). Past studies may have ignored this relationship between a supervisor and subordinate in hospitality sector (Bavik, 2020). Hence, highlighting the role of servant leadership with LMX as its intervening variable in the hospitality sector is an added contribution of this study which deepens the understanding of scholars and practitioners alike. This finding is also in line with the previous study conducted by Newman *et al.*, (2017) in the hospitality sector who argued that the stronger the relationship between supervisor and subordinate (i.e., LMX), safer the subordinates would feel psychologically. Therefore, the fourth theoretical contribution of this study is to add servant leadership to the list of antecedents of LMX – another novel addition to the body of knowledge.

Fifth, we explained the underlying mechanism with the help of SIT and OST which suggest that employees in the hospitality sector keep a close eye on the behaviors of their leaders and overall organizational support. If they find them supportive, friendly, and positive, they make positive judgements which can be translated into many positive outcomes e.g., in our case, to increase identification and career satisfaction, and to improved psychological safety and supervisor-subordinate guanxi (Lv *et al.*, 2020).

Lastly, considering the interactionist perspective, this study also revealed that POS work as a boundary condition and enhance the positive impact of servant leadership on LMX. These findings corroborate the social cognition theory (Bandura, 2013) and OST (Eisenberger

et al., 1986), which posit that workplace environment strengthen the relationship between LMX and employee career satisfaction and organizational identification.

Practical implications

Apart from the above-described theoretical contributions, this study also has some important practical implications. First, it is observed through the comprehensive literature review that servant leadership became more important because of the built-in attribute of helping followers and work for the wellbeing of employees and organization at the same time. It is mostly because of the increasing market share of service sector and escalation of competition which really demand the servant leadership approach which is best suited for developing high social exchange relationship with their followers. Once leader and followers are in a high leaders-member-exchange relationship, this might positively influence the overall organizational performance which is the ultimate goal of any organization. Therefore, it is highly recommended for managers to exhibit servant leader attributes such as servanthood, humility, unconditional love and empathy to develop servant culture in the organization. This emphasis on adopting servant leadership style is also consistent with the previous studies who also called for promoting servant leadership (Lv *et al.*, 2022) who argued that servant leaders could motivate staff of hotel sector by providing them support, developmental opportunities, and would perform in a manner that would benefit the organization. Therefore, this leadership style may be incorporated in the HR practices by the management and design training programs to develop such skills among its managers.

Likewise, a recent systematic review (Bavik, 2020) reported that servant leadership is as critical leadership style for the hospitality industry as it is for any other industry. This proposition is supported by the findings of our study. Therefore, it is recommended to the top management to not only improve the current supervisors' knowledge, skills and abilities through trainings and workshops, but also design some sort of reward mechanism for

reinforcement of such behaviors. This would also be beneficial for the employees' well-being and ultimately their performance (Armeli *et al.*, 1998).

Moreover, keeping in view the unprecedented challenges currently faced by the hospitality sector and the future trends that were discussed earlier, we believe that servant leaders have the ability to better respond. These leaders are not egoistic and therefore, open for learning new things, adopting new technologies and thereby embracing change. Hence, during these turbulent times, more reliance on servant leadership would be made to address the current and future challenges.

Lastly, literature on LMX has well established the fact that LMX plays a pivotal role in explaining employee attitudes and behaviors. Therefore, supervisors are encouraged to develop high LMX with subordinates. However, it is not necessary that supervisors, having high LMX with subordinates, will always transform into subordinates' job satisfaction and performance. Our study shows that to get high employee organizational identification and career satisfaction two things are necessary: leaders must try to develop high-quality relationship with subordinates, and subordinates must perceive that they are being supported by the organization and have access to the valuable assets of the organization. For this purpose, activities that may increase interaction with the leaders might be increased to build the relationship between supervisor and supervisee. Managers may reassess their job descriptions and change their behaviors as prescribed by the servant leadership.

Limitations and future research directions

Despite contributing these advances to the servant leadership literature, the present study also has few limitations. First, it has a limited scope because we did not examine the relationships between specific cultural contingencies and servant leadership. We, therefore, urge researchers, to directly measure the specific cultural contingencies in their studies by examining what sort of servant leadership practices are valued in specific contexts.

Second, the study's data were confined to a specific work context (hospitality industry): that is, a sample of employees working in USA hospitality industry. This means that the findings are neither generalizable to the general working population of USA nor to other national/cultural contexts. Accordingly, further replications in other cultures such as Latin America, the Middle East and Sub-Saharan Africa are required to support the findings of this study.

Third, this study has considered LMX as an underlying mechanism between servant leadership and employee organizational identification and career satisfaction. The moderating effect of perceived organizational support as a boundary condition that could strengthen the effect of servant leadership on dependent variables was also investigated. It is strongly recommended for future researchers to explore other variables, such as trust and personality types as mediator and moderator, that could affect employee organizational identification and career satisfaction.

Finally, data collected for this study was cross sectional in nature and therefore might have causality issues. Future researchers are encouraged to collect longitudinal data to avoid such causality issues.

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Tables

Table 1. Means, standard deviations and correlations among the study variables

No	Variables	Mean	SD	AVE	CR	1	2	3	4
1	SL	3.80	0.69	0.52	0.84				
2	LMX	3.73	0.55	0.50	0.83	0.67**			
3	POS	3.59	0.38	0.56	0.83	0.47**	0.41**		
4	OID	3.97	0.51	0.50	0.86	0.52**	0.38**	0.54**	
5	CS	3.90	0.54	0.52	0.76	0.51**	0.44**	0.50**	0.58**

Source (s): Authors' own work;

Note: $n = 314$. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$. SL= Servant leadership; LMX= Leader-Member-Exchange; POS= Perceived organizational support; OID= Organizational identification; CS= Career satisfaction.

Table 2. Confirmatory factor analysis results

Factors	Standardized loading	t-value	Cronbach's alpha	CR	AVE
SL			0.84	0.84	0.529
SL6	0.784	-			
SL5	0.617	10.934			
SL4	0.716	12.701			
SL2	0.725	12.896			
SL1	0.782	14.188			
POS			0.78	0.83	0.503
POS7	0.726	-			
POS6	0.714	12.248			
POS5	0.732	12.799			
POS4	0.652	11.818			
POS2	0.721	13.322			
LMX			0.82	0.83	0.566
LMX1	0.744	-			
LMX3	0.807	13.620			
LMX5	0.818	13.784			
LMX7	0.627	10.576			
OID			0.79	0.86	0.509
OID1	0.713	-			
OID2	0.714	9.739			
OID3	0.689	8.007			
OID4	0.731	8.920			
OID5	0.692	8.932			
OID6	0.742	8.999			
CS			0.72	0.76	0.526
CS1	0.772	-			

CS2	0.622	8.250
CS4	0.679	7.721

Source (s): Authors' own work;

Notes: CR= composite reliability; AVE= average variance extracted; SL= Servant leadership; LMX= Leader-member-exchange; POS= Perceived organizational support; OID= Organizational identification; and CS= Career satisfaction.

Table 3. Results of CFAs, comparison of measurement models.

Model	χ^2	df	$\Delta\chi^2$	CFI	RMSEA	SRMR
Five-factor model	429	213	—	0.919	0.057	0.052
Four-factor model	606	217	177**	0.854	0.076	0.088
Three-factor model	626	220	197**	0.847	0.77	0.091

Source (s): Authors' own work;

Table 4. Servant leadership and LMX moderated by POS

	LMX	
	β	ΔR^2
Step 1		
Age	-.05	
Gender	-.04	
Tenure	-.30**	.10***
Step 2		
Age	.04	
Gender	.03	
Tenure	-.01	
SL	.61***	
POS	.12**	.35***
Step 3		
Age	.07	
Gender	.02	
Tenure	.01	
SL	.66***	
POS	.26***	
SL x POS	.24***	.03***

Source (s): Authors' own work;

SL= Servant leadership; LMX= Leader-Member-Exchange;
POS= Perceived organizational support

Table 5. Moderated mediation analysis (conditional indirect effect at POS= \pm SD)

Variables	<u>Organizational identification</u>			<u>Career satisfaction</u>		
	Effect	LLCI	ULCI	Effect	LLCI	ULCI
Via LMX						
-1SD POS	.02	-.03	.08	.07	.01	.013
+1SDPOS	.03	-.05	.11	.10	.01	.018

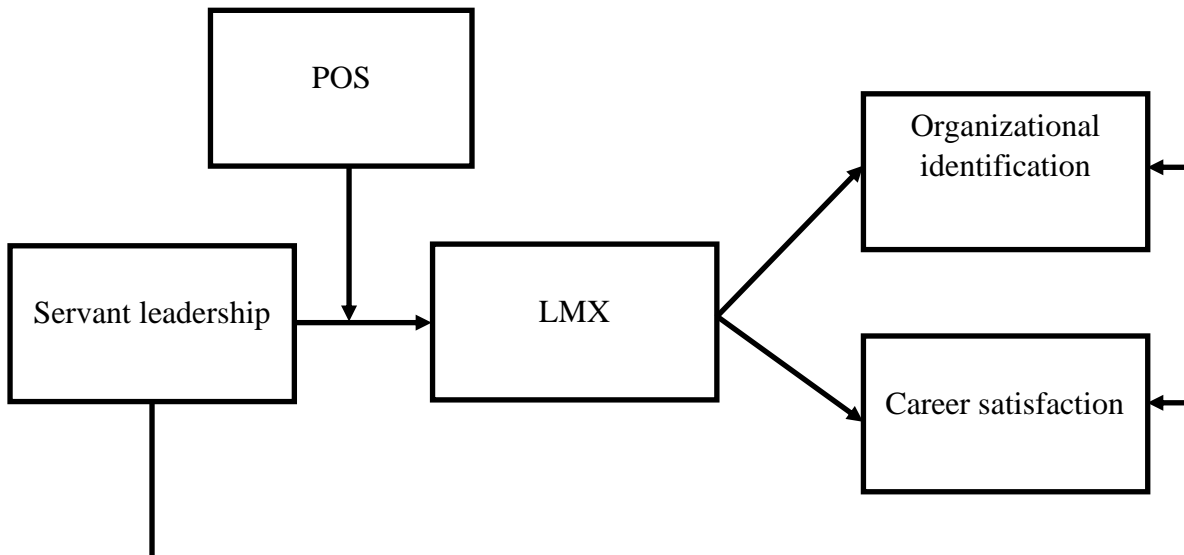
Source (s): Authors' own work;

n = 314

unstandardized regression coefficients are reported.

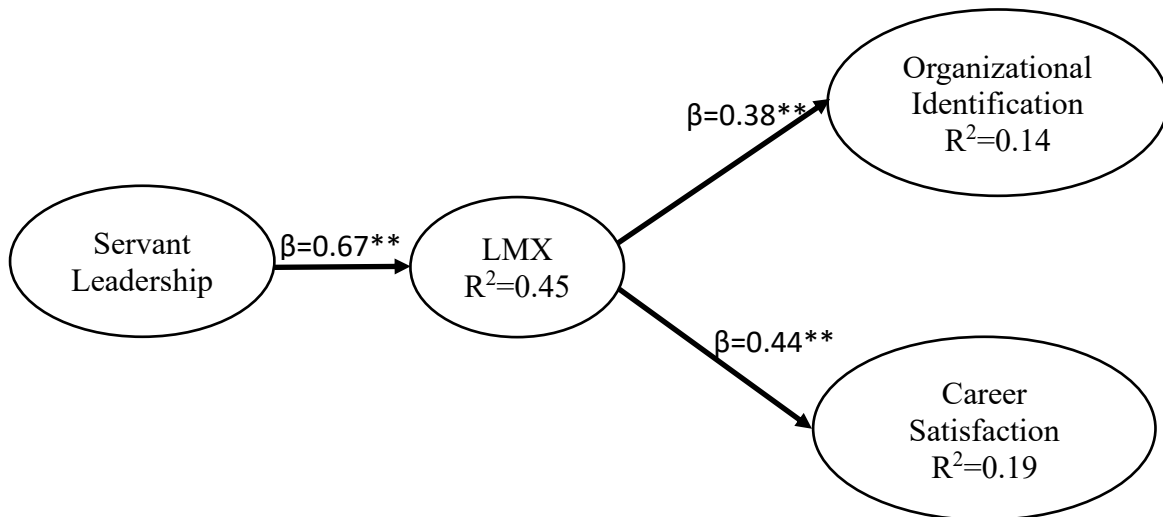
Following variables were centred: LMX (Leader-Member-Exchange) and POS (perceived organizational support). Bootstrap sample size = 5,000 bias corrected; LL = lower limit, UL = upper limit, CI = confidence interval; Level of confidence 95%

Figures



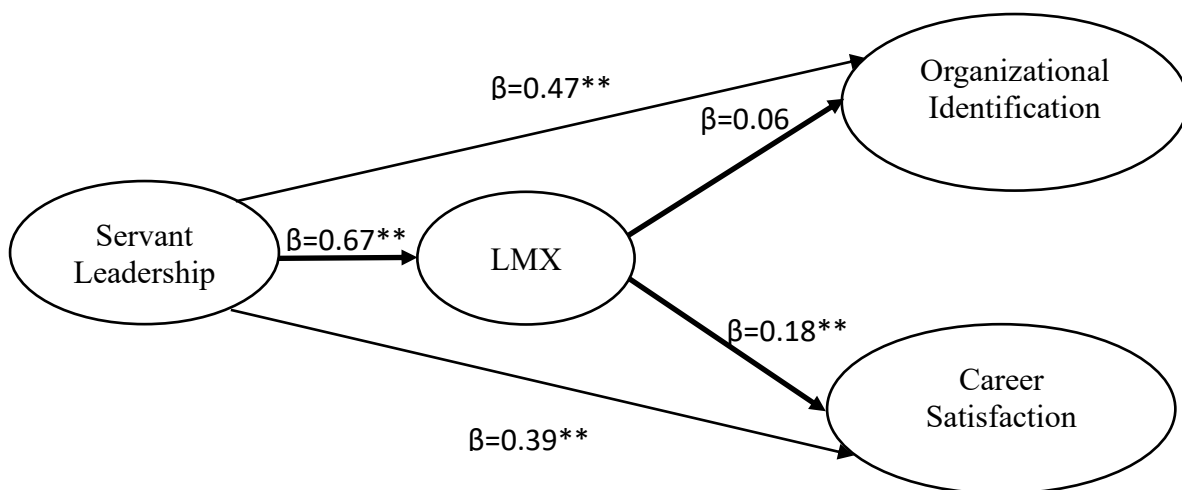
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Figure 1. Hypothesized moderated mediation model



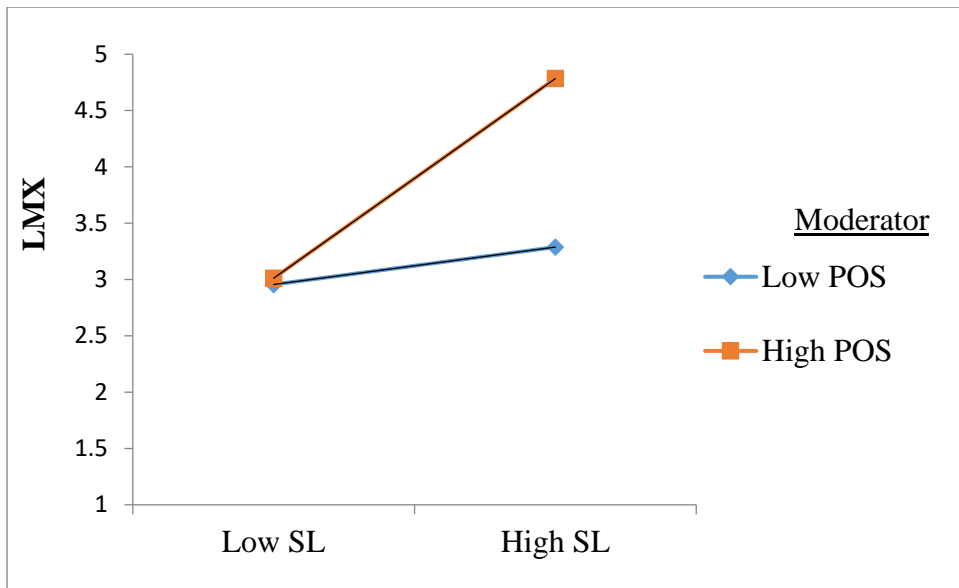
Source (s): Authors' own work;

Figure 2. Full mediation model of LMX between servant leadership and organizational identification and career satisfaction



Source (s): Authors' own work;

Figure 3. Partial mediation model of LMX between servant leadership and organizational identification and career satisfaction



Source (s): Authors' own work;

Figure 4. Moderating impact of POS on servant leadership and LMX