

Servant Leadership and Employee Performance: The Role of Creativity, Passion, and Emotional Exhaustion

Marina Iqbal

The Islamia University of Bahawalpur, Pakistan

Shahid Mahmood

The Islamia University of Bahawalpur, Pakistan

drshahidhr@gmail.com

Kanwal Iqbal Khan

University of Engineering and Technology, Kala Shah Kaku, Pakistan

Ali Ansari

The Islamia University of Bahawalpur, Pakistan

Abstract

The purpose of this study is to inspect how servant leadership influences employee performance. Based on self-determination theory, the intervening mechanism of harmonious passion and creativity in the relationship between servant leadership and employee performance is examined. Additionally, the moderating role of emotional exhaustion is investigated. Questionnaire-based primary data was collected from the hospitality industry of Pakistan. Process Macros results reveal that employee performance, creativity, and harmonic passion are influenced by servant leadership. The findings support the mediating mechanism of creativity and harmonious passion. This study contributes to the existing body of knowledge by illuminating the impact of employee outcomes and emotional exhaustion, while highlighting the necessity and importance of servant leadership for employee performance.

Keywords: Servant leadership, employee performance, harmonious passion, creativity, emotional exhaustion

Introduction

Servant leadership is based on the belief that the leader prioritizes serving the common good. Priorities are crucial for leaders with this personality type, particularly for their team, organization, and employees. The leader's initial approach to prioritizing follower development and organizational stewardship has gained empirical support in service industries. (Eva et al., 2019). Recent meta-analyses have confirmed that servant leadership has a strong association with employee performance, particularly in high-stress environments such as hospitality (Lee & Karatepe, 2024). Servant leadership tries to achieve a vision by demonstrating support to employees. Therefore, employees can grow and learn while also contributing to their vision and expertise. Employees who work in an atmosphere where servant leadership is practiced are more likely to think that their voices are heard. An awareness of leadership that emphasizes leader actions that focuses on follower growth while minimizing the leader's self-glorification (Hale & Fields, 2007). Servant leadership requires going beyond one's self-interest (Greenleaf, 2002). Servant leaders prioritize their employees' needs and collaborate with the organization to foster a healthy work environment, where employees develop a sense of loyalty (Kaya & Karatepe, 2020). In this situation, servant leaders assign responsibility to their workers, highlight their development and growth, and ensure they are aware of the organization's goals (Jaramillo et al., 2015; Van Dierendonck, 2011). They keep their promises, act honestly, consider themselves as stewards of the organization, and set an example for their followers (Van Dierendonck & Nuijten, 2011).

Over the past few years, interest in servant leadership has grown. According to research, employees' perceptions of their supervisors' servant leadership behaviors enhance employee performance by fostering organizational trust and having a favorable impact on the leader's personal beliefs (Washington et al., 2006). Additionally, researchers have discovered that servant leadership reduces employee turnover and enhances team effectiveness (Hu & Liden, 2011). As a result, the success of hospitality organizations depends on competent leadership. According to Brownell (2010), servant leadership is a promising form of leadership and could be the next step in the evolution of leadership in the hospitality sector. According to Greenleaf (2002), the hotel industry's two key views, providing outstanding service and being hospitable, are both demonstrated through servant leadership. It appears to be in harmony with the key principles of the hospitality industry because leaders' ethical behavior permeates the entire firm (Huertas-Valdivia et al., 2019). Servant leadership fosters confidence in the leaders, increases inventive activities and adaptable employee performance, reduces stress and emotional exhaustion, and stimulates creativity (Eva et al., 2019; Karatepe et al., 2019; Kaya & Karatepe, 2020; Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020).

Positive implementations of servant leadership enhance employees' performance and behavior by highlighting the specific requirements outlined in job descriptions, thereby boosting performance and providing tactful customer service in challenging situations (Netemeyer & Maxham, 2007). Furthermore, servant leadership is a solution to employees' intentions to miss work in stressful environments (Karatepe et al., 2019). Several studies have been conducted to investigate the processes that link servant leadership with work-related outcomes. According to numerous studies, servant leadership is one of the most admired and effective leadership philosophies in the hospitality sector (Bavik et al., 2017; Wang et al., 2018). It may help employees to perform better and collaborate more effectively. Servant leadership can motivate, encourage, support, and respect individuals, enabling them to achieve corporate goals (Koyuncu et al., 2014). Enhancing employees' performance through servant leadership requires intervening mechanisms that may strengthen this relationship (Eva et al., 2019; Ozturk et al., 2021). According to Egan et al. (2017), servant leadership may influence workers' creativity through affecting their motivation.

Furthermore, harmonious passion has been identified as a potential mediator in the relationship between contextual characteristics, such as leadership, and the improvement of employee outcomes and essential behaviors (Liu et al., 2011; Ma et al., 2019). Harmonious passion could act as a bridge between employees' performance and servant leadership. As a result, the study's initial goal is to determine whether servant leaders who exhibit heightened harmonic passion and creativity may serve as a vehicle for shaping staff performance. Due to the current market situation in the hotel business, innovation is recognized as a vital problem (Hon & Lui, 2016; Wang & Rafiq, 2014). Although employee creativity is crucial in many sectors, the fact that the hospitality business is experiencing new difficulties, such as new technologies, compels the hotel industry to produce good products and unique services that not only inspire guest pleasure but also staff happiness (Dul & Ceylan, 2011; Tran & Spears, 2020; Wikhamn, 2019). Hotel staff are in the best position to conceive new ways to improve the service they provide, as they deal with clients' day-to-day needs. Harmonious passion has a strong tendency to align with the work that an individual enjoys and considers essential enough to dedicate time and energy to. It can be one of the motivating causes behind innovative behavior among service professionals (Burke et al., 2006). Harmonious passion is a powerful motivator that encourages people to give their all at work by displaying excitement and enjoyment. Past research suggests that individuals with a high level of harmonious passion engage more freely in the activity while also deriving pleasure from it (Vallerand et al., 2003). Furthermore, Individuals who have a harmonious passion at work tend to participate more in activities that are not strictly expected of them (Gulyani & Bhatnagar, 2017).

According to the previous investigation, servant leadership is associated with emotional exhaustion, work boredom, turnover intention, ego depletion, and job doubt (Bobbio et al., 2012; Hunter et al., 2013; Rivkin et al., 2014; Walumbwa et al., 2018). According to Crawford et al. (2010), emotional exhaustion is described as an employee's total physical and emotional fatigue in the workplace. Employee fatigue may be reduced or even avoided by properly analyzing its causes. When a person experiences job stress, it has numerous consequences that affect not only the individual but also the organization as a whole. Based on self-determination theory, this study aims to investigate the impact of self-determination on employee performance in the hotel industry, with a focus on Pakistan. Furthermore, the study aims to investigate how servant leadership impacts employee performance through creativity and harmonious passion, and how this relationship is moderated by emotional exhaustion in Pakistan's hospitality industry.

Literature Review and Research Hypotheses

Self-determination Theory

Self-Determination Theory (SDT) provides a wide framework for examining human motivation and personality. The concept emphasizes how both internal and extrinsic incentives influence behavior. Relying on this theory, this study extends prior work by testing whether servant leadership fulfills employees' psychological needs, such as autonomy, competence, and relatedness, thereby fostering creativity and passion (Zhang et al., 2023). According to SDT, satisfying three essential psychological demands promotes healthy psychological functioning and well-being. Autonomy is the desire to feel in control of one's actions and goals. Competence is the drive to master tasks and acquire new skills. Relatedness is the desire to feel linked to people and have a sense of belonging. Drawing on the theoretical arguments of autonomy, competence, and relatedness, a causal chain for employee performance is proposed. According to SDT, when these needs are addressed, people are more likely to engage in intrinsically motivating activities, which are linked to higher tenacity, creativity, and general well-being. In contrast, when these requirements are not met, motivation and well-being might suffer (Deci & Ryan, 2000).

Servant Leadership and Employee Performance

Servant leadership is an emerging leadership philosophy that contends that leaders should prioritize serving their people (Greenleaf, 2002). Servant leadership, according to this notion, describes "leadership practices in which leaders persist in being 'servant first' rather than 'leader first,' and put their subordinates' highest priority demands ahead of their own" (Greenleaf et al., 1974). Examples of servant leadership attributes include ethical behavior, emotional healing, helping followers develop, and

prioritizing followers' needs, as well as conceptual skills that empower and provide value to the community (Dennis et al., 2010). All these features distinguish a servant leader from other types of leaders, such as transformational leaders (Van Dierendonck & Nuijten, 2011). Servant leadership has a significant impact on employees' learning and growth, ultimately leading to enhanced organizational learning (Bass, 2000). Servant leaders contribute to improving their organization in a learning environment (Crippen, 2005; McClellan, 2007). The desires of their employees may be a characteristic of servant leaders. They encourage their employees, develop their creativity, offer adequate guidance to their followers, and enhance the quality of the connection between employees and servant leaders (Greenleaf, 2002).

Recent evidence from a meta-analysis confirms the significant impact of servant leadership on the performance of hospitality employees (Lee & Karatepe, 2024). Servant leadership is a comparatively recent notion in the leadership literature (Van Dierendonck, 2011); however, it has attracted significant attention in organizational behavior studies. Although we often associate servant leadership with the excellent customer service that is crucial to the success of hospitality businesses, research hasn't always proven this to be the case. One exception suggested by Brownell (2010) is that servant leaders might be beneficial in styles of leadership for enhancing client satisfaction in the hotel industry.

Servant leadership is related to the development and needs of subordinates, and they value the quality of the leader-subordinate relationship (Smith et al., 2011; Van Dierendonck et al., 2004). The two primary performance outcomes of work engagement examined in this study are job performance and extra-role customer service. Because frontline employees' service delivery habits are influenced by perceptions of service quality and customer satisfaction, individuals in frontline service jobs must react to client requests and issues in a timely and courteous manner (Bettencourt et al., 2005). Employees who are genuinely involved are more alert and focused on their tasks. They are allowing themselves to manage client requests and difficulties successfully, providing high-quality service. Given that, engaged employees devote their cognitive, emotional, and physical energies to their professions; this is understandable. Servant leadership has been linked to improved performance and behavior in empirical research on management and hospitality management. Employee discretionary behavior and work engagement have both been widely researched as behavioral consequences.

According to studies, helpful behavior is encouraged when servant leaders and their followers have a deep dyadic relationship. Previous studies claimed that civic behavior is customer-focused (Neubert et al., 2016; Neubert et al., 2008; Zhou, 2003). According to Bavik et al. (2017), servant leadership encourages construction (i.e.,

seeking resources), taking on new tasks, and lowering expectations, which improves workers' customer- and service-oriented corporate behavior of citizenship. Scholars have proven that servant leadership has a significant impact on individual and team results, based on the philosophy of servant leadership. The research, for example, experimentally demonstrates that individuals' outputs, as well as their behavior and performance, are influenced by servant leadership (Hunter et al., 2013; Liden et al., 2014; Neubert et al., 2008; Van Dierendonck, 2011). Servant leadership has a positive impact on performance, particularly in service settings (Lee & Karatepe, 2024). It fulfills employees' needs for autonomy, competence, and relatedness, thereby enhancing motivation and output (Metselaar et al., 2025). This study extends these insights by examining servant leadership effects in Pakistan's hospitality sector, where cultural and organizational factors may further modulate these relationships. So, the following hypothesis is proposed.

H1: Servant leadership is positively related to employee performance.

Servant Leadership and Creativity

Creativity is the capacity to generate original and worthwhile ideas (Amabile, 1988). To provide high-quality services while preserving long-term competitive advantages, hospitality businesses need innovative employees (Ansari et al., 2023; Hon & Lui, 2016). Thus, in modern hospitality studies, employee creativity is seen as a crucial subject (Hu et al., 2009; Wang & Rafiq, 2014; Zhou & George, 2001). A servant leader may enhance the energy employees invest in their tasks, thereby elevating their level of creative engagement (Atwater & Carmeli, 2009; Erdogan & Enders, 2007). More specifically, a manager might encourage their staff to take ownership of their activities when faced with a difficulty, enhancing creative performance. Due to the labor-intensive nature of the hospitality industry, competent and motivated employees form the foundation of exceptional service delivery, which in turn leads to greater customer satisfaction (Wang et al., 2014).

Businesses must be creative at the individual, group, and organizational levels to sustain or improve performance in rapidly changing and fiercely competitive settings (Mumford, 2002). The majority of creativity research has focused on human characteristics, skills, and cognitive tendencies that facilitate the generation of innovative and practical ideas for products, services, processes, and procedures (Shalley & Gilson, 2004). On the other hand, both social and organizational characteristics have a role in fostering innovation in businesses (Amabile et al., 1996). As a result, creativity is frequently considered to be a structure, characteristic, and function of group processes (Jung, 2001; Shalley & Gilson, 2004). Moreover, it promotes, amongst other things, information and decision-making involvement,

knowledge sharing, member integration, and the development of societal skills (West, 2002).

According to the output model, the input process (Shalley et al., 2004), leadership is a crucial component in the development of the qualities mentioned above. In reality, through their leadership knowledge, social skills, and creative problem-solving abilities, leaders actively contribute to the generation of innovative ideas (Asghar et al., 2022; Mumford, 2002). Servant leaders may function as effective boosters of creativity within the work group. According to O'Hara and Sternberg (2001), a common servant leadership trait, participatory leadership, boosts group creativity by increasing group member participation and reducing interpersonal conflicts within the work group. According to Bandura's social cognitive theory (Ba, the narrower, tighter, and stronger the link between followers and leaders is, the simpler it is for workers to absorb the leader's values and standards (Melé, 2003; Ruíz et al., 2010). Servant leadership appears to help promote a creative work environment. For example, it fosters vision, motivation, intellectual curiosity, constructive problem-solving attitudes, information-seeking behavior, and assumption testing (Mumford, 2002; Zhang et al., 2011). According to Zhang et al. (2023), servant leaders emphasize employee growth and development. Wang and Chan (2024) found that servant leadership increases both incremental and radical creativity through its positive effect on intrinsic motivation. Based on the above discussion, researchers proposed the following hypothesis.

H2: Servant leadership is positively related to creativity.

Servant Leadership and Harmonious Passion

People in the hotel industry are more likely to view their jobs as significant and to incorporate them into their identities, leading to a boost in harmonious passion. When an individual develops a harmonious passion for a particular activity, that activity becomes an integral part of the person's personality (Vallerand et al., 2003). According to the study, harmoniously passionate individuals exhibit higher levels of attentiveness at work and cognitive absorption (Hu & Liden, 2011). These workers are likely to establish fundamental work objectives and devote additional efforts and time to achieving them, resulting in improved job performance (Vallerand et al., 2007). In the hospitality industry, this means that harmoniously passionate frontline hospitality staff can dedicate their complete attention to client services, which is the principal of the job and enables them to accomplish outstanding service performance in their role. Harmonious passion can encourage hospitality personnel to engage, and it is a non-work activity that requires a significant investment of emotional energy in addition to formal work requirements (Raub & Liao, 2012).

When service professionals are in a bad mood, they participate in fewer optional activities, such as proactive action (Chen et al., 2017). Customer service is autonomously integrated into the personalities of harmoniously passionate frontline hospitality personnel (Vallerand et al., 2003). When delivering customer service, people are likely to feel a variety of positive feelings (Burke et al., 2015; Deci & Ryan, 2002; Vallerand et al., 2003). As a result, they might be able to push the boundaries of customer care and provide proactive service. In the hospitality industry, servant leadership is regarded as one of the most admired and effective leadership approaches (Bavik et al., 2017; Wang et al., 2018). It may encourage workers to be enthusiastic about collaborating. Through inspiration, support, respect, and encouragement, servant leadership can help employees achieve organizational objectives (Koyuncu et al., 2014). The next stage of servant leadership involves prioritizing the needs of one's subordinates (Bouzari & Karatepe, 2017). By being present and encouraging passion for the task, these servant leaders may create an environment in their organizations where employees like their work (Egan et al., 2017). Based on the above discussion, the researcher proposes the following hypothesis.

H3: Servant leadership is positively related to harmonious passion.

Creativity and Employee Performance

Amabile (1988) defines creativity as the ability to develop valuable and novel ideas. Organizations in the hospitality industry require creative individuals to deliver high-quality services to customers while maintaining long-term competitive advantages (Hon & Lui, 2016; Oldham & Cummings, 1996). Thus, in modern hospitality studies, employee creativity is seen as a crucial subject (Hu et al., 2009; Wang et al., 2014; Zhou & George, 2001). Scholars have suggested that engaging in creative activities can increase the level of creative involvement among employees by enhancing the amount of energy they invest in their work (Atwater & Carmeli, 2009; Erdogan & Enders, 2007). More precisely, when challenges arise, a manager can motivate employees to take responsibility for their tasks, thereby boosting creative output. Given the labor-intensive nature of the hospitality sector, competent and motivated staff are crucial for delivering excellent service, which ultimately leads to high customer satisfaction (Ling et al., 2017; Wang & Rafiq, 2014). Your capacity for creativity could provide you a competitive edge (Amabile et al., 1996; Oldham & Cummings, 1996).

Additionally, it is a crucial factor in delivering top-notch services in the market (Amabile et al., 2004). Innovative solutions in the hospitality sector enhance staff performance (Claver-Cortés et al., 2006). On the other hand, only a few studies have examined the direct link between creativity and employee performance, which is revealed to be inextricably intertwined in the hospitality industry (Wang et al., 2014).

Despite the assertion that employee sales are connected to employee creativity, there is no tangible evidence of a relationship between service job performance and creativity (Gong et al., 2009). So, the following hypothesis is proposed.

H4: Creativity is positively related to employee performance.

Harmonious Passion and Employee Performance

Harmonious passion is a sort of enthusiasm that emerges through the personal integration of a preferred activity into one's sense of self and harmony with other parts of life. (Vallerand et al., 2003). It appears that after workers openly appreciate the value of their job, they do so without any emotional involvement. That is, workers who are passionate and harmoniously choose to work for a variety of reasons (Burke et al., 2015). Individuals prefer to integrate components of their psyche and form relationships with others to establish a distinct sense of self (Deci & Ryan, 2002). They examined and assessed their societal surroundings to build motivations, driven by this intrinsic urge (Deci & Ryan, 2002). As soon as a societal context meets a worker's basic requirements, for example, relatedness and autonomy, they are more likely to feel solidly harmoniously passionate (Vallerand et al., 2003). When people invest time and energy into their interests, this kind of passion grows in them (Thorgren & Wincent, 2013). Although the majority of studies on harmonious passion have been conducted in the past with success in activities, they have also shown that it improves employee performance (Qadeer et al., 2016). This topic has gathered interest among academics in the organizational setting (Ma et al., 2019). Therefore, it has also been described as the exacting desire for the work that employees find valuable and enjoy (Liu et al., 2011). The significance of harmonious passion as a potent motivator of action in the workplace that improves employee performance (Liu et al., 2011).

According to researchers in organizational behavior and psychology, motivated individuals who work well together and enjoy their work spend a significant amount of time on it, which results in better performance (Vallerand et al., 2003). In addition to their usual performance at work, these people go beyond to think creatively and unconventionally (Schwartz & Pogge, 2000). People who are harmoniously passionate about their work enjoy it and put in extra time are more likely to deal with work-related issues and take on tasks that are not strictly necessary for them to do (Gulyani & Bhatnagar, 2017). They go beyond the call of duty and challenge the status quo. Moreover, Fisher et al. (2018) proposed a measure that their harmonious passion influences employees' resilience and effective problem-solving. Furthermore, as compulsively committed employees have a higher demand for self-esteem, they tend to put in more effort than is necessary (Burke et al., 2015). Employees are driven to work by the ongoing pressure to become engaged in their job and the desire for organizational or societal acceptance (Burke et al., 2015). As a result, we predict that

harmonious passion will lead to increased motivation among frontline employees, while the magnitude of the results may vary due to changes in employee motivation. Thus, the following hypothesis is proposed.

H5: Harmonious passion is positively related to employee performance.

Mediating Role of Creativity and Harmonious Passion

Even though obtaining a solid servant's mentality helps, provide details on why servant leadership motivates employee creativity. Humans also want innovation that is delivered through motivation harmoniously (Collins & Amabile, 1999). Servant approaches want to work in tandem with core drive to foster innovation (Shalley et al., 2004). Individuals who are genuinely driven are more engaged in work with a harmonious passion, which yields better results (Gagné & Deci, 2005). Furthermore, their joy and fervor for their efforts lead them to be extra inquisitive and exposed to fluctuating established methods of responsibility regarding things (Hon & Lui, 2016). Intrinsically driven individuals exhibit greater cognitive flexibility and sensitivity to complexity, enabling them to access innovative solutions and ideas (Gagné & Deci, 2005). Grant and Berry (2011) observed that when intrinsic and practical motivations are combined, they more effectively explain creativity than when employed alone. The servant mindset is based on a different but closely related concept, i.e., prosaic motivation. As a result, we anticipate that intrinsic motivation will serve as a representative and enhance the predictable, unplanned connection between servant leaders and staff innovation through the servant mentality.

When staff are interested in a solid feeling of curiosity, it motivates their everyday actions, and their interest and creativity may increase (Amabile et al., 1996; Berkovich-Ohana et al., 2017). Individuals strive to get their prized possessions (Hobfoll, 2001). Individuals are more willing to devote extra resources to nurture subsequent resource increases after achieving early resource increases (Hobfoll, 2001). Servant leadership operates as a structural stimulant, providing numerous resources to hospitality personnel (Ehrhart, 2004). Employees in the hotel industry develop a strong, harmonious passion for their profession in this environment, which fosters client orientation and, ultimately, the display of employee performance. In this way, servant leadership influences employee performance through the sequential mediating functions of harmonious passion. According to the study, employees' harmonic passion increases when they believe their work environment includes social support, collaborative coworkers, and managerial support. Additionally, empirical research has shown the potential value of harmonic passion in fostering employees' creativity and productivity (Liu et al., 2011).

In the field of creativity research, the impact of empowered leadership on worker performance is a recent phenomenon. This phenomenon is the act of setting up an environment where power can be shared with an employee by emphasizing the value of the employee's work, giving them more discretion over decisions, demonstrating trust in their skills, and removing obstacles to performance (Ahearne et al., 2005; Arnold et al., 2000). "Empowering leadership is positively influenced by psychological empowerment, which in turn affects both intrinsic motivation and creative process engagement" (Zhang & Bartol, 2010). Motivation may serve as a substitute for leadership, enabling employees to develop desirable behaviors without requiring external motivation (Berkovich-Ohana et al., 2017). According to Kerr and Jermier (1978) notion, the servant leader's conduct may be less critical in enhancing workplace creativity levels when intrinsic motivation is high. In this case, servant leadership has an impact on employee creativity because of the servant mindset. It will further affect employee performance. Therefore, we proposed the following hypotheses.

H6a: Creativity mediates the relationship between servant leadership and employee performance.

H6b: Harmonious passion mediates the relationship between servant leadership and employee performance.

Moderating Role of Emotional Exhaustion

A previous study has suggested that a leader's decreasing aggression is evident in harsh administration (Tepper, 2000; Vogel et al., 2015). Employees who spend most of their time dealing with clients are said to be under continual pressure (Maslach, 1986). It is mainly appropriate for employees who provide services to consumers while engaging in emotionally charged work by consistently displaying helpful emotional behaviors (Choi et al., 2019). Regardless of the nature and scale of the business, servant leadership is a successful leadership approach (Bavik, 2020; Ling et al., 2017). The tourism and hospitality industries have recently shown considerable interest in servant leadership as a dynamic leadership style and a study issue (Kaya & Karatepe, 2020; Qin et al., 2011). Serving others ethically is a top priority for a servant leader in the hospitality sector, and this has a significant impact on how frontline employees perform in their roles and beyond (Wang et al., 2018). As a result, hospitality firms must train managers' behaviors and traits regarding servant leadership (Qin et al., 2011). The manifestation of increased stress levels, which can leave employees feeling drained and tired all the time, eventually leads to emotional exhaustion (Maslach, 1986).

Both emotional tiredness and emotional transformation are emotional characteristics of the industrial lifecycle. Emotional exhaustion, which may be distinguished from emotional shifts that represent an individual's flexibility of

characteristic in successful countries, is a state that results from prolonged exposure to demanding work requirements (Beal et al., 2013; Mahmood et al., 2023), the connection between servant leadership and several stress markers. Burnout is characterized by a prolonged condition of tiredness and fatigue resulting from one's employment, with emotional exhaustion being identified as its primary contributing factor (Maslach & Jackson, 1981; Wright & Cropanzano, 1998). Another aspect of burnout called depersonalization describes unfavorable and cynical viewpoints toward coworkers (Maslach & Jackson, 1981). Ego depletion is a temporary condition resulting from the exhaustion of regulatory resources due to regulatory pressures. Emotional exhaustion is a stress component that is thought to be "the key to the feeling of burnout" (Kim & Brymer, 2011), despite each sub-construct representing a distinct feature of burnout. The hospitality industry, characterized by a high level of engagement between hotel staff and visitors (Karatepe et al., 2019), where the satisfaction of guests often depends on these interactions, is one that is most commonly associated with emotional exhaustion (Faulkner & Patiar, 1997). So, we expect that emotional exhaustion will moderate the relation between servant leadership and employee performance.

H7: Emotional exhaustion moderates the relationship between servant leadership and employee performance.

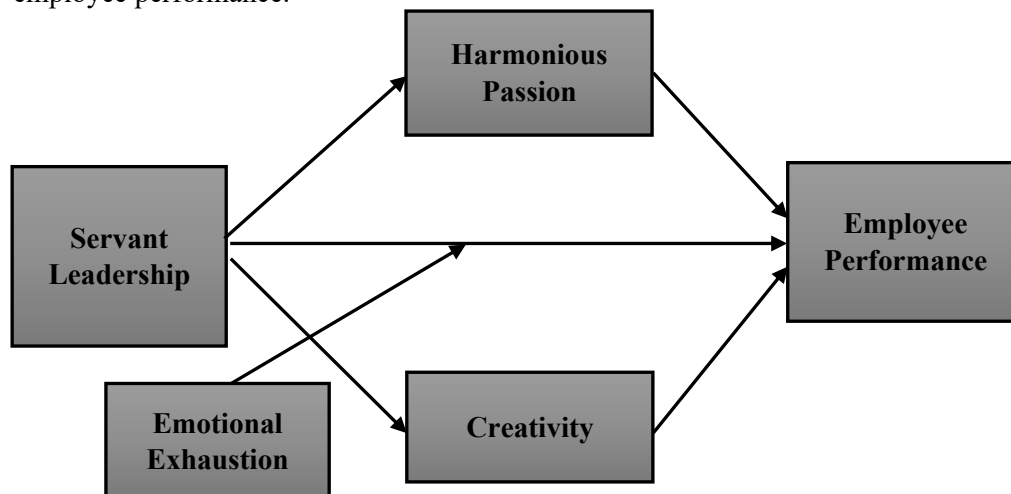


Figure 1. *Theoretical Framework*

Methodology

Target Population and Procedures

The target population of the study comprises the tourism and hospitality industry, specifically five-star hotels, restaurants, and tourism companies located in

metropolitan cities in Pakistan, including Islamabad, Faisalabad, Lahore, and Multan. The data were collected from CEOs, top-level managers, middle-level managers, bottom-level managers, and other employees using a non-probability purposive sampling approach. The list of targeted respondents was obtained from HR managers of the concerned corporations. Then, the questionnaire and Google Form links, along with a covering letter, were sent to the respondents. The researcher distributed questionnaires to all permanent employees with a minimum of six months' experience in the targeted population. Finally, 370 responses were received. Out of the 370 questionnaires, 360 are usable, which represents the actual sample of the study.

Measurements

Servant Leadership was evaluated using five items from Liden et al. (2015). The servant leadership items were anchored by "5 = strongly agree" and "1 = strongly disagree." A sample item is "My manager can tell if something work-related is going wrong". *Employee Performance* is evaluated using 11 items from Na-Nan et al. (2018). The employee performance items were anchored by "1 = Not true at all" and "5 = True all the Time". A sample item is "Tasks are performed attentively and correctly". *Creativity* is evaluated by using 11 items from Zhou and George (2001). The creativity items were anchored by "1 = strongly disagree" and "5 = strongly agree". A sample item is "I come up with new and practical ideas to improve performance". *Harmonious Passion* is evaluated by using 11 items from Vallerand et al. (2003). The harmonious passion items were anchored by "1 = Never" and "5 = Always". A sample item is "This activity allows me to live a variety of experiences". *Emotional exhaustion* is evaluated by using 09 items from Maslach and Jackson (1981). Emotional exhaustion items were anchored by "1 = strongly disagree" and "5 = Strongly agree". A sample item is "I feel frustrated by my job".

Data Analysis

To analyze the hypotheses, SPSS and Hayes Process Macros software are utilized. Initially, the data were screened for missing values and outliers. Data normality is tested using KMO and Bartlett's test. The KMO results, with a value of 0.892, reveal that the data are normal for further analysis.

Correlation and Descriptive Statistics

To analyze the descriptive statistics, we conducted descriptive analysis. The findings indicate that the servant leadership scale ranges from 1.80 to 5.00, with a mean of 4.40 and a standard deviation of 0.50. Employee performance has a range from 2.5 to 5.00, a mean of 4.33, and a standard deviation of 0.46. The variable's minimum and maximum values for creativity are 2.17 and 5.00, respectively. Their mean result is

4.32, and their standard deviation is 0.46. The Harmonious passion variable has a minimum value of 2.80, a maximum value of 5.00, a mean value of 4.30, and a standard deviation of 0.47. The variable emotional exhaustion has a minimum value of 1.00, a maximum value of 5.00, a mean value of 2.54, and a standard deviation of 1.21.

The correlation matrix provides initial support for the proposed hypotheses. The first hypothesis of the study is that there is a relationship between servant leadership and employee performance. The results show that servant leadership is significantly and positively correlated with employee performance (coefficient = 0.619, $p < 0.01$). The second hypothesis is that servant leadership has a positive and significant effect on creativity (coefficient = 0.557, $P < 0.01$). The third hypothesis is the relationship between servant leadership and harmonious passion. The result showed a significant and positive relationship (coefficient = 0.558, $P < 0.01$). The fourth hypothesis is that the relation between creativity and employee performance is significant and positive, as indicated by the value (coefficient = 0.668, $P < 0.01$). The fifth hypothesis is correlation between harmonious passion and employee performance. The results show that a significant and positive relation exists between HP and EP (coefficient = 0.540, $P < 0.01$).

Table 1
Correlation Matrix

Variables	Mean	SD	1	2	3	4	5	6	7	8
Gender	1.33	0.47	1							
Age	1.49	0.63	-0.401**	1						
Tenure	4.19	3.00	0.343**	0.583**	1					
Education	15.57	1.37	-0.020	0.146**	0.223*	1				
SL	4.40	0.50	-0.115*	0.155**	0.132	0.021	1			
EP	4.33	0.46	-0.073	0.278**	0.133	0.041	0.619**	1		
HP	4.32	0.46	-0.048	0.167**	0.034	-0.021	0.558**	0.540**	1	
CR	4.30	0.47	-0.109*	0.247**	0.124	0.066	0.557**	0.668**	0.633**	1
EE	2.54	1.21	-0.022	-0.374**	-0.135	0.051	-0.209**	-0.280**	-0.189**	-0.244**

Notes: SL= Servant Leadership; EP= Employee Performance; CR=Creativity; HP= Harmonious Passion; EE= Emotional Exhaustion; n=360; * $p < 0.05$, ** $p < 0.01$

Process Macros Results

To test hypothesized relations, we used SPSS Process Macros (Hayes, 2017). To test the hypothesized relations, including mediation and moderation, we use Model 5. The results proved that servant leadership has a significant effect on employee performance ($\beta = 0.326$, $p < 0.001$ [LLCI = 0.248, ULCI = 0.404]). Further results reveal that servant leadership has a significant direct effect on creativity ($\beta = 0.519$, $p < 0.001$ [LLCI = 0.438, ULCI = 0.599]). Results show that servant leadership has a positive

and significant effect on harmonious passion ($\beta = 0.509$, $p < 0.001$ [LLCI = 0.431, ULCI = 0.588]). Thus, the results show that H1, H2, and H3 are fully supported. Further, we hypothesized that creativity has a significant effect on employee performance. The results are clearly revealing that creativity has a significant impact on employee performance ($\beta = 0.458$, $p < 0.001$ [LLCI = 0.374, ULCI = 0.541]). The further direct effect of harmonious passion has a significant impact on employee performance. The results indicate that HP has a significant and positive effect on EP ($\beta = 0.281$, $p < 0.001$ [LLCI = 0.187, ULCI = 0.374]). Thus, hypotheses H4 and H5 are fully supported.

Furthermore, the Indirect effects of creativity and harmonious passion are tested. Creativity mediates the relationship between servant leadership and employee performance ($\beta = 0.238$, $p < 0.001$ [LLCI = 0.174, ULCI = 0.309]). In addition, harmonious passion mediates the relationship between servant leadership and employee performance ($\beta = 0.143$, $p < 0.001$, [LLCI = 0.087, ULCI = 0.204]). Thus, hypotheses H6a and H6b are fully supported by our data. The results of direct and indirect paths are given in Table 2. Hypothesis 7 (H7) depicts that emotional exhaustion (EE) moderates the relationship between servant leadership and employee performance ($\beta = -0.021$, [LLCI = -0.087, ULCI = 0.043]). Therefore, our data do not support moderation.

Table 2

Process Macros Results

Hypothesis	Path	Direct Effect			Indirect Effect		
		Beta	LLCI	ULCI	Beta	LLCI	ULCI
H ₁	SL → EP	0.326***	0.248	0.404			
H ₂	SL → CR	0.519***	0.438	0.599			
H ₃	SL → HP	0.509***	0.431	0.588			
H ₄	CR → EP	0.458***	0.374	0.541			
H ₅	HP → EP	0.281***	0.187	0.374			
H _{6a}	SL → EP via CR				0.238	0.174	0.309
H _{6b}	SL → EP via HP				0.143	0.087	0.204
H ₇	Int. effect of EE	-0.021	-0.087	0.043			

Notes: SL= Servant Leadership; EP= Employee Performance; CR=Creativity; HP= Harmonious Passion; EE= Emotional Exhaustion; *** $p < 0.001$

Discussion

The study empirically evaluated a model that investigated the interrelationship between servant leadership, creativity, harmonious passion, and employee performance. The study examined the interaction between creativity and harmonious passion in the relationship between servant leadership and worker performance. The

proposed hypotheses are supported, while our data do not support moderation. These findings lead to several key conclusions: implementing servant leadership effectively in a hotel and tourism firm increases employee creativity. According to Servant Leadership theory (Van Dierendonck, 2011), servant leaders empower others by assigning responsibility and offering support, and prioritize their followers' interests. They develop a trusting and high-quality connection with their employers. Under these circumstances, such employees respond with increased levels of creativity and harmonic passion. The theoretical framework in this study is based on self-determination theory. One of the most well-known and contemporary psychological theories used to forecast human behavior in studies is the SDT, which is a theory of human motivation (Gulyani & Bhatnagar, 2017; Liu et al., 2011). Employees' performance has a positive influence on servant leadership through the mediating path of creativity and harmonious passion. Employee performance is positively influenced by servant leadership both directly and indirectly through creativity. Servant leadership also has a good impact on employee performance, both directly and indirectly, through harmonic passion. According to servant leadership theory, servant leaders cede responsibility to their followers, demonstrate humility, and behave as caregivers (Van Dierendonck & Nuijten, 2011). The findings reveal that servant leadership significantly enhances employee performance in Pakistan's hospitality sector through two distinct pathways, i.e., creativity and harmonious passion.

Findings show the positive and significant relationship between servant leadership and creativity. As servant leadership, it positively correlates with creativity, which can boost employee performance. People in the hotel industry are more likely to consider their jobs as an extension of their identities, which boosts harmonious passion. We investigate the relationship between servant leadership and harmonious passion, identifying a strong connection. Servant leadership has a significant positive effect on harmonious passion. This study examines the relationship between creativity and employee performance. Findings suggested that creativity affects employees' performance and increases their performance. Results reveal that creativity has a significant and positive correlation with employee performance. Through creativity, employee performance increased. In the hospitality industry, creative ideas improve employee performance. Harmonious passion serves as a mediator that can improve employee performance. Results indicate that harmonious passion is positively correlated with employee performance.

Even though obtaining a solid servant mentality helps, providing details is essential because servant leadership motivates employee creativity. Humans also want innovation that is delivered through motivation harmoniously. The study's findings demonstrate how hotel staff perceive their present bosses' behavior as that of servant leaders. It has a significant impact on how well those staff members perform.

Employers in the hospitality sector can thus better comprehend the advantages of servant leaders. It provides an opportunity to cultivate servant leader characteristics, enhancing employee performance through the integration of creative thinking and unified passion. In this study, we investigate how servant leadership can improve the performance of hotel employees. The creativity of servant leaders and the parameters they provide for creative tasks to their staff, as well as the effectiveness of their people in completing these tasks. Employees' performance improves when they conduct innovative work. Employees obey their servant leader's orders. When employees share a passion for their work, their productivity tends to rise. It is beneficial to the hotel industry's success. As the hotel business improves on a daily basis, and few studies focus on servant leadership, this study will examine how to enhance employee performance through the mediating influence of creativity and harmonious passion. This research may help ensure that employees are satisfied, thereby improving the organization's performance.

Implications

This study offers valuable insights for hospitality managers by linking servant leadership to employee performance through creativity and harmonious passion, as well as the moderation of Emotional Exhaustion. The study advanced self-determination theory by showing autonomy through creativity and relatedness through passion operate as dual engines for performance in service contexts. First, servant leadership increases EP, CR, and HP while decreasing emotional tiredness through creativity and harmonious passion. These findings emphasize the importance of servant leadership in inspiring employees to improve their performance and reduce their fatigued behavior. It is significant as employees tend to mirror the behaviors exhibited by their servant leaders. (Liden et al., 2014). In light of this understanding, hotel and tourism management should ensure that all supervisory staff adopt the principles of servant leadership, prioritizing employee well-being and serving as supportive caregivers and exemplary role models (Van Dierendonck & Nuijten, 2011). Employees' motivation to contribute to the organization's employee performance increases when they believe servant leadership is successfully applied in the workplace.

Second, the current research found that creativity and harmonic passion have an impact on performance outcomes. As a result, management should pay close attention to employee happiness, as it can significantly boost employee performance. Management should offer relevant high-performance work systems to improve employee performance. Staff devote most of their time to attending to customers. Management should allow greater employee autonomy during service interactions. To enhance their knowledge, talents, and skills, these employees should be encouraged to participate in regular training programs by management. It is crucial because training

enables managers to communicate new information to staff (Swanson et al., 2020). Management believes that employees should be rewarded for their creativity and harmonious passion.

Third, employees who demonstrate poor performance and frequent absences from work should be identified by servant leaders' fair performance appraisal process, which includes identifying fatigued conduct. Management may provide workshops to highlight the negative impact of poor job performance and fatigue-related behaviors on overall organizational effectiveness. According to the feedback from these employees, simply making an effort to identify challenges that prevent efficient job performance and exacerbate emotional fatigue might make them feel more appreciated and valued. Then, their suggestions can be incorporated into training plans, allowing proper attention to be directed toward optimizing job performance, while supplementary workplace support can help address minor behavioral issues.

Limitations and Contributions

The study has several limitations, as well as potential future research options. First, although the study's focus was on creativity and harmonious passion as the two mediators, future research can address and examine additional pertinent mediating variables. For instance, workplace factors such as organizational culture, rewards, managers' attitudes, leader-member exchange, training, and creative self-efficacy (Marsh et al., 2013) may serve as potential mediating factors connecting servant leadership with employee performance and behavioral outcomes. Such studies would advance our knowledge of the underlying processes that connect servant leadership to a range of employee outcomes. Second, we examined employee performance data from the hotel and tourism industries. Data from various service settings, including the accommodation sector, recreation industry, meetings and events industry, airlines, and casinos, can be obtained for future research. It would allow us to draw more generalizations about the various paths linking servant leadership to employee performance. Third, we focused on the individual employee as a unit of analysis in our study. Their own supervisors or service atmosphere may also influence employees' views of servant leadership, as well as other potential group influences. Finally, our data do not support moderation. In the future, researchers can test moderation in different contexts or sectors.

Conclusion

By relying on SDT, this study provides the evidence that servant leadership influences employees' performance. This research examines the role of servant leadership in influencing employees' performance. This study also demonstrates the mediating role of creativity and harmonious passion in the relationship between servant

leadership and employee performance. The study confirms that through these two intervening mechanisms, such as creativity and harmonious passion, employee performance may be increased. Servant leaders are the role models of the organizations. Servant leaders foster a trustworthy and healthy work environment, earning the trust of subordinates while encouraging them to work creatively and collaboratively. Using the study's findings, organizational leaders may adopt a servant leadership style to stimulate creativity and harmonious enthusiasm among employees' performance. This study repositions servant leadership as both a cultural and strategic asset for Pakistani hospitality firms, by demonstrating how servant leadership transforms exhaustion into resilience and individual creativity, which is necessary for collective excellence for leadership development in emerging economies.

References

- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology*, 90(5), 945-955.
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in Organizational Behavior*, 10(1), 123-167.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154-1184.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The leadership quarterly*, 15(1), 5-32.
- Ansari, A., Mahmood, S., Khan, K. I., & Asghar, F. (2023). Fostering green creativity through environmental values: The role of intrinsic motivation, environmental identity and green HR practices. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 17(2), 370-393.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249-269.
- Asghar, F., Mahmood, S., Khan K.I., Qureshi, M.G. and Fakhri, M. (2022). Eminence of Leader Humility for Follower Creativity During COVID-19: The Role of Self-Efficacy and Proactive Personality. *Frontier of Psychology* 12, 790517.
- Atwater, L., & Carmeli, A. (2009). Leader-member exchange, feelings of energy, and involvement in creative work. *The Leadership Quarterly*, 20(3), 264-275.

- Bass, B. M. (2000). The future of leadership in learning organizations. *Journal of leadership studies*, 7(3), 18-40.
- Bavik, A. (2020). A systematic review of the servant leadership literature in management and hospitality. *International Journal of Contemporary Hospitality Management*, 32(1), 347-382.
- Bavik, A., Bavik, Y. L., & Tang, P. M. (2017). Servant leadership, employee job crafting, and citizenship behaviors: A cross-level investigation. *Cornell Hospitality Quarterly*, 58(4), 364-373.
- Beal, D. J., Trougakos, J. P., Weiss, H. M., & Dalal, R. S. (2013). Affect spin and the emotion regulation process at work, *Journal of Applied Psychology*, 98(4), 593-605.
- Berkovich-Ohana, A., Glicksohn, J., Ben-Soussan, T. D., & Goldstein, A. (2017). Creativity is enhanced by long-term mindfulness training and is negatively correlated with trait default-mode-related low-gamma inter-hemispheric connectivity. *Mindfulness*, 8(3), 717-727.
- Bettencourt, L. A., Brown, S. W., & MacKenzie, S. B. (2005). Customer-oriented boundary-spanning behaviors: Test of a social exchange model of antecedents. *Journal of Retailing*, 81(2), 141-157.
- Bobbio, A., Dierendonck, D. V., & Manganelli, A. M. (2012). Servant leadership in Italy and its relation to organizational variables, *Leadership*, 8(3), 229-243.
- Bouzari, M., & Karatepe, O. M. (2017). Test of a mediation model of psychological capital among hotel salespeople. *International Journal of Contemporary Hospitality Management*, 29(8), 2178-2197.
- Brownell, J. (2010). Leadership in the service of hospitality. *Cornell Hospitality Quarterly*, 51(3), 363-378.
- Bundura, A. (1986). Social foundations of thought and action: A social cognitive theory. *Englewood, NJ: Prentice Hall*.
- Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., & Halpin, S. M. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. *The leadership quarterly*, 17(3), 288-307.
- Burke, R. J., Astakhova, M. N., & Hang, H. (2015). Work passion through the lens of culture: Harmonious work passion, obsessive work passion, and work outcomes in Russia and China. *Journal of Business and Psychology*, 30(3), 457-471.
- Chen, M., Lyu, Y., Li, Y., Zhou, X., & Li, W. (2017). The impact of high-commitment HR practices on hotel employees' proactive customer service performance. *Cornell Hospitality Quarterly*, 58(1), 94-107.
- Choi, H.-M., Mohammad, A. A., & Kim, W. G. (2019). Understanding hotel frontline employees' emotional intelligence, emotional labor, job stress, coping

- strategies and burnout. *International Journal of Hospitality Management*, 82, 199-208.
- Claver-Cortés, E., Molina-Azorín, J. F., & Pereira-Moliner, J. (2006). Strategic groups in the hospitality industry: Intergroup and intragroup performance differences in Alicante, Spain. *Tourism Management*, 27(6), 1101-1116.
- Collins, M. A., & Amabile, T. M. (1999). Motivation and creativity.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of Applied psychology*, 95(5), 834.
- Crippen, C. (2005). Inclusive education: A servant-leadership perspective. *Education Canada*, 45(4), 19-22.
- Deci, E. L., & Ryan, R. M. (2002). Self-determination research: Reflections and future directions.
- Dennis, R. S., Kinzler-Norheim, L., & Bocarnea, M. (2010). Servant Leadership Theory. In D. van Dierendonck & K. Patterson (Eds.), *Servant Leadership: Developments in Theory and Research* (pp. 169-179). Palgrave Macmillan UK.
- Dul, J., & Ceylan, C. (2011). Work environments for employee creativity. *Ergonomics*, 54(1), 12-20.
- Egan, M., Hortaçsu, A., & Matvos, G. (2017). Deposit competition and financial fragility: Evidence from the us banking sector. *American Economic Review*, 107(1), 169-216.
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior, *Personnel Psychology*, 57(1), 61-94.
- Erdogan, B., & Enders, J. (2007). Support from the top: supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships. *Journal of Applied psychology*, 92(2), 321-330.
- Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The leadership quarterly*, 30(1), 111-132.
- Faulkner, B., & Patiar, A. (1997). Workplace induced stress among operational staff in the hotel industry. *International Journal of Hospitality Management*, 16(1), 99-117.
- Fisher, R., Merlot, E., & Johnson, L. W. (2018). The obsessive and harmonious nature of entrepreneurial passion. *International Journal of Entrepreneurial Behavior & Research*, 24(1), 22-40.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of organizational behavior*, 26(4), 331-362.
- Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of

- employee creative self-efficacy. *Academy of management journal*, 52(4), 765-778.
- Grant, A. M., & Berry, J. W. (2011). The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective taking, and creativity. *Academy of management journal*, 54(1), 73-96.
- Greenleaf, J. F., Johnson, S. A., Lee, S. L., Hermant, G., & Woo, E. (1974). Algebraic reconstruction of spatial distributions of acoustic absorption within tissue from their two-dimensional acoustic projections. *Acoustical Holography*, 5, 591-603.
- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Gulyani, G., & Bhatnagar, J. (2017). Mediator analysis of passion for work in Indian millennials: Relationship between protean career attitude and proactive work behavior. *Career Development International*, 22(1), 50-69.
- Hale, J. R., & Fields, D. L. (2007). Exploring servant leadership across cultures: A study of followers in Ghana and the USA. *Leadership*, 3(4), 397-417.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied psychology*, 50(3), 337-421.
- Hon, A. H., & Lui, S. S. (2016). Employee creativity and innovation in organizations: Review, integration, and future directions for hospitality research. *International Journal of Contemporary Hospitality Management*, 28(5), 862-885.
- Hu, H.-H., Kandampully, J., & Juwaheer, T. D. (2009). Relationships and impacts of service quality, perceived value, customer satisfaction, and image: an empirical study. *The service industries journal*, 29(2), 111-125.
- Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership, *Journal of Applied psychology*, 96(4), 851-862.
- Huertas-Valdivia, I., Gallego-Burín, A. R., & Lloréns-Montes, F. J. (2019). Effects of different leadership styles on hospitality workers, *Tourism Management*, 71, 402-420.
- Hunter, E. M., Neubert, M. J., Perry, S. J., Witt, L., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization. *The leadership quarterly*, 24(2), 316-331.
- Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions, *Journal of Personal Selling & Sales Management*, 35(2), 108-124.

- Jung, D. I. (2001). Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13(2), 185-195.
- Karatepe, O. M., Ozturk, A., & Kim, T. T. (2019). Servant leadership, organisational trust, and bank employee outcomes, *The service industries journal*, 39(2), 86-108.
- Kaya, B., & Karatepe, O. M. (2020). Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership? *International Journal of Contemporary Hospitality Management*, 32(6), 2075-2095.
- Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational behavior and human performance*, 22(3), 375-403.
- Kim, W. G., & Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 30(4), 1020-1026.
- Koyuncu, M., J. Burke, R., Astakhova, M., Eren, D., & Cetin, H. (2014). Servant leadership and perceptions of service quality provided by frontline service workers in hotels in Turkey: Achieving competitive advantage. *International Journal of Contemporary Hospitality Management*, 26(7), 1083-1099.
- Lee, J., & Karatepe, O. M. (2024). Servant leadership in post-pandemic hospitality: A meta-analysis. *International Journal of Contemporary Hospitality Management*, 36(2), 512-530.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of management journal*, 57(5), 1434-1452.
- Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant leadership: Validation of a short form of the SL-28. *The leadership quarterly*, 26(2), 254-269.
- Ling, Q., Liu, F., & Wu, X. (2017). Servant versus authentic leadership: Assessing effectiveness in China's hospitality industry. *Cornell Hospitality Quarterly*, 58(1), 53-68.
- Liu, D., Zhang, S., Wang, L., & Lee, T. W. (2011). The effects of autonomy and empowerment on employee turnover: Test of a multilevel model in teams. *Journal of Applied psychology*, 96(6), 1305-1316.
- Ma, J., Zhou, X., Chen, R., & Dong, X. (2019). Does ambidextrous leadership motivate work crafting? *International Journal of Hospitality Management*, 77, 159-168.
- Mahmood, S., Irshad, S., Khan, K.I., and Asghar, F. (2023). How and when the ethical leadership influence employee career success. *Journal of Management and Administrative Sciences*, 3(1), 19-34.

- Marsh, H. W., Vallerand, R. J., Lafrenière, M.-A. K., Parker, P., Morin, A. J., Carbonneau, N., Jowett, S., Bureau, J. S., Fernet, C., & Guay, F. (2013). Passion: Does one scale fit all? Construct validity of two-factor passion scale and psychometric invariance over different activities and languages. *Psychological assessment*, 25(3), 796.
- Maslach, C. (1986). Stress, burnout, and workaholism.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of organizational behavior*, 2(2), 99-113.
- McClellan, J. L. (2007). The advisor as servant: The theoretical and philosophical relevance of servant leadership to academic advising. *Nacada Journal*, 27(2), 41-49.
- Melé, D. (2003). The challenge of humanistic management. *Journal of Business Ethics*, 44, 77-88.
- Metselaar, S. A., Klijn, E. H., Den Dulk, L., & Vermeeren, B. (2025). Did Leadership Become More Important During COVID-19? A Longitudinal Analysis of the Impact of Servant Leadership on Performance and Work-Life Balance Satisfaction in a Public Organization. *Review of Public Personnel Administration*, 45(1), 77-100.
- Mumford, M. D. (2002). Social innovation: ten cases from Benjamin Franklin. *Creativity Research Journal*, 14(2), 253-266.
- Na-Nan, K., Chaiprasit, K., & Pukkeeree, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*, 35(10), 2436-2449.
- Netemeyer, R. G., & Maxham III, J. G. (2007). Employee versus supervisor ratings of performance in the retail customer service sector: Differences in predictive validity for customer outcomes. *Journal of retailing*, 83(1), 131-145.
- Neubert, M. J., Hunter, E. M., & Tolentino, R. C. (2016). A servant leader and their stakeholders: When does organizational structure enhance a leader's influence? *The leadership quarterly*, 27(6), 896-910.
- Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of Applied psychology*, 93(6), 1220-1233.
- O'Hara, L. A., & Sternberg, R. J. (2001). It doesn't hurt to ask: Effects of instructions to be creative, practical, or analytical on essay-writing performance and their interaction with students' thinking styles. *Creativity Research Journal*, 13(2), 197-210.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.

- Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. *International Journal of Hospitality Management*, 97, 102994.
- Qadeer, F., Ahmad, A., Hameed, I., and Mahmood, S. (2016). Linking Passion to Organizational Citizenship Behavior and Employee Performance: The Mediating Role of Work Engagement. *Pakistan Journal of Commerce and Social Sciences*, 10(2), 316-334.
- Qin, W., Beck Jr, L. H., Zeng, C., Chen, Z., Li, S., Zuo, K., Salant, D. J., & Liu, Z. (2011). Anti-phospholipase A2 receptor antibody in membranous nephropathy, *Journal of the American Society of Nephrology: JASN*, 22(6), 1137-1143.
- Raub, S., & Liao, H. (2012). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied psychology*, 97(3), 651-667.
- Rivkin, W., Diestel, S., & Schmidt, K.-H. (2014). The positive relationship between servant leadership and employees' psychological health: A multi-method approach. *German Journal of Human Resource Management*, 28(1-2), 52-72.
- Ruiz-Palomino, P., & Zoghbi-Manrique-de-Lara, P. (2020). How and when servant leaders fuel creativity: The role of servant attitude and intrinsic motivation. *International Journal of Hospitality Management*, 89, 102537.
- Ruíz, P., Martínez, R., & Rodrigo, J. (2010). Intra-organizational social capital in business organizations. A theoretical model with a focus on servant leadership as antecedent, *Ramon Llull journal of applied ethics*(1), 43-59.
- Schwartz, R. W., & Pogge, C. (2000). Physician leadership is essential to the survival of teaching hospitals, *The American Journal of Surgery*, 179(6), 462-468.
- Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The leadership quarterly*, 15(1), 33-53.
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of management*, 30(6), 933-958.
- Smith, S. E., Jakobsen, I., Grønlund, M., & Smith, F. A. (2011). Roles of arbuscular mycorrhizas in plant phosphorus nutrition: interactions between pathways of phosphorus uptake in arbuscular mycorrhizal roots have important implications for understanding and manipulating plant phosphorus acquisition. *Plant physiology*, 156(3), 1050-1057.
- Swanson, K. S., Gibson, G. R., Hutkins, R., Reimer, R. A., Reid, G., Verbeke, K., Scott, K. P., Holscher, H. D., Azad, M. B., & Delzenne, N. M. (2020). The International Scientific Association for Probiotics and Prebiotics (ISAPP)

- consensus statement on the definition and scope of synbiotics. *Nature Reviews Gastroenterology & Hepatology*, 17(11), 687-701.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190.
- Thorgren, S., & Wincent, J. (2013). Passion and role opportunity search: Interfering effects of conflicts and overloads. *International Journal of stress management*, 20(1), 20-36.
- Tran, D. Q., & Spears, L. C. (2020). Servant-leadership and community: Humanistic perspectives from Pope John XXIII and Robert K. Greenleaf. *Humanistic Management Journal*, 5, 117-131.
- Vallerand, R. J., Houliort, N., & Fores, J. (2003). Passion at work. *Emerging perspectives on values in organizations*, 6(8), 175-204.
- Vallerand, R. J., Salvy, S. J., Mageau, G. A., Elliot, A. J., Denis, P. L., Grouzet, F. M., & Blanchard, C. (2007). On the role of passion in performance. *Journal of personality*, 75(3), 505-534.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of management*, 37(4), 1228-1261.
- Van Dierendonck, D., Haynes, C., Borrill, C., & Stride, C. (2004). Leadership behavior and subordinate well-being, *Journal of occupational health psychology*, 9(2), 165-175.
- Van Dierendonck, D., & Nuijten, I. (2011). The servant leadership survey: Development and validation of a multidimensional measure. *Journal of Business and Psychology*, 26, 249-267.
- Vogel, N., Retsch, M., Fustin, C.-A., Del Campo, A., & Jonas, U. (2015). Advances in colloidal assembly: the design of structure and hierarchy in two and three dimensions, *Chemical reviews*, 115(13), 6265-6311.
- Walumbwa, F. O., Christensen-Salem, A., Hsu, I.-C., & Misati, E. (2018). Creative self-efficacy and creative performance: Understanding the underlying mechanisms. *Academy of Management Proceedings*, doi.org/10.5465/AMBPP.2018.75.
- Wang, C.-J., Tsai, H.-T., & Tsai, M.-T. (2014). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management*, 40, 79-89.
- Wang, C. L., & Rafiq, M. (2014). Ambidextrous organizational culture, Contextual ambidexterity and new product innovation: a comparative study of UK and Chinese high-tech Firms. *British Journal of management*, 25(1), 58-76.
- Wang, Z., & Chen, H. (2024). Balancing the performance benefits and health costs of leader high performance expectations: The role of servant leadership. *Employee Relations: The International Journal*, 46(5), 1172-1190.

- Wang, Z., Xu, H., & Liu, Y. (2018). Servant leadership as a driver of employee service performance: Test of a trickle-down model and its boundary conditions. *Human Relations, 71*(9), 1179-1203.
- West, M. A. (2002). Sparkling fountains or stagnant ponds: An integrative model of creativity and innovation implementation in work groups. *Applied psychology, 51*(3), 355-387.
- Wikhamn, W. (2019). Innovation, sustainable HRM and customer satisfaction. *International Journal of Hospitality Management, 76*, 102-110.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied psychology, 83*(3), 486-493.
- Zhang, A. Y., Tsui, A. S., & Wang, D. X. (2011). Leadership behaviors and group creativity in Chinese organizations: The role of group processes. *The leadership quarterly, 22*(5), 851-862.
- Zhang, Y., Li, S., & Wang, T. (2023). Autonomy-supportive leadership and employee creativity: A self-determination theory perspective. *Journal of Organizational Behavior, 44*(3), 321-340.
- Zhou, J. (2003). When the presence of creative coworkers is related to creativity: role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of Applied psychology, 88*(3), 413-422.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of management journal, 44*(4), 682-696.