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Examining the Influence of Servant Leadership on Employees' Perceived Organizational Support in Indian Manufacturing and Higher Education Institutions

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Abstract

This paper examines how servant leadership affects employees' perceptions of organizational support within manufacturing firms and educational institutions in India. In the research framework, servant leadership is treated as the independent variable, while perceived organizational support serves as the dependent variable. Data were gathered from full-time employees who evaluated the leadership style of their supervisors—managers, engineers, officers, and teaching staff—as well as their own sense of organizational support. The servant leadership scale included 23 indicators across five dimensions, and the perceived organizational support survey contained 16 items. The final data set comprised 307 respondents from manufacturing organizations and 324 participants from educational institutions, selected using a convenience, non-probability sampling approach. Statistical analyses were conducted using SPSS 22.0, where confirmatory factor analysis (CFA > 0.5) yielded a 0.9 value, and measures of reliability and sampling adequacy (>0.6) were likewise strong (0.9). Results from the independent sample test validated Hypotheses 1 and 2, revealing comparable patterns of servant leadership and perceived support across both sectors. Further, Hypothesis 3, analyzed through multiple linear regression, confirmed a significant positive relationship between servant leadership and employees' perceived organizational support. The overall findings indicate that both constructs are consistently evident among employees in manufacturing and educational sectors, and a strong interconnection exists between them.

Keywords: Servant leadership, Perceived organizational support, Independent sample test, Multiple linear regression, Manufacturing sector, Educational institutions

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Introduction

Within the field of management, leadership continues to be among the most intensively explored themes because it directly influences how individuals contribute to organizational objectives. It is a central element shaping overall organizational behavior [1]. The origin of servant leadership stems from a moral philosophy emphasizing that organizations should be established to encourage people to pursue collective improvement and inspire excellence in followers [2].

In the Indian setting, many systemic and ethical issues have arisen due to the prioritization of profit maximization, creating ripple effects across the economy. This shift has driven renewed attention to ethics in business practices and highlighted the importance of moral conduct in corporate environments [3].

Leadership studies encompass a wide range of models and perspectives, all emphasizing the dynamics between leaders and followers. Organizations today require leadership approaches that reenergize employees and inspire them to deliver

exceptional outcomes. The servant leadership model aligns well with these modern challenges, offering a people-centered, adaptive approach.

When individuals experience positive treatment, they often feel an internal obligation to reciprocate. In organizational contexts, this reciprocity manifests when employees perceive appreciation and care from their employers, resulting in favorable attitudes and stronger commitment [4].

Perceived organizational support has been shown to enhance employee happiness [5], satisfaction at work [6], entrepreneurial drive [7], and both employee and organizational performance [8, 9].

Review of literature and hypotheses development

Servant leadership

Servant leadership is a management philosophy that recognizes and values the dignity and potential of every follower, aiming to bring out their creative and leadership abilities [10]. It focuses on the leader's personal integrity and ability to inspire others to reach their fullest potential [11].

Servant-led organizations have consistently demonstrated exceptional results in the corporate landscape. A Fortune magazine article (2001) reported that companies applying this leadership approach achieved nearly 50% higher shareholder returns than their competitors. Leaders within these high-performing organizations actively practiced servant leadership principles, which contributed to their long-term success [12].

Researchers have employed the servant leadership questionnaire developed by Barbuto and Wheeler [13], which identifies five core dimensions as illustrated in **Figure 1**. The first, altruistic calling, reflects a leader's genuine desire to bring positive transformation to others' lives. The second, emotional healing, represents the leader's capacity to recognize employees' needs and take action to support their recovery and well-being. The third dimension, wisdom, pertains to a leader's ability to learn from the environment and interpret how circumstances influence individuals and the organization as a whole. The fourth, persuasive mapping, involves formulating mental models that anticipate situations and help the organization recognize emerging opportunities. The fifth and final element, organizational stewardship, highlights a leader's responsibility to guide the organization in contributing meaningfully to society through community engagement and outreach initiatives.

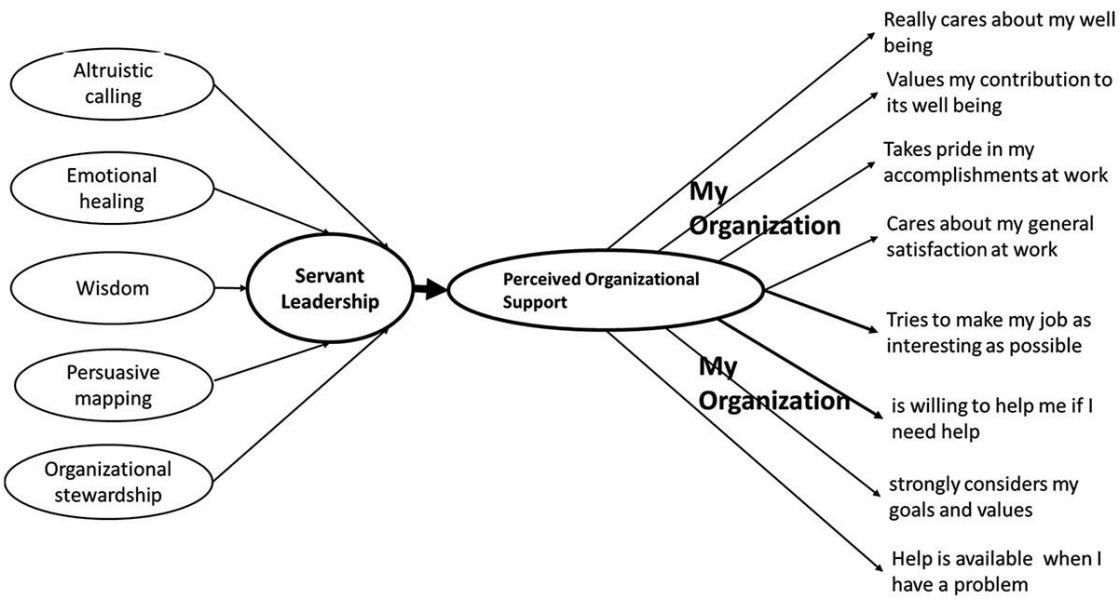

Figure 1. Features and influence of servant leadership and perceived organizational support applied in manufacturing industries (MI) and educational institutions (EI)

According to Grisaffe *et al.* [14], while aspects of servant leadership share similarities with other leadership styles, such as transformational and transactional models, it provides additional improvements in the attitudes and behaviors of sales employees, especially at higher organizational levels.

Perceived organizational support

Perceived Organizational Support (POS) is described as *"employees' overall belief that their organization appreciates their efforts and cares for their well-being"* [15]. According to Eisenberger *et al.* [16], POS reflects how organizational members perceive whether their employer values them as key assets and treats them with fairness and respect. Rooted in Organizational Support Theory, this construct builds on social exchange theory, which explains the reciprocal relationship between employers and employees [16].

Research indicates that organizational rewards, job conditions, and perceived fairness are primary determinants of employees' perceptions of support [17]. Rewards and job conditions are designed to recognize employee contributions and ensure a supportive work climate [15].Such rewards may include recognition, salary, promotions, job stability, autonomy, training, career development, and family-friendly policies [15].

Sagie and Koslowsky [18] observed that in uncertain organizational settings, employees seek consistent reassurance that they are valuable internal members of the organization. The perception of organizational support thus becomes central to the social exchange process within employee relationships. Allen *et al.* [19] found that higher POS levels correspond with more positive employee attitudes and behaviors, ultimately benefiting organizational outcomes. Increased POS is associated with greater job satisfaction and positive emotions, while simultaneously reducing withdrawal, turnover, and lateness.

Previous POS research emphasizes the need for high internal consistency reliability [16, 20]. As a result, 16 of the original 36 questionnaire items that showed strong factor loadings and applicability across various organizations were retained, as depicted in **Figure 1**. Key indicators of POS include employees' perceptions that their organization:

- value their opinions and welfare,
- considers their goals and principles,
- offers assistance in times of difficulty,
- forgives honest errors, and
- demonstrates genuine willingness to help.

Conversely, low POS is reflected when employees feel that the organization would exploit them if given the chance and shows minimal concern for their well-being.

A study by DeConinck *et al.* [21] highlighted that leadership empowerment significantly influences sales employees' POS and performance, and through these factors, servant leaders can affect turnover within the sales force. The findings suggest that companies benefit from recruiting and promoting managers who exemplify servant leadership qualities.

Similarly, Piong [22] found that adopting servant leadership practices in casual dining restaurants improved non-supervisory employees' commitment and perception of organizational support, potentially increasing retention. These outcomes also promote positive social change by enhancing employee well-being, job satisfaction, and customer service experiences.

Further, Kang and Hwang [23] confirmed that employees' perceptions of managerial support play a mediating role between a supervisor's servant leadership behavior and employees' perceptions of organizational support in the airline industry.

Moreover, Rai and Prakash [24] explored the link between servant leadership and organizational learning capacity, finding that POS mediates the relationship between servant leadership and knowledge sharing in manufacturing and service sectors. They reported that servant leadership's effect on knowledge identification depends on POS under conditions of high observation needs, while its impact on knowledge application is moderated by low time pressure. These results support a comprehensive model integrating servant leadership, POS, and epistemic motivation as key determinants of organizational learning capacity.

Lastly, Zhou and Miao [25] provided further empirical evidence demonstrating a significant relationship between servant leadership and perceived organizational support.

Hypothesis development for servant leadership and POS

The concept of servant leadership incorporates five essential dimensions—altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship. The way these characteristics manifest may differ across educational institutions and manufacturing industries, as the work environments and expectations are not identical. Employees in the manufacturing sector generally focus more on business and technical performance, while those in educational settings emphasize academic and instructional responsibilities. Since servant leadership depends heavily on professional skills and contextual application, it is expected to vary between these two domains.

Hypothesis 1: Servant leadership approaches differ between manufacturing industries and educational institutions.

The concept of Perceived Organizational Support (POS) includes aspects such as: "my organization considers my goals and values," "my organization cares about my well-being," "my organization would forgive an honest mistake," and "my organization values my opinions." The way employees perceive such support also tends to differ between educational and industrial contexts. Manufacturing employees often receive continuous, structured organizational support, while staff in educational institutions experience a different form of institutional assistance. Thus, it is anticipated that employees' perceptions of support vary across these sectors.

Hypothesis 2: Perceived organizational support differs between manufacturing industries and educational institutions.

Within organizations, the servant leadership model emphasizes prioritizing the interests and growth of followers [26]. The relationship between servant leaders and followers is often grounded in mutual trust, shared values, and emotional connection, fostering a strong sense of commitment and organizational support. According to Eisenberger *et al.* [27], POS encompasses

employees' feelings regarding their organization's concern for their welfare, respect for their values, acknowledgment of their achievements, and willingness to assist their personal and professional development.

Servant leaders are distinct individuals who view serving their followers as a principal duty [28]. Consequently, positive interactions between supervisors and subordinates based on servant leadership principles can significantly strengthen employees' perceptions of organizational support [29].

POS—defined as *"the extent to which employees believe that their contributions are valued and their well-being is cared for by the organization*" [16]—has been a major focus of empirical research for over three decades, consistently linked with favorable work attitudes and behaviors [15]. However, only a limited number of studies, such as Zhou & Miao [25], have explored the direct relationship between servant leadership and POS.

Despite theoretical discussions, empirical studies investigating how servant leadership influences POS remain limited. Therefore, in the Indian context, it is proposed that servant leadership exerts a significant effect on employees' perceived organizational support across various hierarchical levels.

Hypothesis 3: A relationship exists between servant leadership and perceived organizational support.

Statement of the problem

The absence of empirical research linking servant leadership with business organizations and its effectiveness in enhancing employee engagement provided the foundation for this investigation. Although substantial data exist regarding leadership in corporate environments, limited evidence demonstrates how servant leadership values influence organizational members.

Furthermore, the literature reviewed for this study identified a lack of prior research exploring how servant leadership connects with organizational outcomes through perceived organizational support. Consequently, there is limited understanding of how servant leadership practices contribute to employees' perceptions of support within organizations.

Research gap

Although servant leadership has received growing scholarly attention, notable gaps remain in understanding its application across different sectors. Existing studies have primarily focused on selected industries and educational settings, yet limited attention has been paid to higher education, manufacturing, and service sectors. The concept remains underexplored across several key domains such as manufacturing firms, hospitals, software companies, banks, universities, and private educational institutions.

In the Indian context, empirical research examining the interaction and impact of servant leadership on perceived organizational support is scarce. Studies addressing this relationship in manufacturing industries, hospitals, and business organizations are particularly rare, leaving a significant gap for further exploration.

Materials and Methods

A non-probability sampling technique was adopted for this research. Data collection was conducted using both Google Form and printed questionnaires following the approach of Cooper and Schindler [30]. Participants included teaching faculty from diverse educational institutions and managers, engineers, and officers from manufacturing industries. Surveys were distributed among faculty members pursuing research in educational settings and professionals from industrial organizations.

The final questionnaire consisted of 23 items related to servant leadership (across five dimensions) and 16 items addressing perceived organizational support. The methodological process comprised four main stages: (1) reliability testing of scales, (2) assessment of sample adequacy, (3) independent sample testing, and (4) multiple linear regression analysis to evaluate the relationship between servant leadership and POS.

This study utilized a questionnaire-based survey design. The sampling frame included teaching staff from engineering, medical, and management colleges, along with qualified managers, engineers, and officers in industrial organizations. Ethical clearance was obtained from the heads of institutions, research coordinators, and human resource departments of the participating industries. Participation was voluntary, and confidentiality was assured through a statement included in the questionnaire, ensuring honest responses. Both Google Form and printed versions were distributed in English to facilitate accessibility among respondents.

Sample design

The total study population included 1,500 individuals from educational institutions and 1,200 participants from industrial organizations. Using the standard sampling formula, the required sample size was determined as 315 for educational institutions and 300 for manufacturing companies [31]. Invitations to participate were distributed randomly to 1,233 faculty members and 823 industry professionals (including managers, engineers, and officers) through both Google Form links and printed questionnaires. The final dataset consisted of 324 responses from institutions and 307 from industries, as outlined in

Table 1, corresponding to servant leadership and perceived organizational support. The overall response rates were 26% and 37%, respectively, as shown in the table.

To achieve a representative sample, areas with a higher concentration of universities and industrial units were targeted. The study included 14 private institutions from the Udupi and South Canara districts of Karnataka, each employing at least 50 staff members. Respondents from the education sector comprised assistant professors, associate professors, and professors. Likewise, nine industries were selected, with participants including managers, associate managers, engineers, and officers—spanning project leaders, experienced personnel, and new entrants, particularly within the software sector.

Table 1. Distribution of the Study Sample

Description	Circulated	Received	Used
Manufacturing industries	823	361	307
Educational institutions	1233	394	324

Questionnaire development

The self-administered instrument used for data gathering had two distinct parts. The first gathered respondents' demographic information—such as gender, age, marital status, work experience, and educational level—while the second focused on quantitative measures rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). The questionnaire was adapted from previously validated scales designed by Barbuto and Wheeler [13] and Eisenberger *et al*. [16]. These scales, widely applied in contexts like physical education, school environments, and corporate organizations, were slightly revised to align with the study's focus on higher education and industrial contexts without altering their conceptual integrity.

The reliability of the instrument was confirmed using Cronbach's alpha, based on earlier research [32] and the current dataset. The resulting alpha values were within the acceptable range, demonstrating strong internal consistency comparable to those in prior validation studies.

Objectives of the survey

The main objectives of this investigation were:

a) To determine the reliability and adequacy of the sample.

b) To present descriptive statistics of the collected data.

c) To evaluate the servant leadership orientation among employees from both the manufacturing and education sectors.

d) To analyze perceived organizational support within these two professional environments.

e) To assess the interrelationship between servant leadership and perceived organizational support in educational institutions and manufacturing industries.

Hypotheses of the study

H1: The approach to servant leadership significantly differs between manufacturing industries and educational institutions.

H2: Perceived organizational support varies across manufacturing industries and educational institutions.

H3: A significant association exists between servant leadership and perceived organizational support.

Purpose of the study

The aim of this research was to explore how servant leadership influences perceived organizational support (POS). It sought to determine whether POS serves as a key mechanism linking servant leadership to favorable organizational outcomes. The study intended to make two main contributions: (1) to supply additional empirical validation for the relationship between servant leadership and POS, and (2) to demonstrate that POS functions as an intermediary factor, transmitting the positive effects of servant leadership across work environments.

Results and Discussion

As summarized in **Figure 2**, the demographic composition of respondents showed 68% male and 32% female participants from educational institutions, and 79% male and 21% female participants from industries. The survey tool contained 23 statements assessing servant leadership (across five dimensions) and 16 items measuring POS. All items were rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). A total of 324 institutional and 307 industrial responses were analyzed.

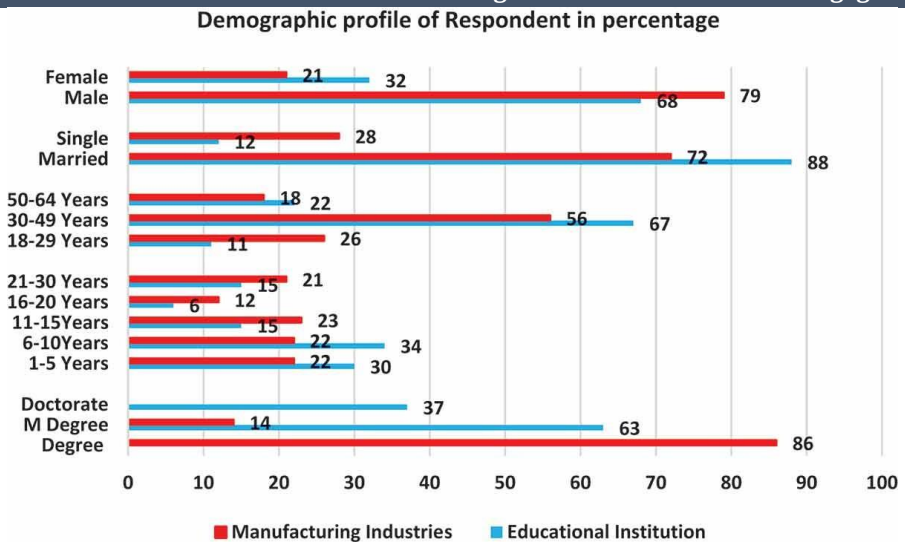

Figure 2. Respondent Demographics

A Confirmatory Factor Analysis (CFA) was performed to verify model suitability, construct validity, and to compute correlation and composite reliability. Each variable underwent CFA to identify weak items, and any item showing a standardized factor loading below 0.5 was eliminated [33]. Analyses were conducted using SPSS version 22, following the same exclusion rule for low-loading items [33].

Findings concerning servant leadership and POS—including Cronbach's alpha, Kaiser-Meyer-Olkin (KMO) adequacy, mean values, and standard deviations—are summarized in **Tables 2–4** and **Figure 4**. Only minor variations were noted between education and industry samples in terms of mean, standard deviation, and reliability indices. The Cronbach's alpha for servant leadership was 0.994 for institutions and 0.995 for industries, while POS registered 0.930 and 0.992, respectively. All values exceeded the minimum acceptable threshold of 0.6, confirming satisfactory reliability.

Table 2. Reliability Coefficients – Cronbach's Alpha (α)

Scale	Items of the scale	Manufacturing Industries (MI) N=307 Cronbach's alpha (α)	Educational Institutions (EI) N=324 Cronbach's alpha (α)	Total N=631 Cronbach's alpha (α)
Servant Leadership	23	0.995	0.994	0.994
Perceived Organizational Support	16	0.992	0.930	0.968

Table 3. Sample Adequacy Assessment – KMO Values

Scale	Items of the scale	Manufacturing Industries (MI) N=307	Educational Institutions (EI) N=324	Total N=631
Servant Leadership	23	0.914	0.972	0.977
POS	16	0.920	0.927	0.944

Table 4. Independent Sample Test for Servant Leadership (SL)

		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
									Lower	Upper
Servant leadership	Equal variances assumed	.213	.645	.573	629	.567	.0643	.1122	-0.1561	.2847

Sampling method

This research adopted a non-probability sampling approach, specifically a purposive sampling technique, where participants were chosen according to predefined criteria [30]. The convenience (purposive) sampling method was utilized to identify participants in each sampling unit, as summarized in **Table 1**.

Sample adequacy test

A sample adequacy evaluation was conducted to ensure the collected data were sufficient for further statistical analysis. The Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity [34] served as benchmarks for determining sampling adequacy,

producing results ranging between 0 and 1. The general criterion is that a KMO value exceeding 0.6 indicates adequate sampling. The results for servant leadership and POS yielded KMO values of 0.972 and 0.927 for educational institutions and 0.914 and 0.920 for industries, respectively, confirming adequate sample size. All study variables underwent this adequacy test, as shown in **Table 3**, and since each KMO value was above 0.9, the samples were deemed sufficient.

Normality validation

Before hypothesis testing, assessing data normality is critical [35, 36]. Often, datasets are treated as normally distributed without confirmation through formal statistical tests. In this study, Kolmogorov-Smirnov and Shapiro-Wilk tests were performed [33]. Results revealed that both servant leadership and POS variables significantly deviated from normality ($p < 0.000$), indicating that samples from both educational institutions and industry employees were non-normally distributed.

Descriptive statistics

Figure 3 illustrates the mean, standard deviation (SD), minimum, maximum, and standard error for servant leadership and POS across both groups. In educational institutions, servant leadership recorded a mean of 3.64 and an SD of 1.41, as shown in **Table 4** and **Figure 4**, whereas in industries, the mean and SD were 3.58 and 1.40. The higher mean for educational institutions implies stronger adherence to servant leadership principles, though variation (SD) was also greater. For perceived organizational support (POS), the mean and SD were 3.59 and 1.06 for educational institutions, and 3.57 and 1.40 for industries. Again, educational institutions showed slightly stronger POS, but variability was higher in the industrial sample.

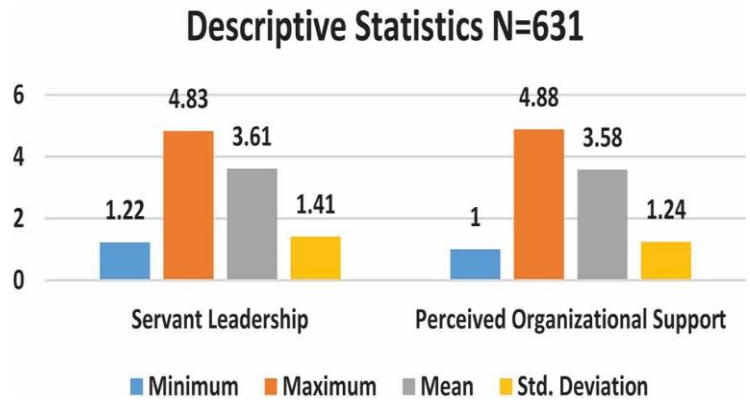

Figure 3. Descriptive statistics of servant leadership and POS

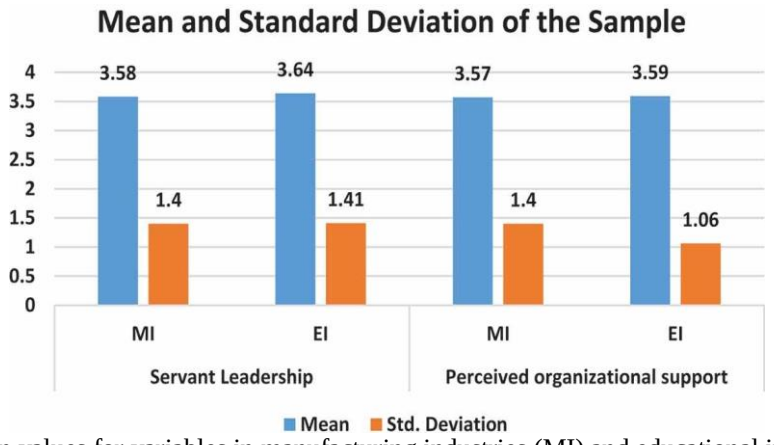

Figure 4. Mean values for variables in manufacturing industries (MI) and educational institutions (EI)

Hypothesis testing

H1: Servant leadership differs between educational institutions and industries.

A T-test was performed to assess the difference in servant leadership between the two sectors. The p-value (0.567) exceeded the significance threshold (0.05), as reported in **Table 4**, indicating no significant difference. Therefore, it is inferred that both educational and industrial leaders exhibit comparable servant leadership characteristics.

H2: POS varies between business organizations and educational institutions.

A second T-test compared perceived organizational support levels across the two settings. The p-value of 0.803 (>0.05), as shown in **Table 5**, suggested no significant difference, indicating that both sectors maintain a comparable ethical climate and organizational support environment.

Table 5. Independent sample test for Perceived Organizational Support (POS)

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
POS	Equal variances assumed	69.9	.00	249	629	803	0246	099	169	219

H3: A relationship exists between servant leadership and POS.

The correlation between servant leadership and POS was examined in both manufacturing industries (MI) and educational institutions (EI).

- In manufacturing industries, the correlation coefficient was 0.994, confirming a strong positive relationship **(Table 6)**. The R^2 value (0.98) indicates that 98.9% of POS variance is explained by servant leadership, leaving 1.1% unexplained. The ANOVA F-value was 27349, statistically significant at the 5% level (p = 0.000). The coefficient (0.993) suggests that each one-unit change in servant leadership corresponds to a 99.3% change in POS. These results confirm a highly significant relationship between the two constructs.
- In educational institutions, the correlation value was 0.509, demonstrating a moderate positive link. The R^2 (0.259) indicates that 25.9% of POS variation is accounted for by servant leadership, while 74.1% remains unexplained **(Table 6)**. The ANOVA F-value of 112.61 was also significant at the 5% level, and the coefficient (0.385) implies a 38.5% change in POS for each unit increase in servant leadership. The p-value (<0.05) confirms statistical significance, meaning servant leadership is substantially associated with POS in educational institutions.

Table 6. Multiple Linear Regression Analysis of Servant Leadership

MI(Manufacturing industries) N=307,EI(Educational Institution) N=324			
Independent variables		**Dependent variables**	
Servant leadership		**POS**	
		EI	**MI**
R		0.509	0.994
R^2		0.259	0.989
F		112.61	27349
Coefficients	Constant	2.190	0.010
B		0.385	0.993
T		15.43**	0.44**

(Standardized coefficients, P < 0.01, statistically significant)

In educational institutions, a notable relationship exists between servant leadership and perceived organizational support (POS), as indicated by the correlation value of 0.509 in **Table 6**. The analysis showed an R^2 value of 0.259, meaning that 25.9% of the variation in POS can be explained by servant leadership, while the remaining 74.1% is due to other unmeasured factors, as reported in **Table 6**.

Additionally, the ANOVA test presented in **Table 6** revealed an F-value of 112.61, which is statistically significant at the 5% level. The regression coefficient of 0.385 suggests that for every one-unit increase in servant leadership, there is a corresponding 38.5% increase in POS. Based on the coefficient results, the relationship between servant leadership and POS observed in this study is statistically significant, with the p-value below 0.05. Hence, it can be concluded from the regression outcomes that servant leadership, with a value of 0.509, maintains a strong positive association with perceived organizational support.

Summary of results and discussion

Leadership has long been a central topic in organizational research across different professional contexts. This study particularly focused on the association between servant leadership and perceived organizational support (POS). The findings hold significant theoretical and practical relevance for administrators in both industrial sectors and educational organizations. Within this investigation, servant leadership functioned as the independent variable, while perceived organizational support served as the dependent variable.

The empirical results demonstrated a connection between servant leadership and POS across business and educational settings. The data confirmed a statistically significant correlation, indicating that servant leadership exerts an influence on employees' perception of organizational support.

The mean score for servant leadership in higher educational institutions was 3.64 (N = 324), compared with 3.58 (N = 307) in manufacturing industries. This suggests that educational institutions exhibit a slightly stronger presence of servant leadership practices. Combined, both sectors recorded a mean score of 3.61 (N = 631). Similarly, the mean POS score for

higher educational institutions was 3.59 (N = 324), while manufacturing industries recorded 3.57 (N = 307). Overall, the mean values for both institutions combined were 3.62 and 3.58 (N = 631), showing that educational institutions slightly exceed industries in perceived support.

The p-value of 0.567 in **Table 4** exceeded the significance threshold of 0.05, indicating no statistically significant difference in servant leadership between industries and institutions. Likewise, the p-value of 0.803 in **Table 5** was above 0.05, confirming no substantial variation between the two groups in terms of perceived organizational support.

A high degree of association was detected between servant leadership and POS in both institutions (0.509) and industries (0.994). Globally, servant leadership and perceived organizational support have gained increased attention among organizational behavior scholars. The present analysis explored how servant leadership influences POS among employees in educational institutions and manufacturing industries—two sectors that contribute significantly to India's economic development.

As human capital becomes increasingly vital in managerial practice across sectors, both servant leadership and POS are receiving greater emphasis. Nevertheless, limited research has been conducted in India on servant leadership, revealing a notable gap addressed by this study.

Given the current environment—where ethical behavior within institutions and industries appears to be diminishing—the servant leadership philosophy offers a promising path toward revitalizing and strengthening organizational systems. The observed linkage between servant leadership and related variables highlights its practical relevance for leadership enhancement.

The study also indicated no significant difference between public and private organizations in India concerning their servant leadership profiles. Findings further suggested that Indian managers generally score high on servant leadership characteristics. Although the roots of servant leadership are philosophically aligned with Indian traditions, cultural contexts can shape its interpretation and application. Consequently, cultural influence plays a role in management decision-making within servant leadership frameworks.

Practical implications

The organizational structure's efficiency can be strengthened by reducing the turnover of high-performing employees. Enhancing perceived organizational support can create conditions where servant leadership is practiced more effectively within the work environment.

In academic institutions, department heads and faculty who adopt servant leadership behaviors can encourage mentoring, collaboration, and professional growth, helping colleagues better understand individual differences.

In industrial organizations, servant leadership significantly influences POS. Therefore, managers, engineers, and supervisors should actively communicate with their teams and clarify operational processes. Findings from the educational sector also highlight servant leadership as a key determinant of POS, implying that institutional leaders must foster stronger perceptions of organizational support among faculty members.

A key implication is that servant leadership directly affects managers' and faculty members' levels of perceived organizational support. Including POS as a construct in this study emphasizes its importance: when leaders demonstrate servant-oriented behaviors, employees perceive that the organization values their contributions, supports their achievements, and assists them when challenges arise. This sense of organizational care can enhance performance outcomes and reduce employee turnover, thereby benefiting the institution or industry as a whole.

Conclusion

The concept of servant leadership can be viewed as a unique paradox that contributes significantly to an organization's overall effectiveness and sustainability. In the same way, Perceived Organizational Support (POS) and its interaction with leadership styles play a vital role in promoting improved outcomes in both educational and industrial environments. Both frameworks emphasize the importance of human-centered conduct within the workplace.

To explore these aspects, the study implemented independent sample analyses (H1 and H2) along with a multiple linear regression model (H3) to identify connections between servant leadership and POS. The findings revealed that the five components of servant leadership displayed consistent relationships with the sixteen indicators of perceived organizational support. Although variations were observed between manufacturing enterprises and academic institutions, the independent sample test confirmed that the differences between employee groups were not statistically significant. Hence, both sectors exhibited a comparable orientation toward servant leadership and POS. Under Hypothesis 3, a positive association was verified between servant leadership and POS among staff in both sectors, with the linkage being much stronger in manufacturing firms than in educational settings, as indicated by the regression outcomes.

When servant leadership behaviors were expressed in an environment characterized by organizational support, the results pointed to higher levels of collaboration, collective effort, and discretionary work behavior, ultimately increasing

organizational success. Researchers further suggested that embedding servant leadership within a supportive structure promotes greater unity, mutual assistance, and voluntary performance, which helps organizations become more cohesive and productive.

Looking forward, subsequent research should incorporate a broader range of participants from manufacturing and educational backgrounds to improve the external validity of findings. Conducting a longitudinal investigation would be particularly valuable for confirming long-term trends. In the current project, 39 questionnaires were utilized. To enhance the accuracy and sincerity of responses, it is advisable to reduce the number of survey items related to servant leadership and POS. This study relied on a smaller participant base relative to the wider population because of time constraints. Therefore, increasing the sample size in future work will be essential to make the conclusions more generalizable. Moreover, excessively long questionnaires may discourage participants, leading to superficial or incomplete responses as some items could be skipped or overlooked.

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