



E-ISSN: 3108-4176

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2023, Volume 4, Page No: 202-212

Available online at: <https://apsshs.com/>

Annals of Organizational Culture, Leadership and External Engagement Journal

Examining the Influence of Servant Leadership on Perceived Organizational Support across Industrial and Educational Contexts

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Abstract

This study examines the effect of servant leadership on employees' perceived organizational support within manufacturing industries and educational institutions in the Indian setting. Servant leadership served as the independent variable, while perceived organizational support functioned as the dependent variable. Data were gathered from full-time employees who evaluated the servant leadership behaviors of managers, engineers, officers, and teaching faculty, along with their perceptions of organizational support. The servant leadership instrument consisted of 23 items across 5 dimensions, whereas the perceived organizational support scale comprised 16 items. The final survey was conducted using a convenience sampling method, including 307 respondents from manufacturing industries and 324 respondents from educational institutions, applying a non-probability sampling technique. Empirical analysis was performed using SPSS version 22.0. Construct validity was assessed through confirmatory factor analysis (CFA > 0.5), yielding a value of 0.9, while reliability and sample adequacy (>0.6) also demonstrated a high value of 0.9. Independent sample t-tests indicated that hypotheses 1 and 2 related to servant leadership and perceived organizational support among employees of both sectors were comparable. Furthermore, hypothesis 3, tested using multiple linear regression analysis, confirmed a strong association between servant leadership and perceived organizational support among employees in manufacturing industries and educational institutions. The findings reveal that employees in both sectors strongly experience servant leadership and perceive substantial organizational support. Moreover, the results confirm a robust relationship between servant leadership and perceived organizational support among employees in manufacturing industries and educational institutions.

Keywords: Servant leadership, Perceived organizational support, Independent sample test, Multiple linear regression, Manufacturing industries and educational institutions

How to cite this article: Robertson EL, Green TJ, Richards PA, Mitchell SJ, Collins AP. Examining the influence of servant leadership on perceived organizational support across industrial and educational contexts. *Ann Organ Cult Leadersh Extern Engagem J.* 2023;4:202-12. <https://doi.org/10.51847/ddlFEke5bk>

Received: 18 May 2023; **Revised:** 16 August 2023; **Accepted:** 17 August 2023

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Introduction

Within management research, leadership concepts represent one of the most extensively examined domains, as leadership plays a crucial role in organizational success by directing individual efforts toward achieving organizational goals. Leadership also significantly shapes organizational behavior [1]. The notion of servant leadership originated from a life-philosophy perspective. The core idea of servant leadership emphasizes that establishing an organization centered on service naturally inspires individuals to work toward a better future, thereby fostering excellence among followers [2].

In the Indian context, profit maximization has been identified as a fundamental contributor to organized crime and systemic challenges. Its influence on the economy has been substantial, leading to a renewed emphasis on ethics within business studies.



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This shift has intensified attention toward ethical practices in modern workplaces and raised concerns for organizations operating beyond accepted norms [3].

Leadership research encompasses a wide range of theories, concepts, and terminologies. The central focus lies on group dynamics, goal achievement, and leader–member interactions. Contemporary organizations require renewed managerial perspectives where employees remain motivated and continuously strive to deliver superior service quality. In this regard, the servant leadership approach is particularly relevant in today’s rapidly evolving global environment.

When individuals receive positive treatment from others, a psychological sense of obligation often emerges, motivating them to reciprocate. This response fosters the development of positive attitudes toward the benefactor. Within organizational contexts, employees tend to exhibit favorable responses when they perceive organizational care, recognition, and appreciation [4].

Perceived organizational support has also been strongly linked to employee well-being [5], job satisfaction [6], entrepreneurial passion [7], employee and organizational performance, and overall organizational effectiveness [8, 9].

Review of literature and hypotheses development

Servant leadership

Servant leadership is defined as a leadership style in which respect is given to the inherent dignity and value of individuals, with the aim of awakening their creative leadership potential [10]. This leadership approach emphasizes self-awareness and the ability to inspire individuals to take action, while guiding them to realize their fullest potential [11].

In business environments characterized by servant-led organizations, the servant leadership model has demonstrated high effectiveness, a fact also highlighted in a 2001 issue of Fortune magazine. The success of the servant leadership approach has contributed to its widespread adoption across global corporations [12]. Organizations that transitioned toward servant leadership reported enhanced performance, achieving nearly 50% higher shareholder returns compared to competitors. Leaders within these high-performing organizations were also found to personally practice servant leadership principles.

Several scholars have employed the servant leadership scale developed by Barbuto and Wheeler [13], which comprises five dimensions illustrated in **Figure 1**. An altruistic calling reflects a leader’s desire to positively influence others’ lives. Emotional healing refers to the leader’s ability to recognize and address employees’ emotional needs. Wisdom represents the leader’s capacity to learn from the environment and understand its implications for individuals and organizations. Persuasive mapping involves the skill of constructing mental frameworks to analyze situations and identify organizational opportunities. The fifth dimension, organizational stewardship, reflects a leader’s commitment to guiding the organization toward societal contribution through community development and outreach initiatives.

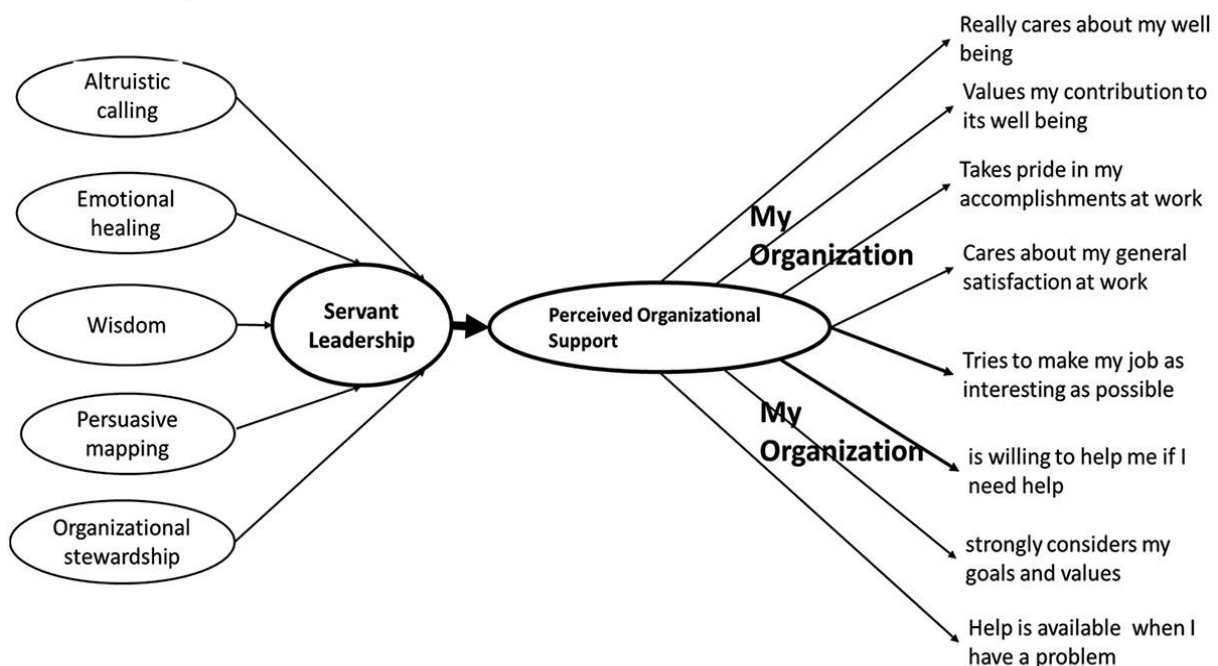


Figure 1. Characteristics and impact of servant leadership and perceived organizational support, and its implementation in manufacturing industries (MI) and educational institutions (EI)

Grisaffe *et al.* [14] reported that although servant leadership shares certain characteristics with other leadership styles, such as transformational and transactional leadership, it offers additional benefits by enhancing salespersons’ attitudes and

behaviors beyond those achieved by transformational and transactional leadership models, particularly at higher levels of the sales hierarchy.

Perceived organizational support

Perceived organizational support (POS) refers to “employees’ overall perception that their organization appreciates their contributions and is concerned about their welfare” [15].

According to Eisenberger *et al.* [16], POS represents employees’ judgments regarding whether the organization regards them as valuable assets, acknowledges their efforts, and treats them equitably. Organizational support theory underpins the concept of POS and explains that social exchange theory forms the foundation of the employer–employee relationship [16].

Organizational rewards, working conditions, and perceptions of fairness are identified as key determinants influencing employees’ perceptions of organizational support [17]. Reward systems and job-related conditions are structured to recognize employee contributions and encompass aspects of the work environment [15]. These rewards and conditions typically include recognition, compensation, promotion opportunities, job security, autonomy, training and development initiatives, and work–family support policies [15].

Sagie and Koslowsky [18] observed that during periods of organizational uncertainty, employees seek clear and consistent reassurance that they are valued members of the organization and perceived as internal assets. Employees’ perceptions of organizational support, therefore, become central to social exchange relationships within the workplace. Allen *et al.* [19] reported that higher levels of POS are associated with positive employee attitudes and behaviors, yielding benefits for organizations. Enhanced POS contributes to favorable outcomes such as increased job satisfaction and positive affect, while reducing absenteeism, turnover intentions, and lateness.

Previous POS research has emphasized the need for strong internal consistency [16, 20]. Consequently, 16 items from the original 36-item scale that demonstrated high factor loadings and applicability across different organizational settings were selected, as illustrated in **Figure 1**. Core dimensions of POS include organizational concern for employee opinions and well-being, alignment with employee goals and values, support during personal or work-related difficulties, tolerance of honest mistakes, and a willingness to assist employees. Conversely, low POS is reflected when organizations exploit employees or show minimal concern for their welfare.

A review by DeConinck *et al.* [21] highlighted the importance of employee empowerment in influencing salespersons’ POS and performance. Indirectly, these variables enable employee leaders to affect turnover dynamics within sales-oriented organizations. These findings suggest the value of recruiting and promoting project supervisors who function as employee-focused leaders for their sales teams.

The study by Piong [22] indicated that implementing employee leadership strategies could enable casual dining restaurants to enhance nonsupervisory employees’ organizational commitment and perceived organizational support, thereby potentially improving retention. The findings also carry implications for social change, as fostering employee leadership may enhance employee well-being, job satisfaction, and customer service experiences.

Research conducted by Kang and Hwang [23] confirmed that employees’ perceptions of supervisory support play a significant mediating role in the relationship between managers’ servant leadership behaviors and employees’ perceptions of organizational support in the airline service industry.

The study by Rai and Prakash [24] explored the role of employee leadership in absorptive capacity. Data collected from manufacturing and service sector organizations revealed that employee leadership influenced knowledge identification through POS under conditions of high perceptual demand. Additionally, employee leadership affected knowledge application through POS when time pressure was low, and POS mediated the relationship between employee leadership and knowledge dissemination. The findings emphasize the importance of an integrated framework incorporating employee leadership, POS, and epistemic motivation in determining absorptive capacity. The authors noted that limited research has examined the direct relationship between servant leadership and POS [25].

Hypothesis development for servant leadership and POS

The construct of servant leadership comprises dimensions such as altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship. The manner in which work is administered within educational institutions and manufacturing industries differs considerably. Employees in manufacturing industries tend to be more business-oriented compared to those in educational institutions. While manufacturing sector employees are frequently exposed to technical competencies, educational institutions place comparatively limited emphasis on commercial activities. Since servant leadership is shaped by the nature of skills and work orientation, it is assumed that servant leadership practices vary between educational institutions and manufacturing industries.

Hypothesis 1: The servant leadership approach differs between manufacturing industries and educational institutions.

The concept of perceived organizational support encompasses dimensions such as the organization’s consideration of employee goals and values, concern for employee well-being, minimal concern for employees, forgiveness of honest mistakes,

and attention to employee opinions. Work practices and administrative approaches differ substantially between educational institutions and manufacturing industries. Employees in economic and industrial sectors tend to be more business-focused than those in academic institutions. Manufacturing industry employees are perceived to receive more consistent organizational support compared to employees in educational institutions. Based on organizational context, perceived organizational support is expected to vary between manufacturing industries and educational institutions.

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

According to servant leadership theory, prioritizing the interests of followers is a fundamental organizational objective [26]. Existing literature suggests that servant leaders and followers often share relationship-based agreements characterized by strong interpersonal bonds, shared values, trust, commitment, and concern. These elements foster positive emotions and strengthen perceptions of organizational support. Conversely, perceived organizational support reflects employees' perceptions of organizational care toward their well-being, interests, values, achievements, and beliefs regarding the organization's willingness to support employee development and fulfill employee needs [27].

Servant leaders are recognized as individuals who place the needs of followers above personal interests, with service being their primary focus [28]. Consequently, interactions between managers and subordinates that reflect servant leadership behaviors are likely to enhance employees' perceptions of organizational support [29].

Perceived organizational support, defined as "the extent to which employees believe that their contributions are valued by the organization and that the organization cares about their well-being" [16], has been a central focus of organizational research for over 30 years and has been linked to various job-related attitudes and behaviors [15]. However, a review of the literature revealed limited empirical studies directly examining the relationship between servant leadership and perceived organizational support [25].

Despite theoretical assumptions, empirical investigations examining the influence of servant leadership on perceived organizational support remain scarce or largely conceptual. Therefore, to address this gap, it is proposed that servant leadership significantly influences perceived organizational support across employees at all hierarchical levels within organizations in the Indian context.

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

Statement of the problem

The limited availability of research establishing a direct link between business organizations and servant leadership, along with insufficient evidence regarding the effectiveness of servant leadership in motivating organizational employees, provided the foundation for this study. While substantial research exists concerning employees in business organizations, there is minimal empirical evidence assessing the influence of servant leadership values on organizational employees.

Furthermore, the literature review identified a lack of prior studies examining how servant leadership relates to organizational outcomes through perceived organizational support among employees. Notably, there remains a limited understanding of the mechanisms through which servant leadership influences perceived organizational support.

Research gap

Although servant leadership has gained increasing scholarly attention, significant gaps remain in achieving a comprehensive understanding of this leadership approach. While existing studies have focused on selected industries and educational settings, limited research has addressed servant leadership within higher education and specific manufacturing and service sectors. Despite some coverage of servant leadership in education, manufacturing, and service industries, important organizational contexts remain underexplored.

Notably, servant leadership research is sparse in sectors such as manufacturing, hospitals, software companies, banking institutions, universities, and private educational institutions. In the Indian context, empirical studies examining the relationship and impact of servant leadership on perceived organizational support are particularly limited. Moreover, it is rare to find studies that investigate this relationship within manufacturing industries, hospitals, and other business organizations.

Materials and Methods

This study applied a non-probability sampling approach. Data were collected using both online (Google Forms) and printed questionnaires [30]. Responses were obtained from teaching faculty in educational institutions and from managers, engineers, and officers in various industries. Questionnaires were distributed to faculty engaged in research activities and to industry employees at different hierarchical levels. The survey instruments included 23 items on servant leadership across five dimensions and 16 items measuring perceived organizational support (POS). The analysis was conducted in four main stages: testing scale reliability, assessing sample adequacy, conducting independent sample tests, and performing multiple linear regression for servant leadership.

The study followed a questionnaire survey design. The sampling frame consisted of teaching faculty from engineering, medical, and management colleges, along with qualified managers, engineers, and officers from industries. Ethical approvals were obtained from institutional heads, research committees, and HR departments of the respective organizations. Participation was voluntary, and respondents were assured confidentiality to encourage honest responses. Questionnaires were provided in English, both online and in print.

Sample design

The total population included 1,500 individuals from educational institutions and 1,200 from industries. Based on standard sample size calculation methods, 315 participants were selected from educational institutions and 300 from manufacturing industries [31]. Out of the contacted population—1,233 teaching faculty and 823 industry employees—questionnaire links and printed copies were distributed. The final responses included 324 from institutions and 307 from industries, as shown in **Table 1**, with response rates of 26% and 37%, respectively.

To ensure the sample represented the population adequately, districts with a high concentration of higher education institutions and industrial units were prioritized. Fourteen private institutions in the Udupi and South Canara districts of Karnataka, each with at least 50 employees, were included. Respondents included assistant professors, associate professors, and professors. In addition, nine industries were considered, and respondents included associate managers, managers, officers, engineers, and both senior and junior employees, particularly in software companies.

Table 1. Sample Size

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

Questionnaire development

The questionnaire consisted of two sections. The first section captured demographic information, including gender, age, designation, work experience, and qualifications. The second section gathered quantitative data using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). The items were adapted from established scales by Barbuto & Wheeler [13] and Eisenberger *et al.* [16], widely used in academic and organizational contexts such as schools, universities, and corporate settings. Modifications were made to suit the context of higher education and industries without altering the constructs. Reliability was tested using Cronbach's alpha, and the results were within acceptable ranges, consistent with previous research [32].

Objectives of the survey

The survey aimed to:

- Assess the reliability of the scales and the adequacy of the sample.
- Describe the demographic and occupational characteristics of the respondents.
- Examine servant leadership practices among employees in educational institutions and manufacturing industries.
- Evaluate the perceived organizational support of employees in both sectors.
- Analyze the relationship between servant leadership and perceived organizational support.

Research hypotheses

H1: Servant leadership practices differ between manufacturing industries and educational institutions.

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

H3: Servant leadership is positively associated with perceived organizational support.

Purpose of the research

The main goal of this study was to explore the influence of servant leadership on perceived organizational support. Specifically, it aimed to:

- Provide additional empirical evidence supporting servant leadership and POS as robust constructs in organizational studies.
- Examine POS as a potential mechanism through which the benefits of servant leadership are conveyed to employees.

Results and Discussion

The demographic distribution of the respondents is presented in **Figure 2**, showing that males and females accounted for 68% and 32% in educational institutions, and 79% and 21% in industries for the survey on servant leadership and perceived organizational support (POS). The questionnaires included 23 items on servant leadership (5 dimensions) and 16 items on

POS, with responses recorded on a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). The total sample comprised 324 respondents from institutions and 307 respondents from industries.

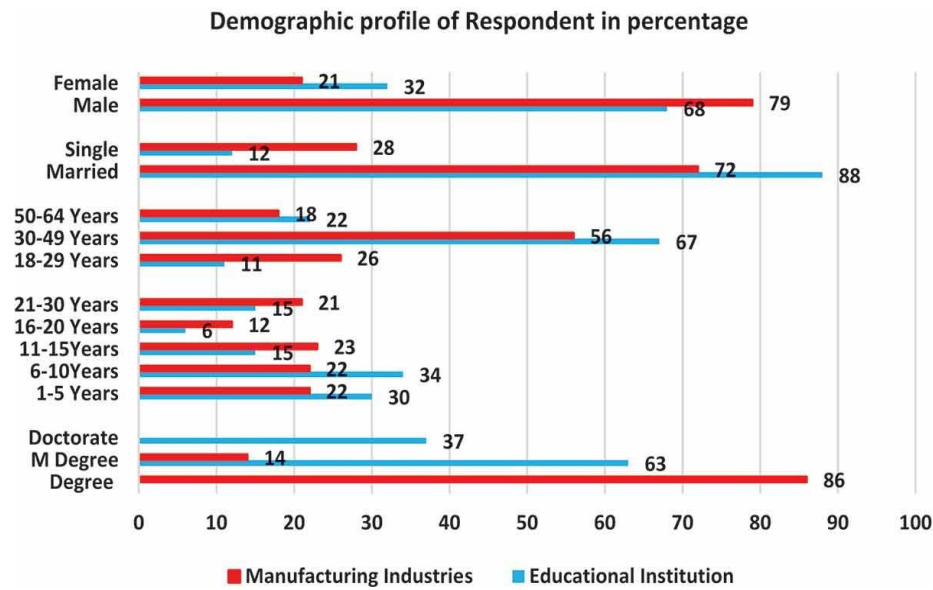


Figure 2. Demographics of the Respondents

Prior to advanced analysis, confirmatory factor analysis (CFA) was conducted to assess model fit, examine the structure of observed variables, and compute correlations and composite reliability. CFA was also used to identify poorly performing items, with those having standardized factor loadings <0.5 removed from subsequent analyses [33]. The results, including Cronbach's alpha, sample adequacy, mean, and standard deviation for servant leadership and POS, are summarized in **Tables 2, 3, and 4** and **Figure 4**. Small differences were observed between institution and industry samples regarding mean, standard deviation, and reliability. Differences in Cronbach's alpha across servant leadership and POS dimensions indicate internal consistency (**Table 2**). When comparing sectors, servant leadership Cronbach's alpha values were 0.994 and 0.995, while POS values were 0.930 and 0.992, all exceeding the threshold of 0.6.

Table 2. Internal reliability of the items – Cronbach's alpha (α)

Construct	Number of Items	Cronbach's α (Manufacturing Industries, N=307)	Cronbach's α (Educational Institutions, N=324)	Cronbach's α (Combined Sample, N=631)
Servant Leadership	23	0.995	0.994	0.994
Perceived Organizational Support	16	0.992	0.930	0.968

Table 3. Sample adequacy test – Kaiser-Meyer-Olkin (KMO) values

Construct	Number of Items	Cronbach's α (Manufacturing Industries, N=307)	Cronbach's α (Educational Institutions, N=324)	Cronbach's α (Overall Sample, N=631)
Servant Leadership	23	0.914	0.972	0.977
Perceived Organizational Support (POS)	16	0.920	0.927	0.944

Table 4. Independent sample test of servant leadership (SL)

Test Component	Assumption	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	0.213	0.645	0.573	629	0.567	0.0643	0.1122	-0.1561	0.2847

This research employed non-probability purposive sampling, where respondents were selected based on predefined criteria [30]. The purposive sampling approach ensured that the sample represented the target population effectively, as described in **Table 1**.

Sample adequacy was evaluated using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity [34], which assess whether the sample size is sufficient for factor analysis. KMO values above 0.6 indicate adequate sampling. In this

study, KMO values were 0.972 and 0.927 for educational institutions, and 0.914 and 0.920 for industries, confirming sample adequacy for all variables considered (Table 3).

Checking normality is essential before hypothesis testing [35, 36]. The Kolmogorov-Smirnov and Shapiro-Wilk tests were applied [33], and results indicated that both servant leadership and POS data were not normally distributed ($p < 0.000$) for either institutions or industries.

Descriptive statistics for the variables, including mean, standard deviation, minimum, maximum, and standard error, are shown in Figure 3. For servant leadership, the mean and standard deviation were 3.64 and 1.41 in educational institutions and 3.58 and 1.40 in industries (Table 4, Figure 4). The higher mean in institutions suggests stronger adherence to servant leadership, though variability was greater. For POS, the mean and standard deviation were 3.59 and 1.06 in institutions and 3.57 and 1.40 in industries, indicating that POS is also slightly stronger in institutions, while variability was higher in industries.

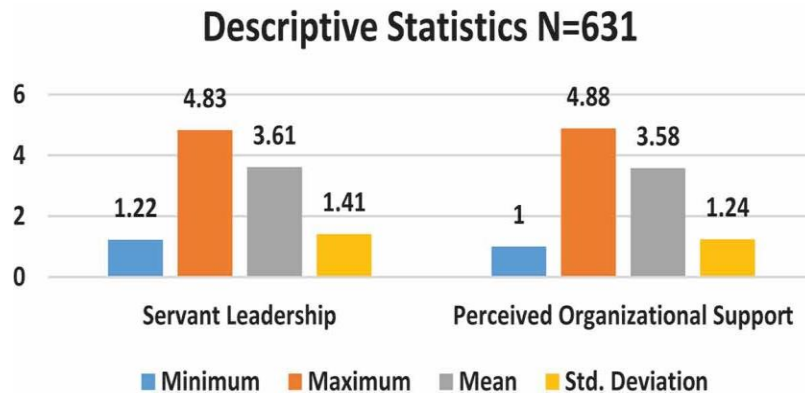


Figure 3. Descriptive statistics for servant leadership and POS

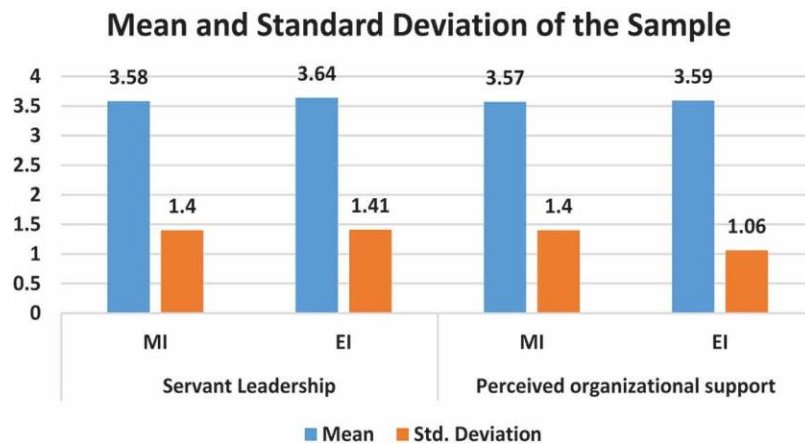


Figure 4. Mean of variables for manufacturing industries (MI) and educational institutions (EI)

Hypothesis H1: Servant leadership differs between institutions and industries.

A t-test was conducted to assess differences in servant leadership characteristics between the two sectors. With a p-value of 0.567, which exceeds 0.05, the difference was not statistically significant (Table 4). This indicates that leaders in both sectors exhibit comparable servant leadership traits.

Hypothesis H2: POS differs between industries and institutions.

A t-test was also used to compare POS across sectors. The p-value of 0.803 (>0.05) (Table 5) shows no significant difference, suggesting that employees perceive organizational support similarly in both industries and educational institutions.

Table 5. Independent sample test of perceived organizational support (POS)

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

Hypothesis H3: There exists a relationship between servant leadership and POS.

Relationship between servant leadership and POS in industries and institutions

The association between servant leadership and perceived organizational support (POS) was analyzed separately for manufacturing industries (MI) and educational institutions (EI). In manufacturing industries, a strong positive relationship was observed, with a correlation coefficient of 0.994 (**Table 6**). The R^2 value of 0.989 indicates that 98.9% of the variance in POS is accounted for by servant leadership, leaving 1.1% unexplained (**Table 6**). ANOVA results (**Table 6**) show an F value of 27,349, which is statistically significant at the 5% level ($p = 0.000$), confirming the hypothesis. The regression coefficient of 0.993 implies that a one-unit increase in servant leadership corresponds to a 99.3% increase in POS. Overall, the results demonstrate that servant leadership has a statistically significant effect on POS in manufacturing industries, with $p < 0.05$.

Table 6. Multiple Linear Regression Analysis of Servant Leadership

Sector	Manufacturing Industries (MI) N=307	Educational Institutions (EI) N=324
Independent Variable	Servant Leadership	Perceived Organizational Support (POS)
Dependent Variable	POS	Servant Leadership
Multiple Correlation Coefficient (R)	0.509	0.994
Coefficient of Determination (R^2)	0.259	0.989
F-Statistic	112.61	27349
Regression Coefficients (B)		
Constant (Intercept)	2.190	0.385
Slope (Independent Variable)	0.010	0.993
t-Statistic		
Constant	15.43**	—
Slope	0.44**	—

(Standardized coefficients, $P < 0.01$ * Significant)*

For educational institutions, a positive but lower association was identified, with a correlation coefficient of 0.509 (**Table 6**). The R^2 value of 0.259 suggests that 25.9% of the variation in POS can be explained by servant leadership, while 74.1% remains unexplained. ANOVA results show an F value of 112.61, which is significant at the 5% level. The regression coefficient of 0.385 indicates that a one-unit change in servant leadership produces a 38.5% change in POS. This confirms that servant leadership is significantly associated with POS in educational institutions, with the p-value again below 0.05.

Results and Discussion

Leadership has remained a focal point in organizational research across various sectors. This study examined the relationship between servant leadership (independent variable) and POS (dependent variable) among employees in both industries and educational institutions. The results have important theoretical and practical implications for managers and staff in these organizations.

Empirical analysis confirmed a significant relationship between servant leadership and POS, providing evidence of the impact of servant leadership on employees' perceptions of organizational support.

The mean scores indicate slight differences across sectors. For servant leadership, educational institutions scored 3.64 ($N = 324$) and manufacturing industries 3.58 ($N = 307$). The combined mean was 3.61 ($N = 631$), showing that servant leadership is marginally stronger in institutions. For POS, educational institutions scored 3.59 ($N = 324$) and industries 3.57 ($N = 307$), with a combined mean of 3.62, 3.58 ($N = 631$), again slightly higher in institutions.

T-test results indicated that the p-values for servant leadership (0.567, **Table 4**) and POS (0.803, **Table 5**) exceed 0.05, suggesting no statistically significant difference between sectors. Both industries and institutions exhibit comparable levels of servant leadership and POS.

Both institutions (0.509) and industries (0.994) demonstrate strong associations between servant leadership and POS. Globally, researchers have given increasing attention to servant leadership and POS. This study explored the role of servant leadership in influencing POS among employees from educational institutions and manufacturing industries, which are critical sectors in India's economy.

Given the rising importance of human capital in management practices, attention to servant leadership and POS is warranted. However, Indian research on servant leadership remains limited, highlighting the significance of this study.

Currently, as concerns about ethical behavior in institutions and industries increase, implementing servant leadership principles may provide a pathway to enhance organizational effectiveness and employee well-being. The study indicates no major difference between public and private sector organizations in India regarding servant leadership profiles, suggesting that Indian managers generally demonstrate servant leadership behaviors. While the philosophical roots of servant leadership align with Indian culture, its application may vary across cultural contexts, indicating the role of cultural influence in managerial decision-making.

Practical implications

Organizational efficiency can be enhanced by reducing turnover among high-performing employees. By strengthening perceived organizational support (POS), servant leadership can be more effectively implemented in workplace settings.

In educational institutions, department heads and faculty members acting as servant leaders are likely to promote mentoring, collaboration, and professional development, helping teaching staff to better understand individual differences and improve performance.

Within industries, servant leadership significantly influences POS. Managers, officers, and engineers should actively engage with employees to clarify organizational procedures and ensure transparent communication. Findings indicate that, in educational institutions, servant leadership is a critical determinant of POS. Therefore, institutional leaders must take proactive steps to enhance faculty perceptions of organizational support.

A key implication of these findings is that servant leadership directly impacts POS at both managerial and faculty levels. Incorporating POS into leadership practices is crucial: managers and teaching staff acting as servant leaders create an impression among employees that the organization values their contributions, recognizes achievements, and supports them during challenges. This supportive perception can lead to higher employee performance and indirectly reduce turnover rates.

Conclusion

Servant leadership serves as a strategic approach to improving overall organizational health. Similarly, the concept of perceived organizational support (POS) is essential for achieving desired outcomes in both educational institutions and industries, as it emphasizes employee-centered behaviors.

This study employed independent sample tests (H1, H2) and multiple linear regression analysis (H3) to examine the relationship between servant leadership and POS. Results indicate that the five dimensions of servant leadership align with the 16 items of POS. Although servant leadership and POS approaches differ in principle between manufacturing industries, and educational institutions, independent sample tests showed no statistically significant differences between employees from both sectors. Thus, servant leadership and POS are applied similarly in manufacturing industries and educational institutions. Regarding Hypothesis 3, a clear association exists between servant leadership and POS. Regression analysis revealed a very strong relationship in manufacturing industries, while the relationship was comparatively weaker in educational institutions. When servant leadership is effectively applied alongside POS, it fosters enhanced teamwork, collaboration, and extra-role behaviors among employees, improving overall organizational performance. Researchers further emphasize that servant leadership within the POS framework promotes cooperation, mutual support, and supplementary work behaviors, which strengthen organizational effectiveness.

For future research, larger and more diverse samples from manufacturing industries and educational institutions should be considered to enhance generalizability. Longitudinal studies are recommended. Currently, only 39 questionnaires were used, which may limit statistical reliability. Reducing the number of items in servant leadership and POS questionnaires could improve response rates and minimize bias. Conducting studies with larger samples would better represent the population and ensure more accurate findings. Additionally, overly lengthy questionnaires may lead respondents to skip or overlook items, affecting data quality.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

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