



Servant Leadership, Green Behaviour and Employee Well-Being: A Case of Selected firms in Nigeria's Hospitality Industry

¹Ohunakin, F., ²Osanebi, C., ³Akpabio, E. S., ⁴Fatai, A., ⁵Adegbola, O.T.,
¹⁻⁵ Trinity University, Sabo, Yaba,

*folakemi.ohunakin@trinityuniversity.edu.ng, chimsumum.osanebi@trinityuniversity.edu.ng,
samuel.akpabio@trinityuniversity.edu.ng, fatai.aliu@trinityuniversity.edu.ng, oluwatosin.adegbola@trinityuniversity.edu.ng
08054748380, 08036613162, 08028717149, 08023392900, 07061749961*

Abstract

This research examines the interaction between servant leadership, employee well-being and employee green behaviour within selected firms in the hospitality industry in Nigeria. Hinged on servant leadership theory and supported by Conservation of resource theory (CoR), the study conceptualizes servant leadership as a leadership approach that prioritizes employees' empowerment, growth and general well-being while promoting a culture of sustainability and ethical responsibility. Methodologically, this study employed the structural path model fit indices, Root Mean Square Error of Approximation (RMSEA), as well as Standardised Root Mean Squared Residual (SRMR). A total of 298 respondents provided valid data out of the 350 respondents that represented the sample gathered from 5-star hotel employees for this study. This study's results confirmed that the servant leadership style was a significant positive predictor of employee well-being and employee green behaviour, while employee green behaviour was negatively related to employee well-being. This study deepens the understanding of the interrelatedness between servant leadership, employees' green behaviour and employees' well-being. The implications of our research results are discussed and offering new directions for further research. The outcomes are expected to enhance both theory and practice through the empirical evidences on how servant leadership style in organisations could improve environmental sustainability and boosts employees' well-being in the hospitality firms.

KEYWORDS: *Servant leadership; green behaviour; employee well-being; frontline employee; hospitality*

INTRODUCTION

Increase in the inability of the workforce to secure the full confidence in their business leader has been amassing the need for leaders such as servant leader, who prioritize the betterment of the subordinates and organisation above self-interest. The servant leadership theory came into limelight through Greenleaf. In this ground-breaking essay of

Greenleaf, he stated the benefits of providing support for workforce, their development and their comfortability (Giorgio, 2010). He acknowledged the importance of prioritizing the development and support for followers by the leaders through leading by example, hard work, compassion and honesty. Aside the fact that servant leadership of Greenleaf has appeared before the introduction of other types of leadership, there is uniqueness in servant leadership when compare to other forms of leadership such as Liden, and Knippenberg, (2025), leader-member exchange and transformational leadership (Asfiah, Irawati, Nurhasanah, & Hakim, 2025). Servant leadership is an all-inclusive style of leadership that enables subordinates or followers to grow into what they are capable of becoming according to their level of empowerment (Eva, Robin, Sendjaya, Van Dierendonck, and Liden, 2019). It primarily focuses on the wellness of the subordinates, and always ready to prioritize the needs of others and supports their growth and development. Servant leadership involves subordination of an individual goals and objectives for the interest of the followers. It is an instance where leading is being exchanged for serving. Growth and well-being of the followers are parts of the major and primary focus of servant leaders. Servant leadership makes leading and serving almost interchangeable. According to Yoshida, Sendjaya, Hirst, and Cooper (2013), servant leadership involves subservience of one's goal or priority for the greater benefit of the team or group and the entire organisation.

Servant leadership style is a holistic approach of leadership that engages in improving subordinates in ethical aspect amongst others (Eva, et al., 2019). Being ethical in daily activities facilitates kindness to the environment. According to De Roeck and, Farooq (2018), employees' green behaviour includes employees' willingness and readiness to perform their day-to-day activities in an environmentally friendly manner, such as greener environment. Similarly, Wang, (2024) referred to individual green behaviour as an individual actions towards impacting positively on the environment or minimizing negative impacts on the

environment. As stated by Spears, (2010), one of the prominent features of a servant leader is building a conducive and habitable community. Consistent with Ying, Faraz, Ahmed and, Raza (2020), servant leadership style could enhance followers' positive perception of green behaviour via its role modelling of pro-environmental values. More importantly, employees' inertia towards environmental issues has been one of the major challenges confronting managers which has informed their curiosity on having better understanding of the factors that could propel proper environmental behaviours towards the realization of sustainable environmental initiatives among the employees especially in service producing organisations such as hospitality firms. According to Alrifa (2026), there is increase in the level of challenges confronting organisations in realizing environmentally sustainable initiatives through their human resources in the work environment. Blanco-Mesa, Gutierrez-Ayala, Mora-Gonzalez, and Alfonso-Sanchez, (2026) argued that organisations manifestations stem out of the activities of the employees. In other words, workforce determines the outcome of any organisation which could be the direct effect of their superior. However, Yang, Crawford, and Daugaard, (2025) reckoned that leadership can stimulate a wide range of environmental considerations as parts of various organisational outcomes.

However, extant literature has established the effect of diverse leadership styles such as responsible Zhao and , Zhou (2019), ethical Zhang , Chen , Liu (2016), transactional Graves, Sarkis and, Gold (2019), transformational Wang , Zhou and Liu (2018), spiritual Afsar , Badir and Kiani (2016), and authentic Hoch, Bommer, Dulebohn, and Wu (2018) on employees' workplace behaviour towards the environment. According to Brownell, (2010), servant leadership should be the next style in the evolution of leadership in hospitality sector. Hsiao, Lee, and Chen (2015) asserted that servant leadership style positively impacts on employees' self-concepts and workplace behaviour. Hospitality industry was selected for this study due to its potentiality of fostering the economy of our nation. This however informed the need for the best way of treating and improving the wellbeing of its workforce as well as their self-concept for better and improved workplace outcomes and outputs.

In spite of uncertain views about the effectiveness and practicability of this leadership approach, researches had established its robust and positive effects on various organisational outcomes. These include organizational citizenship behaviour of Liden, Wayne, Zhao, Henderson (2008), customer service quality and performance Chen, Zhu, and Zhou (2015), and so on. Although researches had been carried out on how servant leadership perception or employee's self-efficacy relates with various job attitudes such as work performance Yang, Zhang, Kwan, Chen, (2018); Schwarz, Newman, Cooper, and Eva (2016), job satisfaction Donia , Raja , Panaccio ,and Wang (2016); Amah (2018), employee engagement Coetzer, Bussin, and Geldenhuys, (2017), turnover intention Kashyap, and Rangnekar, (2016), psychological well-being Qiu, Dooley, and Xie, (2020). Aside the fact that little has been known on how servant leadership influences employee well-being,

research can hardly be found in the existing literature that examines how servant leadership style influence positive employee behavioural outcomes such as employee's green behaviour. This corroborate the argument of Qiu, Dooley, and Xie, (2020), and Williams, Brandon, Hayek, Haden, and Atinc (2017) stating servant leadership and employees' self-efficacy are unique match to face the realities and dynamism of the current complexities in business and social environment. It is imperative to investigate how these parameters interact with each other to influence workplace outcomes.

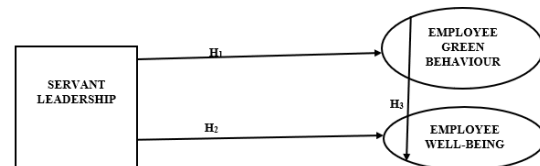


Figure 1 Proposed Study Model

Theoretical background and Hypotheses formulation

The Conservation of Resources (COR) theory of Hobfoll serves as the theoretical background of this study. According to Hobfoll, (1989) people attempt to acquire and reserve resources, and as well use them to gain more resources. COR theory was utilized to propose the positive interaction between: servant leadership and employee well-being; servant leadership and employee green behaviour; and employee green behaviour and employee well-being. As stated by Hobfoll, (1989) resources are gained and preserved by persons for the purpose of reducing stress, such resources will be consequently used for acquiring more resources. In line with this perspective, servant leader is a supportive leader that could be regarded as a builder of internal resources that clarifies subordinates' roles and proffers adequate support for employee positive organisational work outcomes Walumbwa, Hartnell and (2021). Furthermore, in the opinion of Walumbwa, Hartnell and Oke (2010). servant leaders have high tendency of contributing to the development and improvement of their followers' skills that will boost their workplace outcomes. Van Dierendonck, (2011) accentuated that servant leaders are important source of organisational resources, because they are often concern about their subordinates' personal development in the area of acquiring new skills through various workplace activities within the organisation. In line with Conservation of Resources (COR) theory, servant leadership serves as a resource provider that forms positive behaviours in the subordinates. Also, Walumbwa, Hartnell and Oke (2010). had earlier argued that servant leaders have the tendency to enhance their subordinates' success by improving and developing their knowledge, skills and abilities which could foster positive workplace behaviours. In line with this background, the following hypotheses were formed and tested:

Servant leadership style and Employee well-being

In Wang, Panaccio, Raja, Donia, Landry, Pereira and Ferreira (2022), it was argued that, amongst other things, a servant leader is one of the major contributors to the employees' emotional healing, as a result of a servant leader's ability to act as an organisational steward that often provide significant support for the subordinate's basic

psychological needs. Eva, et al., (2019) acknowledged that paying attention to the well-being of the followers by the leader guarantees the followers effectiveness in their given assignment. In the same vein, an earlier study carried out by Mayer, (2008) opined that servant leaders often motivate their subordinates by meeting their vital psychological needs, which could positively influence employee wellbeing. Emotional healing and caring behaviour of servant leaders have the possibility of meeting the subordinates' relatedness needs, as well as their wellbeing. This reasoning results into the following hypothesis:

H1b: Servant leadership style is positively related to employees' wellbeing

Servant leadership and Employees' green behaviour

Zafar, Tian, Ho and Zhang, (2022) stressed that, the importance of servant leaders towards employee green behaviour in the workplace cannot be over emphasized. Servant leaders often appreciate and encourage employees' efforts which could propel employees to embrace green behaviour as demanded and expected by their servant leader (Luu, 2019). Servant leaders provide supports and give priority to the interests of their subordinates. Resultantly, the subordinate will be willing to reciprocate with expected behaviour. Adequate provision of the required supports and resources by the leader for the subordinate to exhibit green behaviour will influence the subordinate willingness to positively respond to the request of the leader (Zafar, Ho, Cheah & Mohamed, 2022; Thompson, Buch, Thompson & Glasø, 2021).

Hence it can be proposed that:

H1d = servant leadership propels employees' green behaviour

Employees' Green Behaviour and Employees' Wellbeing

Employee green behaviour at an individual point of view meets the requirement of environmental protection goal, and it also enhances employee's satisfaction to obtain task rewards (Hou, Peng and Yang, 2019). Employee green behaviour has been considered as an important micro-activity (Zhang, Yang, Cheng and Chen, 2021). According to Zhang, Yang, Cheng and Chen (2021), employee wellbeing refers to the human being experience in line with happiness and avoidance of pain. In Vanisria, and Padhy (2023), it was argued that physical excitement and mental health satisfaction of the workforce is because the target of employee wellness is majorly on their psychological wellbeing, in other words, employee wellbeing is the reflection of their psychological feelings. The wellbeing of organisation's workforce would have direct impact on the success of such organisation. Sharma, Kong, and Kingshott, (2016) asserted that wellbeing comprises both physical and mental aspects. According to Zhang, Panatik, and Zhang (2024), there is an interrelatedness between green behaviour and wellbeing of workforce within the organisation. Organisation's ability to improve the wellbeing of the employee could propel the workforce positive green behaviour towards sustainability of the environment (Farooq, Payaud, Merunka, & Valette-Florence, 2014). Most of the studies on employee green behaviour have been majorly on the influencing factors of employee green behaviour, while little has been known on the influence of employee green behaviour on employee

wellbeing and other employee behavioural outcomes. Hence the subsequent hypothesis is proposed:

H4 = Employees' green behaviour is positively related with employees' well being

Methodology

3.1. Survey instrument

The respondents targeted for this research consisted of personnel working in 5-star hotel in Abuja (Federal Capital Territory), and Rivers State (Port-Harcourt), in Nigeria. This survey was carried out over the period of 10 weeks during the ember months (four weeks in November, four weeks in December, and first two weeks in January). This is one of the peak periods in hospitality industry. Peak period in hospitality industry is the season when the demand for goods or services in hotels is at its highest. These locations were selected because they are major cities in Nigeria that attract expatriates and tourists. Three hundred and fifty (350) copies of questionnaire were administered to the employees of the hotels by the researchers and employed research assistants. **This represented the sample size drawn from the population using total enumeration method.** The measuring instruments were administered across all the sections of the respective hotels as provided by the human resource units. Two hundred and ninety-eight (298) copies of questionnaire were usable, and which represents 85% rate of response. However, 52 copies of questionnaire were not usable as a result of items non-response.

This study survey questionnaire included five constructs with 30 items, including five items associated with the employment and demographic characteristics of the respondents. Servant leadership was assessed with seven items that were adopted from Liden, Wayne, Meuser, Hu, Wu, and Liao, (2014). The scale measures employee's perception towards the extent of their management adopting/embracing a servant leadership style (for example, "My boss puts my interest ahead of his/her own"). The green behaviour of employee was measured with five items derived from the work of De Roeck and Farooq (2018). This instrument measures the extent of employee's engagement in an environmentally friendly behaviour. This instrument comprises both mental and physical aspects of employee's life. A five-point response option was adopted with anchors of "Strongly Disagree" (1), "Somewhat Disagree" (2), "Undecided" (3), "Somewhat Agree" (4), and "Strongly Agree" (5). This study obtained ethical approval from Trinity University Research Ethics Committee, and written informed consent was obtained from the participants. Also, confidentiality was strictly adhered to all through the study.

9. EGB	0.0	-	0.1	0.1	0.12	-	0.1	-	0.73	3.9	1.0
	9	0.1	3	5		0.09	1	0.1	4	9	3
			1						6		

Table 1: Demographic characteristics of the respondents

	N	(%)
Gender		
Male	177	59.4
Female	121	40.6
Total	298	100
Age		
21-25	85	28.5
26-30	142	47.7
31-35	35	11.7
36-40	24	8.1
40 or over	12	4.0
Total	298	100
Educational Qualification		
SSCE	7	2.4
Vocational/Diploma	21	7.1
BSc/BA	232	77.6
MSc/MBA	35	11.8
Ph.D	3	1.1
Total	298	100
Marital Status		
Single	136	45.7
Married	132	44.4
Divorced	12	3.9
Separated	14	4.7
Widow	4	1.3
Total	298	100
Work Experience (in the organization)		
Below 1 year	23	7.8
1-3years	146	49.1
3-5years	100	33.4
More than 5 years	29	9.7
Total	298	100

Profile of the respondents

As shown in Table 1, respondents of this survey were somewhat more of male, (171, 59.4%), while the female counterparts were 121 representing 40.6% of the respondents. Majority of them were younger than thirty-five years of age (87.9%), 36-40 years were 8.1%, and 40 years and above were 4.0%. Most of the respondents' level of educational qualification was University graduate (77.6%), 11.8% had second university degrees. Others were vocational diploma (7.1%), senior school certificate examination holders (2.4%), and Ph.D holders (1.1%). Marital status of our respondents revealed that 45.7% were single, 44.4% were married, 4.7% were separated, 3.9% were divorced, while 1.3% were widow. The survey participants reported a range of years of work experience (1-3 years = 49.1%; 3-5 years = 33.4%; more than 5 years = 9.7%; below 1 year = 7.8%)

Table 2: The mean, standard deviation, correlation coefficient and average variance extracted

Construct	1	2	3	4	5	6	7	8	9	M	SD
1. Age	-									2.1	0.8
2. Gender	0.0	-								0	6
3. Education	0.2	0.0	-							1.8	0.7
4. Marital	0.1	-	0.0	-						0	9
5. SRLD	0.0	-	0.1	0.1	0.74					2.1	0.8
6. EWB	-	-	0.0	0.1	0.17	0.76				2.1	0.8

NOTES: SRLD = Servant Leadership; EWB = Employee Well-being; ESEt = Employee Self-esteem; ESEf = Employee Self-efficacy; EGB = Employee Green Behaviour; M = mean; SD = standard deviation; square root of Average Variance Extracted are bolded values in diagonal form, (n = 298).

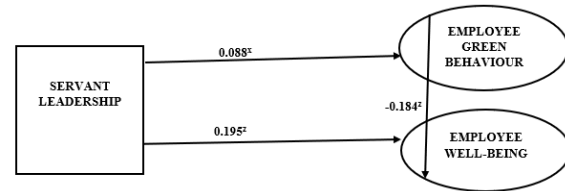


Figure 2: Final Research Model

Table 3: Summary of tested hypotheses

Hypotheses	β Value	S. E.	T Value	P-Value	Decision
H1 Servant leadership → employee well-being	0.195*	0.053	2.75	0.001	Supported
H2 Servant Leadership → Employee Green Behaviour	0.088*	0.039	1.93	0.005	Supported
H3 Employee Green Behaviour → Employee Well-being	-0.184*	0.051	-1.86	0.001	Not Supported

Note: S. E. = Standard Error; *p < .05; ^yp < .01; ^zp < .001.

Test of Hypotheses

According to Hu and Bentler (1991), the structural path model fit indices revealed $X^2/df = 3.316$, CFI = 0.911, TLI = 0.916, RMSEA = 0.067 and SRMR = 0.063, indicating satisfactory and good fit of the proposed model to the data. H1 postulated a positive interaction between servant leadership and employee well-being. As indicated in Table 3 servant leadership and employee well-being were positively related ($\beta = 0.195$, $p < .001$). Therefore, H1 is supported (see Figure 2). As presented in Table 3, servant leadership significantly impact on employee green behaviour ($\beta = 0.088$, $p < .05$). Hence, H2 is supported. Employee well-being negatively interacted with employee green behaviour ($\beta = -0.184$, $p < 0.001$) in this study, thus, H3 was not supported.

As shown in Figure 2, 24% of the variation in employee well-being was explained by servant leadership; 33% of the variation in employee green behaviour was explained by servant leadership, and. The regression analysis indicates positive effect of servant leadership style on employee green behaviour and employee well-being in the studied hotels.

The measurement model constructed with Stata 16 revealed acceptable fit indices (Hu, & Bentler, 1999). The X^2/df was 3.22, Comparative Fit Index (CFI) = 0.923, Tucker Lewis Index (TLI) = 0.918, Root Mean Square Error of Approximation (RMSEA) = 0.064, and SRMR = 0.066. This study used both Cronbach alpha and composite reliability coefficient to establish the reliability of the parameters' coefficients. The composite reliability coefficients and Cronbach alpha coefficients were 0.89 and 0.85 for servant leadership, 0.83 and 0.78 for employees' green behaviour, 0.87 and 0.80 for employees' well-being, as shown in Table 5. Hence each of these parameters has

satisfactory reliability coefficient, which exceeded 0.70 as indicated in Table 5. The standardized factor loading used for the final analysis exceeded 0.60. Average variance extracted (AVE) for all the construct were between 0.53 and 0.58. These findings as shown in Table 5 are in line with the opinion of Hair, Black, Babin, Anderson, (2010), for acceptable reliability and convergent validity. The square root of average variance extracted for the variables as indicated in Table 5 ranged between 0.734 and 0.763 and exceeded the construct correlation values of 0.03 and 0.57 which establishes the discriminant validity satisfaction (Anderson, & Gerbing, 1988).

Table 5: Confirmatory factor analysis

Variable	Item	Standardized factor loading	Z statistic	CR	AVE	√AVE	Cronbach Alpha
Servant Leadership				0.897	0.55	0.743	0.854
	SL1	0.74	24.68				
	SL2	0.75	22.89				
	SL3	0.79	23.11				
	SL4	0.64	15.26				
	SL5	0.81	17.82				
	SL6	0.78	23.60				
Employee Green Behaviour				0.838	0.53	0.734	0.783
	EGB1	0.78	27.73				
	EGB2	0.69	19.11				
	EGB3	0.77	22.16				
	EGB5	0.68	18.47				
Employee Well-being				0.879	0.58	0.763	0.804
	EWB1	0.84	24.96				
	EWB2	0.77	21.55				
	EWB3	0.66	15.14				

Discussion

The purpose of our study was to test our assertions through three hypotheses: we empirically investigated how servant leadership interact with well-being and green behaviour. We also examined the interrelatedness between the constructs in the study. Focusing on the human capital in hospitality industry, an integrated model was developed for examining the effect of servant leadership on employees' attitudinal and behavioural **outcomes** which are well-being and green behaviour.

Based on the hypotheses, this empirical outcome demonstrates that servant leadership style can act to improve the well-being of the employee as it corroborates with the earlier study conducted by Jin, Liu, Chen, (2017) among the selected companies in Beijing. The results of their research revealed a positive relationship between servant leadership and employees' well-being. Also, our study revealed a positive interaction between servant leadership and employees' green behaviour. According to the extensive literature review, this study may be the first to explore the influence of servant leadership style on employee green behaviour in a hospitality context.

Furthermore, on our study hypothesis, the empirical outcome confirmed that employee green behaviour has negative influence on employees' well-being. This outcome is consistent with Acaray, (1993) study on employees working in cleaning and cosmetics companies in Turkey. Findings of this study suggest that more sense of employee well-being and engagement in green behaviour could be

propelled by servant leadership style of the superior in the workplace. Organisation should therefore encourage leaders in various units and departments to embrace servant leadership style.

Limitations and recommendations

There are some limitations in this study. While mentioning the limitations, we simultaneously recommended directions for further research. Firstly, drawing sample size from only five-star hotels will restrict the generalization of the findings, thereby limiting utilizing the outcomes pertaining to significant interactions. Future study could expand our knowledge by replicating this study across diverse industries with large sample size. Secondly, this study seems to be the first to use the 7-item servant leadership scale (SL-7) of Liden, Wayne, Meuser, Hu, Wu and Liao, (2014) in the developing country. More research on this construct in developing nations is therefore suggested for comparability and more insight on servant leadership style in these settings. This study illustrates the individual well-being, and green behaviour as related benefits of servant leadership actions. Although, servant leadership behaviour augments individual well-being, and green behaviour. As such, we highlight the benefit of focusing on servant leadership that will promote more positive employees' workplace outcomes.

The respondents in this study were well educated and working with privately owned hotels, representing a population of professionals which may naturally more use to continuous career progression and attaining their full potentials, and so more prone to be influenced by servant leadership style. Further studies should consider different populations (i.e. industries, educational levels and length of service) and cultural environments.

Disclosure statement

No conflict of interest

Data availability statement

The data that support the findings of this study are available from the corresponding author, upon genuine request.

No funding was received for this work.

References

- Acaray, A. (2019). The Mediating Role of Psychological Well-Being and Work Engagement on the Effect of Organization-Based Self-Esteem on Job Performance. *Business and Economics Research Journal*, 10, 735-748. DOI: 10.20409/berj.2019.197.
- Afsar, B., Badir, Y. & Kiani, U.S. (2016). Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal Environmental Psychology*, 45, 79–88. doi.org/10.1016/j.jenvp.2015.11.011.
- Alrifaf, A. A. M. (2026). Green human resource management and sustainable performance: A systematic literature review. *Sustainable Futures*, 11, 1-15. <https://doi.org/10.1016/j.sftr.2025.101580>
- Amah, O. E. (2018). Determining the antecedents and outcomes of servant leadership. *Journal of General Management*, 43(3):126–38. <https://doi.org/10.1177/0306307017749634>.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modelling in practice: A review and recommend two-step approach. *Psychological Bulletin*, 103(3), 411–423. doi.org/10.1037/0033-2909.103.3.411
- Asfiah, N., Irawati, S., Nurhasanah, S., & Hakim, A. R. (2025). Leader–member Exchange and organizational commitment improve social business performance through organizational citizenship behaviour. *Jurnal Fokus Manajemen Bisnis* 15(2): 450-474 <https://doi.org/10.12928/fokus.v15i2.14317>.
- Blanco-Mesa, F., Gutierrez-Ayala, J., Mora-Gonzalez, J. L., & Alfonso-Sanchez, A. (2026). Relevant factors influencing the intention to stay at work: a generational comparative study. *Cogent Business & Management*, 13(1): 1-24. <https://doi.org/10.1080/23311975.2026.2632788>.
- Chen, Z., Zhu, J. & Zhou, M. (2015) How Does a Servant Leader Fuel the Service fire? A Multi-Level Model of Servant Leadership, Individual Self-Identity, Group Competition Climate, and Customer Service Performance. *Journal of Applied Psychology*, 100, 511-521. <https://doi.org/10.1037/a0038036>.
- Cotzer M.F., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader. *Administrative Sciences*, 7(1):5. doi:10.3390/admsci7010005.
- Donia, M.B.L., Raja, U., Panaccio, A., & Wang Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates' motives. *European Journal of Work Organisation Psychology*, 25(5):722–34. doi:10.1080/1359432X.2016.1149471.
- Eva, N., Robin, M., Sendjaya, S., Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30: 111-132. Doi.org/10.1016/j.leaqua.2018.07.004.
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014) The Impact of Corporate Social Responsibility on Organizational Commitment: Exploring Multiple Mediation Mechanisms. *Journal of Business Ethics* 125:563–580. DOI: 10.1007/s10551-013-1928-3.
- Giorgio, A. (2010). The servant-leadership concepts of Robert K. Greenleaf. *Perichoresis* 8(1):99-114. https://www.researchgate.net/publication/297466374_The_servant-leadership_concepts_of_Robert_K_Greenleaf.
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*, 35, 985–1010. doi.org/10.1108/JMD-07-2015-0095
- Graves, L. M., Sarkis, J., & Gold, N. (2019). Employee proenvironmental behavior in Russia: The roles of top management commitment, managerial leadership, and employee motives. *Resources, Conservation & Recycling*, 140, 54–64. doi.org/10.1016/j.resconrec.2018.09.007
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Englewood Cliffs: Prentice Hall.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *Am Psychology*, 1989;44(3):513–24. DOI: 10.1037//0003-066x.44.3.513
- Hoch, J.E.; Bommer, W.H.; Dulebohn, J.H.; & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44, 501–529. doi.org/10.1177/0149206316665461.
- Hou, N., Peng, J., & Yang, J. (2019). Research review and future prospects of employee green behavior. *Chinese Journal of Management* 2019, 16, 1572–1580, doi:10.3969/j.issn.1672-884x.2019.10.016.
- Hsiao, C., Lee, Y.H., & Chen, W.J. (2015). The effect of servant leadership on customer value co-creation: Across-level analysis of key mediating roles. *Tourism Management*, 49,45–57. <https://doi.org/10.1016/j.tourman.2015.02.012>.
- Jin, L. N., Liu, T. & Chen, Y. W. (2018). The Effect of Servant Leadership on Work-Related Well-Being: The Mediating Role of Work Flow and Work Engagement. 2210 - 2214 DOI: 10.1109/IEEM.2017.8290284. <https://ieeexplore.ieee.org/document/8290284>
- Kashyap, V., & Rangnekar, S. (2016). The mediating role of trust: Investigating the relationships among employer brand perception and turnover intentions. *Global Business Review*, 2016;17(3):1–15. doi:10.1177/0972150916631083.
- Liden, R. C., & Knippenberg, D. (2025). Servant Leadership: Strengths, Weaknesses, and a Path Forward. *Group & Organisation Management*. <https://doi.org/10.1177/10596011251338133>.
- Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 19(2):161–77. doi:10.1016/j.leaqua.2008.01.006.
- 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. <https://doi.org/10.1016/j.leaqua.2014.12.002>.
- Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally

- specific servant leadership. *J. Sustain. Tour.* 27, 1167–1196. doi: 10.1080/09669582.2019.1601731.
- Mayer, D. M., Bardes, M., & Piccolo, R. F. (2008). Do servant-leaders help satisfy follower needs? An organizational justice perspective. *European Journal of Work and Organizational Psychology*, 17(2), 180-197.
- Qiu, S., Dooley, L.M., & Xie, L. (2020). How servant leadership and self-efficacy interact to affect service quality in the hospitality industry: A polynomial regression with response surface analysis. *Tourism Management*, 78:1–12. doi:10.1016/j.tourman.2019.104072.
- Sharma P, Kong T.T.C., & Kingshott, R.P.J. (2016) Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being. *Journal of Service Management* 27:773–797. DOI: 10.1108/JOSM-10-2015-0294.
- Spears, L. C. (2010). Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders. *The Journal of Virtues & Leadership*, 1, 25-30.
- Thompson, G., Buch, R., Thompson, P.-M. M., & Glasø, L. (2021). The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context. *J. Gen. Manag.* 46, 274–283. doi: 10.1177/0306307020984579.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261. <http://dx.doi.org/10.1177/0149206310380462>.
- Vanisria, K., & Padhy, P. C. (2023). An empirical study on impact of employee green behaviour on employee well-being with mediating role of self-esteem in higher educational institutions using PLS SEM. *Multidisciplinary Science Journal*, doi.org/10.31893/multiscience.2024032
- Schwarz, G., Newman, A., Cooper, B., & Eva, N. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Admin.*;94(4):1025–41. doi:10.1111/padm.12266.
- [8] Spears, (2010). Character and servant leadership: Ten characteristics of effective, caring leaders. *J Virtues Leadersh.* 2010;1(1):25–30. Available from: https://www.regent.edu/acad/global/publications/jvl/voll_is_s1/JVL_Vol1Iss1_2010.pdf
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant Leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation. *Journal of Applied Psychology*, 95(3), 517–529. <https://doi.org/10.1037/a0018867>
- Wang, X., Zhou, K., & Liu, W. (2018). Value Congruence: A study of green transformational leadership and employee green behavior. *Frontiers in Psychology*, 9(1946): 1-8. doi.org/10.3389/fpsyg.2018.01946.
- Wang, Y. (2024). Research on Employee Green Behavior from the Perspective of Sustainable Human Resource Management: The Role of Diversity, Inclusion, and Well-being. Diamond Scientific Publishing. Proceedings of the International Conference on Management and Business (1): 1-13. DOI: <https://doi.org/10.33422/icmbconf.v1i1.580>.
- Wang, Z., Panaccio, A., Raja, U., Donia, M., Landry, G., Pereira, M. M., & Ferreira, M. C. (2022). Servant Leadership and Employee Wellbeing: A Cross-cultural Investigation of the 2 Moderated Path Model in Canada, Pakistan, China, the US, and Brazil. *International Journal of Cross Cultural TONKINManagement*, DOI: 10.1177/14705958221112859.
- Williams Jr, W. A., Brandon, R. S., Hayek, M., Haden, S. P., & Atinc, G. (2017). Servant leadership and followership creativity: The influence of workplace spirituality and political skill. *Leadership & Organization Development Journal*, 38, 178-193. doi: 10.1108/LODJ-02-2015-0019.
- Yang, D., Crawford, J., & Daugaard, D. (2025). Environmentally sustainable leadership: A systematic literature review and future research agenda. *Australian Journal of Management*, 1–29. <https://DOI: 10.1177/03128962251350335>. <https://journals.sagepub.com/doi/pdf/10.1177/03128962251350335>.
- Yang, Z, Zhang, H., Kwan, K, & Chen, S. (2018). Crossover effects of servant leadership and job social support on employee spouses: The mediating role of employee organisation-based self-esteem. *Journal of Business Ethics*. 147(3):595–604. doi:10.1007/s10551-015-2943-3.
- Ying M, Faraz NA, Ahmed F, & Raza A. (2020). How Does Servant Leadership Foster Employees’ Voluntary Green Behavior? A Sequential Mediation Model. *International Journal of Environmental Research Public Health*. 2020;17(1792):1–21. <https://doi.org/10.3390/ijerph17051792>.
- Yoshida, D.T., Sendjaya, S., Hirst, G., & Cooper, B. (2014). Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality. *Journal of Business Research* 67, 1395-1404. doi: 10.1016/j.jbusres.2013.08.013.
- Zafar, H., Tian F., Ho, J. A., & Zhang G. (2022) Environmentally specific servant leadership and voluntary pro-environmental behavior in the context of green operations: A serial mediation path. *Frontiers in Psychology*, 13:1059523. doi: 10.3389/fpsyg.2022.1059523
- Zeeshan, S., Ng, S. I., Ho, J. A., & Jantan, A. H. | (2021). Assessing the impact of servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector, *Cogent Business & Management*, 8:1, 1963029, DOI: 10.1080/23311975.2021.1963029.
- Zhang, J., Chen, Y. and Liu, J. (2016). Ethical leadership and OCBE: The influence of prosocial motivation and self-accountability. *Academy Management Proceedings* 1, 15588. <doi.org/10.5465/ambpp.2016.15588abstract>.
- Zhang, B., Yang, L., Cheng, X. and Chen, F. (2021) How Does Employee Green Behaviour Impact Employee Well-Being? An Empirical Analysis. *International Journal of Environmental Research and Public Health* 2021, 18, 1669. <https://doi.org/10.3390/ijerph18041669>.
- Zhang, X., Panatik, S. A. and Zhang, N. (2024). Employee green behavior: Bibliometric-content analysis. *Heliyon*, 10, 1-16. doi.org/10.1016/j.heliyon.2024.e31045.

Zhao, H. and Zhou, Q. (2019). Exploring the Impact of Responsible Leadership on Organizational Citizenship Behavior for the Environment: A Leadership Identity

Perspective. *Sustainability* 2019, 11, 944.
<https://doi.org/10.3390/su11040944>.