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How Servant Leadership Affects Job Satisfaction and Organizational Commitment in the post COVID-19 era

Како услужно лидерство утиче на задовољство послом и приврженост организацији у периоду након COVID-19 пандемије

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Abstract: This study aims to investigate how servant leadership influences job satisfaction and organizational commitment in the post-COVID-19 era. Its objective is to understand how servant leadership, with its focus on empathy and employee well-being, has influenced these key organizational outcomes following the challenges brought by the pandemic. Primary data were collected using a survey method, and descriptive statistics, correlation, and simple regression were employed to analyze the data. The data collection took place in September 2024, with a sample of 101 respondents. The main requirement for the sample was that respondents work in an organization located in Serbia. The results show that servant leadership significantly influences both job satisfaction and organizational commitment. These findings underscore the importance of satisfied and committed employees in driving organizational efficiency, effectiveness, and performance. This paper might be of interest to leaders, HR professionals, researchers in leadership and management, and policymakers. It offers actionable recommendations for integrating servant leadership principles into HRM strategies to strengthen team cohesion, enhance employee engagement, and improve organizational outcomes. Furthermore, the findings serve as a valuable resource for shaping future HRM decisions and strategies.

Keywords: servant leadership, job satisfaction, organizational commitment, COVID-19

JEL classification: D23, J28, M54, O15

Сажетак: Ова студија има за циљ да истражи како услужно лидерство утиче на задовољство послом и приврженост организацији у периоду након пандемије COVID-19. Циљ је да се разуме како је услужно лидерство, са својим фокусом на емпатију и благостање запослених, утицало на ове кључне организационе исходе након изазова које је донела пандемија. Примарни подаци су прикупљени анкетним методом, а за

анализу података коришћени су дескриптивна статистика, корелација и проста регресија. Подаци су прикупљени током септембра 2024. године, а узорак обухвата 101 испитаника. Основни критеријум за укључивање у узорак био је да испитаници раде у некој организацији у Србији. Резултати су показали статистички значајан утицај услужног лидерства на задовољство послом и приврженост организацији. Такође, резултати истичу значај задовољних и посвећених запослених за постизање ефикасности, ефективности и успешности организације. Рад може бити од интереса за лидере, стручњаке за људске ресурсе, истраживаче у области лидерства и менаџмента, као и за доносиоце одлука. Пружа практичне препоруке за интеграцију принципа услужног лидерства у стратегије управљања људским ресурсима, с циљем јачања тимске кохезије, повећања ангажовања запослених и унапређења резултата организације. Поред тога, резултати истраживања представљају вредан ресурс за креирање будућих одлука и стратегија у области управљања људским ресурсима.

Кључне речи: услужно лидерство, задовољство послом, приврженост организацији, COVID-19
ЈЕЛ класификација: D23, J28, M54, O15

Introduction

Leadership is one of the most extensively studied concepts within organizational behavior and management. It is generally understood as the influence a leader exerts on their followers to engage them in achieving the organization's goals and vision. Besides the three traditional approaches to leadership research—traits, behavior, and contingency—recent developments have introduced new dimensions to leadership studies, such as transformational, transactional, gender-based, charismatic, guru, and servant leadership. Servant leadership, in particular, focuses on addressing the needs and interests of others, including followers, group members, and the wider community. Modern organizational dynamics highlight the need for leaders to serve their followers, be open to various ideas and suggestions, and provide support, encouragement, and motivation for greater efforts. As a result, one of the key measures of a leader's success is the extent to which their followers are successful, satisfied, and capable of leading themselves. Effective leaders recognize the limitations of what they can achieve alone and understand that empowering and motivating their followers is essential. They leverage their influence to foster the development of other members within the organization (Stojanovic-Aleksic, 2016).

Research on servant leadership indicates its positive impact on several areas, including innovation, organizational commitment, organizational citizenship behavior, trust, creativity, self-efficacy, job satisfaction, and work-life balance (Agung et al., 2024; Howladar & Rahman, 2021). The positive influence of servant leadership on job satisfaction has been confirmed by studies conducted by Manel et al. (2023), Zarei et al. (2023), Gil et al. (2024), Saadaoui et al. (2024), and Udin et al. (2024). Regarding organizational commitment, research by Artha et al. (2023), Setiadi et al. (2023), Sihombing et al. (2024) and Zahari et al. (2024) validate a positive correlation between servant leadership and employee commitment to the organization. Although previous studies provide valuable insights from international contexts, there is a notable lack of research conducted by domestic scholars. This research seeks to bridge that gap by examining the impact of servant leadership on job satisfaction and organizational commitment within

organizations in Serbia during the post-pandemic period. The aftermath of the COVID-19 pandemic has introduced unprecedented challenges, including changes in workplace dynamics, evolving employee expectations, and heightened demands on leadership. By focusing on this unique context, the study provides new perspectives on the role of servant leadership as a vital strategy for organizations navigating the complexities of post-pandemic recovery. For the academic audience, this research contributes to a deeper understanding of servant leadership's efficacy in addressing modern workplace challenges. For practitioners, it offers actionable recommendations for leveraging servant leadership to enhance employee well-being, satisfaction, and commitment, thereby improving organizational performance in a rapidly evolving environment.

1. Literature review and hypotheses development

The idea of servant leadership, introduced by Robert Greenleaf, characterizes a leader as someone who prioritizes the needs and interests of others, including their followers, group members, and community. Greenleaf argued that leadership is not a privilege but a responsibility that must be earned. This approach to leadership emphasizes a follower-centric perspective, where the leader's role is more about support than authority, with the primary aim of serving rather than controlling (Greenleaf, 1998).

Servant leadership is a style of leadership that focuses on meeting the needs of others. It involves understanding and responding to the individual needs and interests of followers through personal interactions. This approach encourages leaders to move away from self-centered behavior and develop a genuine concern for the well-being of others, both within their organization and in the wider community (Eva et al., 2019). Servant leadership is a leadership style that provides exceptional support through attention and empathy towards its followers ensuring that they feel genuinely valued and cared for by their leader.

As stated by van Dierendonck (2011), leaders who combine their wish to lead with a need to serve others show the principles of servant leadership. In this context, personal characteristics and cultural influences are significant in addition to motivational factors. Servant leadership is manifested through the empowerment and development of individuals, the expression of humility and authenticity, acceptance of others, and the provision of guidance. High-quality relationships characterized by trust and fairness are considered crucial in promoting self-development, fostering positive job attitudes, enhancing performance, and reinforcing a commitment to sustainability and corporate social responsibility within organizations.

Servant leaders not only promote the mental and emotional well-being of their teams, but they also enhance cohesion, team task performance, cooperation and connection with their followers by understanding their needs and emotions (Michel et al., 2024), positively impact on employee work attitudes and performance (Eslamdoust & Mahmoudinazlou, 2023), employee career development (Agusta & Azmy, 2023) and loyalty through empowerment (Mohzana et al., 2023). Servant leadership could be the key for organizations seeking a competitive advantage, as

leveraging employee knowledge increases the likelihood of achieving organizational success (Dimitrakaki, 2023).

Prami et al. (2022) highlight that employees are a crucial resource for any organization and need to be managed well to maximize their contributions. Job satisfaction is essential, as employees who feel uncomfortable, undervalued, or unable to reach their full potential are less likely to focus and concentrate on their work. Ensuring employees' comfort and development is essential for maintaining productivity and engagement (Hartika et al., 2023). Satisfied employees tend to develop loyalty to the company, actively participate in their work, and continuously do their best to advance performance (Subagja & Safrianto, 2020).

Job satisfaction refers to how employees feel about their work, reflecting their attitudes toward their job. It encompasses whether they have positive or negative feelings about their work or work conditions. In simpler terms, it's an employee's overall feeling of approval or disapproval regarding their job (Wibowo et al., 2023). According to most authors in this field, job satisfaction consists of several key factors, typically grouped into five areas: satisfaction from task completion, being part of a team, belonging to an organization, financial compensation, and job status. The most important elements of job satisfaction, especially in leadership contexts, include engaging and creative work, positive relationships with coworkers and supervisors, job security, autonomy, career advancement opportunities, and a healthy balance between personal and professional life (Febrian & Sani, 2023; Marič et al., 2021; Mladenović et al., 2023). Job satisfaction is related to organizational variables such as organizational culture, climate, and leadership style. A leader's behavior can enhance employee satisfaction by demonstrating humility, authenticity, and courage, forgiving followers for their mistakes, supporting and recognizing their achievements, delegating authority while holding them accountable, developing their potential, and empowering them (Akdol & Arikboga, 2015).

Several studies have examined the relationship between servant leadership and job satisfaction with contributions from various researchers (Gil et al., 2024; Saadaoui et al., 2024; Udin et al., 2024; Vrcelj et al., 2024; Zarei et al., 2023). The research conducted by these authors reveals a significant connection between servant leadership and job satisfaction. Based on this insight, we suggest the following hypothesis:

H1: Servant leadership has a positive statistically significant impact on job satisfaction.

The concept of organizational commitment, introduced by Whyte (1956), has been examined across various countries for over six decades, attracting the attention of numerous researchers (Herrera & De Las Heras-Rosas, 2021; Janošik et al., 2024; Kozak, 2020; Pratama et al., 2022; Pavlović et al., 2024; Soelton, 2023; Soomro et al., 2024). Organizational commitment refers to an individual's alignment with the organization's goals and values, a sense of belonging, and a willingness to contribute effort toward its success (Armstrong, 2006).

Organizational commitment can be viewed from two different angles. The first, developed by Porter et al. (1974) and Mowday et al. (2013), emphasizes the emotional attachment and involvement of individuals with their organization, reflected in the extent to which employees

identify with the organization's values and engage in its activities. In contrast, Becker (1960) defines commitment from a more calculative perspective, viewing it as the tendency to remain engaged in a particular course of action due to the perceived costs or risks associated with pursuing alternative activities, such as leaving the organization. Since commitment is viewed as an attitude, it is distinct from job satisfaction in the following ways (Porter et al., 1979):

- **General vs. Specific Nature:** Commitment is a broader concept that reflects an individual's emotional response to the organization, whereas job satisfaction pertains to individuals' responses to their specific job or certain aspects of their job. Thus, commitment emphasizes an emotional bond with the organization as a whole, including its goals and values, while job satisfaction focuses on the particular work environment where employees perform their tasks.
- **Temporal Stability:** Organizational commitment is significantly more stable over time compared to job satisfaction. Daily events can influence the level of job satisfaction, making it a less stable measure since it reflects immediate reactions to stimuli in the work environment. In contrast, commitment develops slowly but continuously over time, in alignment with the employee's thoughts, attitudes toward the organization, and their relationship with it.

Research on this subject reveals a positive correlation between servant leadership and organizational commitment. This perspective is supported by studies conducted by Sihombing et al. (2024), Zahari et al. (2024), Setiadi et al. (2023), Artha et al. (2023), and Vrcelj et al. (2024). Based on these findings, the second research hypothesis is formulated as follows:

H2: Servant leadership has a positive statistically significant impact on organizational commitment.

2. Research Methodology

An empirical study was carried out using a survey method to assess the influence of servant leadership on job satisfaction and organizational commitment. The questionnaire was created in an online format and distributed to participants through email using the Google Forms platform. The questionnaire was distributed to a total of 200 email addresses. During September 2024, 101 fully completed responses were received, resulting in a response rate of 50.5%. The target population consisted of employees from organizations located in Serbia. Participants were selected based on their employment status, with the main inclusion criterion being active engagement in an organizational setting. The sample included employees from diverse industries and hierarchical levels to ensure a comprehensive understanding of servant leadership's impact across organizational contexts. This approach aligns with previous studies on leadership that prioritize collecting data from both managerial and non-managerial employees to capture a holistic view of workplace dynamics.

The questionnaire consists of two sections. The first section includes three groups of variables, comprising a total of 25 items. Respondents expressed their opinions on a five-point

Likert scale, with values ranging from 1 (strongly disagree) to 5 (strongly agree). The influence of servant leadership was measured on two variables: job satisfaction and organizational commitment. To measure servant leadership, a combination of items adapted from validated scales developed by Fields and Winston (2010) and Van Dierendonck and Nuijten (2011) was used. Job satisfaction was assessed using a modified version of the Job Satisfaction Survey by Spector (1994), while organizational commitment was evaluated using the Organizational Commitment Questionnaire by Porter et al. (1979). The inclusion of established and widely recognized instruments ensures consistency with methodologies employed in previous research, enhancing the reliability and validity of the study.

Table 1: Variables and items of the model

Variable	Item
Servant leadership	<i>My superior (leader) gives me all the information I need to do my job well.</i>
	... gives me the authority to make decisions and thus makes it easier for me to do my job.
	... helps me develop and progress.
	... gives me a lot of opportunities to acquire new skills.
	... has a long-term vision.
	... thinks that helping others is the most important thing.
	... wants to build relationships based on trust.
	... is always honest.
	... does what he advocates and preaches.
	... respects the opinions and ideas of others.
	... is looking forward to the success of his colleagues.
Job satisfaction	I am well paid for the work I do.
	The work I do is appreciated a lot.
	I am satisfied with the chances for promotion at work.
	I get along well with my colleagues and I like working with them.
	The goals of the organization I work for are clear to me.
	I feel satisfaction when performing work tasks.
	I feel that my efforts have been rewarded in the right way.
Organizational commitment	I want to continue working for the company I currently work for.
	I would recommend to friends to work in this company.
	I am proud to be a part of this company.
	I am ready to make an extra effort to make the organization I work for successful.
	I am interested in the business and success of the organization I work for.
	I am extremely glad that I chose this organization among the options that were considered at the time.
	Working in this organization inspires and motivates me to do my job as well as possible.

Source: Authors based on Fields and Winston (2010), Van Dierendonck and Nuijten (2011), Spector (1994) and Porter et al. (1979)

The questionnaire also includes items that gather demographic information about the respondents, such as gender, age, education level, years of service in the organization, and the size of the organization. The analysis of gender distribution among the respondents reveals that, out of 101 participants, 33 are male, making up 32.7% of the sample, while 68 are female, which constitutes 67.3%.

In terms of age distribution, the largest group of respondents (39.6%) falls within the 41 to 50 age range, closely followed by those aged 31 to 40 years (32.7%). Respondents under 30 and those between 51 to 60 each make up 11.9%, while the smallest group consists of individuals over 60 years (4%).

Examining the respondents' educational qualifications reveals a diverse range. The largest segment consists of those with bachelor's degrees (31.7%), followed by individuals with master's degrees (26.7%) and those with secondary education (21.8%). Additionally, 12.9% hold doctoral degrees, while 5.9% have vocational training, and only 1% have primary education.

Regarding the respondents' years of work experience within their respective organizations, a significant portion, specifically 37.6% (38 individuals), reported having less than five years of experience, indicating that many are relatively new to their positions. In contrast, 17.8% (18 participants) have 11 to 15 years of experience, while 16.8% (17 participants) have 6 to 10 years. Furthermore, 13.9% (14 participants) fall into both the 16 to 20 years and over 21 years' experience categories.

Concerning the size of the organization participants work for, the majority of respondents work in organizations with over 250 employees, accounting for 29%, while 28% are employed in organizations with 50 to 249 employees. Additionally, 26% of participants work in organizations with 10 to 49 employees, and the smallest group, comprising 18%, is found in organizations with 2 to 9 employees.

3. Results

In the data analysis, we utilized descriptive statistics, correlation, and simple regression techniques. Initially, a descriptive statistical analysis was performed on the complete sample of respondents, calculating the mean and standard deviation for each item (Table 2). Subsequently, correlation analysis was conducted to assess the relationships among the variables, followed by simple regression analysis to explore the predictive relationships. The analysis was carried out using the SPSS 26 statistical software package.

Table 2: Descriptive statistics findings for the items

Item	Mean	Std. Deviation
<i>My superior (leader) gives me all the information I need to do my job well.</i>	4.02	1.077
<i>... gives me the authority to make decisions and thus makes it easier for me to do my job.</i>	3.94	1.173
<i>... helps me develop and progress.</i>	3.58	1.194

... gives me a lot of opportunities to acquire new skills.	3.53	1.196
... has a long-term vision.	3.83	1.150
... thinks that helping others is the most important thing.	3.43	1.252
... wants to build relationships based on trust.	3.90	1.245
... is always honest.	3.39	1.257
... does what he advocates and preaches.	3.69	1.198
... respects the opinions and ideas of others.	3.63	1.222
... is looking forward to the success of his colleagues.	3.97	1.144
I am well paid for the work I do.	3.02	1.273
The work I do is appreciated a lot.	3.73	1.182
I am satisfied with the chances for promotion at work.	3.09	1.274
I get along well with my colleagues and I like working with them.	4.45	0.818
The goals of the organization I work for are clear to me.	4.18	1.117
I feel satisfaction when performing work tasks.	3.83	1.078
I feel that my efforts have been rewarded in the right way.	3.08	1.324
I want to continue working for the company I currently work for.	3.69	1.317
I would recommend to friends to work in this company.	3.46	1.360
I am proud to be a part of this company.	3.66	1.283
I am ready to make an extra effort to make the organization I work for successful.	3.98	1.131
I am interested in the business and success of the organization I work for.	4.01	1.187
I am extremely glad that I chose this organization among the options that were considered at the time.	3.98	1.200
Working in this organization inspires and motivates me to do my job as well as possible.	3.54	1.237

Source: Authors research

The analysis results for the entire sample indicate that the ratings of the surveyed respondents range from 3.02 to 4.45. Respondents rated their relationships and clarity regarding organizational goals highly. The statement "I get along well with my colleagues and I like working with them" received the highest average rating of 4.45, followed by "The goals of the organization I work for are clear to me" at 4.18. On the other hand, the lowest ratings were given to perceptions of compensation, with "I am well paid for the work I do" receiving an average rating of 3.02, and "I feel that my efforts have been rewarded in the right way" at 3.08. For all items, the standard deviation values range from 0.818 to 1.360, indicating a similar level of variability in the assessments of all 25 items.

The reliability and consistency of the questions for each variable were assessed using Cronbach's alpha coefficient (see Table 3). Cronbach's alpha coefficient ranges from 0 to 1, with values above 0.7 indicating satisfactory levels of reliability and internal consistency (Nunnally, 1978). Cronbach's alpha values ranged from 0.876 for Job Satisfaction to 0.953 for Servant Leadership, indicating that the items measuring these variables demonstrate strong reliability and internal consistency.

The results of the correlation analysis are presented in Table 4. Pearson's coefficient was used to evaluate the degree of interdependence among the variables in the model. The results indicate a strong correlation among the identified variables. The most significant correlation was found between Job Satisfaction and Organizational Commitment, with a value of 0.772. Additionally, the relationship between Servant Leadership and Job Satisfaction (0.662) demonstrated a stronger dependence than the connection between Servant Leadership and Organizational Commitment (0.641). The correlation matrix confirms that all correlations are statistically significant.

Table 3: Cronbach's Alpha

Variable	Cronbach's Alpha
Servant leadership	.953
Job satisfaction	.876
Organizational commitment	.948

Source: Authors' research

Table 4: Correlation matrix

	Servant leadership	Job satisfaction	Organizational commitment
Servant leadership	1	.662**	.641**
Job satisfaction	.662**	1	.772**
Organizational commitment	.641**	.772**	1

Note: ** The correlation is significant at the 0.01 level

Source: Authors' research

Following the descriptive statistical analysis, reliability assessment of the variables, and examination of the correlation matrix, two simple regression analyses were performed. The first analysis aimed to evaluate the effect of servant leadership on job satisfaction. The results, shown in Table 5, demonstrate a statistically significant influence of servant leadership on job satisfaction ($\beta = 0.662$, $t = 8.783$), confirming the study's first hypothesis. Furthermore, it is worth mentioning that the independent variable explains 43.8% of the variance in job satisfaction ($R^2 = .438$).

Table 5: Simple regression analysis (dependent variable: job satisfaction)

Variable	β	t	Sig.	R^2
Servant leadership	0.662	8.783	.000**	.438

Note: ** The result is significant at the level of 0.01

Source: Authors' research

Table 6: Simple regression analysis (dependent variable: organizational commitment)

Variable	β	t	Sig.	R^2
Servant leadership	0.641	8.306	.000**	.411

Note: ** The result is significant at the level of 0.01

Source: Authors' research

The findings from the simple regression analysis (Table 6) indicate a statistically significant effect of servant leadership on organizational commitment ($\beta = .641$, $t = 8.306$), thus confirming the second hypothesis of the study. Additionally, the independent variable explains 41.1% of the variance in organizational commitment ($R^2 = .411$).

Discussion and Conclusion

The servant leadership theory emphasizes that leaders prioritize the needs of their followers, considering them as intrinsic values rather than as tools to achieve organizational objectives. This approach centers on addressing the needs of followers, promoting their personal and professional growth, and leads to various advantages, including enhanced innovation, trust, creativity, job satisfaction, organizational commitment, organizational citizenship behavior, self-efficacy, and a better work-life balance.

This study involved research conducted with a sample of 101 respondents to assess the impact of servant leadership on job satisfaction and organizational commitment in the aftermath of the COVID-19 pandemic. The survey results reveal a notable overrepresentation of female respondents compared to males. Most participants are aged between 31 and 50, indicating a young to middle-aged group. Additionally, many respondents have higher education degrees, and a large portion has less than 10 years of work experience, suggesting a younger workforce overall. Most participants work in larger organizations, indicating a preference for big institutions. Further, respondents rated their relationships and clarity regarding organizational goals highly. The statement "I get along well with my colleagues and I like working with them" received the highest average rating of 4.45, followed by "The goals of the organization I work for are clear to me" at 4.18, and "I am interested in the business and success of the organization I work for" at 4.01. Conversely, the lowest ratings were given to perceptions of compensation, with "I am well paid for the work I do" receiving an average rating of 3.02, and "I feel that my efforts have been rewarded in the right way" at 3.08. Overall, while interpersonal relationships and clarity of goals are perceived positively, concerns surrounding fair compensation and recognition of efforts highlight areas that require improvement and action. Addressing these issues can significantly enhance job satisfaction and organizational commitment, creating a more motivated and engaged workforce. Implementing strategies for transparent reward systems and consistent recognition can help organizations foster a culture of appreciation and fairness, ultimately benefiting both employees and the organization as a whole.

The research findings demonstrate that servant leadership significantly influences both job satisfaction and organizational commitment, validating the study's hypotheses. Simple regression analysis reveals that servant leadership accounts for 43% of the variance in job satisfaction ($R^2 = 0.438$) and 41% of the variance in organizational commitment ($R^2 = 0.411$). These results highlight the importance of servant leadership in fostering positive workplace outcomes, showing that leadership style not only enhances job satisfaction but also plays a crucial role in promoting employees' commitment to their organization. However, the slightly higher influence on job satisfaction suggests that leadership practices have a more immediate effect on

employees' day-to-day experiences compared to the longer-term development of organizational commitment. The results align with prior research by Gil et al. (2024), Saadaoui et al. (2024), Udin et al. (2024), Sihombing et al. (2024), and Zahari et al. (2024) highlighting the importance of servant leadership and its positive influence on job satisfaction and organizational commitment, particularly in the post-pandemic period.

This research underscores the critical role of servant leadership in fostering employee satisfaction and organizational commitment, particularly in the post-COVID-19 era. These findings carry significant implications for leaders, HR professionals, researchers, and policymakers, offering both theoretical and practical insights into leveraging servant leadership to address contemporary workplace challenges. Adopting servant leadership helps create supportive work environments that prioritize employee well-being, engagement, and loyalty, which are essential for navigating post-pandemic challenges. Leaders who practice empathy and focus on employee growth strengthen team cohesion and build a resilient culture. HR professionals can integrate servant leadership into HRM strategies through training programs, leadership development, and performance evaluation systems that reward servant leadership behaviors. This approach enhances organizational efficiency, effectiveness, and performance by fostering trust, mutual support, and innovation, which ultimately drive employee retention and long-term success. Policymakers can promote servant leadership through guidelines and incentives that align with labor policies focusing on employee well-being. Academically, this study adds empirical evidence to leadership literature, providing insights for further research across various industries and cultural contexts. The findings also guide future organizational strategies, such as mentoring, flexible work policies, and wellness programs, and suggest refining leadership assessments to promote servant leadership behaviors. Overall, this study offers valuable contributions to both academic research and practical HRM strategies for enhancing organizational outcomes.

The study has several limitations that must be taken into account. Firstly, the sample size is relatively small, which may affect the reliability and generalizability of the findings. Secondly, there is a notable gender imbalance among the respondents, with a significantly higher proportion of female participants than males, which could influence the overall results. Additionally, the age distribution is heavily skewed towards individuals aged 31 to 50, suggesting that the sample mainly reflects the views of younger and middle-aged employees. This limitation may overlook the insights and experiences of older workers or those who are new to the workforce. Lastly, the majority of participants come from larger organizations, which might not accurately represent the experiences of individuals employed in small or medium-sized businesses. This could limit the findings' applicability across various organizational settings.

For future research, it is recommended to improve the questionnaire by adding new items that reflect emerging trends in servant leadership and employee behavior in the post-COVID environment, including aspects such as remote work dynamics and mental health. Furthermore, utilizing more advanced analyses like Confirmatory Factor Analysis (CFA) or Structural Equation Modeling (SEM) would provide a better understanding of the latent factors influencing

the observed model. Conducting research at regular intervals would also enable the assessment of changes in servant leadership and other relevant phenomena.

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