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TOPIC

**SERVANT LEADERSHIP AND JOB PERFORMANCE: THE ROLE OF
TRUST IN THE LEADER**

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SERVANT LEADERSHIP AND JOB PERFORMANCE: THE ROLE OF TRUST IN THE LEADER

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Abstract

Servant leadership improves human resource behaviours, makes employees happy and promotes their performance. This leadership style emphasises fulfilling followers' needs, and accepting servant leadership results in increased levels of job satisfaction, inspiration, appreciation, independence and trust. Numerous healthcare sectors face various issues; one among those is to adopt a leadership style which is acceptable to employees, makes them happy and stimulates job performance. In light of this, a conceptual framework was designed where leader trust is constructed as a moderator between servant leadership and job performance. Preliminary data was collected from 130 Assistant Managers and Managers of the private sector hospitals in Peshawar city using the purposive sampling technique. Results reveal a strong significant association between servant leadership and job performance. Additionally, this relationship is moderated by leader trust. The study has practical and theoretical contributions and provides avenues for more investigations.

Keywords: Servant Leadership, Job performance, Trust in Leader

Introduction:

Organisations need to recognise the components that inspire individuals to actively participate in their jobs to achieve long-term growth (Den Hartog and Belschak, 2012). Workers on a regular schedule are proactive, effective and productive (Tims, 2011). Furthermore, trust in the company is one of the most essential aspects of enhancing worker participation (Buckley, 2011). Management has confidence in their employees for routine tasks. Extreme control, supervision, and implementation may encourage employees to accomplish their goals. Integrity

brings trust between the leaders and followers (Ahmad, 2022). Leaders play a role model for other subordinates in an organization that makes the integrity of leaders a key aspect for the success of the organization (Aboramadan, 2018).

The foundations of servant leadership have strong basis that transform leaders into servants for their followers. It is therefore essential that we understand what servant leadership is and how they help others in achieving their goals this role of the servant leaders has caught the interest of the researchers that how these servant leaders influence others to achieve their goals and ultimately achieve the organizational goals (Carter & Baghurst, 2014; Liu et al., 2019). Greenleaf (1977) tossed up the idea of servant leadership that illustrates that instead of gaining control over your subordinates, servant leaders can achieve the organizational goals by helping their subordinates in achieving their goals (Luthans & Avolio, 2003; Aboramadan, 2022). Considering that the discipline is sTLI in its early stages, Hoch (2016) advised that in comparison to other approaches, servant leadership can explain more significant variations (such as transformational, ethical, or genuine leadership styles). However, they also called for further empirical studies in the area. According to the Social Exchange Theory (SET), Servant leaders impact their followers. Employees put more effort to achieve goals and outcomes (Saks, 2006), and positive and supporting leadership behaviors (such as servant leadership) further ignite their performances. (Ahmad et al., 2019). The confidence of followers is certainly increased by positive leadership practices like servant leadership (Goh & Low, 2014).

The quality, timeliness, and completion of an employee's goals are just a few examples of the many factors that the academicians have tried to point out as to have a significant impact on how well they perform at workplace (Rich et al., 2010). The relationship and interaction between a leader and his followers has gained much attention in leadership studies over the past ten years (Avolio et al., 2009). When studying a supervisor's influence on a worker, different leadership philosophies must be considered as different leadership approaches may influence the performance of the subordinates differently (Widelska, 2018). Servant leaders combine their passion to lead with their desire to serve others thereby affecting the job performance positively Liden (2015).

Many studies have identified the relationship between professional success and trust in leaders (DeConinck, 2011). Since it has been demonstrated that trust empowers followers and demonstrates a leader's faith in their talents, trust has reportedly been highlighted as a crucial part of many leadership theories, as described by Solomon and Flores (2003). Top managers implement organizational initiatives, encourage change, foster operational environments, and inspire their staff members using their high skill levels and typically diverse jobs (Agarwal,

2014). Organizations rely substantially on managerial innovation, claim Dutton et al. (1997). In addition to these recommendations, this research focuses on senior management and their leadership approaches.

Trust in leaders has been thoroughly researched and linked to a wide range of job outcomes (DeConinck, 2011). The ability to inspire followers and demonstrate that leaders have faith in their talents and skills has been identified as a key component of several leadership theories (Solomon and Flores, 2003). ÖTken and Cenkci (2012) emphasized the need for more study in this area and recommended using trust in executives as a moderating factor in future studies. Considering these suggestions and conversations, this study concentrates on senior management since research is about more than just leadership style. Intrinsic benefits (Kuvaas, 2006), peer connections, top management (May et al., 2002), and evident possibilities (Thompson and Heron, 2005) inspire managers. Top managers implement organisational plans, effect change, create operational environments, and motivate their staff members thanks to their high skill levels and general engagement in a variety of jobs (Agarwal, 2014). (2005) Delmestri and Walgenbach. Organizations mostly rely on management ingenuity and uprising (Dutton et al., 1997). So, having faith in the leader might make things easier. There is a dearth of empirical research on trust in leaders as moderating variables (ÖTken and Cenkci, 2012; Gul et al., 2021a,b,c). Further investigation into individual results and the moderating impact of management confidence on work engagement was also recommended by Haq et al. (2021). Furthermore, Borst et al. (2020) noted that research was predominantly undertaken in wealthy nations, with much less in developing countries, and that additional research in developing countries (Middle East, Africa, and South Asia) was necessary. One can check to see if the desired impact is duplicated throughout the nation to make sure there are homogenous outcomes in the suggested location. Earlier, Resick et al. (2011) proposed that various leadership philosophies in various nations might have various outcomes. While upholding these suggestions, this study concentrates on Pakistan, a nation in South Asia.

The relationship between trust, leadership, and job performance has been extensively studied; nevertheless, additional research is required to investigate the idea of servant leadership, its components, and their implications on job performance and trust in a specific leader. The main focus of this study is to enhance the existence body of knowledge on this issue and to assist managers or public officials. This study has generally analyzed the relationship between servant leadership with job performance and using trust in leaders as moderators in Pakistan's growing society. This is the exclusive research of its sort in the private sector Hospitals in Peshawar City.

Literature Review Servant Leadership

Servant leadership ideology mainly addresses these issues. First and foremost, a servant leader will stand out from other leadership styles by having the capacity to serve. (Ilies et al., 2005; Dierendonck, 2010). Putting one's viewpoint aside from that of your followers is the challenge of servant leadership. The most important characteristic of servant leadership, as underlined by the scholars, is that it prioritizes the interests of subordinates over the interests of the leader (Dierendonck, 2011; Ehrhart, 2004; Lapoint & Vanden berghe, 2018). According to Liden et al. (2015), studies on servant leadership have advanced significantly over the past 20 years as a leadership style that is distinct from transformational leadership and is based on paper and extensive experimentation.

Servant leadership is the provision of leadership in a way that is focused on the principal interests of the follower and the firm. According to Greenleaf (1977), a successful leader is genuinely glad to serve those who serve them, is honest with all persons and expect from them positively. Servant leaders who are credible are in charge of their followers' welfare, development, improvement and securing the future of all parties involved (Kouzes & Posner, 2010). The trust component will expand when a leader shows worry for others. The leader, in turn, assumes two roles: servant and leader. As a result, servant leadership differs significantly from the more conventional charismatic, transformative leadership approach. (Barbuto & Wheeler, 2006; Liden, 2008).

Job Performance

No matter what structure a company follows, human capital remains its most vital resource and the ability of a company to properly maintain and retain the best employee gives you a competitive advantage in this competitive world. By fostering an atmosphere that is welcoming and supportive of employee engagement, businesses may improve their chances of attracting and preserving top talent (Btazej, 2018). *Job performance* is a notion that is becoming more accepted among business researchers, as it is critical to both the person and the company. Job performance helps improve the organization's procedures, general effectiveness and output (Abualoush, 2018).

Job performance is related to how well and efficiently individuals complete tasks and activities. It also determines how much an employee contributes to the business. Some ways in which employees contribute include the number of tasks completed, attendance at work, and a helpful attitude (Abualoush et al., 2018). Lineo & Erdem (2019) most prevalent studies and explored area in managerial behavior is job performance. The performance given (Pandey,

2019) is "scalable acts, steps, and outcomes that attract or make workers and are tied toward the company's objectives and contribute to its success." Job performance is prejudiced by various elements, equally organizational and individual. Peng (2014) stated that Job performance may be summed up as the quantity and quality of work that a person produces while at work or, more frequently, as their ability to complete tasks allotted to them.

Servant Leadership and Job Performance

(Karl & Jon, 2016), stated that Servant leaders form a constructive work situation that boosts involvement and engagement among their workforce. As a consequence of this circumstance, employees will better able to make decisions, increasing productivity and performance levels. According to numerous researches, servant leadership can increase employee performance (Ozyilmaz & Cicek, 2015), and honesty and a spiritual workplace atmosphere appeared to be the deciding factors in this relationship (Chung, 2010). Moreover, servant leadership has certain qualities directly related to organizational role-modeling procedures. For instance, in servant leadership, the ultimate goal is to mold followers into servant leaders. Servant leaders will unavoidably escort by role modeling and give followers chances to view and emulate their approaches, beliefs, and behaviors (Zhen, 2017; Bildari, 2020). Because high performance is what any leader expects from subordinates, servant leaders frequently help to boost workforce performance. Other researchers discovered that servant leadership had an upshot on staff routine. The traits of a servant leader inspire followers to emulate them in work, where good performance is one of the primary goals for all leaders.

Trust in Leader and Job Performance

Numerous studies have consistently illustrated that the trust between leaders and employees is the key distinguishing characteristic of the world's best organizations. However, building trust in the workplace has advantages beyond workplace culture. It has been demonstrated to be a strong economic driver and advantageous to the organization. Employees that are placed in an environment where strong emphasis is placed on building trust within the team are more likely to be motivated and collaborate well (Asbari, 2021).

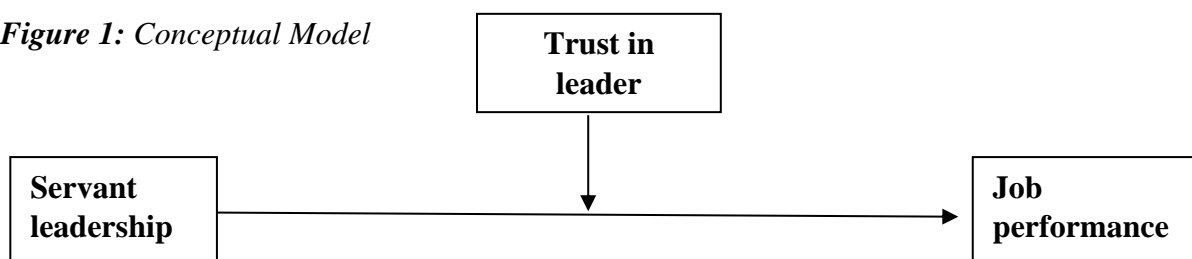
It is frequently recommended that organizational leaders develop loyal relationships with their subordinates to adapt successfully to workplace changes (Judge, 2006). When employees have total confidence in their leaders during the transition, their job performance is anticipated to increase (Agarwal, 2014). A psychological contract will be formed between leaders and their followers, resulting from a mutually trusted relationship, increasing employee engagement at work (McCallister, 1995).

The Moderating Role of Trust in Leader

Effective leadership is always regarded as a key to success for any business organization. Trust plays an important role in the effectiveness of a leader. Trust can be either cognitive or emotive (Azizi et al., 2021). The emotional bond between a leader and their followers is connected to trustworthy feelings, founded on the typical switch over development, whereas the latter stems from a leader's personal qualities (Su et al., 2021). The strength of the relationship is determined by how much trust is present between leaders and subordinates. When employees feel that exploitation will not occur and every employee will be treated equally, than the desired exchange between the leader and subordinate is expected. Leaders may create a collaborative partnership based on honesty and integrity (Avolio, 2004). A good environment is created by leaders' persistent fair acts (Coxen, 2016; Abbas, 2019), and activities that assist in developing positive performance (Dirks & Ferrin, 2002; Gul, 2021a,b,c). A quality workplace exists when employees think that their leaders or supervisors are honest and are more involved in their responsibilities (Wang & Hsieh, 2013). Furthermore, when employees find their leaders trustworthy, than they find many ways of their professional advancement. (Saks and Gruman et al., 2018).

The role of trust as a moderator has received much attention of the researchers (Chang and Wong et al., 2010; Bal, 2011; NeJhaddadgar, 2020) owing to the foundational factor in the relationship (McAllister,1995). Considering this, it is suggested that servant leadership would affect how employees behave within organizations (Gul and Khilji et al., 2021). As previously stated, an leader may encourage employee to return to the business similarly while establishing and maintaining a positive relationship. This study focuses on how trust in a leader influences the relationship between servant leadership and job performance. Due to frequent interactions and professional commitments, trust is an essential component. Trust validates organizations' collaboration (Misztal et al., 1996; Khan, 2020). Servant leadership encourages a healthy workplace culture that motivates employees to act morally. A similar function is played by trust in the leader. Thus, servant leadership and confidence in the leader can improve the relationship mentioned above and increase workers' engagement in their work. Keeping in mind the preceding discussion, the following hypothesis has been constructed to be evaluated:

Figure 1: Conceptual Model



Research Methodology

Sample and Data Collection

The study's target population was the staff at private hospitals in Peshawar city. Data was gathered from all private sector hospitals and at least ten percent of each hospital's employees were contacted in the data-gathering process. There were approximately 479 employees serving in these hospitals. Non-probability purposive sampling method was adopted to gather data. A total of 180 questionnaires were distributed out of which 130 were getting back for analysis with a 77% response rate, making them useful for further analysis. The majority of respondents were male (77.2%), followed by female (22.8%), those with master's degrees (79%), those with M.Phil. degrees (15%), and only those with doctoral degrees (6%). Most of the responses were under 40 years of age.

Measures

The scales used in this investigation were taken from earlier studies and written in original English language. Since English is frequently used in these hospitals for communication, it was unnecessary to translate it using derogatory terminology. The information on servant leadership, trust in leader, and job performance were gathered using three different questionnaires. Data on servant leadership were collected using 28 items scale designed by Liden (2008). Job performance data was gathered using the scale of Combell, Scotter, and Stephen (1994). The six-item scale trust in leader survey designed by Podsakoff et al. (1990) was used to collect responses. There were two sections in the questionnaire. The demographic detail was in the first section, while items relevant to the study's variables were in the second. Every tool was graded on a 5-point Likert scale with one expressing strongly disagree, two representing disagree, three representing neither, four representing agree, and five representing highly agree.

Correlation and Reliabilities of Variables

For social sciences, Nunnally (1978) advocated a co-efficient of dependability of 0.70. The scales' dependability is discussed under. Table 1 displays the alpha reliability and correlation among the research variables.

Table 1:

		1	2	3
1	SL	(.73)		
2	JP	0.67**	(.76)	
3	TL	0.64**	0.63**	(.71)

N=130; Cronbach Alpha in parenthesis

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 above explains the correlation among variables. It shows that SL is positively correlated with JP ($r = 0.67, p < 0.01$) and with TL($r = 0.64, p < 0.01$), and the correlation of TL and JP is ($r = 0.63, p < 0.01$). These values offer preliminary support for the projected hypotheses. In addition, the table demonstrates the reliability via Cronbach Alpha values. All the values are above

0.7, which recommends that the data is internally consistent (Hair, Black, Babin, Anderson, & Tatham, 1998).

Regression Analysis

Regression analysis calculated the variance in independent variables induced by the dependent variable. According to the model, independent factors such as servant leadership generated changes in job performance, whereas trust in leader commitment moderated the links between servant leadership and job performance.

Table 2: Simple Regression Analysis.

	B	T	p .value
SL → TL	0.73	19	0.000
TL → JP	0.64	15	0.000
SL → JP	0.53	13	0.000

Table 2 shows that SL has significant effect on TL ($\beta=0.73, p < 0.05$). Likewise, TL is directly associated to JP ($\beta=0.64, p < 0.05$) and additionally it was noted that SL has important Influence on JP ($\beta=0.53, p < 0.05$). All the values are in the range of significance, thus support the hypotheses.

Verified Moderating Effects:

Trust in leadership analysis as a moderator refers to examining the influence of trust in leaders on the relationship between an independent variable servant leadership and a dependent variable job performance. In this analysis, trust in leadership is seen as a moderating factor that can alter the strength or direction of this leadership.

The table below includes information on the study's moderation analysis.

Table 3: The Moderating Analysis of Trust in Leader among Servant Leadership and Job Performance.

Moderators trust in leader	Dependent Job Performance			
	β	SE	LLCI	ULCI
SL	0.51**	0.12	0.68	0.45
TL	0.42**	0.13	0.41	0.29
TL × SL	0.19**	0.12	0.45	0.24
ΔR^2	0.11**			

Finally, the third hypothesis states that trust in leader moderates the relationship between servant leadership and job performance. The results Table 3 supported that trust in the leader moderates the said relationship. The combined effect of servant leadership and trust in the leader was found. Furthermore, ΔR^2 was found 0.11, which shows significant effect. All the values are in the range of significance, thus support the hypotheses.

Discussion

Mainly significantly, concerning job performance and leader trust, the research confirmed the necessity for and indicates the three dimensions of servant leadership, expanding on earlier studies. Servant leadership splits several traits with transformational, ethical, and authentic leadership styles, and its scope is broad in supporting workforce growth, which is constructive for skills expansion, increasing abilities, and output. Trust plays an important role in the effectiveness of a leader. Servant leadership shares some features with these leadership styles, and its dimensions are inclusive in supporting employees' development, which is favorable for skills development, enhancing abilities, and productivity. Leaders may create a collaborative partnership based on honesty and integrity (Avolio, 2004). A good environment is created by leaders' persistent fair acts (Coxen, 2016; Abbas, 2019), and activities that assist in developing positive performance (Dirks & Ferrin, 2002; Gul, 2021a,b,c). Our findings showed that servant leadership improves workers' job performance. This viewpoint emphasizes how the lack of defined promotion rules at Peshawar's private hospitals ultimately affects the productivity and loyalty of employees.

The study found that servant leadership and trust in a leader were positively interconnected. Several sorts of leadership extensively influence confidence in leaders. The research proves that the results of Servant Leadership are much superior to the others. Previous studies came to a similar conclusion on the importance of trust and job results (Buckley, 2011). This shows that lower levels of work performance will result from fewer opportunities for advancement and employment instability in private-sector hospitals. The association between servant leadership and job performance is also beneficial, and it significantly influences how well employees perform on the job.

It was determined that trust in a leader considerably moderates the association between servant leadership and job performance concerning the moderating function of trust in a leader. According to DeConinck (2011), trust in a leader significantly affects how things turn out on the job. Trust is a critical component of leadership theories (Ötken & Cenkci, 2012). According to our research, when employees trust their managers, regardless of the leadership style, they

engage in good behavior; instead, they demonstrate dedication and responsibility. Job performance was more strongly correlated with trust in a leader and a servant leadership style. This reveals that lower levels of job performance will be caused by less opportunity for advancement and uncertainty about employment in private sector hospitals. To increase employee members' level of dedication and job performance, it is advised that hospitals in the private sector maintain a rigid promotion process. The study provides evidence that, to some extent, TL affects the relationship between servant leadership and job performance. In other words, when an employee's loyalty to their employer is noticed, it seems reasonable that adding TL as a moderating variable will not impact the employee's performance. This element has been researched among employees of private sector hospitals for the first time, and it significantly adds to the body of knowledge on servant leadership and job performance.

Theoretical Implications

We discovered trust, moderating role in leadership among servant leadership & job performance of employee. Our results also give proof of longer-term results of servant leadership supervision as far as workers performance related results. Utilizing SET theory to explain the procedures through which servant leadership effects performances of workers results, our discoveries give proof that servant leadership leads to high employee's performance as they are serving employees and getting high outcomes. As SET theory commends that servant leadership supportive nature of the leader allows the employees to have same affect i.e a responsible & supportive nature, as a result whole organizations success elevates with servant leadership. Furthermore, it is observed that employee job performance helps in success of organization and underlying factors for this success & employee job performance is trust in their leader (the boss) who is a servant leader. Secondly, we analyzed moderating impact of trust in leader among servant leadership and job performance. When employees in team are categorized by low power distance, an effect of the servant leadership on the group performance is strengthened. According to Yoshida et al. (2014), servant leadership endorses collectives leader prototypically & individuals frontrunner identification, to raise employee performance. According to this research, the outcomes augment research on servant leadership attitude influencing the employee's performances. Our study also examines mechanisms by which servant leadership can influence the performances of employees. So, this research spreads the current thoughtful of the different instruments among servant leadership & employee performances & gives backing for additional research on numerous mechanisms among servant leadership & job performance. Servant leadership, as satisfying workers

requests is integral priority of, always emphasizes to meet the assistants hopes. Therefore, the engagement of managers should be encouraged in the conducts of the servant leadership. These behaviors of servant leadership will help to please the wishes of participants, including workers, bosses, customers & groups in which an organization is rooted. Bosses who understand active role of servant leadership which is growing trust in leadership beliefs is much worthy because it can improve performances of employees. Therefore, efficiency of leadership programs intended at improving performance of employees can further be upgraded by integrating teaching skills of servant leadership. The outcomes propose that it's vital to inspire all bosses to involve in behaviors of the servant leader behaviors, which improves employee's trusts in leaders, philosophies & improving employee's effects of their organizations. Lastly, outcomes of this research are also are useful for the bosses to improve the understanding of the variances in the social ethics in management behavior & also effects of behavior upon performances of employees.

Limitations of Research

Several limits happened as a result of limited resources and deadlines. Due to the convenience of the concerned participants and their efficient engagement in data collection, many issues were encountered throughout the data collecting procedure. Due to time constraints, it was not feasible to gather data from the whole population, so we chose a sample that was representative of the entire population, utilized the purposive sampling approach, and collected data in a way that limited the potential for generalization.

Future Research Directions

The research currently being done has a reliable, efficient methodology. First, we gather information on servant leadership, trust in leadership, and job performance of employees from Peshawar city private health sectors in order to lessen the potential impact of group actions and individual causes. The research has several limitations; hence the following factors should be taken into account while performing future research: First, the study focused on servant leadership in the health sector, but it may also be applied to other organizations. Furthermore, future studies can examine additional leadership qualities such as transformational leadership, ethical leadership, genuine leadership, transaction leadership, inclusive leadership, and also experience the impact of local leadership on Pakistan's health sectors. Thirdly, just one moderator was examined because to a lack of deadlines; further searches can develop models for and investigate additional mediators, such as employee trust, knowledge sharing, and self-efficacy, and for moderators, various cultures of Hofstede can be researched. Fourth, we swiftly

obtained raw data, i.e., we conducted study before gathering raw data for this. Fifth, we only gathered data from a one city of Pakistan; however, future studies may also include data collection from other countries.

Conclusion

This study used an empirical research methodology to create a model that explains the relationship between servant leadership, leader trust, and job performance.

By studying the connection between servant leadership and job performance and the moderating effect of trust in leaders in the framework of private hospitals, this research contributes to the field of leadership and has enrich the literature. Using Social Exchange Theory as a base, our findings revealed that servant leadership impacts job performance. Likewise, trust in a leader has a direct influence on job performance. Additionally, the moderating effect of leader trust in a relationship connecting servant leadership and job performance was investigated, and the moderating effect was validated. Our research demonstrates that trust in leaders improves job performance. This work can serve as a foundation for future research.

Managers, staff members, and human resource departments need to recognize the consequence of leadership positions and JP. A supportive workplace may be created through servant leadership. Programs for developing leadership skills might be created that could enhance working circumstances and support employees to contribute to their everyday jobs vigorously. Employee engagement improves performance as a whole. Higher authorities must foster mutual trust and give workers the tools to perform at their best, as the organizational future depends on staff's good behavior. In order to adequately discuss obstacles, the hospital heads must communicate. When a crisis arises, the Head is not meant to undermine trust; instead, they must speak with the subordinates and explain the situation. Such an action could increase followers' trust in the leader, and workers might work harder even during stressful times. Employees are aware that mutual trust maintains connections, keeps people alive, and opens doors for improvement. Employee performance would increase if a trustworthy atmosphere were established. Organization may earn profit by creating an atmosphere where staff members feel confident and can perform more enthusiastically.

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