

# The Impact of Servant Leadership on Positive Affectivity: Mediating by Career Adaptability

Dalia Khalid Faeq<sup>1, a, \*</sup>, Bayad Jamal Ali<sup>2, b</sup>

<sup>1</sup> Department of Business Administration, Faculty of Humanities and Social Sciences, Koya University, Koya, Kurdistan Region, Iraq

<sup>2</sup> Department of Business Administration, Collage of Business, Komar University for Science and Technology, Sulaymaniyah, Kurdistan Region, Iraq

<sup>a</sup> dalia.khalid@koyauniversity.org, <sup>b</sup> bayad.jamal@komar.edu.iq

## Access this article online

Received on: 02 April 2022

Accepted on: 15 October 2022

Published on: 27 December 2022

DOI: 10.25079/ukhjss.v6n2y2022.pp9-18

E-ISSN: 2520-7806

Copyright © 2022 Faeq & Ali. This is an open access article with Creative Commons Attribution Non-Commercial No Derivatives License 4.0 (CC BY-NC-ND 4.0).

## Abstract

Career adaptability (CA) in terms of concern, control, curiosity, and confidence exhibited like a mediator between servant leadership and positive affectivity and is the main focus of the present study's conceptual model. In Sulaymaniyah city in Kurdistan Region of Iraq, hotel workers collected information. Structural equation modeling was used to assess the collected data from five-star hotel workers at Sulaymaniyah. The constructs are meaningful and dependable via exploratory factor analysis with reliability testing. Factor analysis demonstrates high convergent and discriminative validity of the results. A complete mediator linking servant leadership and good effectiveness were found to be the CA. In hotel business, embracing a servant leadership approach may enhance personal resources and improve career adaptability.

**Keywords:** Servant Leadership, Career Adaptability, CA, Positive Affectivity, Hotel Employees.

## 1. Introduction

Workers are one of the most important resources, especially in the service sectors as they have a direct contact and interaction with customers, they can deliver excellent service quality and satisfy customers' needs and wants thus companies obtain competitive advantages over their rivals (Faeq, 2022). Workers need to work in a resourceful work environment that is guided by a leadership style suitable for this domain (Faeq et al., 2022a), such as servant leadership. As they put workers' interest before their own interest to promote a process that improves workers' positive affectivity (Sdq et al., 2021). A servant leader does seem to make people like their job, give them personal and work support, and build their career adaptability.

The goal of this study is to see whether CA may work as a mediator between servant leadership and positive affectivity. It is hypothesized that CA has a mediating function in the link between servant leadership affectivity when it is shown as care, control, curiosity, and confidence by hotel workers in Sulaymaniyah city in Kurdistan Region of Iraq. The current study attempts to fill several gaps in the management area.

First, CA has been linked with work resources in recent empirical investigations (e.g., Safavi & Karatepe, 2018; Karacan Özdemir & Yerin Güneri, 2017; Karatepe & Olugbade, 2017). However, there have been few empirical research studies on the impact of leadership style on CA (Lan & Chen, 2020; Wang et al., 2017). With that being said, this study examines the influence of servant leadership on CA.

Second, being able to change directions in one's career is a critical competency for individuals who are dealing with a lot of change (Boon et al., 2019). Extant study, on the other hand, does not provide adequate proof for CA's outcomes. That means there is a dearth of research on the impact of CA on the positive affectivity of employees.

Third, a review of the most recent research shows that the fundamental method through which servant leadership influences workers' relevant and good results is still under-researched. There is a paucity of empirical evidence on how servant leadership impacts good worker outcomes (e.g., Faraz et al., 2019). According to a recent study by Karatepe et al. (2019), there is a dearth of empirical evidence on the impact of servant leadership on the behavior of workers. Lack of understanding of how servant leadership impacts attitudes and behavior is also highlighted by Alafesha and Tanova (2019). In a nutshell, these results urge for greater empirical study on a gap in the current studies.

Lastly, most recent empirical research (e.g., Melchar & Bosco, 2010; Schwarz et al., 2016; Donia et al., 2016; Jang & Kandampully, 2018; Langhof & Guldenberg, 2020) on servant leadership have focused on developed nations. There may be substantial disparities in culture and human interactions when it comes to leadership styles in developing nations or emerging economies compared to those found in established countries. A rising market economy and a multitude of physical, religious, and historical tourism attractions have made the Kurdistan Region of Iraq popular (Ahmed & Faeq, 2020). There is not any evidence for this in the current studies.

Models and hypothesis, research methods, empirical findings, discussion and conclusions, and final notes make up the framework of this study. A number of theories have been put forward. Finally, empirical findings are presented to show the statistical methods used to evaluate the hypotheses. Different factors that influenced the results are highlighted. Managerial implications for promoting servant leadership, career flexibility, and positive affectivity are also discussed.

## 2. Literature Review

This section briefly defines the main elements of the study including servant leadership, career adaptability, and positive affectivity that shaped the hypothesis development and the study framework.

### 2.1. Servant leadership

Servant leadership is "a philosophy and practice of leadership which emphasizes the health of those led above self-interest of leaders, accentuating leadership behaviors which support the growth of followers and reducing the glorification of leaders" (Hale & Fields, 2007). Concern for the well-being of followers, rather than one's own, is a hallmark of a servant leader (Stone et al., 2004). The goal of a servant leader is to improve health, wisdom, and willingness to take responsibility of those under his or her care (Yukl, 2010).

### 2.2. Career adaptability

CA is "a person's capacity to cope with anticipated duties of training and participating in a job position, as well as the unforeseen adaptations carried on by changes in employment and the working environment" (Savickas, 1997). Concern, control, curiosity, and confidence are all indications of CA (Savickas & Porfeli, 2012). Concern for one's professional future, as well as taking control of one's professional future, and interest in potential and future circumstances, are some of the characteristics of CA that may be seen in a person with the disorder. In a work setting where servant leaders give support, workers' career flexibility may be enhanced, which in turn increases the mood (Yang et al., 2019).

Career concern is "concern for one's professional future".

Career control is "desire for workers to be able to make choices about their own careers".

Career curiosity is "to be open to new possibilities".

Career confidence is "to believe in own abilities to make achievements".

### 2.3. Positive affectivity

Positive affectivity is described as "the degree to which the person feels energized, active, and aware" (Watson et al., 1988). Positive affect reflects individual differences in positive emotionality and self-concept (Faeq et al., 2022b). It is a person's ability to be joyful over time and in different settings, and it is considered to be one of the most important psychological abilities (Yavas et al., 2018).

### 2.4. Hypotheses development

Social Cognitive Theory (SCT) was originally used to establish a hypothesis regarding the effect of servant leadership on CA. According to SCT, people who get realistic encouragement are more likely to put in more effort to complete their tasks and succeed than those who are plagued with self-doubt (Wood & Bandura, 1989).

This is similar to the qualities of servant leadership which include: providing followers with timely assistance, guidance, and resources, assisting them in growing and succeeding by demonstrating real concern for their professional growth and goal accomplishment, and a key part of empowering subordinates are enabling and encouraging them to take ownership of their work and giving them the freedom to deal with difficult circumstances in their own way (Faraz et al., 2019; Faraj et al., 2021). It also involves acting in an ethical manner and adding value to the community (Faraz et al., 2019; Faraj et al., 2021; Liden et al., 2008). A servant leader does seem to make people like their job, give personal and work support, and build their CA as a changeable resource.

CA is a mediator for transformational leadership and goal attainment and organization-directed civic behavior (Lan et al., 2020). Transformative leadership is linked to more flexible job design (Wang et al., 2017). A rise in individual adaptability was predicted by leaders' visions (Griffin et al., 2010). No research seems to have explored the impact of servant leadership on CA, however. As a result of our discussion above, we propose:

H1: Servant leadership has a positive impact on CA.

Based on the idea of career building, which holds that "*individuals create their professions by imposing meanings on their vocational conduct and occupational experiences*," we discovered the association between CA and positive affectivity (Savickas, 1997). It is not surprising that people need to adjust their resources to meet the demands and stress of their careers in the workplace (Chong & Leong, 2015; Faeq et al., 2021). A self-regular resource like CA is meant to be flexible rather than a fixed one (Koen et al., 2012). "*In career formation theory, adaptability resources, create the methods that people utilize to influence their adaptable behavior*" (Savickas & Profeli, 2012).

CA-rated workers are better able to deal with the challenges of a rapidly changing workplace. Ohme and Zacher (2015) postulate that workers that possess this skill set are better able to adapt to the demands of their jobs and the changing nature of their workplace and will be able to make more informed judgments about their career (Hirschi et al., 2011). When it comes to professional flexibility, having the resources and doing the actions that go along with them are just as important as having them (Koen et al., 2012). Workers who scored well on CA showed greater levels of positive affectivity. They are more likely to see the positive side of the words they hear (Iverson et al., 1998). Instead of being low-energy, sluggish or depressed, these individuals "*tend to be bright and energetic, and who sense nice feelings, such as pleasure and wellbeing, across a range of situations*" (Barsade & Gison, 2007). The empirical evidence for the link between CA and positively is scant, according to a review of the relevant literature. According to a study by Fiori et al. (2015), CA was a significant predictor of Swiss workers' emotional condition. As a result, the following hypothesis have been made:

H2: CA has a positive influence on positive affectivity.

Leader-Member Exchange (LMX) theory, perspective is unique among leadership theories in that it focuses on dyadic relationships between leaders and followers (Liden et al., 2008). Leaders have a differentiated relationship with their workers that starts from low to moderate to high quality relationships (Erdogan & Bauer, 2014). The establishment and maintenance of healthy interpersonal ties between leaders and followers are aided by servant leadership behaviors (Liden et al., 2008). They provide attention, support, a resourceful environment, and influence in helping workers to activate their CA in the form of concern, control, curiosity, and confidence resources. Under these circumstances, these workers reciprocate with higher positive affectivity.

Empirically, it seems that various studies have treated CA as a mediator. However, none of them has treated CA as a mediator of the effect of servant leaders on frontline hotel workers' positive affectivity. For example, a study by Safavi and Karatepe (2018) conducted in Iran, reported that CA mediates the impact of high-performance work practice on meeting expectations, creative performance, and exert-role performance. Nilforooshan and Salimi (2016) demonstrated that CA was a partial mediator between personality and career engagement. Maggiori et al. (2013) indicated that CA was a partial mediator between the professional setting and overall professional wellbeing. We propose in this study that frontline hotel workers' positive perceptions of servant leaders' practices have a positive impact on CA, which leads to positive affectivity. As a result, the following hypothesis have been made:

H3: CA mediate the influence of servant leadership on positive affectivity.

## 2.5. Study framework

According to Social Cognitive Theory, career building theory, Leader–Member Exchange theory, and empirical data given in the study model in Figure (1), the hypothesized correlations are produced. When it comes to the link between servant leadership and positive affectivity, career adaptability serves as a mediator (Figure 1).

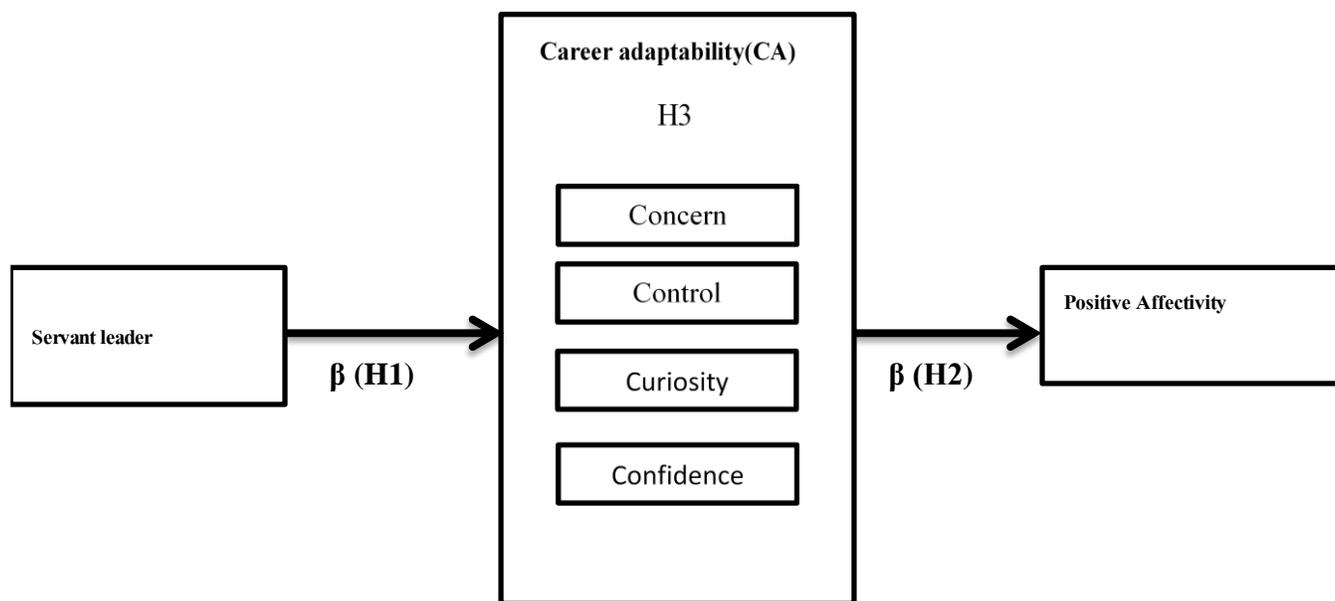


Figure 1. Study framework.

### 3. Methodology

This section outlines the methodology of the study including survey preparation and data collection.

#### 3.1. Data collection

Hotel workers at Sulaymaniyah in Kurdistan Region of Iraq provided data for this empirical research. Five-star hotels were licensed by the General Directory of Tourist in Sulaymaniyah which is part of Iraq's Ministry of Municipality and Tourism at the time this research was conducted. Permission to gather data was obtained from the hotels via the use of letters from management. All hotels' management decided to participate in the event. A description of anatomical assurance and confidentiality may be included on the first page of each questionnaire in all the worker surveys that were sent out, which are servant leadership and positive affectivity.

#### 3.2. Measuring instrument

The questionnaires utilized in this research were divided into 2 sections. The first section is related to demographic information, and the second section is related to the study variables. To execute servant leadership, CA and positive activity components were modified from previously created measures. It was also used to quantify servant leadership by adapting 7 elements from Liden et al. (2014). Concern, control, curiosity, and confidence were all operationalized by hotel personnel using items modified from Savickas and Porfeli (2012). There were 6 items in each set. CA was evaluated using a total of 24 elements. To measure positive activity, we used 3 items from Agho et al. (1992). Summing up how much you agree or disagree with the aspects of servant leadership on a scale of 7 (strongly agree) to 1 (strongly disagree). While the Likert scale for CA and positive activity ranged from 5 (strongly agree) to 1 (not at all agree) (strongly disagree). Respondents were asked for demographic data in the second section of the survey. With the help of 25 hotel workers, the questionnaire was pre-tested. The results of this pilot research indicated that no adjustments were required. Even though the study's participants were Kurd nationality, all the questions were written in English. This was accomplished by using Pstrameswaran and Yapark (1987) to reverse-translate the English questionnaire into Kurdish.

#### 3.3. Data analytic strategy

Confirmatory factor analysis (CFA) is a statistical tool for validating a collection of observed variables' component structure (Suhr, 2006). In our work, we conducted CFA for the postulated model (Figure 1). The correlation analysis is also performed to produce a correlation matrix in order to determine the strength of the association between two variables based across all items for each degree, which can then be used as an input for the path analysis. The CFA allows us to analyse the rigor of our study model in the context of one-dimensionality, reliability, and scale composite reliability. (Gefen et al., 2000). Many tests and analysis are impacted by the idea of one-dimensionality. It may be described as the amount

to which the items are closely connected with each other, and constitute a single factor, which is an important requirement for reliability analysis and construct validity (Anderson & Gerbing, 1982). The advantage of employing the CFA, unlike the exploratory component analysis, is indeed the availability of test for loadings to analyse the statistical significance to validate or reject the measurement hypothesis. Both reliability analysis and correlation analyses may be added into the CFA when examining the one-dimensionality of each component.

#### 4. Empirical Analysis

This section contains results and empirical analysis of the results.

##### 4.1. Respondents profile

Total number of workers working in those five-star hotels were 473 workers. 300 questionnaires were distributed to the workers and 225 were received with answers. After removing outliers, the final sample included 215 samples, yielding a 72% response rate. Table (1) shows the respondents' profile.

Table 1. Respondents profile (n=215).

Factor	Frequency (Number of Employee)	%
<i>Age</i>		
18-27	63	29.302
28-37	129	60
38-47	11	5.116
48-57	12	5.581
<i>Gender</i>		
Male	181	84.186
Female	34	15.814
<i>Education</i>		
Secondary and high school	144	66.976
Two- year college degree	41	19.069
Four-year college degree	15	6.976
Graduate degree	15	6.976
<i>Organization tenure</i>		
Less than 1 year	26	12.093
1-5	119	55.348
6-10	31	14.418
11-15	14	6.511
16-20	8	3.720
More than 20	17	7.907
<i>Marital statue</i>		
Single or divorced	161	74.88
Married	54	25.12

##### 4.2. Measurement model check

Several items were found to have standardized loadings smaller than 0.50 and correlation experimental errors in the original analysis. These factors have been taken away. Table (2) shows the results of the CFA for the remaining items.  $\chi^2 = 1505.93$ ;  $df = 953$ ;  $\chi^2 / df = 1.58$ ;  $CFI = 0.91$ ;  $PNFI = 0.809$ ;  $RMSEA = 0.062$  supported the measurement model overall. All loadings were larger than 0.5 and marked in Table (2). It was also found that the average extracted variance (AVE) was more than 0. Convergent validity was shown by Fornell and Larcker (1981) study. The approach devised by Fornell and Larcker (1981) to test for discriminant validity was used. It was found that the AVE for each latent variable exceeded the variance of the variable when compared to the others. As a result, we were able to demonstrate discriminant validity. Because each reliability coefficient was more than 0.6 and the coefficient alpha (0.7) was regarded acceptable, all measures were considered trustworthy (Bagozzi & Yi, 1988). Table (2) shows the results of the dependability scores for several measurements.

Table 2. Confirmatory factor analysis.

Factor	Standardized loading	T value	AVE	CR	Alpha
--------	----------------------	---------	-----	----	-------

<i>Servant leadership</i>			0.63	0.8	0.89
The manager can tell if something work-related is going wrong	0.73	14.66			
The manager makes my career development a priority	-	-			
I would try to take help from my manager if I had a personal problem	0.74	15.35			
The manager highlights the importance of giving back to the community	0.90	19.89			
The manager puts my best interests gaining of his/her own	0.82	19.13			
The manager gives me independence to handle challenging situations in the way that I feel is best	0.57	10.23			
My manager would not co-operation ethical principles in order to achieve success	0.59	10.08			
<i>Career adaptability (CA)</i>					
<i>Concern</i>			0.61	0.84	0.79
Thoughtful about what my future will be like	0.72	12.86			
Comprehending that today's choices shape my future	0.95	19.90			
Making for the future	0.66	12.04			
Becoming attentive of the educational and career selections that I must make	0.64	12.01			
Planning how to attain my goals	0.86	17.32			
Anxious about my career	-	-			
<i>Control</i>			0.55	0.91	0.84
Keeping cheerful	0.80	16.34			
Making decisions by myself	0.76	15.21			
Taking obligation for my actions	0.82	16.96			
Penetrating up for my beliefs	0.83	17.51			
Counting on I personally	0.74	14.77			
Undertaking what is right for me	-	-			
<i>Curiosity</i>			0.54	0.82	0.72
Exploring my surroundings	0.87	17.44			
Looking for chances to cultivate as a person	-	-			
Considering options before making a select	0.75	14.67			
Penetrating deeply into questions I have	0.79	15.85			
Becoming curious about new opportunities	0.90	19.45			
Detecting different ways of doing things	-	-			
<i>Confidence</i>			0.61	0.81	0.76
Performing tasks competently	0.88	16.34			
Taking care to do things glowing	0.79	16.11			
Learning different skills	0.74	14.31			
Working up to my ability	0.84	17.61			
Overcoming problems	-	-			
Solving problems	-	-			
Positive activity			0.54	0.87	0.89
It is relaxed for me to become passionate about things I am doing	0.91	19.80			
Every day exciting things happen to me	0.95	19.87			
I have something pleasant to look forward to.	0.54	9.56			
Model fit statistic: X <sup>2</sup> = 1505.93; df = 953; X <sup>2</sup> /df=1.58; CFI = 0.91; PNFI= 0.809; RMSEA= 0.062					
Note: At the 0.01 level, all loadings are significant. RMSEA= Root mean square error of approximation, - dropped during confirmatory factor analysis; Ave=Average variance extracted; CR= composite reliability; =Coefficient alpha; CFI= Comparative fit index; PNFI=parsimony normed fit index.					

### 4.3. Test of research hypotheses

The results reveal that the curiosity of CA ( $\lambda=0.58$ ,  $t= 20.41$ ) is the most reliable indicator, followed by control ( $\lambda= 0.56$ ,  $t= 17.33$ ), concern ( $\lambda=0.53$ ,  $t= 18.86$ ), and confidence ( $\lambda=0.501$ ,  $t= 16.61$ ). In order to evaluate all of the study hypotheses, the Structural Equation Modelling (SEM) approach to analyse the measurement model and estimate the structural model

was used. According to the recommended criteria, the fit of the conceptual model to the empirical data is excellent, with  $X^2 = 425$ ;  $df = 178$ ;  $X^2/df = 2.38$ , which satisfies the GFI of 0.95; the Comparative Fit Index (CFI) of 0.92; and the Root Mean Square Error of Approximation (RMSEA) of 0.075. According to the suggested research methodology, Table (3) shows the results of the hypotheses that were tested. Table (3) shows that the study model supports H1 and H2.

The H1 hypothesis is backed by the fact that servant leaders have a positive ( $\beta = 0.51$ ) and substantial ( $p < 0.001$ ) influence on CA. The favourable effects of CA on affective well-being ( $\beta = 0.31$ ) are also statistically significant ( $p < 0.001$ ). As long as the mediating factors (CA) are present, the indirect impact of the servant leader on positive affectivity is insignificant at a significance level of 0.01.

These findings suggest that servant leadership has a substantial impact on positive affectivity even when mediators are not present ( $\beta = 0.28$ ;  $p < 0.001$ ). This supports the hypothesis in H3 that there are significant mediating effects.

Table 3. Results of the hypotheses.

Hypothesis	Description	Estimate	Results
H1	Servant leader → CA	0.51***	Supported
H2	CA → positive affectivity	0.31***	Supported

\*  $p < 0.05$ , \*\*\*  $p < 0.001$ .

( $X^2/df=2.38$ ; CFI =0.92; PNFI= 0.77; RMSEA= 0.075; SRMR= 0.061).

NOTE: CA= Career adaptability, CEI= Comparative fit index; PNFI= Parsimonynormed fit index; RMSEA= Root mean square error of approximation.

There is a lot of complete mediation in the CA's mediating test. Due to that Table (4) shows support for H3. CA has been shown to be a full mediator between servant leadership and good affectivity. Figure (2) depicts the study's three hypotheses in a graphic form.

Table 4. Results of the mediation hypotheses.

Hypothesis	Description	Indirect (ab)	Direct (c)	Total(c)	Mediation
H3	Servant leader → CA → positive affectivity	0.31***	0.01***	0.32	Supported

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

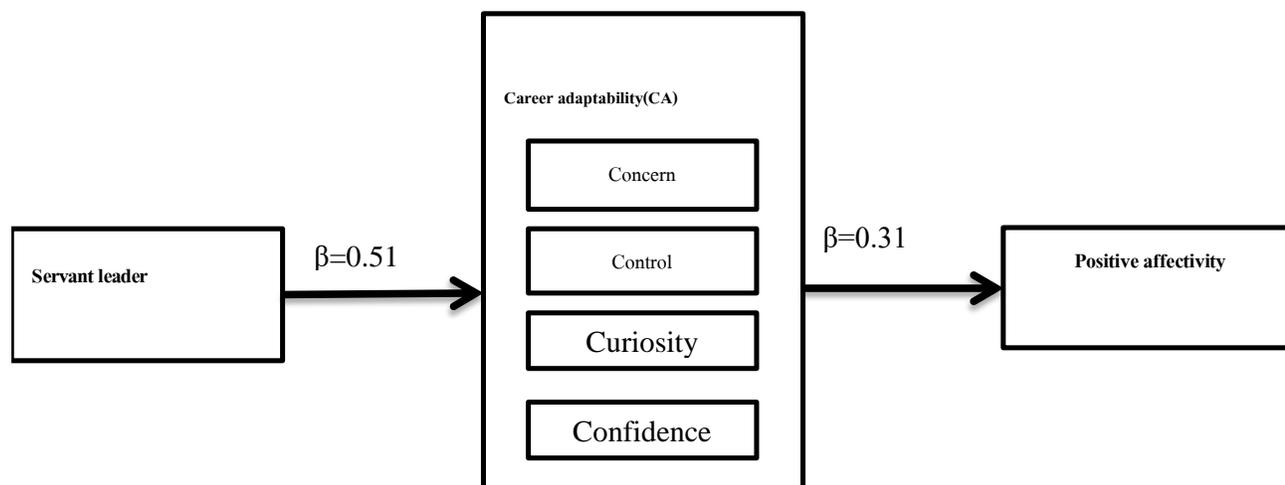


Figure 2. Hypothesized model test result.

## 5. Conclusion

This section contains the theoretical and practical implication of the study and concludes with the limitations and directions for future works.

### 5.1. Theoretical implication

There are four theoretical implications emerging from the findings of our study. The first key contribution refers to the association between servant leadership and CA. Due to the lack of information indicating the association between the two variables, this appears to be the most essential finding of this study. Social cognitive theory contends that when individuals obtain realistic encouragement, they are likely to exert more effort to fulfill the job and become more successful than those who are troubled by self-doubt (Wood & Bandura, 1989). In summary, hotel workers who are encouraged by their servant leaders in the workplace are survival and knowledge is needed to construct and develop their career. The second strength of the current study refers to the examination of the critical outcome of CA which is positive affectivity. The research void regarding the examination of the effect of CA on positive affectivity. Uncovering the factors influencing hotel workers' positive attitude is relevant and significant. Third, the literature lacks sufficient evidence showing the underlying mechanism through which workers' perception of servant leaders' practices is linked to behavioral and personal outcomes. Hotel workers perceive that the corporation considers servant leaders' initiatives critical for success with an elevated level of CA and positive affectivity. Fourth, the general management literature seems to be devoid of empirical research about hotel workers' perceptions of servant leaders' practices and potential consequences of servant leaders based on data obtained from emerging economies. Our study uses data obtained from hotel workers in the Kurdistan Region of Iraq.

### 5.2 Practical implications

The findings of this research have several practical managerial consequences. The decision makers in the organization need to provide a foundation to cultivate the servant leadership style in the work environment by selecting, hiring, and recruiting a person to be a leader that has all the specifications of the servant leader style.

Organizations need to value and motivate leaders to practice the servant leadership style at work. Servant leaders are a real model that the employees are proud of and try to behave like them in empowerment, emotional healing, ethics, and helping others. They will feel more confident, concerned, curious, and in control of their vocational future.

CA is a flexible resource that promotes individual career success. Broadly speaking, organizations need to design training programs to promote employees' CA. They should place more emphasis on the career needs that cope with the challenges to increase the positive value that these programs bring to organizations.

In the business world, all organizations need to achieve their financial and nonfinancial goals. However, those goals cannot be achieved without employees in the hospitality industry as they are the most valuable asset and generator of service quality. Especially those employees who have high positive affectivity. Thus, organizations need to commit to the servant leadership philosophy that employees are their priority and create a resourceful work environment that provides reward, empowerment, teamwork, work social support, and organizational support in order to motivate employees' career adaptability. This in turn leads to developing employees' personal resources such as positive affectivity.

Along with useful directions for future research, several limitations are in order. In closing, our study utilized data gathered from employees in a single city. As mentioned earlier, servant leadership is also considered as an effective leadership style in other service settings. Therefore, conducting a cross-national study with employees in various service settings, such as banks, airlines, and restaurants to test the relationships proposed in our study would contribute to limited evidence about the impact of CA in the intermediate linkage between servant leadership and positive affectivity.

### References

- Agho, A. O., Price, J. L. & Mueller, C. W. (1992). Discriminant validity of measures of job satisfaction, positive affectivity and negative affectivity. *Journal of occupational and organizational psychology*, 65(3), 185-195.
- Ahmed, Y. A. & Faeq, D. K. (2020). An economic Evaluation of training and its Effect on employee performance in Building Construction Directory of Sulaimani province–Kurdistan region. *Qalaai Zanist Journal*, 5(2), 1048-1068.
- Alafeshat, R. & Tanova, C. (2019). Servant Leadership Style and High-Performance Work System Practices: Pathway to a Sustainable Jordanian Airline Industry. *Sustainability*, 11(22), 6191.
- Anderson, J.C. & Gerbing, D.W. (1982). Some methods for respecifying measurement models to obtain unidimensional construct measurement. *Journal of Marketing Research*, 19(4), 453-460.
- Bagozzi, R. P. & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Barsade, S. G. & Gibson, D. E. (2007). Why does affect matter in organizations?. *Academy of management perspectives*, 21(1), 36-59.
- Boon, C., Den Hartog, D. N. & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), 2498-2537.

- Chong, S. & Leong, F.T.L. (2015). Antecedents of career adaptability in strategic career management. *Journal of Career Assessment*, 25(2). DOI: 10.1177/1069072715621522.
- Donia, M. B., Raja, U., Panaccio, A. & Wang, Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates' motives. *European Journal of Work and Organizational Psychology*, 25(5), 722-734.
- Erdogan, B. & Bauer, T. N. (2014). Leader-member exchange (LMX) theory: The relational approach to. *The Oxford handbook of leadership and organizations*, 407-434.
- Faeq, D. K. (2022). The importance of employee involvement in work activities to overall productivity. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 15-26.
- Faeq, D. K., Ali, B. J. & Akoi, S. (2022a). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- Faeq, D., Garanti, Z. & Sadq, Z. (2021). The Effect of Total Quality Management on Organizational Performance: Empirical Evidence from the Construction Sector in Sulaymaniyah City, Kurdistan Region – Iraq. *UKH Journal of Social Sciences*, 5(1), 29-41.
- Faeq, D. K., Ziyad, K. & Hassan, R. (2022b). Impact of resonant leadership in reducing workplace bullying: A case from Sulaymaniyah chamber of commerce & industry. *International Journal of Research in Business and Social Science*, 11(6), 264-276.
- Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J. & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Journal of Contemporary Issues in Business and Government*, 27(1), 3838-3855.
- Faraz, N. A., Mughal, M. F., Ahmed, F., Raza, A. & Iqbal, M. K. (2019) The Impact of Servant Leadership on Employees' Innovative Work Behaviour-Mediating Role of Psychological Empowerment. *International Journal of Management Science and Business Administration*, 5(3), 10-21.
- Fiori, M., Bollmann, G. & Rossier, J. (2015). Exploring the path through which career adaptability increases job satisfaction and lowers job stress: The role of affect. *Journal of Vocational Behavior*, 91, 113-121.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Gefen, D., Straub, D.W. & Boudreau, M.C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the AIS*, 4 (4), 1-79.
- Griffin, M. A., Parker, S. K. & Mason, C. M. (2010). Leader vision and the development of adaptive and proactive performance: a longitudinal study. *Journal of applied psychology*, 95(1), 174.
- Hale, J. R. & Fields, D. L. (2007). Exploring servant leadership across cultures: A study of followers in Ghana and the United States. *Leadership*, 3(4), 397-417.
- Hirschi, V., Frederix, R., Frixione, S., Garzelli, M. V., Maltoni, F. & Pittau, R. (2011). Automation of one-loop QCD computations. *Journal of High Energy Physics*, 2011(5), 44.
- Iverson, R. D., Olekalns, M. & Erwin, P. J. (1998). Affectivity, organizational stressors, and absenteeism: A causal model of burnout and its consequences. *Journal of Vocational behavior*, 52(1), 1-23.
- Jang, J. & Kandampully, J. (2018). Reducing employee turnover intention through servant leadership in the restaurant context: A mediation study of affective organizational commitment. *International Journal of Hospitality & Tourism Administration*, 19(2), 125-141.
- Karacan Özdemir, N. & Yerin Güneri, O. (2017). The Factors Contribute to Career Adaptability of High-School Students. Graduate School Of Social Sciences (PhD Thesis), Middle East Technical University. URL: <https://open.metu.edu.tr/handle/11511/25549>.
- Karatepe, O. M. & Olugbade, O. A. (2017). The effects of work social support and career adaptability on career satisfaction and turnover intentions. *Journal of Management & Organization*, 23(3), 337-355.
- Karatepe, O. M., Ozturk, A. & Kim, T. T. (2019). Servant leadership, organisational trust, and bank employee outcomes. *The Service Industries Journal*, 39(2), 86-108.
- Koen, J., Klehe, U. C. & Van Vianen, A. E. (2012). Training career adaptability to facilitate a successful school-to-work transition. *Journal of Vocational Behavior*, 81(3), 395-408.
- Lan, Y. & Chen, Z. (2020). Transformational Leadership, Career Adaptability, and Work Behaviors: The Moderating Role of Task Variety. *Frontiers in Psychology*, 10, 2922.
- Langhof, J. G. & Guldenberg, S. (2020). Servant leadership: A systematic literature review—Toward a model of antecedents and outcomes. *German Journal of Human Resource Management*, 34(1), 32-68.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434-1452.

- Liden, R. C., Wayne, S. J., Zhao, H. & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2), 161-177.
- Maggiori, C., Johnston, C. S., Krings, F., Massoudi, K. & Rossier, J. (2013). The role of career adaptability and work conditions on general and professional well-being. *Journal of Vocational Behavior*, 83(3), 437-449.
- Melchar, D. E. & Bosco, S. M. (2010). Achieving high organization performance through servant leadership. *The Journal of Business Inquiry*, 9(1), 74-88. URL: [https://docs.rwu.edu/cgi/viewcontent.cgi?article=1016&context=gsb\\_fp](https://docs.rwu.edu/cgi/viewcontent.cgi?article=1016&context=gsb_fp).
- Nilforooshan, P. & Salimi, S. (2016). Career adaptability as a mediator between personality and career engagement. *Journal of Vocational Behavior*, 94, 1-10.
- Ohme, M. & Zacher, H. (2015). Job performance ratings: The relative importance of mental ability, conscientiousness, and career adaptability. *Journal of Vocational Behavior*, 87, 161-170.
- Prameswaran, R. & Yapark, A. (1987). A cross-national comparison of consumer research measures. *Journal of international business studies*, 18(1), 35-49.
- Sadq, Z. M., Faeq, D. K. & Abdulla, D. (2021). Role of Servant leadership in achieving and developing employee's career satisfaction and Intention to remain with the organization: an empirical study of tourist companies in Erbil city, Kurdistan Region of Iraq. *Ecoforum Journal*, 10(1).
- Safavi, H. P. & Karatepe, O. M. (2018). High-performance work practices and hotel employee outcomes. *International Journal of Contemporary Hospitality Management*, 30(2), 1112-1133.
- Savickas, M.L. & Porfeli, E.J. (2012). Career adapt-abilities scale: construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behavior*, 80(3), 661-673.
- Savickas, M. L. (1997). Career adaptability: An integrative construct for life-span, life-space theory. *The career development quarterly*, 45(3), 247-259.
- Schwarz, G., Newman, A., Cooper, B. & Eva, N. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration*, 94(4), 1025-1041.
- Stone, A. G., Russell, R. F. & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, 25(4), 349-361.
- Suhr, D. D. (2006). Exploratory or Confirmatory Factor Analysis?. *Statistics and Data Analysis*, University of Northern Colorado. URL: <https://support.sas.com/resources/papers/proceedings/proceedings/sugi31/200-31.pdf>.
- Wang, H. J., Demerouti, E. & Le Blanc, P. (2017). Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification. *Journal of Vocational Behavior*, 100, 185-195.
- Watson, D., Clark, L. A. & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology*, 54(6), 1063-1070.
- Wood, R. & Bandura, A. (1989). Social cognitive theory of organizational management. *Academy of management Review*, 14(3), 361-384.
- Yang, X., Feng, Y., Qiu, Y. & Meng, Y. (2019). Career Adaptability, Work Engagement and Employee Well-being among Chinese Employees: The Role of Guanxi. *Frontiers in psychology*, 10, 1029.
- Yavas, U., Karatepe, O. M., & Babakus, E. (2018). Does positive affectivity moderate the effect of burnout on job outcomes? An empirical investigation among hotel employees. *Journal of Human Resources in Hospitality & Tourism*, 17(3), 360-374.
- Yukl, G. (2010). *Leadership in Organizations* (7<sup>th</sup> ed.) New Jersey: Prentice Hall.