



**RESEARCH PAPER**

**Servant Leadership and Faculty Job Satisfaction by the Mediation of Organizational Commitment and Employee Engagement in Higher Education Institutes of Balochistan**

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**ABSTRACT**

Leadership plays a vital role in the development of any organization. Organizations with successful leadership are more developed than those with less successful leadership. This study aims to examine the impact of servant leadership on the faculty job satisfaction of the higher education institutes of Balochistan by the mediation of organizational commitment and employee engagement. Data was gathered from the 450 faculty members from the higher education institutes faculty members by using a purposive sampling technique. The gathered data was collected through a closed-ended questionnaire. The data were analyzed via SmartPLS. From the findings of this study, it was found that servant leadership is highly effective in the case of Balochistan higher education institutions, which positively impacts the faculty member's job satisfaction. But this process is done by the mediation of different variables. First, servant leadership brings commitment and engagement among their followers, and this commitment and engagement over time satisfy them from their jobs.

**Keywords:** Balochistan, Employee Engagement, Job Satisfaction, Organizational Commitment, Servant Leadership

**Introduction**

Servant leadership is a leadership philosophy that emphasizes the well-being and growth of individuals within an organization. It is characterized by leaders who prioritize the needs of their followers and work to support their personal and professional development (Zhang et al., 2021). In the context of universities in Balochistan, servant leadership can enhance faculty member job satisfaction and overall educational quality. The emphasis on empowering and enabling others is one of the fundamental tenets of servant leadership. This strategy can be quite helpful for the academic staff of Balochistan universities (Ahmad et al., 2015). Servant leaders establish a work environment that encourages job satisfaction by giving faculty members the necessary tools, encouragement, and opportunity for advancement. Faculty members are more likely to feel respected and appreciated when their leaders actively participate in their growth and support them in succeeding (Karatepe et al., 2020).

Additionally, servant leadership encourages faculty members to work together and feel trusted. An inclusivity and open communication culture is established when leaders actively incorporate their followers into decision-making processes and prioritize their demands (Xie, 2020). Baluchistan's universities may benefit most because it allows academic members to express their ideas and participate in the institution's growth. Faculty members will feel heard, appreciated, and inspired to offer their best work in an environment where servant leaders foster cooperation and value different viewpoints. Emphasizing empathy and compassion is a key component of servant leadership. Leaders that show compassion and empathy for their faculty members foster a positive work

atmosphere that recognizes their constraints and concerns. The value of compassionate leadership in Balochistan, where colleges frequently function in trying conditions, cannot be emphasized (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). Faculty members are more likely to be content with their professions and more resilient in the face of hardship if they feel supported and understood by their supervisors. Additionally, servant leadership promotes an emphasis on faculty members' overall well-being. It encourages a healthy work-life balance and acknowledges that people have personal lives and commitments outside of work (Wu et al., 2021).

As a result of the socioeconomic situation in the area, academic personnel at institutions in Balochistan can significantly profit from this strategy (Su et al., 2020). When leaders put their faculty members' well-being first, it improves job satisfaction and adds to their happiness and fulfilment. Additionally, servant leadership encourages a culture of ongoing learning and growth. Leaders prioritizing learning and development inspire their faculty to do the same (Obaid et al., 2022). Servant leaders enable faculty members to grow their abilities and keep up with the most recent information and research by offering professional development, mentoring, and training opportunities (Khan et al., 2022). Thus, their level of job satisfaction rises, and Balochistan universities can provide higher-quality instruction. Beyond the level of the individual, servant leadership affects the job happiness of faculty members. Academic outcomes are improved, teaching quality is improved, and student happiness is boosted when faculty members are happy with their work. Additionally, instructors who feel appreciated and encouraged are likelier to stick to the institution, lowering turnover rates and preserving institutional skills and knowledge (Eliot, 2020).

In conclusion, Baluchistan's universities place a high value on servant leadership. Servant leaders establish an environment that supports faculty member work satisfaction by prioritizing the needs of faculty members, encouraging collaboration and trust, exhibiting empathy and compassion, and emphasizing holistic well-being and continual learning (Awan & ., 2011). This, in turn, has a favorable effect on the standard of instruction, student satisfaction, and institutional stability. The development of faculty members can be aided using servant leadership concepts in Balochistan universities, which would ultimately result in a more robust and effective higher education system in the area (Gui et al., 2021).

## Literature Review

A leadership theory called servant leadership emphasizes the development and well-being of people inside an organization. It highlights the leader's responsibility to assist their followers and foster an environment that fosters their success and fulfilment (Iqbal et al., 2020). Servant leadership considerably affects job satisfaction across various organizational contexts and industries. The focus on employee empowerment is one of the main elements of servant leadership's effects on job satisfaction. Giving followers the freedom and power to decide for themselves and accept responsibility for their job is essential to servant leaders (Ahmad et al., 2021). As a result of feeling trusted and valued by their leaders, employees gain a sense of pride and contentment. People are more satisfied at work and produce, innovate, and creatively when free to share their unique talents and ideas (Ye et al., 2019).

Additionally, servant leaders place a high priority on their staff members' ongoing personal and professional growth. They offer direction, assistance, and resources to help people develop and succeed in their positions (Elche et al., 2020). Servant leaders show their dedication to their employees' long-term success by supporting the development and success of their followers. Employee loyalty and dedication are fostered by this commitment, which raises levels of job satisfaction. Additionally, servant leadership fosters a welcoming and positive workplace environment. Servant leaders pay close attention to their team members' needs and foster an atmosphere that promotes open dialogue, teamwork, and

collaboration (Ahmad et al., 2022). They cherish their employees' opinions, actively listen to them, and include them in decision-making because employees are treated with respect and engagement; because of this inclusive approach, job satisfaction rises (Faraz et al., 2021).

Additionally, servant leaders show compassion and understanding for their team members. They know people have lives, struggles, and goals outside the workplace. Servant leaders foster a friendly workplace that values the well-being of its people by exhibiting empathy and helping during trying moments. This compassionate approach raises job satisfaction by lowering stress and providing a sense of community and support. Additionally, servant leadership fosters a sense of meaning and purpose in the workplace. Employees are motivated to work towards a higher purpose by leaders who put the needs of others and the more significant good first. Employees feel more fulfilled and satisfied at work when they believe their efforts are making a big difference in the lives of others and furthering a broader cause (Ozturk et al., 2021).

Additionally, servant leaders offer chances for acknowledgement and recognition (Khan et al., 2012). They often give feedback and recognition to their staff members and acknowledge their accomplishments and contributions. This acknowledgement and recognition increase employee morale and job satisfaction since people feel valued and recognized for their efforts. Therefore, servant leadership significantly affects job satisfaction (Khan et al., 2022). Servant leaders foster employee empowerment and personal and professional development, foster an inclusive work environment, exhibit empathy and compassion, encourage a sense of purpose, offer recognition and appreciation, and foster an environment where employees feel valued, supported, and motivated (Lee et al., 2020). Higher levels of job satisfaction, greater staff engagement, and improved organizational outcomes follow this. Employers who follow the concepts of servant leadership are more likely to build an atmosphere that is rewarding and attracts and keeps top personnel, eventually resulting in the company's long-term success (Irshad et al., 2022).

A leadership paradigm known as "servant leadership" strongly emphasizes the development of each employee inside a company. It strongly emphasizes supporting and serving people, which encourages a sense of commitment and engagement and, in the end, results in job satisfaction (Darvishmotevali & Altinay, 2022). Servant leadership has a significant impact on staff dedication and engagement, which is shown in a variety of organizational settings. Employee commitment is a worker's dedication to, loyalty to, and attachment to their company (Mudassir et al., 2022). Servant leaders are crucial in increasing employee commitment by cultivating an atmosphere where workers feel valued and supported. Through their actions and behaviours, servant leaders show that they genuinely care about the success and well-being of their team members. Employees are motivated to dedicate themselves to the company and its objectives since this fosters a sense of trust and loyalty. Servant leaders encourage open communication and teamwork and encourage employee participation in decision-making. This open-minded strategy encourages employee ownership and involvement, strengthening their bond with the company. Employees become more invested in the success of the company. They are more likely to stay committed when they believe their thoughts and ideas are acknowledged and considered (Liao et al., 2021).

Additionally, servant leaders emphasized the advancement of their workforce. They offer chances for education, skill development, and job progression. By investing in their employees' professional development, servant leaders show their dedication to the long-term success of their workforce (Song et al., 2022). The knowledge and skills of the workforce are improved, and their commitment to the business that fosters their development grows because of this investment. Employee engagement is highly impacted by servant leadership in addition to commitment. Employee engagement is the term used to describe an employee's level of commitment and emotional connection to their job and the company. Servant leaders foster open communication, trust, and collaboration to create a

stimulating work atmosphere (Liu et al., 2022). They cherish the opinions of their staff members, involve them in decision-making, and actively listen to them. This open-minded strategy encourages a sense of ownership and equips staff to enjoy their work. The welfare and contentment of their personnel are likewise a top priority for servant leaders (Bavik, 2020). They help tools and flexibility to help workers balance their personal and professional lives. Servant leaders foster an environment that supports their employees' well-being by recognizing and addressing each employee's unique needs and difficulties. Employees are likelier to be engaged and dedicated to their work if they feel cared for and supported (Saleem et al., 2020).

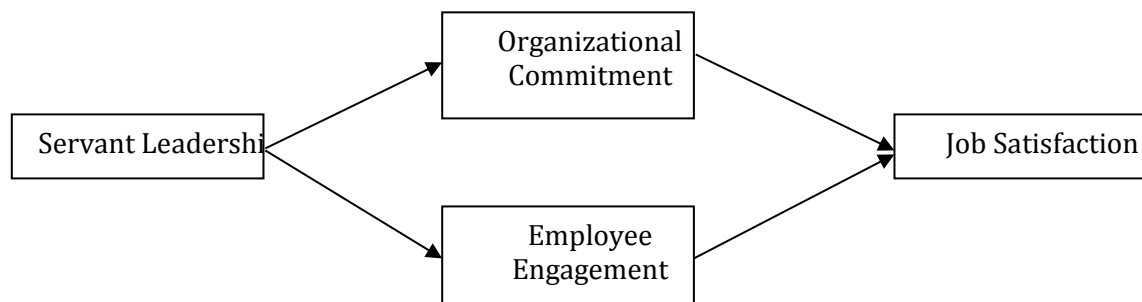
Additionally, servant leaders excite and inspire their team members by leading by example. Their leadership is characterized by honesty, modesty, and empathy, and their actions serve as examples for workers (Rabbani et al., 2015). Employees are inspired to perform at their highest level when they observe their leaders upholding their values and guiding principles (Rehman et al., 2021). Employee engagement and work satisfaction are improved when leaders' actions and values align. An Employees' sense of purpose and meaning from their work also impacts employee engagement. Servant leaders highlight the organization's mission, values, and societal effect. They assist staff in understanding the importance of their contributions and connecting their job to the bigger picture. Employee engagement and job satisfaction rise when they can see the impact of their labour. Job happiness is ultimately a result of employee involvement and commitment. Employees report increased job satisfaction when they are dedicated to the company, actively involved in their work, and find meaning and happiness in it. Their work makes them feel proud, happy, and accomplished, increasing their job satisfaction (Ibrahim et al., 2014). Employee engagement and dedication are positively impacted by servant leadership, which improves job satisfaction (Khan et al., 2012). Servant leaders establish a culture that fosters commitment, engagement, and contentment among employees through fostering a supportive and inclusive workplace, encouraging employee growth, encouraging open communication, and emphasizing purpose and meaning. Employers who practice servant leadership are likelier to see higher levels of employee dedication and engagement, which boosts output, keeps top talent on board, and results in overall success (Sikandar et al. 2021).

### Hypotheses

H<sub>1</sub>: Organizational commitment mediates the impact of servant leadership on job satisfaction.

H<sub>2</sub>: Employee engagement mediates the impact of servant leadership on job satisfaction.

### Conceptual Framework



### Material and Methods

This study is based on the positivism philosophy, and the approach used is deductive, where a quantitative methodology was adopted. Primary data was collected via

a closed-ended questionnaire among the 450 faculty members of the higher education institutes of Balochistan. The questionnaire was distributed among the respondent via Google form. All the measures used in this study were adopted from prior reliable and valid studies. The gathered data was analyzed by a partial least square technique which SmartPLS performed.

### Demographic Details of the Respondents

The below table of the respondent demography represents a total of 450 respondents in this research. The first section shows the gender-wise distribution of the respondents, which shows that 312 were males and 138 were females among them.

**Table 1**  
**Respondent Demography**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	312	69%
Female	138	31%
Total	450	100%
<b>Designation</b>	<b>Frequency</b>	<b>Percentage</b>
Lecturer	285	63%
Assistant Professor	132	29%
Associate Professor	21	5%
Professor	12	3%
Total	450	100%

### Results and Discussion

#### Reliability of the Scales

When talking about reliability in structural equation modelling, then it has two types; the first is item reliability, and the second is construct reliability. The measure used for the item reliability is outer loading values with a threshold value of 0.7. Still, even a value of 0.6 is also acceptable if the initial criteria of AVE are established. The measure used for the construct reliability is Cronbach alpha and composite reliability. The threshold value for both is 0.7. The below table of reliability shows that the measure of items and construct reliability has values greater than the threshold values, confirming the reliability of the scales adopted.

**Table 2**  
**Reliability**

<b>Construct</b>	<b>Items</b>	<b>Outer loading</b>	<b>CA</b>	<b>CR</b>
Employee Engagement	EE1	0.837	0.729	0.818
	EE2	0.646		
	EE3	0.627		
	EE4	0.788		
Job Satisfaction	JS1	0.803	0.870	0.903
	JS2	0.774		
	JS3	0.876		
	JS4	0.797		
	JS5	0.695		
	JS6	0.725		
Organizational Commitment	OC1	0.824	0.828	0.897
	OC2	0.869		
	OC3	0.893		

Servant Leadership	SL1	0.820	0.888	0.914
	SL2	0.828		
	SL3	0.740		
	SL4	0.844		
	SL5	0.797		
	SL6	0.769		

### Convergent Validity

Convergent validity represents how much the items of a construct are related to each other. The measure used for the convergent validity is AVE. The threshold value for the AVE is 0.5 or above. The below table of the convergent validity shows that all the constructs have AVE values greater than the threshold value, which denotes that all the constructs of this study are convergently valid.

**Table 3**  
**Convergent Validity**

Constructs	AVE
Employee Engagement	0.533
Job Satisfaction	0.609
Organizational Commitment	0.744
Servant Leadership	0.641

### Discriminant Validity

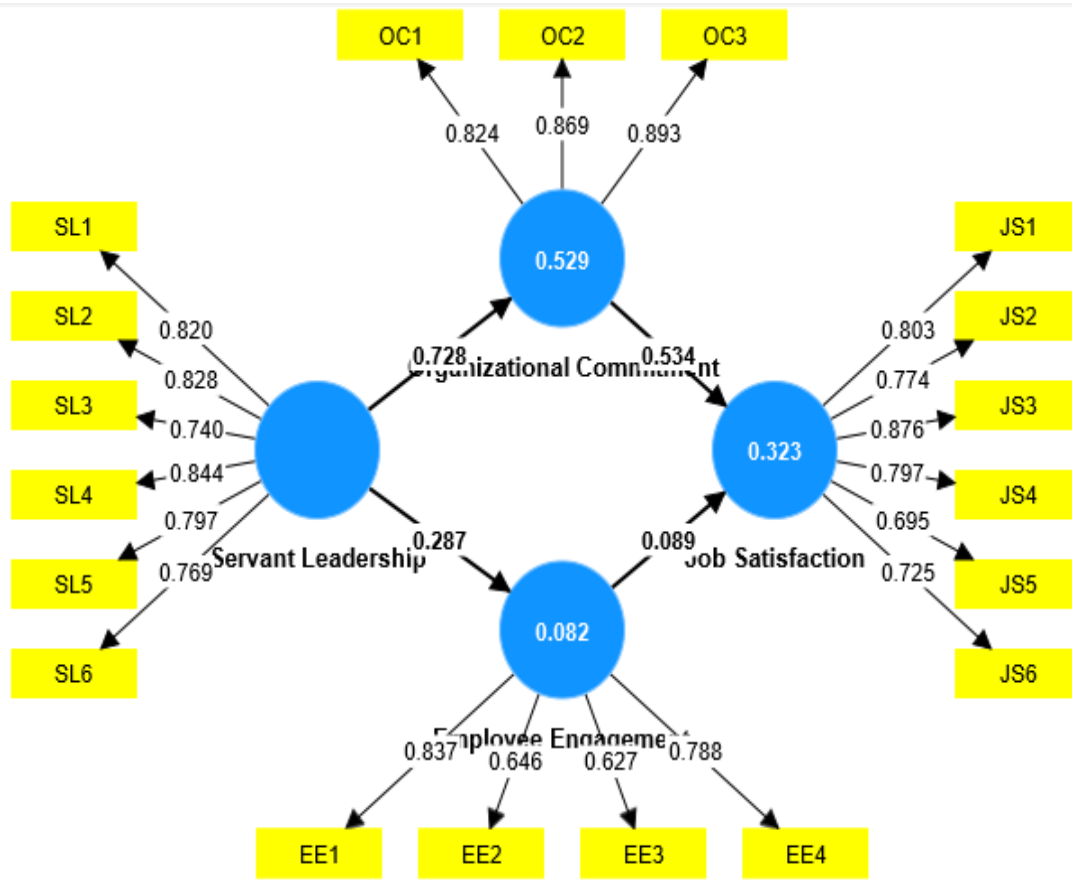
Discriminant validity defines how much one construct is separate from the other theoretically. Three common measures are used for discriminant validity when discussing the SmartPLS. These are the HTMT values, Fornell Larcker criteria and cross-loadings. According to the statisticians, the most robust method for discriminant validity when using structural equation-based modelling is HTMT values. The threshold value for the HTMT is 0.85 or below. The table of the HTMT shows that all the constructs have HTMT values smaller than the threshold values, indicating that all the model constructs are discriminately valid.

**Table 4**  
**Discriminant Validity**

Construct Relationship	Heterotrait-monotrait ratio (HTMT)
Job Satisfaction <-> Employee Engagement	0.293
Organizational Commitment <-> Employee Engagement	0.36
Organizational Commitment <-> Job Satisfaction	0.654
Servant Leadership <-> Employee Engagement	0.31
Servant Leadership <-> Job Satisfaction	0.829
Servant Leadership <-> Organizational Commitment	0.839

### Structural Model

Blow Figure 2 shows the structural model of this study. This explains the relationship among the variables used in this study. This shows that servant leadership is an independent variable, job satisfaction is a dependent variable and organizational commitment and employee engagement act as mediating variables.



**Regression and Hypotheses Testing**

The below table of the hypothesis testing shows the regression model of the study. The measures used for a hypothesis's significance are p-value and t-values. The threshold value for the p-value is 0.05 or less, while the threshold value for the t-value is 1.96 or above. The below table of the hypothesis testing shows that both of the hypotheses have p-values and t-values more significant than the threshold value, which indicates that the findings of this study support both of the hypotheses. The beta value explains the strength of individual relationships.

**Table 5  
Hypothesis Testing**

Relationships	Beta	T statistics	P values	Results
H1: SL -> EE -> JS	0.326	9.754	0.000	Supported
H2: SL -> OC -> JS	0.389	6.116	0.000	Supported

**Coefficient of Determination:**

The coefficient of determination explains how much the independent variable in the given model represents the dependent variable. The measure used for the coefficient of determination is called R Square. The table below shows a value of R square having 0.323 which shows that servant leadership by mediating organizational commitment and employee engagement contributes to 32.3% variation in job satisfaction.

**Table 6  
R Square**

	R-square	R-square adjusted
Job Satisfaction	0.323	0.308

**Conclusion**

This study aims to explain the impact of servant leadership on the job satisfaction of the faculty members at the higher education institutes of Balochistan. This study also examines the mediation impact of organizational commitment and employee engagement on job satisfaction. From the findings of this study, it was concluded that servant leadership first effect the organizational commitment and the employee engagement of the faculty members at the higher education institutes of Balochistan; after that, gradually, it will make them satisfied with their job.



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