Impact of Servant Leadership on Psychological Capital with the Intervening Role of Person Job Fit

Fahim Ullah Jan
PhD scholar Qurtaba university Di khan campus KPK Pakistan at-fahimullahjan@gmail.com
Dr. Muhammad Imran
Associate professor Qurtaba university Dera Ismail khan KPK Pakistan at-Muhammadimran@qurtuba.edu.pk

Abstract
This study shows the linkage amid (SL) Servant leadership and (Psy cap) with the intervening role of (PJ fit), among hoteling employees in Khyber pakhtunkwa and Islamabad Pakistan. Data were obtained through questionnaire from 400 hoteling employee, working in multiple hotels. The current research is grounded on SET. Result confirmed that SL has positive linkage with psy cap, both directly and indirectly through PJ fit, theoretical implications are discussed.
Key word: Servant Leadership, psychological Capital, Person Job fit.

Introduction:
The service- related approach of SL inspires workers to do capably (Dirks & Ferrin, 2002; Dirks et al., 2022). SL style is a high-class mode to a leadership attitude that runs beside the taste of personal concern in person manners. As cited by McMinn (2001) and Buratti, Albanese and Sillig (2021), best Manager or leader; attain the anticipated conclusions by keeping well relational relations with their workers. Earlier, the SL paradigm has been observed in words of workers enablement, enlargement, and the advancement of the firm in advanced nations (Zarei, Supphelein & Bagozzi, 2022; Laub, 1999; Beazley, 2002; Sashkin & Sashkin, 2003; Russell & Patterson, 2003). Psy Cap combines a person's first-order four positive Psy resources: self-efficacy, optimism, hope and resilience (Slaatten et al., 2019). We claim that advancing in adherents' Psy Cap can be influential in nurturing service quality because workers' greater Psy Cap can display better enactment (Farrukh et al., 2021; Luo et al., 2021). Prior research stated that SL could improve workers' Psy Cap (Brohi et al., 2021; Clarence et al., 2020). P-J fit (Coomber and Barriball, 2007; Hayes et al., 2006; Trevor, 2001) is also linked with improved purpose to remain in firms (Bordin et al., 2006). Study also proposes that forming adaptableness recognized workers' requirement for linking and happiness (Bromley et al., 2021), and flexible company performs May backing and refill workers' wisdom of regulation for the durable achievement of their job (Lin et al., 2021). PJ fit can be a forecaster of job enactment, because person with advance PJ fit is confirmed to have higher job enactment (Icheme et al. 2017). Additionally, congruence theory clarifies that persons with appropriate work between personnel likings, work necessities, abilities and information skills (KSA) are capable to provide better inspiration (Icheme et al. 2017, Anggraeni 2018), and this situation is crucial for better work enactment. SET (Blau, 1964) specifically the 'norm of reciprocity,' which recommends that person, who is well-kept rightly by others, observe logic of responsibility to react positively or return positive deed in some way. Reciprocity type of SET, this research will recommend that the prior cited principles permit SL to make a job condition that motivates and encourages the fit amid the subordinates, managers and fellows of their direct job team that stimulate the subordinates' Psy Cap established as self-efficacy, hope Resilience and optimism.

Research Question
i. What is the relationship between Servant Leadership and Psychological capital?

ii. Does Person Job fit mediate the role between Servant Leadership and Psychological capital?

Research Objectives

i. To examine the relationship between Servant Leadership and Psychological capital.

ii. To examine the mediating role of Person Job fit between Servant Leadership and Psychological capital.

Literature Review

Servant leadership and psychological capital

Greenleaf's SL model (Greenleaf, 1970) has also fascinated abundant attention, and this research links SL with service Excellency .SL is an accurate amalgamation of helping and guiding, where service is the Boss's topmost concern (Hutabarat et al., 2021). Literature conveyed that SL could efficiently improve service-related actions and could donate to service-linked results (Christensen-Salem et al., 2021; Rabiul et al., 2021). There is a linkage amid Servant Leadership and Psy Cap. Liden et al. (2015) marked that adherent of SLs practice and rise in self-efficacy because SLs offer provision and help to workers (Self efficacy). SLs involve with subordinate, they make chances for adherent to obtain training, develop and grow (Liden et al., 2014) this generates chances for subordinates (Optimism). SL's wish to support and care adherents to reach their potential, agency, ways, and objectives as part of hope are well-positioned to build a positive linkage with SL (Davis, 2018) (Hope). SLs back up cohorts in developing and developing, they are more likely to bounce back from adversarial involvements (Resilience). Results confirmed that Psy Cap of subordinate significantly effects their enactment, job gratification, and institutional level. And in Avey et al.'s (2011) research examining impact of Psy Cap on subordinate attitudes particularly on enactment, the analysis results showed that there is important association amid Psy Cap and needed employee behaviors comprising job satisfaction, institutional obligation, psychological well-being, OCB and enactment. In another current research, Mathe et al. (2017) result confirmed the linkage among Psy Cap, service quality, client gratification, and group enactment in hospitality firm. Final consequences of the research verified that collective Psy Cap is affirmatively linked to all these existing stated variables. Hence

H1 Servant leadership has positive impact on psychological capital

Servant leadership and Person Job fit

PJ fit has also been established to link optimistically with worker enablement and institutional obligation and has been found to link adversely with worker job left over decision (Ambrose et al., 2008; Kristof-Brown et al., 2005). few studies show that employee with PJ fit sense advance degree of institutional obligation and become more enthusiastic to involve in actions on side of their hiring institution (Meyer, Allen, & Smith, 1993). It can also be concluded from few researches that employee with advance degree of PJ fit may also reveal advance degree of enactment and be more inspired to obtain remuneration from the company, matched with employee feeling lower degree of PJ fit (Cable & DeRue, 2002). Limited researchers have discovered the association amid PJ fit and PO. With orientation to the origins of PO (as earlier specified), workers who sense optimistically about their work may look their work as an addition of themselves, be more eager to expend time on their work, and sense a work to defend their job from blame. This has been suggested to donate to a sense of PO over the job (Van Dyne & Pierce, 2004). P-J fit is a vital condition for enhancement and work enactment (Suwanti & Udin, 2020). Chen (2017) stated that P-J fit is an inspiring element that endorses job

commitment. Specially, worker with a high P-J fit is enthusiastic to commit themselves to extra-role service behaviors (Orlowski et al., 2021).

SLs are involved in assuming out the internal requirements and benefits of their subordinate (Eva et al., 2019), subordinate under this type of boss may thus have a perfect and more clear wisdom of themselves (i.e., self-concept clarity; (Campbell et al., 1996), which is also applicable for modelling their job significance (Oh & Roh, 2019). PJ fit in the linkage amid subordinate opinions and manners (Chen et al., 2014; Song and Chon, 2012). Demarcated as a person's comparison with their work and the responsibilities involved (Caldwelland O'Reilly, 1990), P-J fit is a critical requirement for enhancing job enactment (Suwanti & Udin, 2020). Leading approach also impact job enactment amid front hoteling workers (Wu and Chen, 2019). Now, this is still unidentified, leaving a significant research gap. Hospitality scholar noted P-J fit is an influential forecaster for workers behaviors and actions (e.g., Lee et al., 2017; Saleem et al., 2021). Leadership is vital to the modest hospitality firm (Wu & Liao, 2016; Baquero et al., 2019). Leadership approach impact worker through many ways (Quintana et al., 2015) and affects the Boss-subordinate linkage (Rothfelder et al., 2013).

H2 Servant Leadership has positive impact on Person Job fit

Servant leadership, Person Job fit and Psychological Capital

Positive psychological abilities have a direct behavior upon the progress of AL as Luthans and Avolio (2003) argue that psychological capabilities show a very significant part in the self-development of the person by supporting the improvement of self-identity. This, in turn, delivers the mechanism of advancement of AL. The theoretical model of AL incorporates subordinate and leaders' qualities as well as leader's manners. Thus, leader and subordinate' degree of Psy Cap may offer us with a more integrative attitude towards the concerned of leadership and institutional performance (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). The performance of SLs is estimated to assist subordinate be in better physical, mental, and psychological conditions (Van Dierendonck & Patterson, 2010). SLs put the attention of supporters first, attend to them, try all moral feature to authorize them, identify their attention, help their job associated activities, advance the job atmosphere, and interconnect efficiently with them (Van Dierendonck, 2011). Furthermore, SL conduct is resulting from ethics and offers subordinate with more chances for better communication and adaptation to the standards of the retaining institution (Li, 2006). Also, PJ fit was established to intervening the linkage amid TL and job commitment (Enwereuzor, Ugwu, & Eze, 2016), EL and work commitment (Cai, Cai, Sun, & Ma, 2018), job crafting, and job commitment (Chen et al., 2014). Hence

H3 Person job fit mediates the relationship between Servant Leadership and Psychological Capital

Theoretical frame work
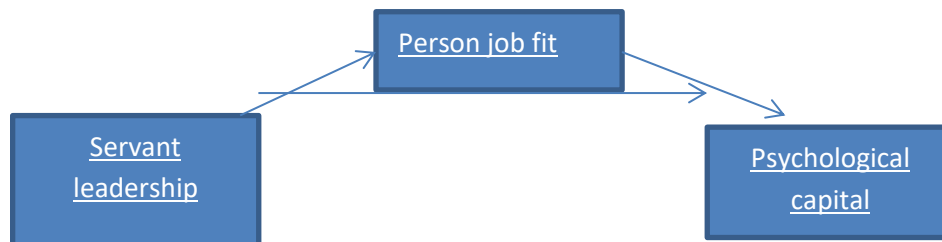
Methodology

SPSS were used to test the hypotheses, and results presented in table 10 and table 11. Hypothesis 1 states that SL is significantly linked to Psy cap. Results established this relationship, as specified by the regression coefficient (β= .140, p<.01). Hypothesis 2 states that SL is significantly associated to PJ fit. Results supported this relationship, as showed by the regression coefficient (β= .128, p<.01) H3 PJ fit mediate the relationship between SL and Psy cap. Result show that there was mediation in the model and regression coefficient was significant (β= .0226, p<.01) and both lower and upper-level confidence have same sign (.0077, .0452). The current research used convenient sampling techniques. Other expert claimed that sample size greater than thirty and smaller than five hundred is also suitable (Field, 2013), Keeping in view field 2013, this study strategies to select a sample of 400 employees to administer the questionnaire survey. Total of 800 self-administered questionnaires were circulated among the three stars and above hotels out of which 400 were received with a response rate of (50%), And 400 were used for analysis. Moreover, data collection from this sector is not easy, out of 700 distributed questionnaires, 400 were received back, out of which only 400 questionnaires were considered for analysis, with response rate of 50 %.

Discussion

This research tested the impact of SL on PSY Cap through the mediating impact of important aspects of fit, i.e. P j fit and using data from three stars and above hoteling employee in kpk and Islamabad. It is significant to note that consumers' capability has been measured the determining feature in the extension of the business processes of that hotel, straight related to employee advantage. (Naseeb Ullah Shah, Jan, & Bakhsh Baloch, 2018). Hence, in such various firm, it is richly justified to conclude the reasons and impact of raised degree of fit among subordinate and managers. The results developing from the hypotheses analysis recommend that the experimental data back up all the associations. SET (Blau, 1964), The H1 looked at the linkage amid SL and Psy Cap, the result of the research exhibits positive impact on Psy Cap so the finding of the study is consistent with the SET.H2 state that SL has positive impact on PJ fit which was accepted the result shows that SL positively impact job fit third H3 state that PJ fit intervening the linkage amid SL and PSY cap and we discover the relationship and hypothesis was accepted.

Limitation and future direction

Similarly, like other studies this research has some limitation future research should be study other type of personality as a moderator this research should be tested in other hospitality area like restaurant etc. for the generalizability of research this research should be tested in western context also.

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