

Servant and Ethical Leadership as Antecedent to Employees' Job Satisfaction at the Bureau of Fisheries and Aquatic Resources in Caraga Region, Philippines

Necodaisy L. Alimento*

Erlita C. Guerra**

Glenn R. Andrin***

Jackilyn B. Maestrado****

Jaynos Cortes*****

Abstract

This study investigates the correlation between Servant and Ethical Leadership and Employee Job Satisfaction at the Bureau of Fisheries and Aquatic Resources (BFAR) in Caraga Region, Philippines. Employing a descriptive survey research design, the research examines the predictive role of servant and ethical leadership in job satisfaction for BFAR-Caraga personnel. Utilizing a standardized questionnaire, the study employs an extensive statistical analysis, encompassing Frequency and Percentage, Mean, Standard Deviation, Spearman rho, Pearson r correlation, one-way ANOVA, Fishers, and Welch tests. Results show that BFAR-Caraga department heads are perceived as proficient leaders, particularly in servant and ethical leadership indicators. Job satisfaction analysis reveals minimal contributions from operating conditions, rewards, and promotion. Significantly, differences are noted in the servant leadership indicator "Empowerment and Standing Back" and the ethical leadership indicator

* Bureau of Fisheries and Aquatic Resources (BFAR) in Caraga Region, Philippines

E-mail: necodaisyalimento@gmail.com

** St. Paul University, Surigao City, Philippines

*** St. Paul University, Surigao City, Philippines

**** College of Teacher Education, Agusan del Sur College of Agriculture and Technology, Agusan del Sur, Philippines

***** College of Forestry, Agriculture, and Aquatic Sciences, North Eastern Mindanao State University – Lianga Campus, Lianga, Surigao del Sur, Philippines; Center of Research for Aquamarine Life Sustainability (CoRALS), North Eastern Mindanao State University– Lianga Campus, Lianga, Surigao del Sur, Philippines

Received: September 29, 2023. Revised: December 26, 2023. Accepted: December 26, 2023

"Moral Person Component" among age groups. Conversely, no significant differences are observed in job satisfaction across age groups, civil status, and gender. The study underscores a significant relationship between job satisfaction levels and servant and ethical leadership demonstrated by BFAR-Caraga department heads. Specifically, servant leadership indicators "Empowerment" and "Stewardship" exhibit a moderate-strong correlation with job satisfaction indicators "Supervision" and "Co-workers." Similarly, two ethical leadership indicators show a moderate-strong correlation with job satisfaction indicators "Supervision," "Co-workers," and "Communication." This research establishes servant and ethical leadership as precursors to employee job satisfaction at the Bureau of Fisheries and Aquatic Resources.

Keywords: Servant leadership, ethical leadership, job satisfaction level, BFAR-Caraga

Introduction

Organizational success hinges on the dedication and satisfaction of its workforce, especially in the public sector's pursuit of delivering quality services to the community (Siddiqui, 2014). The commitment of employees, who serve as planners, organizers, and implementers for community needs, is intrinsic to organizational effectiveness. However, contemporary challenges can lead to employee dissatisfaction, hindering optimal performance (Dobre, 2013).

Employee job satisfaction is pivotal for organizational success, fostering commitment and dedication (Dobre, 2013). Leadership styles significantly influence organizational performance (Sadler, 2003) with ethical leadership playing a crucial role in fostering excellence (Reddy & Kamesh, 2016). Moreover, servant leadership, characterized by humility and ethical conduct, can cultivate trust among employees, fostering loyalty and job satisfaction.

The Bureau of Fisheries and Aquatic Resources (BFAR)-Caraga is a government agency overseeing fisheries and aquatic resources, that emphasizes professionalism and ethical conduct among its leaders and employees. Mandated by RA 6713, BFAR employees are guided by principles such as commitment to the public interest, professionalism, and responsiveness to the public. BFAR-Caraga, with its 63 permanent employees, operates under the leadership of the Regional Director and middle managers who ensure the agency's objectives are met through day-to-day operations.

Servant leadership, characterized by humility and ethical conduct, can cultivate trust among employees, fostering loyalty and job satisfaction. The study delves into the impact of servant and ethical leadership on crucial factors such as trust, loyalty, and attitudes, contributing to a nuanced understanding of leadership dynamics within BFAR-Caraga.

This study, through its systematic analysis of leadership styles and job satisfaction within BFAR-Caraga, provides valuable insights for leaders, policymakers, and scholars. By unraveling the determinants of job satisfaction, the study contributes essential knowledge for crafting precise leadership strategies to bolster employee commitment. Additionally, it adds to the academic discourse on leadership dynamics in public service, specifically highlighting the constructive influence of ethical and servant leadership on workplace attitudes.

Conceptual Framework of Study

This study builds upon Reddy and Kamesh 's (2016) conceptualization of leadership styles, emphasizing their role in shaping leaders' behavior and influencing subordinates with ethical values and a commitment to service. Drawing from Qing et al. (2019) and Tu et al. (2017), this study hypothesized that ethical leadership in public sector organizations positively affects job satisfaction. Specifically, a positive correlation between supervisors' ethical leadership and employee job satisfaction, moral awareness, and moral identity was expected. Similarly, building on Murari and Gupta's (2012) exploration of servant leadership elements, including stewardship, persuading, and conceptualizing, it was hypothesized to increase organizational commitment, employee empowerment, and job satisfaction. Tischler et al. (2016) provide further support, and it was anticipated a positive impact of servant leadership on employee development, progress, self-concept, job satisfaction, performance, work motivation, and positive work behaviors.

The conceptual framework of this study delineates the anticipated relationships among the variables. Two categories of leadership styles, namely Servant Leadership and Ethical Leadership, serve as antecedent or independent variables. Servant Leadership comprises eight indicators: Empowerment, Standing Back, Accountability, Forgiveness, Courage, Authenticity, Humility, and Stewardship. Ethical Leadership is represented by two indicators: Moral Person and Moral Manager. These leadership styles are posited to influence the dependent variable, Job Satisfaction. The study hypothesizes that an increase in Servant Leadership behaviors will correspond to an increase in employees' Job Satisfaction (Hypothesis 1). Similarly, it is hypothesized that heightened Ethical Leadership behaviors will correlate with elevated levels of Job Satisfaction among employees (Hypothesis 2). This conceptual framework provides a visual representation of the expected associations, guiding the empirical examination of the impact of leadership styles on employees' job satisfaction within the context of the Bureau of Fisheries and Aquatic Resources (BFAR)-Caraga.

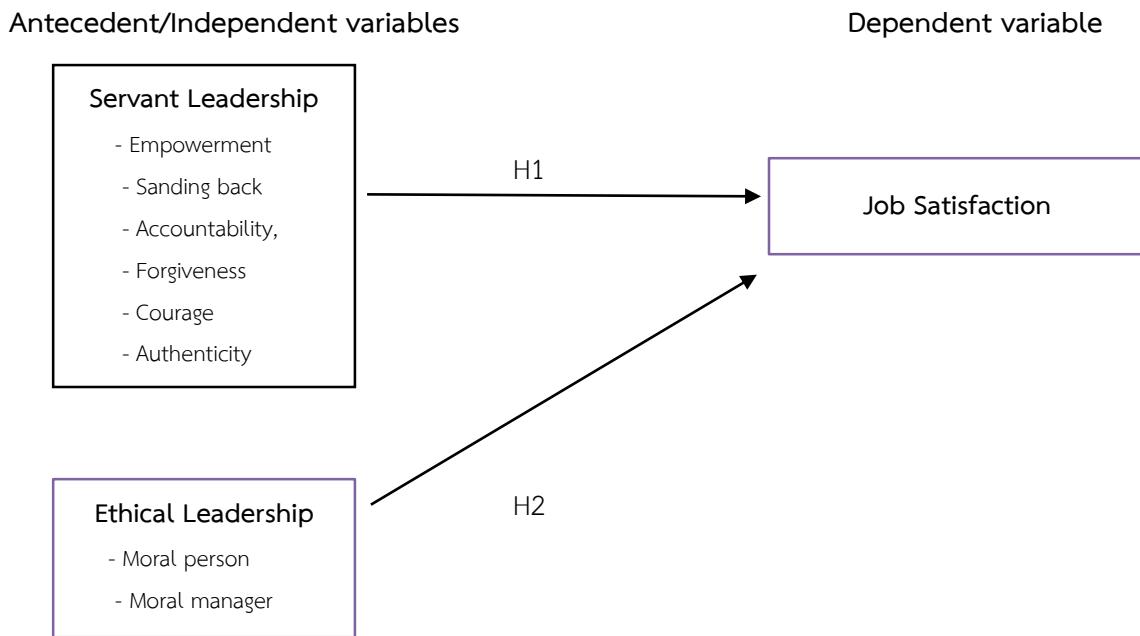


Figure 1. The Conceptual Framework of the Study.

Methodology

Research Design

This study used a descriptive survey design that allowed the researcher to gather information regarding servant leadership and ethical leadership styles as an antecedent to employee job satisfaction at the Bureau of Fisheries and Aquatic Resources (BFAR) Caraga Region. Cameron (2015) defines a descriptive research design as a valid method for a study that focuses on the present situation. This design is appropriate for this study because the survey signifies the gathering of data on current conditions.

Environment/Locale

The study was conducted in the Bureau of Fisheries and Aquatic Resources Caraga Region, and the respondents were permanent employees of the bureau from various units, divisions, and stations.

BFAR is under the Department of Agriculture and has the vision to become an institution of excellence in sustainable fisheries management and services, contributing to the nation's food security

by having a 20 percent fish surplus and improving fisherfolk's quality of life by 2030. Likewise, their mission is to protect fisheries and aquatic resources and empower stakeholders to improve productivity.

Respondents

The respondents to this study were the permanent employees of BFAR-Caraga who do not hold supervisory positions; they are employees designated as technical and administrative staff that directly report to their immediate supervisors. The researcher utilized a purposive sampling technique, specifically homogeneous sampling. According to Saunders et al. (2012), Homogeneous sampling focuses on "one particular subgroup in which all the sample members are similar, such as a particular occupation or level in an organization's hierarchy." Forty-eight (48) permanent employees from the BFAR agency participated in this study.

Ethical Considerations

The researcher will take the required precautions to uphold research ethics in the study by requesting consent from the participants. Informed consent will be sought from the participants, stating the purpose, risks, and benefits of their participation in the current research and that their participation will be voluntary. The participants' identities and data would be treated with the utmost confidentiality by the researcher.

A. Protection of Human Rights: To protect the participants throughout the research process, the researcher ensures that he does not expose the respondents to unnecessary physical or psychological harm during the research process. In addition, the researcher will adhere to all legal definitions and the ethical guidelines set by the SPUS- Graduate School IRB.

B. Risk-Benefit Assessment: The researcher will make sure that the respondents are safe and taken into consideration prior to data analysis. Data collection will be conducted in the safest and most convenient place to ensure quality data gathering.

C. Content, Comprehension, and Documentation of the Informed Consent to ensure each respondent's welfare, the following nine (9) rules must be followed:

Participant's Status. Participants provided their answers voluntarily and never felt pressured, persuaded, or duped into taking part in the study.

Study Goals. The researcher will briefly explain to the respondents the purpose of the study and the vitality of their responses. The researcher will also clearly define the confidentiality of their participation.

Type of Data. This study will collect data using a descriptive survey, wherein responses for the said study will be treated statistically based on the inferential questions in this paper.

Sponsorship. The researcher will not give anything in exchange for the favor requested. The respondents' participation is purely voluntary.

Compensation. No token or monetary compensation is involved in this study; instead, sincere appreciation and gratitude will be shown for their voluntary participation.

Confidentiality Pledge. The researcher will have high regard for anonymity and confidentiality and ensure that the respondents' identities will not be disclosed to the public.

Voluntary Consent. The researcher will introduce herself, greet the respondents, and then seek their consent through a letter. The researcher then describes the extent of respondents' involvement specifically: how much time this will take them to answer, what kind of activities will be involved, and what kind of questions will be answered. The researcher will be honest with them about the nature of the questions and seek their voluntary and informed consent to participate. The respondents have the right to choose the question that they want to answer, and they have the right to complain if they find the question or questions undesirable.

Right to Withdraw and Withhold Information Study respondents have the right to withdraw and withhold the data they provided, especially if they are not comfortable with the confidentiality procedures or if the confidentiality pledge is compromised.

Contact Information. The researcher will provide the respondents with her contact number and the Dean of the Graduate School of St. Paul University Surigao's contact number for the respondents' questions, comments, or complaints regarding the study's conduct. The SPUS GSPS-IRB, Ethics Review

panel, has approved the examination and may be reached through the following contact information regarding the rights of the study participants, including grievances and complaints.

1. Privacy and confidentiality: It is the right of the respondents to expect that the data they provide will be kept in strict confidence. Throughout the research procedures, the respondent's right to privacy will be kept confidential.

2. Debriefing, communications, and referrals: The participants will be free from psychological discomfort (i.e., stress, loss of self-esteem, embarrassment) brought about by the research; hence, it does not require debriefing statements or scripts.

3. Conflict of interest. There is no conflict of interest in this study. In the publication and utilization of this research study, the researcher will automatically be the secondary author.

4. There is no recruitment of respondents by the researcher just to accomplish the study.

5. Vulnerability Assessment. The researcher ensures that the respondents do not belong to the vulnerable population. All the respondents are professionals of legal age, free of physical, mental, and emotional illnesses, and able to make sound decisions for themselves.

6. Collaborative Study Terms of Reference This research study is a requirement of the researcher's educational program. The publication of this study requires permission and agreement under intellectual property and publication rights.

Instrument

The main instrument in this study was a standardized questionnaire, an adaptation of van Dierendonck and Nuijten (2010) for Servant Leadership, Ethical Leadership style by Khan and Javed (2018), and Job Satisfaction by Paul Spector (1997). The questionnaire consisted of four parts.

Part 1 consists of the respondents' profiles in terms of sex, age, civil status, and length of service. Part 2 of the questionnaire is on the Servant Leadership style in terms of empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship. Part 3 consists of the Ethical Leadership style of a moral Manager and moral Person. Part 4 is on Job Satisfaction in terms of salary, promotion, supervision, benefits, rewards, operating conditions, co-workers, nature of work, and communication. The researcher conducted an online survey using Google Forms.

For Servant and Ethical leadership, use the following:

Table 1. Scale for Servant and Ethical Leadership.

Scale	Parameters	Verbal Interpretation	Qualitative Description
5	4.20-5.00	Strongly Agree (SA)	Excellent Leadership (EL)
4	3.40-4.19	Agree (A)	Good Leadership (GL)
3	2.60-3.39	Moderately Agree	Fair Leadership (FL)
2	1.80-2.59	Disagree (D)	Poor Leadership (PL)
1	1.00-1.79	Strongly Disagree (SD)	Very Poor Leadership (VPL)

For Job Satisfaction, use the following:

Table 2. Scale for Job Satisfaction.

Scale	Parameters	Verbal Interpretation	Qualitative Description
5	4.20-5.00	Always (A)	Very Satisfied (VS)
4	3.40-4.19	Most of the time (M)	Satisfied (S)
3	2.60-3.39	Sometimes(S)	Moderately Satisfied (MS)
2	1.80-2.59	Rarely (R)	Less Satisfied (LS)
1	1.00-1.79	Never(N)	Not Satisfied (NS)

Data Gathering Procedure

The researchers sent letters to the Regional Director addressed to the heads of the offices of the different divisions, units, and stations of the bureau to ask for consent for the conduct of the study. After the approval, the researcher gathers the list of permanent employees from the HR Department. Then a request letter and questionnaires in Google Forms were sent to them, inviting the respondents to join the survey through their emails and Facebook accounts to answer the approved questionnaire. To consider the busy schedules of the employees, the researcher asked the respondents to answer the question at their most convenient time. All the necessary data was completely gathered in the first week of December 2022.

Data Analysis

The data from the study were analyzed using the following statistical methods:

1. Frequency and percentage. Describes the respondent's profile in terms of sex, age, civil status, and length of service.

2. The mean and standard deviation assessed the level of assessment on servant leadership, ethical leadership, and job satisfaction.

3. One-way analysis of variance (ANOVA), Fisher's test, and Welch test determine the significant difference in the levels of servant leadership, ethical leadership, and job satisfaction of the respondents when they are grouped based on the profile. All the data indicators that passed the normality test and homogeneity test of variance using the Lavene test were analyzed through a one-way ANOVA with Fisher's test. In contrast, all data indicators that did not pass the homogeneity test of variance were analyzed through the Welch test. The statistical tool used in this study was SPSS version 22.

4. Spearman's rho correlation and Pearson's r correlation determine the relationship between the variables. The normality test in this study shows normal and not-normal distributions of data using the Shapiro-Wilk test. All the data indicators that were normal were analyzed through Spearman rho correlation, specifically for servant leadership indicators (empowerment, standing back, accountability, forgiveness, courage, humility, and stewardship) and ethical leadership indicators (moral person composite). In contrast, all data indicators that were not normal were analyzed through Pearson r correlation for the indicator "authenticity" of servant leadership and the "moral manager component" of ethical leadership. The statistical tool used in this study was SPSS version 22.

The interpretation for these is the following: If the r value is between 0 and 1, it shows a Positive correlation, while 0 means no correlation or no relationship between the variables, and between 0 and -1, there is a Negative correlation. Based on the study of Schober et al. (2018), the degree and direction of a linear link between two variables are measured by Pearson's correlational coefficient as follows:

Table 3. Correlation Coefficient

Correlation Coefficient	Descriptive Interpretation
$0.0 < r < 0.1$	Negligible Correlation
$0.1 < r < 0.39$	Weak Correlation
$0.4 < r < 0.69$	Moderately Strong Correlation
$0.7 < r < 0.89$	Strong Correlation
$0.9 < r < 1.0$	Very Strong Correlation

Results and Discussion

Respondent Profile

Table 4. Profile of the Respondents

Group	f (n=48)	%
Sex		
Male	25	52.08
Female	23	47.92
Age		
51-60	3	6.25
41-50	5	10.42
31-40	29	60.42
20-30	11	22.92
Civil Status		
Single	19	39.58
Married	29	60.42
Length of Service		
16 to 20	1	2.08
11 to 15	1	2.08
6 to 10	5	10.42
1 to 5	41	85.42

Table 4 outlines the demographic profile of the respondents in the study. Of the 48 BFAR-Caraga employees who participated in the online survey, 52.08 percent were male, and 47.92 percent were female. The age distribution reveals that the majority fall within the 31–40 years old bracket, constituting 60.42 percent of the total population. The 20–30 years old category comprises 22.92 percent, followed by 41–50 years old at 10.42 percent, and 51–60 years old at 6.25 percent. Regarding civil status, a significant portion of permanent employees are married (60.42 percent), while singles account for 39.58 percent. In terms of length of service, the majority (85.42 percent) have served the bureau for 1–5 years, with 10.42 percent serving for 6–10 years, and a smaller percentage of 2.08 percent serving for 11–15 years and 16–20 years.

Servant Leadership of BFAR-Caraga Department Heads

According to the data presented in Table 2, the assessment of servant leadership among BFAR-Caraga department heads, as perceived by respondents, reveals noteworthy findings. The indicator "Empowerment" attains the highest average mean of 4.29, accompanied by a standard deviation (SD) of 0.66, indicating a qualitative description of "Excellent Leadership" and a verbal interpretation of "Strongly Agree." This suggests that BFAR leaders effectively empower subordinates through clear instructions, skill development encouragement, decision-making autonomy, and problem-solving capabilities. Conversely, the "Forgiveness" indicator yields the lowest mean of 3.52, with an SD of 1.2, denoting a qualitative description of "Good Leadership" and a verbal interpretation of "Agree." This implies that employees perceive forgiveness from their superiors for their mistakes. Brennan and Monson (2014) note the significance of leaders fostering follower loyalty through enduring relationships and enhancing psychological well-being. The overall grand mean of 3.9, interpreted as "Agree" with a qualitative description of "Good Leadership," indicates that BFAR-Caraga department heads exhibit servant leadership qualities that inspire commitment, foster trusting relationships, encourage continuous learning, and promote work fulfillment (Liden et al., 2014). The alignment of employees' perception of supervisor commitment to service, empowerment, and a shared vision correlates positively with the organization's perceived embrace of servant leadership (Beck, 2014).

Table 5. Summary of Department Heads' Level of Service Leadership as Perceived by the Respondents

Indicators	Mean	SD	VI	QD
Empowerment	4.29	0.66	SA	EL
Standing back	3.86	0.89	A	GL
Accountability	4.04	0.68	A	GL
Forgiveness	3.52	1.20	A	GL
Courage	3.53	0.92	A	GL
Authenticity	3.76	0.81	A	GL
Humility	3.95	0.68	A	GL
Stewardship	4.25	0.84	SA	EL
Grand Mean	3.90	0.84	A	GL

Degree of the Relationship between Employees' Job Satisfaction Level (Salary) and Servant Leadership

As per the findings in Table 6, with a significance level set at 0.05 alpha, the Job Satisfaction level in terms of "Salary" exhibits a noteworthy correlation with Servant leadership, particularly in the dimensions of "Authenticity" (r-value of 0.294, p-value of 0.043) and "Courage" (r-value of 0.295, p-value of 0.042). The descriptive interpretation denotes a "Weak correlation." This implies that while the two factors demonstrate an inclination to increase simultaneously, the correlation isn't robust enough to form a definitive judgment.

Table 6. Degree of the Relationship between Employees' Job Satisfaction Level (Salary) and Servant Leadership.

Job Satisfaction Level	Servant Leadership	N	computed r	p-value @ 0.05 alpha	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Empowerment</i>	48	0.262	.072	Do not reject	Not Significant	
	<i>Standing Back</i>	48	0.125	.397	Do not reject	Not Significant	
	<i>Accountability</i>	48	0.181	.219	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	-0.054	.716	Do not reject	Not Significant	
Salary	<i>Courage</i>	48	0.295	.042	Reject	Significant	Weak Correlation
	<i>Authenticity</i>	48	0.294	.043	Reject	Significant	Weak Correlation
	<i>Humility</i>	48	0.256	.079	Do not reject	Not Significant	
	<i>Stewardship</i>	48	0.231	.114	Do not reject	Not Significant	

Degree of Relationship between Employees' Job Satisfaction Level (Promotion) and Servant Leadership

According to Table 7, Job satisfaction level related to "Promotion" demonstrates a significant association with servant leadership, specifically in the dimensions of Empowerment (r-value = 0.318, p-value = 0.027), Courage (r-value = 0.309, p-value = 0.032), Authenticity (r-value = 0.302, p-value = 0.037), and Humility (r-value = 0.256, p-value = 0.079). The calculated r-values indicate a "Weak correlation" descriptively. This suggests that servant leadership, as reflected in these indicators, may positively influence the job satisfaction level concerning "promotion" among BFAR employees, but the strength of the relationship is weak.

Promotions play a pivotal role in an employee's life, impacting various aspects of their career and work environment. They significantly contribute to labor mobility, often resulting in substantial wage increases (Blau et al., 2007). Promotions also influence other job characteristics, such as responsibilities and subsequent job attachment. Previous studies, such as Miears (2004), have highlighted a significant correlation between job satisfaction and employee perceptions of servant leadership. Similarly, Joo et al. (2012), in their examination of Fortune Global 500 companies in Korea, identified positive associations between aspects of transformational leadership (vision articulation, group goal promotion, and intellectual stimulation) and organizational commitment.

Table 7. Degree of Relationship between Employees' Job Satisfaction Level (Promotion) and Servant Leadership.

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
Promotion	<i>Empowerment</i>	48	0.318	0.027	Reject	Significant	Weak Correlation
	<i>Standing Back</i>	48	0.217	0.139	Do not reject	Not Significant	
	<i>Accountability</i>	48	-0.054	0.714	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.126	0.393	Do not reject	Not Significant	
	<i>Courage</i>	48	0.309	0.032	Reject	Significant	Weak Correlation
	<i>Authenticity</i>	48	0.302	0.037	Reject	Significant	Weak Correlation
	<i>Humility</i>	48	0.256	0.079	Reject	Significant	Weak Correlation
	<i>Stewardship</i>	48	0.169	0.250	Do not reject	Not Significant	

Degree of the Relationship between Employees' Job Satisfaction Level (Supervision) and Servant Leadership

Table 8 indicates that, among the eight levels of servant leadership, all indicators, excluding accountability, exhibit a significant relationship with job satisfaction level (supervision). The indicators "Empowerment" ($r = 0.602$, $p = 0.000$) and "Standing back" ($r = 0.601$, $p = 0.000$) demonstrate the highest and lowest critical r and p values at a 0.005 alpha level, both having a descriptive interpretation of a "Moderately strong correlation." This suggests a positive relationship between job satisfaction level and servant leadership indicators.

According to Colbert et al. (2016), there is a notable correlation between supervisor and coworker support, leading to enhanced well-being and increased readiness. The perception of support from a supervisor significantly influences individual enthusiasm and well-being. Similarly, Mitchell et al. found a strong correlation between leader characteristics, leadership inclusiveness, and team effectiveness, emphasizing the interconnectedness of leadership and team outcomes.

Table 8. Degree of the Relationship between Employees' Job Satisfaction Level (Supervision) and Servant Leadership.

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Empowerment</i>	48	0.602	.000	Reject	Significant	Moderate to strong correlation
	<i>Standing Back</i>	48	0.601	.000	Reject	Significant	Moderate to strong correlation
	<i>Accountability</i>	48	0.150	.309	Do Not Reject	Not Significant	
	<i>Forgiveness</i>	48	0.522	.000	Reject	Significant	Moderate to strong correlation
Supervision	<i>Courage</i>	48	0.459	.001	Reject	Significant	Moderate to strong correlation
	<i>Authenticity</i>	48	0.468	.001	Reject	Significant	Moderate to strong correlation
	<i>Humility</i>	48	0.577	.000	Reject	Significant	Moderate to strong correlation
	<i>Stewardship</i>	48	0.500	.000	Reject	Significant	Moderate to strong correlation

Degree of the Relationship between Employees' Job Satisfaction Level (Benefits) and Servant Leadership

Table 9 illustrates a significant relationship between job satisfaction in the "Benefits" aspect and servant leadership indicators, specifically authenticity ($r = 0.357$, $p = 0.013$), humility ($r = 0.357$, $p = 0.013$), empowerment ($r = 0.365$, $p = 0.011$), and forgiveness ($r = 0.302$, $p = 0.037$). The descriptive interpretation is a "Weak correlation," indicating that servant leadership can positively influence job satisfaction concerning benefits, but the relationship is weak.

Empowering subordinates involves leaders practicing self-reflection to set exemplary standards and encouraging followers to do the same. Additionally, connecting with one's spiritual self fosters gratitude and genuine care for others, creating a sense of community and higher purpose (Marques et al., 2009). Faith-based actions, characterized by compassion, genuine concern for others, and altruism, contribute to employee well-being both within and outside the workplace.

Table 9. Degree of the Relationship between Employees' Job Satisfaction Level (Benefits) and Servant Leadership.

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Empowerment</i>	48	0.365	.011	Reject	Significant	Weak correlation
	<i>Standing Back</i>	48	0.230	.116	Do not reject	Not Significant	
	<i>Accountability</i>	48	0.157	.285	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.302	.037	Reject	Significant	Weak correlation
<i>Benefits</i>	<i>Courage</i>	48	0.134	.365	Do not reject	Not Significant	
	<i>Authenticity</i>	48	0.357	.013	Reject	Significant	Weak correlation
	<i>Humility</i>	48	0.357	.013	Reject	Significant	Weak correlation
	<i>Stewardship</i>	48	0.265	.069	Do not reject	Not Significant	

Degree of the Relationship between Employees' Job Satisfaction Level (Reward) and Servant Leadership

Table 10 demonstrates a significant relationship between employees' job satisfaction in the "Rewards" aspect and servant leadership across all indicators except accountability. The r-value and p-value for the "Empowerment" indicator are ($r = 0.512$, $p = 0.000$), indicating a moderately strong correlation. Additionally, the forgiveness indicator, with a value of ($r = 0.245$, $p = 0.093$), shows a significant yet weak correlation to job satisfaction in the rewards aspect. This suggests that an increase

in servant leadership across various indicators corresponds to an increase in employee job satisfaction with rewards.

Reward management, as outlined by Armstrong and Murlis (2010), involves developing and implementing plans and policies to compensate individuals fairly, equitably, and consistently based on their contributions to the organization. This encompasses non-cash incentives such as praise, opportunities for growth and learning, and increased job responsibilities.

Table 10. Degree of the Relationship between Employees' Job Satisfaction Level (Reward) and Servant Leadership.

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
Rewards	<i>Empowerment</i>	48	0.512	.000	Reject	Significant	Moderately strong correlation
	<i>Standing Back</i>	48	0.378	.008	Reject	Significant	Weak correlation
	<i>Accountability</i>	48	-0.027	.858	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.245	.093	Reject	Significant	Weak correlation
	<i>Courage</i>	48	0.460	.001	Reject	Significant	Moderately strong correlation
	<i>Authenticity</i>	48	0.431	.002	Reject	Significant	Moderately strong correlation
	<i>Humility</i>	48	0.361	.012	Reject	Significant	Weak correlation
	<i>Stewardship</i>	48	0.273	.060	Reject	Significant	Weak correlation

Degree of the Relationship Between Employees' Job Satisfaction Level (Operating Condition) and Servant Leadership

Table 11 indicates no significant correlation between servant leadership and various facets of job satisfaction. This implies an absence of relationship between these variables. Ozyilmaz and Cicek propose that job satisfaction may stem from factors such as autonomy, recognition for task accomplishments, assigned responsibility, and the application of skills. Environmental factors, including

work settings, colleagues, leadership, and compensation, also contribute to job satisfaction. Job satisfaction has been extensively studied over decades, exploring its origins, historical aspects, and its specific connections to organizational goals and missions.

Table 11. Degree of the Relationship between Employees' Job Satisfaction Level (Operating Condition) and Servant Leadership

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
Operating Condition	<i>Empowerment</i>	48	-0.126	.394	Do not reject	Not Significant	
	<i>Standing Back</i>	48	-0.212	.148	Do not reject	Not Significant	
	<i>Accountability</i>	48	-0.171	.247	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.074	.620	Do not reject	Not Significant	
	<i>Courage</i>	48	-0.178	.225	Do not reject	Not Significant	
	<i>Authenticity</i>	48	0.059	.689	Do not reject	Not Significant	
	<i>Humility</i>	48	-0.249	.087	Do not reject	Not Significant	
	<i>Stewardship</i>	48	-0.260	.075	Do not reject	Not Significant	

Degree of Relationship between Employees' Job Satisfaction Level (Co-workers) and Servant Leadership

Table 12 indicates a significant correlation between job satisfaction level (co-workers) and all servant leadership indicators except accountability. The highest computed r and p values are for Empowerment ($r = 0.602$, $p = 0.000$) and Courage ($r = 0.413$, $p = 0.004$), both interpreted as having a moderately strong correlation. This suggests that an increase in servant leadership indicators, including

empowerment, humility, standing back, forgiveness, stewardship, and authenticity, may enhance coworker job satisfaction.

Perceiving support from one's supervisor strongly influences individual enthusiasm and well-being. Cerit (2009) found that job satisfaction is influenced by various factors, including the support of leaders and coworkers. Boyas, et al. (2015), contributing to the construct of feeling valued, used the Communication Index to gauge respondents' perceived value. Vercic et al. defined communication as the exchange of information within an organization that fosters understanding and alignment of goals.

Table 12. Degree of Relationship Between Employees' Job Satisfaction Level (Co-workers) and Servant Leadership

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
Co-Workers	<i>Empowerment</i>	48	0.602	.000	Reject	Significant	Moderately strong correlation
	<i>Standing Back</i>	48	0.511	.000	Reject	Significant	Moderately strong correlation
	<i>Accountability</i>	48	-0.025	.867	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.545	.000	Reject	Significant	Moderately strong correlation
	<i>Courage</i>	48	0.413	.004	Reject	Significant	Moderately strong correlation
	<i>Authenticity</i>	48	0.435	.002	Reject	Significant	Moderately strong correlation
	<i>Humility</i>	48	0.459	.001	Reject	Significant	Moderately strong correlation
	<i>Stewardship</i>	48	0.434	.002	Reject	Significant	Moderately strong correlation

Degree of Relationship Between Employees' Job Satisfaction Level (Nature of Work) and Servant Leadership

Table 13 reveals a significant relationship between certain indicators of servant leadership and employees' job satisfaction levels in the "Nature of work." Servant leadership's "Empowerment" ($r = 0.545, p = 0.00$) and "Humility" ($r = 0.489, p = .000$) show a moderately strong correlation, while "Courage" ($r = 0.294, p = 0.042$) has a weak correlation. This suggests that changes in indicators like empowerment, standing back, authenticity, humility, and stewardship of servant leadership correspond to changes in the nature of work.

Employees, motivated to achieve successful task completion, become self-sustaining assets to the business, positively impacting job satisfaction levels (Pink, 2011). Brennan and Monson's (2014) review highlights that successful leaders cultivate relationships where employees perceive genuine concern for their well-being.

Table 13. Degree of Relationship Between Employees' Job Satisfaction Level (Nature of Work) and Servant Leadership

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Empowerment</i>	48	0.545	.000	Reject	Significant	Moderately strong correlation
	<i>Standing Back</i>	48	0.349	.015	Reject	Significant	Weak correlation
	<i>Accountability</i>	48	0.065	.663	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.201	.171	Do not reject	Significant	Moderately strong correlation
<i>Nature of Work</i>	<i>Courage</i>	48	0.294	.042	Do not reject	Not Significant	Weak correlation
	<i>Authenticity</i>	48	0.466	.001	Reject	Significant	Moderately strong correlation
	<i>Humility</i>	48	0.489	.000	Reject	Significant	Moderately strong correlation
	<i>Stewardship</i>	48	0.471	.001	Reject	Significant	Moderately strong correlation

Degree of the Relationship Between Employees' Job Satisfaction Level (Communication) and Servant Leadership

Table 14 indicates a significant correlation between job satisfaction level in "Communication" and various indicators of servant leadership. "Empowerment" ($r = 0.482$, $p = 0.001$) and "Humility" ($r = 0.398$, $p = 0.005$) both exhibit a moderately strong correlation.

The organization's communication quality directly influences job satisfaction. A lack of connection between leadership and the workforce, along with mistrust and misinformation, diminishes employee loyalty (Avolio et al., 2009). Doubtful employees may struggle with confidence and self-worth, leading to communication gaps. Effective organizations, as argued by Marques et al. (2009), cultivate supportive and inclusive environments. Executives emphasize that when employees feel included and embrace diversity, their motivation to support one another increases without compromising openness or honesty. Healthy organizations not only encourage creativity but also foster honesty, trust, support, and a sense of belonging.

Table 14. Degree of the Relationship Between Employees' Job Satisfaction Level (Communication) and Servant Leadership

Job Satisfaction Level	Servant Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Empowerment</i>	48	0.482	.001	Reject	Significant	Moderately strong correlation
	<i>Standing Back</i>	48	0.349	.015	Reject	Significant	Weak correlation
	<i>Accountability</i>	48	0.109	.459	Do not reject	Not Significant	
	<i>Forgiveness</i>	48	0.302	.037	Do not reject	Not Significant	Weak correlation
Communication	<i>Courage</i>	48	0.354	.014	Reject	Significant	Weak correlation
	<i>Authenticity</i>	48	0.384	.007	Reject	Significant	Weak correlation
	<i>Humility</i>	48	0.384	.005	Reject	Significant	Weak correlation
	<i>Stewardship</i>	48	0.358	.013	Reject	Significant	Weak correlation

Ethical Leadership of BFAR-Caraga Department Heads

Table 15 outlines the department heads' perceived level of ethical leadership, and notable insights emerge. The "Moral Manager Component" indicator exhibits a mean average of 3.87, accompanied by an SD of 0.90, interpreted as "agree" with a qualitative description of "good leadership."

Brown et al. (2005) suggest that individuals operating at higher moral reasoning levels are more prone to conscientious decision-making, demonstrate concern for others' rights, and cultivate relationships through fairness.

Similarly, the "Moral Person Component" displays a mean average of 4.15, with an SD of 0.90, indicating "agree" with a qualitative description of "good leadership." According to Reddy and Kamesh (2016), ethical leadership elevates follower morale by embodying openness, agreeableness, and fairness. The composite average mean for Ethical Leadership among BFAR-Caraga Department Heads is 4.01, interpreted as "agree" with a qualitative description of "good leadership." Here, BFAR-Caraga's leadership influences subordinates as ethical role models, aligning employees' ethical behavior with organizational performance management.

Ethical Leadership (EL) exerts influence on organizational communication, fostering a moral-ethical climate. Ethical leaders, through their moral character, empower individuals by establishing an environment conducive to moral teachings (Wu, 2021). Lu (2014) underscores trust as a crucial mediator in the relationship between ethical leadership and organizationally oriented citizenship behavior, as well as between ethical leadership and personally focused civic behavior. Zhou et al. (2022) advocate for organizational training sessions to enhance managers' ethical thinking, heightening awareness of ethical behaviors and their consequences, ultimately improving leadership styles. Such training further guides managers in cultivating ethical messages, fostering relationships with subordinates, and encouraging followers' ethical behaviors.

Table 15. Summary of the Department Heads' Level of Ethical Leadership as Perceived by the Respondents

Indicators	Mean	SD	Verbal Interpretation	Qualitative Description
Moral Manager Component	3.87	0.90	Agree	Good Leadership (GL)
Moral Person Component	4.15	0.77	Agree	Good Leadership (GL)
Grand Mean	4.01	0.84	Agree	Good Leadership (GL)

Job Satisfaction Level of BFAR-Caraga Employee

Table 16. Summary Job Satisfaction Level of BFAR-Caraga Employees

Indicators	Mean	SD	Verbal Interpretation	Qualitative Description
Salary- Pay and remuneration	3.31	0.96	Sometimes	Moderately satisfied
Promotion- Promotion opportunities	2.99	0.95	Sometimes	Moderately satisfied
Supervision- Immediate supervisor	4.06	0.91	Most of the time	Satisfied
Benefits- Monetary and nonmonetary fringe benefits	3.67	1.07	Most of the time	Satisfied
Rewards- Appreciation, recognition, and rewards for good work	3.23	1.05	Sometimes	Moderately satisfied
Operating conditions- Operating policies and procedures	2.63	0.98	Sometimes	Moderately satisfied
Co-workers- People you work with	3.94	0.91	Most of the time	Satisfied
Nature of work - Job tasks themselves	4.06	0.89	Most of the time	Satisfied
Communication- Communication within the organization	3.85	1.02	Most of the time	Satisfied
Grand Mean	3.53	0.97	Most of the time	Satisfied

Table 16 presents the job satisfaction levels of BFAR-Caraga employees, revealing noteworthy findings. The highest indicator, "Nature of Work," boasts a mean average of 4.06, accompanied by an SD of 0.89, interpreted as "most of the time" with a qualitative description of "satisfied." This implies that employees take pride in their work and derive satisfaction from their tasks.

Empowering and developing employees, as demonstrated by increased autonomy and organizational decision-making involvement, aligns with theories suggesting intrinsic satisfaction and heightened productivity when individuals have control (van Dierendonck & Nuijten, 2010). Likewise, the "Supervision" indicator mirrors a mean of 4.06 with an SD of 0.91, indicating competence, trustworthiness, fairness, and concern for subordinates by the head of the BFAR-Caraga office (Anitha, 2014).

Conversely, the "Operating Condition" indicator exhibits the lowest mean of 2.63, with an SD of 0.98, denoting "sometimes" with a qualitative description of "moderately satisfied." Mitterer (2017) notes that in dynamic and complex organizational environments, leaders must adapt processes to meet changing conditions while addressing follower needs.

The overall grand mean is 3.53 with an SD of 0.97, interpreted as "most of the time" with a qualitative description of "satisfied." This is a positive indicator, signifying a high level of job satisfaction among BFAR-Caraga employees.

Degree of Relationship Between Employees' Job Satisfaction Level and Ethical Leadership

Table 17 indicates a substantial correlation between job satisfaction in the "Supervision" domain and Ethical Leadership (EL) indicators, specifically Moral Manager ($r = 0.48, p = 0.001$) and Moral Person component ($r = 0.586, p = 0.000$), denoting a moderately strong correlation. Similarly, job satisfaction related to "Rewards" significantly correlates with EL indicators "Moral Person" ($r = 0.378, p = 0.008$) and "Moral Manager" ($r = 0.381, p = 0.008$), suggesting a weak correlation. This underscores the impact of ethical leaders' moral character on job satisfaction, indicating that an increase in supervision and rewards aligns with an increase in Moral Person and Moral Manager components.

Additionally, a significant correlation between job satisfaction concerning "Operating Conditions" and EL "Moral Manager component" ($r = -0.349, p = 0.015$) with a descriptive interpretation of a weak negative correlation. This implies that as operating conditions improve, there is a corresponding decrease in the value of the Moral Manager component. Metwally et al. note that organizations operating in competitive environments benefit from transparent business initiatives, aligning with the critical role of ethical leadership in fostering organizational transparency and reducing uncertainty.

Ethical leadership, as explained by Moon and Jung and Guo, contributes to employee development, comprehension, and contentment. Leaders' moral traits exhibit care for employee well-being, fostering workplace fulfillment. Guo (2022) emphasizes that ethical leadership effectively influences employee actions by aligning with their values, promoting ethical behavior in the workplace. Incorporating moral ideals into organizational processes enhances ethical leadership and organizational performance, shaping individuals' behavior and conduct at work. Leaders' moral integrity is deemed as crucial as their managerial skill set and strategic influence. Ethical leadership's moral traits underscore leaders' moral accountability, vision, and sincerity.

Table 17. Degree of the Relationship Between Employees' Job Satisfaction Level and Ethical Leadership.

Job Satisfaction Level	Ethical Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
Salary	<i>Moral Person Component</i>	48	0.115	0.437	Do not reject.	Not Significant	
	<i>Moral Manager Component</i>	48	0.084	0.569	Do not reject.	Not Significant	
Promotion	<i>Moral Person Component</i>	48	0.119	0.422	Do not reject.	Not Significant	
	<i>Moral Manager Component</i>	48	0.092	0.535	Do not reject.	Not Significant	
Supervision	<i>Moral Person Component</i>	48	0.586	0.000	Reject	Significant	Moderately strong correlation
	<i>Moral Manager Component</i>	48	0.480	0.001	Reject	Significant	Moderately strong correlation
Benefits	<i>Moral Person Component</i>	48	0.233	0.112	Do not reject.	Not Significant	

Table 17. Degree of the Relationship Between Employees' Job Satisfaction Level and Ethical Leadership (Continued).

Job Satisfaction Level	Ethical Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
	<i>Moral Manager Component</i>	48	0.051	0.731	Do not reject.	Not Significant	
<i>Rewards</i>	<i>Moral Person Component</i>	48	0.378	0.008	Reject	Significant	Weak correlation
	<i>Moral Manager Component</i>	48	0.381	0.008	Reject	Significant	Weak correlation
<i>Operating Condition</i>	<i>Moral Person Component</i>	48	-0.219	0.134	Do not reject.	Not Significant	
	<i>Moral Manager Component</i>	48	-0.349	0.015	Reject	Significant	Weak negative correlation
<i>Co-workers</i>	<i>Moral Person Component</i>	48	0.525	0.000	Reject	Significant	Moderately strong correlation
	<i>Moral Manager Component</i>	48	0.394	0.006	Reject	Significant	Weak correlation
<i>Nature of Work</i>	<i>Moral Person Component</i>	48	0.477	0.001	Reject	Significant	Moderately strong correlation
	<i>Moral Manager Component</i>	48	0.359	0.012	Reject	Significant	Weak correlation

Table 17. Degree of the Relationship Between Employees' Job Satisfaction Level and Ethical Leadership (Continued).

Job Satisfaction Level	Ethical Leadership	N	computed r	p-value	Decision on Ho	Interpretation	Descriptive Interpretation
<i>Communication</i>	<i>Moral Person Component</i>	48	0.493	0.000	Reject	Significant	Moderately strong correlation
	<i>Moral Manager Component</i>	48	0.388	0.006	Reject	Significant	Weak correlation

Conclusion

This research delves into leadership styles and job satisfaction among BFAR-Caraga employees, revealing variations in servant and ethical leadership indicators. Forgiveness emerges as a focal point for improvement, warranting a dedicated seminar. Job satisfaction is generally high, with Nature of Work and Supervision being major contributors. Demographic differences influence satisfaction levels, notably in age and gender. The study establishes a clear relationship between leadership styles and job satisfaction, affirming their role as precursors. While recognizing limitations and advocating for a broader sample, the research offers actionable recommendations. Sustaining servant and ethical leadership is advised, with specific interventions like forgiveness seminars proposed. The study underscores the practical application of its findings to enhance employee satisfaction and organizational effectiveness at BFAR-Caraga. Future studies should expand to non-permanent employees for a comprehensive understanding and conduct follow-up assessments to gauge the sustained impact of recommendations over time.

Reference

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323. doi:10.1108/IJPPM-01-2013-0008.

Armstrong, M., & Murlis, H. (2010). *Reward Management: A Handbook of Remuneration Strategy and Practice*. London: Kogan Page Publishers.

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2009). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 20(6), 801-823.

Beck, C. D. (2014). Antecedents of servant leadership: A mixed methods study. *Journal of Leadership & Organizational Studies*, 12(3), 299-314. doi:10.1177/1548051814529993.

Blau, G. J., Boal, K. B., & Rousseau, D. M. (2007). Promoting exploration of the unfamiliar: A career course perspective. *Journal of Organizational Behavior*, 28(7), 757-775.

Boyas, J. F., Wind, L. H., & Ruiz, E. (2015). Testing the construct validity of the cultural value survey (CVS): An indigenous assessment scale of workplace diversity. *Social Work Research*, 39(2), 83-94.

Brennan, M. D., & Monson, V. (2014). Professionalism: Good for patients and health care organizations. *Mayo Clinic Proceedings*, 89(5), 644-652. doi:10.1016/j.mayocp.2014.01.011.

Brennan, R. T., & Monson, T. C. (2014). The moral responsibility of nonprofit leaders to address social determinants of health. *Journal of Bioethical Inquiry*, 11(1), 17-27.

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134.

Cameron, R., & Sankaran, S. (2015). Mixed methods research in project management. In Pasian, B. *Methods, Designs, and Practices for Research into Project Management*. London: Routledge.

Cerit, Y. (2009). The impact of organizational communication on organizational commitment: A field study in a Turkish public organization. *International Journal of Business and Management*, 4(9), 144-151.

Colbert, A. E., Bono, J. E., & Purvanova, R. K. (2016). Flourishing via workplace relationships: Moving beyond instrumental support. *Academy of Management Journal*, 59(4), 1199-1223.

Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of Applied Socio-Economic Research*, 5, 53-60.

Joo, B. K., Chae, J. S., & Kim, T. T. (2012). Transformational/transactional leadership and organizational commitment: Effects of culture and gender. *Leadership & Organization Development Journal*, 33(5), 400-420.

Khan, S. R., & Javed, U. (2018). Revision of ethical leadership scale. *Journal of Research and Reflections in Education*, 12(2), 121-135.

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. doi:10.5465/amj.2013.0034.

Lu, X. (2014). Ethical leadership and organizational citizenship behavior: The mediating roles of cognitive and affective trust. *Social Behavior and Personality: An International Journal*, 42(3), 379-389.

Marques, J. F., McNally, J. J., Chapman, M., & McIntyre, T. (2009). Influence of personal and organizational factors on researchers' attitudes towards people with mental illness. *Journal of Nervous and Mental Disease*, 197(11), 834-839.

Miears, P. (2004). Servant leadership in organizations: Inspirational and moral. *Leadership & Organization Development Journal*, 25(8), 600-613.

Mitterer, D. M. (2017). *Servant Leadership and Its Effect on Employee Job Satisfaction and Turnover Intent*. Unpublished doctoral dissertation. Walden University, Minnesota.

Murari, K., & Gupta, K. S. (2012). Impact of servant leadership on employee empowerment. *Journal of Strategic Human Resource Management*, 1(1), 28-37.

Pink, D. H. (2011). *Drive: The Surprising Truth about What Motivates Us*. New York: Riverhead Books.

Qing, M., Asif, M., Hussain, A., & Jameel, A. (2019). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science*, 14, 1405-1432. doi: 10.1007/s11846-019-00340-9.

Reddy, A. V., & Kamesh, A. V. S. (2016). Integrating servant and ethical leadership. In Chatterji, M., & Zsolnai, L. (Ed.). *Ethical Leadership*. London: Palgrave Macmillan.

Sadler, P. (2003). *Leadership*. 2nd ed. London: Kogan Page Publisher.

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students*. 6th ed. London: Pearson Education Limited.

Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: Appropriate use and interpretation. *Anesthesia & Analgesia*, 126(5), 1763-1768. doi: 10.1213/ANE.0000000000002864.

Siddiqui, N. M. (2014). Success of an organization is a result of employee's performance. *Advances in Social Sciences Research Journal*, 1(4), 179-201.

Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, CA: Sage.

Tischler, L., Giambatista, R., McKeage, R., & McCormick, D. (2016). Servant leadership and its relationships with core self-evaluation and job satisfaction. *The Journal of Values-Based Leadership*, 9(1), Article 8.

Tu, Y., Lu, X., & Yu, Y. (2017). Supervisors' ethical leadership and employee job satisfaction: A social cognitive perspective. *Journal of Happiness Studies*, 18, 229-245. doi: 10.1007/s10902-016-9725-1.

van Dierendonck, D., & Nuijten, I. (2010). The servant leadership survey: Development and validation of a multidimensional measure. *Journal of Business and Psychology*, 26(3), 249-267. doi:10.1007/s10869-010-9194-1.

Wu, W. L. (2021). How ethical leadership promotes knowledge sharing: A social identity approach. *Frontiers in Psychology*, 12, 727903. doi: 10.3389/fpsyg.2021.727903.

Zhou, G., Gul, R., & Tufail, M. (2022). Does servant leadership stimulate work engagement? The moderating role of trust in the leader. *Frontiers in Psychology*, 13, 925732. doi: 10.3389/fpsyg.2022.925732.