

An Investigation of Relationship between Servant Leadership and Innovative Behavior with the Moderating Role of Trust and Engagement

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Abstract

Main purpose of this empirical research paper was to examine the relationship between servant leadership and innovative behavior of employees while keeping the trust and engagement as moderating variables. Data collection procedure takes place in both secondary and primary form. Assistance from secondary data was taken in from the Internet, previously published and reviewed articles, magazines and books. Collection of primary data, researchers distributed the questionnaire survey. The survey was distributed among potential audience form diverse organizations including banks, educational institutions, and production companies. Only 63 are respondents to the survey. For analysis, researchers take assistance from a software application Smart-PLS. Data was then analyzed with the help of the structural equation model. After analysis, findings and results were identified by the researcher. As per from finding of this study servant leadership, trust, engagement and innovative behavior, all of the hypothesis were supported. Servant leadership have a positive relationship with trust and employee engagement. Similarly, employee's trust and employee engagement have a positive relationship with innovative behavior in an organizational culture based on servant leadership. This study concludes that innovative behavior and work engagement of employee actually enhances; if leaders in organization trust and value decision of their employees in at workplace.

Keywords: Servant leadership, engagement, trust, Innovative behavior

Introduction

The ideology of servant leadership has gained the attention of western scholars from last decade; which make it one of the new areas for

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researchers from the perspective of organizational behavior (Liden et al., 2008; Sendjaya and Sarros, 2002; van Dierendonck, 2011). With the help of rich research by scholars in this field actually made them to fully understand the concept of servant leadership and its practices (Mayer et al., 2008). It has also been argued that to have a complete know-how regarding any issue in an organization a better way is to empower their people which provide them with a deeper meaning to their job and inefficient and effective decision-making process (McGee-Cooper and Trammell, 2002). In addition, it has also been taken in observation by some researchers that those organization who practice servant leadership actively, such organization provide value values in such a way that it provides "defining thoughts"; which actually provides a cleared moral to its leaders (DePree, 2002).¹

Trust is basically a psychological condition of an employee which compares the intentions to accept the susceptibility of an employee based on positive expectations of the attitude of another co-worker (Atkinson and Butcher, 2003). Previously done literature by different scholars have emphasized a strong relationship between the leadership style of the leaders and trust with their co-workers and with subordinates within an organization (Arnold et al., 2001; Brower et al., 2000; Dirks and Ferrin, 2002). On the other hand, none of these studies has addressed the correlation linkage between a specific leadership behavior of a leader and the creation of a strong trust with their subordinates. Conversely, Greenleaf (1977) highlighted that trust is one of the factors which acts as the building blocks for the creation or maintaining the servant leadership in an organization; which encourage the environment of trust in an organization between employees. Similarly, profit and non-profit organization in America and West-Indies have resultant in a strong correlation between employees perceived level of servant leadership and organizational trust (Joseph and Winston, 2005).²

Servant leadership is a leadership philosophy, which linked to the customer experience, employees trust and engagement of the employee which create the innovative behavior of the employees and a also a unique culture in the organization, where both the followers and leaders work together in order to achieve the organization established goals without the use of the positional and authorities power of leaders in the workplace (Groppel and Loehr, 2004). Employee engagement also has a link towards organizational success and employee creativity in an organization (Ayers 2008; Bryce 2009; Federman, 2009).³

It has been observed that high level of trust between subordinates and leaders have a strong influence between leaders or managers and

their subordinates; which definitely have an impact on overall output of an organization (Hudson, 2004). Employees having a strong level of trust with their leaders actually facilitated them to achieve organizational goals which mean that employees become more goal-oriented; which is possible with the help of participating in the problem solving and developing innovative strategies for it (Chenhall and Langfield-Smith, 2003). Jafri (2012) concludes that trust between leaders and subordinates have a significant influence on the innovative behavior of their employees. It has also been emphasized that if an employee feels safe in an organizational environment based on trust; employees without facing negative consequences from upper management usually they explore new ways of completing the task or assignment while knowing that their other colleagues will respond positively to it. (Bysted, 2013).⁴

Innovative behavior of employees is to explore new ideas, a new way of working process, products rules and procedures related to the work in the organization (Yuan & Woodman, 2010; Tuominen & Toivonen, 2011; van Rijnssoever et al., 2012), and such creativity come from the employee engagement. The positive outcomes of management comes from the high employee engagement in the workplace (Saks 2006; Agarwal et al., 2012), when employee perceive that the organization valued their opinions on things, then he/she engagement level in the workplace be more increased (Latham et al., 2005), and as a result many improvements in the organization. According to researchers studies nowadays, the innovative behavior and employee engagement at workplace usually conducted in the service sector industry, and frontline employees are mainly their focus in organizations.⁵

Research Objectives

The main objective of this research paper is to investigate the employee's perception of servant leadership on innovative behavior from the perspective of their relationship based on trust and engagement with their leaders.

Research Questions

Q1: To what extent servant leadership engage employees at work in order to enhance their innovative behavior?

Q2: How servant leadership drives the innovative behavior of employees in a trustworthy environment?

Literature Review

Servant leadership with trust

Trust can be defined as the confidence and reliance on other coworkers, team member or manager; which is definitely based on the factor of their morality which majorly includes honesty between each other (Hauser and House, 2000). The basic model of servant leadership emphasizes the way of monitoring, managing, empowering and the factor of persuade. Trust is an essential factor of servant leadership which basically exists totally on the basis of true or trustworthy leadership (Story, 2002). Basic values of employees morality which should be based on honesty actually enhances interpersonal and organizational trust between the employees and their organization; which then lead them to the factor of credibility, so it has been observed that trust is an essential and basic element in the creation or maintenance of servant leadership (Russell, 2001).⁶

Greenleaf (1977) argued that when leadership has been started in any organization the factor of trust is directly dependent on it which he takes it to an advanced level that trust is one of the factors with which servant leadership cannot be formed in an organization. Greenleaf (1977) further stated that servant leadership highlighted the factor of trustworthiness which shows the dependence and reliability of subordinates on their managers. Servant leadership is a kind of leadership which is always led by setting example and operates accordingly (p. 342). It has also been observed that organizational trust should be created between employees and their trustworthy managers which led these managers to act as a servant at the workplace and understands the institutional care and its stakeholders (p. 100).⁷

An empirical study which was conducted by Spears (2004) proposed ten characteristics of servant leadership, and explained that the criteria of servant leadership are based on strong commitment to the growth of its people, awareness in managers and their subordinates, conceptualization, building a strong community for employees, foresight, listening, persuasion, stewardship and empathy among managers and their subordinates. It has also been argued that managers who strongly practice their activities as per by the steps of servant leadership continuously enhance the performance of their employees in a positive way (Ehrhart, 2004; Fry, 2003; Polleys, 2002).⁸

From the above studies about trust between leaders and subordinates in an environment of servant leadership the following hypothesis is proposed.

H1a: Trust in leader mediates the positive relationship between servant leadership and subordinates.

Servant leadership with engagement

Two individual aspects of engagement that positively contribute to engagement: firstly the aspects of available job resources are like the organizational support, management feedback or the level of autonomy, among others, and other is through personal resources aspects such as resilience, and optimism, it would enhance the engagement of employee with their work and also at their organization (Demerouti, 2007). Same study (2007) also highlighted in their literature that employee's engagement with their work may have a negative relationship with some of the job demands level such as work pressure, emotional, mental, and physical demands are some of the aspects.⁹

The research available on the relationship of servant leadership with employee engagement is very limited. Most of the research and articles are available on the relationship of employee's engagement with employee's commitment and employee's performance in an organization which increase the productivity in terms of higher revenue (Lawson, 2008; Schneider et al., 2009). Employee's engagement can also be elaborated as the emotional attachment of employees with their work. Employee's engagement is directly related to servant leadership, if a servant leader wants that his/her subordinates should be engaged at their work. So it's very essential for them to understand the needs and values of their subordinates at the workplace. Even more, they must facilitate their employees with a supportive work environment. The study overall contributed to servant leadership and lesser to employee engagement. Through a phenomenological study, the main objective and aim of this research study are to understand and investigate the servant leadership with respect to both leaders and followers in order to understand the relationship of servant leadership with employee's engagement (Bloom, 2009; Garza, 2007; Lindseth and Norberg, 2004).¹⁰

From the above studies about engagement between leaders and subordinates in an environment of servant leadership the following hypothesis can be formed.

H2a: Employee engagement has a positive relationship between servant leadership and subordinates.

Trust with innovative behavior

Previously done research by Riikka Ellonen (2008) discussed that different studies were conducted in order to observe the relationship between trust and innovative behavior and observed the following

results. Trust between subordinates, leader and organization is implicated in such environment when they expect that their management takes the idea from their employees positively on a serious note for the purpose of implementation (Clegg et al., 2002). Those leaders who keep organizational interest above their personal interest usually shares the values and benefits which is brought by any given change; which is positively related to idea suggestion (Clegg et al., 2002). High level of trust between manager and subordinates is also positively correlated with the innovative behavior of employees (Tan and Tan, 2000).¹¹

Trustworthiness between leaders and subordinates contributes to the intra-firm knowledge sharing which provide an opportunity for employees to find out creative techniques for any given problem (Szulanski et al., 2004). So it has been assumed that there is a significant effect of high level of trust between leader and subordinates leads to the effectiveness and quality of organizational performance which is based on the level of innovation it brings (Riikka Ellonen, 2008). Every organization have its own set of norms and its own culture but those organization in which trust is kept as an essential norm for their culture they are successful in enhancing the innovative behavior of their employees .¹²

Damanpour & Schneider (2006) stated that when the relationship between an employee and his/her co-worker is based on trust usually they are more oriented to bring innovative ideas to their work. Damanpour & Schneider (2006) give a special term of innovative trust for such a relationship between employees. Similarly, when these employees trust that their co-worker, leader and managers give importance to their suggestion, they tend to give the high level of innovative work behavior which definitely enhances the performance and organizational image of the organization at multiple levels (Clegg, Unsworth, Epitropaki, & Parker, 2002). Those organization which lacks trustworthy environment; it has also been summarized that in such organizational environment employees or subordinates hesitates to propose any positive ideas for innovativeness because of fear of conflict which basically leads to social isolation and resistance (Cools, Van den Broeck, and Bouckenoghe, 2009). In addition, when these employees are awarded their job control they bring more innovative ideas to achieve organizational goals. Form the same perspective if such trustworthy environment is provided to these employees they assist their top management by bringing new patterns for the completion of any task (Damanpour & Schneider, 2006).¹³

As per from the above studies innovative behavior of employees in a trustworthy environment the following hypothesis can be made.

H3a: The level of trust employees place in their leader mediates the relationship between servant leadership and individual innovative behavior.

Engagement with Innovative behavior

Innovative behavior of employees emerges from the actions of several employees at the workplace when he/she introduced new ideas and new practices in their daily routine while being at the workplace (Janssen, 2000; Yuan & Woodman, 2010). Employee engagement is basically the employee's behavior and characteristics at their work such as vigor, energy, passion and dedication (Kahn, 1990; Fine et al., 2010) which are basically essential traits for innovative behavior of employees at work.

Slatten and Mehmetoglu (2011a) emphasized that innovative behavior and employee's engagement have a close relationship between each other, such empirical studies mainly based on the freedom of employees towards their job practices; for which they are free to take required steps in organizational environment without any hesitation, they also perceive their opinions must be valued in organization. There are two effects of employee's engagement who appreciate the innovative behavior in the organization: an attitude that is more focused on their job duties and positive emotions which encourages the creativity in organizations. Employees are to be more creative in the workplace but if they positively engaged them self in the workplace (Slatten & Mehmetoglu, 2011b).¹⁴

Engaged employees expected the desired expectations from their role so that they can meet and exceed them (Vazirani, 2007). The engaged employees show high consistency at their workplace and put there all of the input at work, they are very committed and passionate about their work, their input transforms into some results in the form of innovation and creativity in the workplace which move organizations forward. In a Gallup organization, employee engagement was the most potential name associated with this organization, in this organization, there would be a direct cause and effect relationship between employee engagement and innovative behavior. Every individual has the capacity of innovativeness and creative behavior, the organization processes and practices mostly to improve the innovative behavior of engaged employees at work (Gallup, 2005).¹⁵

As per from the above studies engagement of employees with innovative behavior the following hypothesis is proposed.

H4a: The level of employees place in their leader mediates the relationship between servant leadership and individual innovative behavior.

Methodology

This research paper has been carried out with the help of secondary source data. Required data was collected from authentic websites, which include research gate, science direct, sci-hub.la and Google Scholar. This study is basically based on quantitative research techniques; in which the researchers examine the role of servant leadership on innovative behavior while keeping trust and engagement as moderating variables. In addition as discussed servant leadership is relatively a new research area than those form others like variables which have a direct effect on employee performance or job satisfaction, so studies have been done on servant leadership by different doctorates from different parts of the world. Researcher actually gets the assistance from those articles in which proper theories of servant leadership have been applied to their study. Articles in which their results are not supporting the specific theory of servant leadership, those papers are avoided because it can affect the validity and reliability of the research.

Survey for this research study has been designed on Google docs with the title of "Servant Leadership"; the survey was then distributed by sending links on emails, social media websites (Facebook) among the corporate professionals. Distribution of the questionnaire takes place in such a way that executive class of the society was targeted. The questionnaire was distributed among 100 employees from different sectors but a total of 80 responses were collected from those targeted employees. Responses were taken from both private and public sector organizations.

In survey around 14 female responded which was the 22.2% of the total responses. While remaining 49 responses were given by male, which was 77.8% of the total survey. Furthermore, 50.8% of respondents were having the master's degree, 11.1 % were PhD qualified, 34.9% were just having the bachelor degree, and 3.2% was having the college diploma. The questionnaire was designed in such a way which include the close-ended question. Answers or opinion of employees were taken on a Likert scale, which ranges from 1 to 5. 1 represents strongly disagree, then agree, followed by neutral, agree and strongly agree was represented as 5.

Table 1: Demographic Characteristics of Respondents

Characteristics	Number	Percentage
Gender		
Male	49	77.8
Female	14	22.2
Total	63	100.0
Age		
18 – 25 years	24	38.1
26 - 35 year	27	42.9
36 - 45 year	10	15.9
46 - 55 year	02	3.2
Total	63	100.0
Qualification		
College Diploma	02	3.2
Bachelor's Degree	22	34.9
Master's Degree	32	50.8
PhD	07	11.1
Total	63	100.0
Experience		
1 – 5 years	38	60.3
6 – 10 years	14	22.2
11 – 15 years	07	11.1
16– 20 years	02	3.2
More than 20 years	02	3.2
Total	63	100.0

Data were collected from the four main authentic websites, which include research gate, science direct, sci-hub.la and Google scholar. From all of these websites papers were collected which were based on servant leadership. More precisely those research papers were preferred in which the main variable such as servant leadership, trust, engagement and innovative behavior were studied. At the end of this study, all of the references are given from which researchers take assistance for effective investigation between servant leadership, and innovative behavior while keeping trust and engagement as mediating variables between them.

Variables

All of the variables used in the research paper are measured on 5 points Likert scale. A Likert scale ranging from 5 and ends with 1. Where 5 = strongly agree and 1 = strongly disagree. In the survey, there are first five general questions which were regarding gender, age, work experience and qualification.

In the research paper, all factors and their items are measured on the five-point Likert scale. The Likert scale range is from 1 to 5. Where the 1 is for strongly disagree, 2 for disagree, 3 for neutral, 4 is for agree,

and 5 is for strongly agree. In the questionnaire first four items are regarding the demographic characteristics like respondent age, gender, years of experience in the organization, and the respondent qualification.

Servant Leadership

Servant Leadership (SL) was measured on 5 items scale through using the Likert scale in the survey questionnaire. The relationship of servant leadership was measured on the employee engagement in the organization and further on innovative behavior of the employee in the organization. One of the question from survey related to servant leadership sample item include “My leader considers others' needs and interests above his/her own”. Servant leadership questions were firstly developed by van Dierendonck and Nuijten (2011). The Cronbach's alpha for servant leadership was 0.749.¹⁶

Engagement

Employee Engagement (EN) was measured on five items using 5 Likert scales in the survey questionnaire. Engagement measured by using the Schaufeli et al.'s (2002) 5 items which developed in their own previous studies. The relationship of work engagement was measured with the assistance of employee innovative behavior at the workplace. The factor of engagement was based on 5 sample items because good psychometric properties are recently found on these items. Sample items include “At my work, I feel bursting with energy”. The Cronbach's alpha for Engagement on the scale is 0.789. Another sample item includes “I am enthusiastic about my job”. The Cronbach alpha for this scale was 0.838.¹⁷

Trust

Employee trust in their leader was measured using the six-item scale through 5 Likert scales in the survey questionnaire. These items for measured trust on leader was developed by Robinson and Rousseau (1994). Relation of trust also measured the innovative behavior of an employee in the organization. A sample item for trust includes “My supervisor is open and upfront with me”. The responses on these items were taken on 5 Likert scale in which 1 is for strongly disagree while the 5 is for strongly agree. The Cronbach's alpha for trust was 0.810.¹⁸

Innovative Behavior

Innovative behavior (IB) was measured on four items scale through 5 Likert scales in the survey questionnaire. The innovative behavior was measured through two meditating variables that are employee trust, and employee engagement in the workplace and from one of the independent

variable that is servant leadership. Sample items on the variable of innovative behavior sample item included "I search out new technologies, processes, techniques, and/or ideas". The items on the innovative behavior of an employee in the organization were firstly discovered by (Hon, 2012). The Cronbach's alpha for innovative behavior was 0.858.¹⁹

Control variables

Williams, Vandenberg, and Edwards (2009); note that in SEM structural equation model a small number of variables be used in the questionnaire. In the start of the survey the four questions researcher used are related to the control variables. These variables are controlled which means that they have no correlation or any interdependency on the other items used in the questionnaire. These questions are about gender (male=1, female=2), the age of the respondent, qualification (1=college diploma, 2= bachelor degree, 3=master degree, 4= PhD), and the respondent experience tenure (in years). These have been controlled for the engagement and trust and innovative behavior literature (Chen & Kao, 2012; Haar, 2013; & Hoxsey, 2010). For example, the expectation from the respondents that employee with high tenure in an organization has also be seen as highly engaged with the organization. Data for dependent and independent variables are listed in the following descriptive statistical table.

Table 2: Descriptive statistics, correlation coefficients amongst study variables

Variables	MEAN	S.D	1	2	3	4
SL	3.69	.846	0.811			
TR	2.83	.886	0.528	0.798		
EN	3.43	.726	0.267	0.572	0.838	
IB	3.55	.839	0.330	0.669	0.668	0.839

Note: SL = servant leadership, EN = Engagement, TR = Trust, IN = Innovative behavior

Confirmatory factor analysis (CFA)

Table 3: Confirmatory factor analysis (CFA)

Construct items Construct measured	Standard factor loading	Composite reliability (CR)	Average variance extracted (AVE)	Cronbach's Alpha
Servant Leadership		0.851	0.657	0.749
SL1	0.687			
SL2	0.846			
SL4	0.886			
Trust		0.875	0.636	0.810
TR2	0.746			
TR4	0.839			
TR5	0.819			
TR6	0.784			
Engagement		0.876	0.703	0.789
EN2	0.838			
EN4	0.848			
EN5	0.828			
Innovative behavior		0.905	0.704	0.858
IB1	0.873			
IB2	0.912			
IB3	0.790			
IB4	0.774			

Findings and Analysis

Confirmatory factor analysis (CFA) test was measured by using the (SEM) structural equation model as implemented in Smart PLS. Smart PLS is an analysis tool which measured the validity and reliability of the variables and their variables.

SEM was performed with two statistical packages SPSS 20 and AMOS 20 as an analysis tool. SEM shows the interdependency relations of multiple variables for the development of the empirical model. The results are shown in figure 2 below. The result of confirmatory factor analysis shows that the four-factor model (containing one independent variable servant leadership, two mediating variables that is trust and engagement of the employees, and the other one dependent variable which is innovative behavior of employee) extremely fit the data ($\chi^2 = 1299.015$, $CMIN/df = 1.99$, $RMSEA = 0.047$, $GFI = 0.96$, $IFI = 0.98$, $CFI = 0.98$, $TLI = 0.91$). These results show that the model is acceptable. If the model has GFI of less than 0.008 (Tanaka and Huba, 1985) and the

RMSEA value be above than 0.1 (Browne and Cudeck, 1989), the model must be rejected, whereas this research model satisfies all the steps well. These results explain the 74%, 61% and 12% of the variance, respectively.

Path Analysis of the Model

The properties of the causal paths (standardized path coefficients) are revealed in Table 4 out of 20 items paths are statistically significant in the path model. For hypothesis, 1a and 2a of servant leadership with the trust and engagement both are strongly supported and for the servant leadership the items two 3 out of 5 paths are supported with employee trust ($\beta=0.082$, $p\leq 0.000$) and employee engagement are having ($\beta=0.119$, $p\leq 0.025$). And for Hypothesis 3a, trust is also supported with relation to innovative behavior and having ($\beta=0.116$, $p<0.000$), and the items 4 out of 6 are supported for trust with relation to innovative behavior of the employees. For engagement 3 out of 5 items are supported and having ($\beta=0.093$, $p< 0.000$) and overall the variable is supported. Similarly, for innovative behavior, the items 4 out of 4 are strongly supported in the path model.

Table 4: Path Coefficients & hypothesis tests

Hypothesis	Path	Sig n	Standardi zed regressio n weights (β)	T Value	P Val ue	Result
H1a	Servant leadership > trust	+	0.082	6.437	0.00 0	<i>Supported</i>
H2a	Servant leadership > engagement	+	0.119	2.256	0.02 5	<i>Supported</i>
H3a	Trust > Innovative behavior	+	0.116	3.684	0.00 0	<i>Supported</i>
H4a	Engagement > Innovative behavior	+	0.093	4.561	0.00 0	<i>Supported</i>

Discussion & Findings

This study contributes to the literature in many ways. The study findings revealed that there is a strong relationship between servant leadership to mediating variable trust and employee engagement and further enhance the creativity of the employee in the organization, in terms of producing new way, and have authority to take any decision on behalf of his responsibility because the supervisor encourage and also trust their employees in any activity. In addition, the employees felt more responsible for their work and customer service, which is directly the employee engagement in the workplace and it brings the innovative behavior in the organization.

There is a positive relationship of servant leaders and trust. Such results are basically proven by Russell (2001), in which his study concludes that there is basically a positive co-relation between servant leadership and trust. The major argument from the same study proposed that in a trustworthy environment employees feels free to communicate with their leader because in such environment employees easily communicate their feelings, emotions and suggestion about any task with their leaders; which is also one of the major quality of servant leadership. Similarly theory of trust in an organization also suggest that the behavior of leader with respect to organizational culture and with their employees plays a vivid role in the development of trust on their supervisors.

Even more, it has been assumed that those subordinate who actually trust their leaders, in such conditions leader are willing to strongly support their needs. Such characteristics of leader basically lead their employees for the high level of job satisfaction. Similarly, when these leaders show the high level of servant characteristics; subordinates trust in their leader is also enhanced (Sun and Wang, 2009).

From the findings above it was suggested that most of the respondents are in the opinion to that servant leadership are sacrificed their interest and needs for their employees, and encouraged their employees for the volunteer work in the workplace on any project and assignment. The servant leaders are more humble but not lean to their employees. One of the most surprising findings was that the strength of the relation of the employee's loyalty towards the leaders would be increased directly if they are more encouraging to them, the servant leader behavior enhanced the employee engagement in the organization (Gallup Consulting, 2008; Hemsley, 2007; Markos and Sridevi, 2010; Tomlinson, 2010), similar to this study on the engagement. That such relationship of leader influenced positively the commitment, loyalty and engagement into the organization.

Trust basically plays a moderating role between servant leadership and innovative behavior of employees. Finding from a study shows that employees feel free and motivated in a trustworthy environment of an organization. In such an environment when these employees feel motivated, it basically provides a platform for the self-adoptability (Spreitzer et al., 2005). Self-adaptability of these employees is based on functions which are the outcome of two highly correlated distinct of effectiveness and cognitive (Spreitzer et al., 2012). In addition functions of such self-adaptive generate a progressive feeling and self-development that basically leads employees towards high performance in any task based on creativity (Spreitzer et al., 2005; 2012).

Positive effects of leaders trust in supervisors and managers on subordinates' leads to employees' creativity. For which managers should be highly responsive to their behavior (employee's behavior). The development of such environment is only possible with the help of fluent interaction between managers and employees. Such high interaction between employees and managers became the reason to create a source of positive energy that leads to the condition of the high behavioral outcome of employees (Spreitzer et al., 2005; Spreitzer and Porath, 2012; Gerbasi et al., 2015). High behavioral outcome of any employees also became a reason to motivate or inspire other coworkers for better outcomes (Spreitzer and Porath, 2012; Paterson et al., 2014).

Trust is one of the major factors which are critical for providing support for the employee's creative ideas. Organizational innovativeness actually came from the innovative ideas from employees, and to enhance the sense of creativity in employees the manager role is extremely critical for such innovativeness. It has also been observed that there is an influence of the role of middle-level managers with subordinates in terms of creativity (Amabile, 1988; Kanter, 1988; Dougherty and Hardy, 1996). Martins and Terblance (2003) also argued that employees behavior which supports creativity or innovativeness leads to overall improvement of the organization from the perspective of innovations and creativity. So it has been proved from the following study that trusts actually influence the innovative behavior of employees just like discussed in the above studies.

Results from analysis of this study can also be proved with the study which was conducted by Axtell et al. (2000), proposed that trust can bring benefits to any individual while operating a task on the personal level which may include the personal links and reward. Trust is basically an essential variable for any organization in order to promote the level of creativity in their followers and even in managers too. From the discussion of the above studies, it can be observed that H3a is supported,

more precisely it is cleared that trust plays a moderating role between servant leadership and innovative behavior of employees.

Our findings are very similar and consistent with the (Gallup, 2015) studies that employees highly engaged in the workplace feel that they are an integral part of the organization and as result, the employees produce many of the new services, practices and products. In our research findings mostly the respondents were in the opinion that the organizational culture, the servant leadership behavior in the employees was an important part of increasing the employee engagement and innovative behavior. These observations were consistent to the finds of the Van der Panne et al. (2003) and Miron et al. (2004) who noted that organization culture enhances the employee engagement and further to innovate the behavior of employees in the workplace.

From the respondents, it confirms that the employee engagement and innovative behavior would increase in the organization if they have a practical and also emotional support from their manager in the workplace. The manager support to the employee increases the employee motivation, passion and commitment in the work. These observations are supported according to the (Cleland et al, 2008) studies that the employee engagement with the work is directly in relation to the manger behavior in the organization. Like if the managers are more supportive then the engagement of the employee at the work would be definitely high. So this is true for these observations.

The studies of (Jung, 2001) noted that for innovative work the intrinsic factors of motivation are most important at the workplace. Previous studies support our observation that the employee engagement and innovation be enhanced due to the external factors like engage in our self in multidisciplinary functions, also from the social life of an employee, and organizational policies on employees these all are the intrinsic factors which enhancing the employees' motivation and engagement in the workplace. The respondents linked the employee engagement and innovative behavior with the financial rewards. From the studies, it revealed that financial rewards may increase innovative behavior but will not increase the employee engagement in the workplace. It can be cleared that H4a of the study has been proved with respect to results and from above-discussed studies.

Limitation and Future Research

The study was mainly focused on the impact of servant leadership on innovative behavior keeping trust and engagement as mediating as variables of employees in the organization. The study was just limited to

servant leadership for private and public organizations of Pakistan. To achieve the objectives of this research paper there were certain limitations. These limitations were time constraints, self-reported data and practical implications

Conclusion

This research paper comes to the conclusion that servant leadership has a strong influence on innovative behavior of employees in such a way that if trust between employees and with their subordinates and engagement of employees were kept as moderating variables. Organizational culture can be reformed with the help of a change in the leadership style in such a way that managers or leader's behavior has been changed to it. Servant leadership approach is more towards the decentralized structure of any given organization. Another major argument is that servant leadership motivates employees to put their efforts in any project or given task in such a way that their recommendations or even suggestions are not ignored. Even more servant leadership provides an environment which is totally based on trust. A trustworthy environment of an organization basically provides a platform for employees to find creative ways for any given task which basically enhance their innovative behavior. Once innovative behavior of employees gets enhanced it ultimately improves the overall performance of an organization. Employees and managers are the major stakeholders of any organization which can enhance its performance. By enhancing creativity in employees and managers can assist a firm to achieve its strategic objectives efficiently and effectively. The study also concludes that there is a significant relationship between servant leadership and employee engagement. It has been argued that if the flexible environment is provided to employees it is more often that these employees effectively manage their own tasks as well as they are also willing to contribute to their coworkers or other team members. Similarly, effective engagement of employees in the flexible organizational environment also enhances the sense of innovativeness in employees and even in leaders too. In such an organizational environment, employees believe that with their efforts it is possible to achieve strategic goals of the organization that basically motivates them to complete any given task efficiently and effectively.

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