



THE IMPACT OF SERVANT LEADERSHIP ON EMPLOYEES' INNOVATIVE BEHAVIOR AND PSYCHOLOGICAL CAPITAL

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Abstract

Purpose:

The purpose of this paper is to investigate the relationship between Servant leadership, Innovative Behavior and Psychological Capital.

Study Methodology:

A self-reported survey questionnaire was designed as distributed to individuals working in industrial sector that are based in Syria, with a collected sample size of 307 respondents from 8 companies.

Study Findings:

Results show that servant leadership has a direct positive effect on Employees' Innovative Behavior and Psychological Capital servant leadership is more impactful on Psychological Capital, compared to Employees' Innovative Behavior.

Originality/value:

The main contribution of this study is highlighting the role of Servant leadership as an independent variable in both psychological capital in its four dimensions and employees' Innovative behavior as well as their ability of providing and applying innovations. The importance of the research is also evident from the depth and modernity of its concepts and variables (servant leadership, psychological capital, employees' Innovative behavior) which are essential for achieving the success and continuity of any organization.

Keywords: servant leadership, employees' innovative behavior, psychological capital.



Introduction:

Organizations' development depends on leader's experience in dealing with the challenges posed by the ever-changing and growing competitive environment. Effective leadership focuses on developing the capabilities and skills of its subordinates, directing them and uniting their efforts to achieve progress and reach goals (O'Leary, Lindholm, Whitford, and Freeman, 2002).

In the midst of the relationship between the leader and the subordinate, servant leadership is one of the most important leadership styles, which seems clear through the interest of putting subordinates' interest first. It reinforces the value of individuals and their growth, builds group spirit, and is evident in the business environment especially in the industrial sector, which can be achieved through the role of a leader who embodies leadership principles that focus on creating honest impressions and increasing the reliability of the relationship with their subordinates.

The concept of leadership is related to supporting positive organizational behaviors, where one of the most important positive organizational behaviors is innovative behavior that can be perceived via the behaviors of developing and implementing new and useful ideas, as an inevitable basis for developments within organizations (Scott and Bruce, 1994).

Servant leadership has been associated with improving industrial organizations performance by using the capabilities of subordinates to generate ideas as a basis for providing new products, services and processes in an innovative way. This is considered as one of important challenges in industrial sector to ensure appropriate response to changes and reduce total downtime. Thus, such leadership is likely to be a critical in facilitating employee's innovative behavior, which is a discretionary behavior and it is not included in employee responsibilities or formal organizational reward systems (Janssen, 2000; Liden et al., 2014).

Industrial organizations' access to overcome the pressures of the industrial environment and maintain a positive work environment can be enhanced through a set of psychological competencies. Servant leadership can play an important role in strengthening and maintaining it based on the nature of this leadership style. Psychological capital helps employees to cope with industry conditions that affect the psychological and social health of employees. Therefore, psychological capital, represented by a set of positive personal characteristics, "self-efficacy, hope, optimism, and resilience", as the psychological capital integrates the four positive psychological resources within the framework of positive organizational behavior as an integrated construction based on the commonalities of the four psychological resources and their unique characteristics.

This study comes given the importance of servant leadership, psychological capital, and employees' innovative behavior in achieving a strong competitive position and keeping abreast of the developments and changes surrounding the industrial sector.

This research will review the relationship between the variables. It highlights the potential effects of servant leadership on innovative behavior and psychological capital.

This study aims to validate the servant leadership measurement based on the conceptual servant leadership dimensions. Next, the study assesses the potential effects of servant leadership on employees' innovative behavior and psychological capital. Figure (1) shows the research's conceptual model on servant leadership, employees' innovative behavior, and the psychological capital.

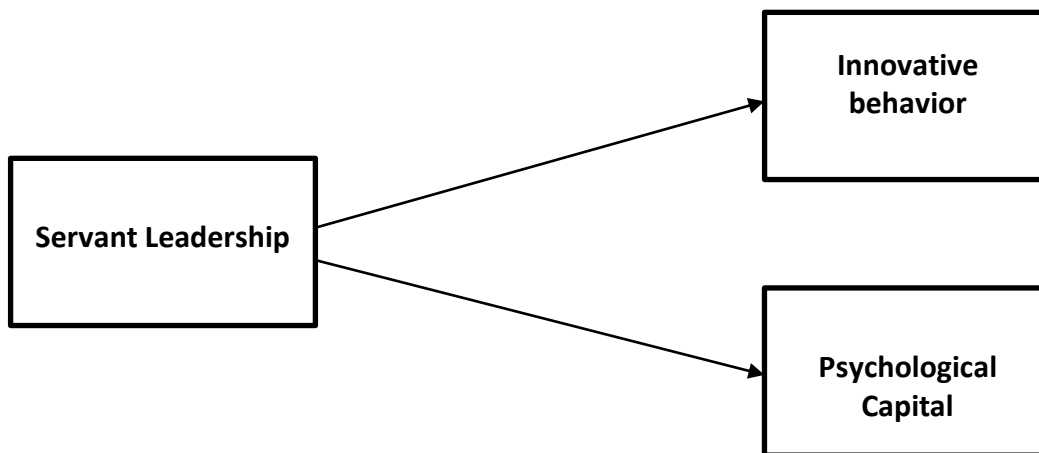


Figure (1). Research Model.

Source: Prepared by researcher.

- **Independent variable:** servant leadership.
- **Dependent variables:** employees' innovative behavior, and psychological capital.

Literature Review and Hypothesis Development

Servant Leadership:

Servant Leadership was defined by Greenleaf as not only a management style but rather a lifestyle that begins with the natural feeling of an individual by adopting the concept of service (Greenleaf, 1977). It is a style of leadership that respects the dignity of the individual and stimulates his leadership motives (Sims, 2005).



Dimensions of Servant Leadership:

As a result of researchers' efforts to develop and verify measuring tools and the basic dimensions of the servant leadership process, other concepts of servant leadership emerged. Table. (1) provides a summary of some of these studies, and shows the breadth of dimensions related to servant leadership.

Table. (1) Dimensions of servant leadership

Dimensions	Source
<ul style="list-style-type: none"> • People development. • leadership share. • Originality. • People appreciation. • Driving access to lead. • Building society. 	Laub (1999)
<ul style="list-style-type: none"> • Forming relationships with subordinates. • Empowering subordinates. • Helping subordinates to grow and succeed. • Behaving ethically. • Putting subordinates first. • Having conceptual skills. • Creating value for those outside the Organization. 	Ehrhart (2004)
<ul style="list-style-type: none"> • Emotional healing. • Creating value for the community. • Conceptual skills. • Empowering. • Helping subordinates to grow and succeed. • Putting subordinates first. • Behaving ethically. 	Liden et al., (2008)

Source: (Van Dierendonck, 2011).



The dimensions presented by Liden et al., (2008) will be adopted as they are considered one of the most important dimensions of servant leadership in literature. The dimensions will be explained according to the following:

Emotional Healing: It is showing sensitivity to other people's personal concerns, being aware of their problems and providing time to solve them.

Creating Value for the Community: It is an interest in helping the community so servant leaders create value for the community by intentionally returning the favor. It is also one of the most important ways of linking the organization's goals with the community's goals (Greenleaf, 1977).

Conceptual Skills: The ability of an individual to present a clear vision of the organization based on a clear understanding of its goals and directions, and it is one of the important ways in which leadership differs from management is through the leader's ability to form a vision and a perception about the future (Kotter, 2008).

Empowering: It is to help and support subordinates in solving problems and accomplishing the required job tasks. It is a method for the leader to share power with subordinates, and it is an essential component of servant leadership (Covey, 2002).

Helping Subordinates to Grow and Succeed: Demonstrating an interest in the career growth of others through the provision of support. Servant leadership involves delegating responsibility and providing a model of participatory leadership (Neuschel, 2005).

Putting First: This can be implemented by using actions which lead to satisfaction of subordinates and fulfillment of their needs, as well as the shift from focus to other important direction in leadership (Kouzes and Posner, 1993).

Behaving Ethically: It is dealing with others with honesty, integrity and honesty, it is the most important trait of leaders is integrity.

Characteristics of Servant Leadership:

Larry Spears (1998), CEO of Greenleaf center, concluded that Greenleaf's writings contained ten key characteristics of servant leadership according to table (1).



table (2) Characteristics of servant leadership.

Characteristics of servant leadership	
Conceptual skills.	Listening.
Persuasion.	Insight.
Creating value for the community.	Sympathy.
Helping subordinates grow and succeed.	Emotional healing.
Stewardship.	Awareness.

Source :
(Spears, 1998)
Psychological Capital

I:

Seligman’s book “True Happiness”, in 2002, was evidence of the emergence of the concept of psychological capital independently of other aspects of capital in the organization, whereby psychological capital has been defined as a positive psychological factor in general, and one of the most important positive behavioral criteria in particular, which goes beyond human and social capital (Seligman, 2002). Psychological capital has also been defined as one of the most influential means in achieving the desired organizational performance. It includes the diagnosis of psychological capabilities that can be measured, developed and managed. It is also the identification of personal characteristics that contribute to an individual's productivity. (Kaplan and Biçkes, 2013),

Dimensions of Psychological Capital:

Self-efficacy: Self-efficacy is one of the personality traits that have received most theoretical and research support in the field of positive organizational behavior. Its roots lie in the social cognitive theory of self-organization (Bandura et al., 1999), Self-efficacy can be defined as an individual's confidence to perform precisely within potential situations (Stajkovic and Luthans, 1998).

Hope: Hope is the source of motivation that expresses the subjective ability to initiate and continue the actions required to reach the specified goal, and it is a motivational energy. Hope was defined as interpretations or feelings about goals and the future (Pedrotti et al., 2009). The theoretical basis for optimism as an organizational behavior has been identified from the literature of positive psychologist Martin (Seligman, 2002). Luthans discuss his perception of optimism that it not only relates to the positive attribution of events that reinforce motivation, but helps to provide a positive expectation of these events (Luthans, 2002). Optimism can be defined as a psychological intention and expectation of the best possible results that can positively affect



the mental and physical health of people. This gives individuals an opportunity to make their lives easier and away from stress.

Resilience: It is the ability to advance more determination and positive coping, and it is the tendency to recover from adversity. Resilient people can change for the better through a complex process (Luthans et al., 2004). Resilience is defined as the psychological ability to rise or bounce from adversity in situations of uncertainty, failure, or increased responsibility (Luthans, 2002).

Characteristics of Psychological Capital:

Relying on psychological capital studies, Avey (2014) presented a set of characteristics of psychological capital, which are as follows:

- a. **Multidimensional:** Psychological capital is not limited to one dimension, but extends to four integrated dimensions.
- b. **Specific Area of Impact:** helps an individual to excel in a specific specialty.
- c. **Content Constancy:** this confirms the results of measuring the reliability and confidence of Luthans the studies.
- d. **Measurability:** There are many measurement tools used to measure psychological capital, including the one provided by (Luthans et al., 2007).
- e. **Multiple Levels of Analysis:** the possibility of studying at different levels such as the individual level and the organizational level.

Employees' Innovative Behavior:

Organizations depends on many aspects to develop its process. Innovation is one of the most important means that can help organizations invest the capabilities of their employees to achieve progress, as (Katz, 1964) stated that organization that only adopts described and defined behavior is less stable organizations, innovative behavior emerges as one of the competitive performance measures of the organization in order to survive and grow in the market. And it is the basic competition law that prevails in the business world at the present time, as the only basis for growth and development lies in the competition and the diversity of strategies and management methods and the search for opportunities for growth. Innovative behavior was defined as directed and intentional behavior within a group or organization to introduce new and useful ideas, processes, products, or procedures, and to ensure their implementation (Farr and Ford, 1990). The importance of innovative behavior comes from the necessity of responding to the rapid changes within the work environment, as the adoption and development of innovative behaviors becomes imperative for competition and survival in the market (Choi et al., 2006). De Jong and Den Hartog (2008) distinguishes between five dimensions of innovative behavior, which are as the following:



Opportunity Exploration: the introduction of all new begins by identifying new opportunities, and the beginning of the innovation process may be determined by chance by discovering an opportunity or a problem that must be solved.

Idea Generation: idea generation generates concepts for improvement, and idea generation may relate to new products, services, or processes, good Idea generators are individuals who are able to approach performance gaps from another perspective.

Idea Promotion: idea promotion requires developing organizational alliances to gain power by getting the support of involved people.

Realizing Idea: this means doing what is required to bring the ideas presented to reality, through product development behaviors or business methods, testing their efficiency and making the necessary adjustments.

Reflection: reflection includes assessing progress achieved through innovation processes, and evaluating results according to defined success criteria.

Servant Leadership and Innovative Behavior:

Servant leader enhances the competitiveness of the industrial enterprise by developing the organization's personnel, providing emotional support, and emphasizing the role of the individual in serving the community to link the provision of unique products and services. As a result, servant leader adopts a leadership style that supports employee's ability to achieve innovations, develop, and empower subordinates. Empowerment is a key component of servant leadership (Covey, 2002). Krog and Govender (2015) showed a significant impact of empowerment as a dimension of servant leadership on innovative behavior of subordinates. (Opoku et al., 2019) verified that servant leadership is one of the determinants of employee's innovative behavior, as leadership style is concerned with supporting innovation activities and strategies in a manner that links the inevitable success of the organization to strengthening , empowering its members and providing work environment that enables employees to come out with full innovative capabilities. (Wang et al, 2019) confirms the role of servant leadership in developing innovative employee behaviors, and recently (Zhu, Zhang, 2020) found that servant leadership improves innovation behavior through knowledge sharing, and that employee learning orientation increases the effect of the relationship between knowledge sharing and innovative behavior of employees. It also demonstrated the indirect positive effect of servant leadership on employee innovative behavior through knowledge sharing.



Servant Leadership and Psychological Capital:

Walumbwa, Hartnell, and Oke (2010) argue that leader's care about employee development contributes to enhance employee psychology. It should also be noted that one of the most important points that servant leader focuses on is ensuring the psychological state of subordinates being at the top of his priorities, as a result of the servant leadership dimensions that clearly focus on self-efficacy and the positive characteristics of subordinates from the concept of subordinate service and caring for success and development. Studies aimed at identifying the role of servant leadership in the components of psychological capital (eg, Hu and Liden, 2011; Liden et al., 2008; Searle and Barbuto, 2011) suggested that a servant leader's ability to provide emotional support may have a positive relationship with the development of psychological capital components, Krzeminska et al. (2018) this study indicates that servant leadership is positively related to enhancing psychological capital through more flexible, hopeful and optimistic ways and styles of interaction with events and situations within the work environment, and (Bouzari and Karatepe, 2017) confirmed that servant leadership enhances psychological capital, and in turn exhibit service-oriented organizational citizenship behaviors, and contributes to creating strong personal relationships between leaders and subordinates, and focuses on employee development, as meeting these needs will lead to increase employee hope.

Hypothesis

Hypothesis 1: servant leadership is positively related to employee's innovative behavior.

Hypothesis 2: servant leadership is positively related to psychological capital.

Research Methodology

Data Collection and Sample:

Data for this study were collected from both primary and secondary sources. Secondary data were collected through comprehensive literature review. The primary data were collected from industrial companies in Damascus Rural, Syria. A total sample of 307 respondents was selected from industrial companies in Damascus Rural city. A questionnaire related to the study's variables was the main tool of this study.

Measurement

The questionnaire included four sections: servant leadership, employees' innovative behavior, psychological capital and basic demographic information. Regardless of the basic demographic information, the Likert scale format was used from 5 points, ranging in scale from 1 = strongly disagree to 5 = strongly agree.



- Servant leadership: Servant leadership is measured using 28 items, taken from (Liden et al., 2008). the reliability has been reported at 0.941.
- Psychological Capital: - Psychological Capital is measured using 24 items, based on (Luthans et al., 2007). The reliability has been reported at 0.858
- Innovative Behavior Innovation Work Behavior is measured using 30 items, developed by (Messmann and Mulder, 2012) The reliability has been reported at 0.885.

Research Model:

The research will examine the impact of Servant Leadership as follows:

Sample definition:

The sample demographic data was as follows:

58% of the sample are males, and 42% are females. qualifications ranged as follows: 50% of the respondents hold a university degree, 21% holds a higher degree, 14% have a two-year intermediate institute diploma (college), 12% holds high school degree, and 3% holds elementary school degree. position ranged as follows: 42% of the respondents are in administrative level, 32% are engineers, 20% are in technics, 15% are in supervisory level.

Processing and Analysis

Cronbach's Alpha (reliability test):

Cronbach's alpha is one of the most widely used measure of reliability in the social and organizational sciences. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. George and Mallery (2003) provide the following rules of thumb: “ $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable” (p. 231). It should also be noted that an alpha of .8 is probably a reasonable goal.



Table (3) Cronbach’s alpha.

Dimension	Cronbach’s Alpha
Servant Leadership	0.941
Psychological Capital	0.858
Employees’ Innovative Behavior	0.885

As shown in table (3), Cronbach’s alpha of all dimensions is greater or equal to 0.8, so it is reliable.

The relationship between servant leadership and employees’ innovative behavior.

After testing linear correlation between servant leadership and employees’ innovative behavior, the result was as follows:

Table (4) Correlations

		ServLead	InnBehav
ServLead	Pearson Correlation	1	.227**
	Sig. (2-tailed)		.000
	N	307	307
InnBehav	Pearson Correlation	.227**	1
	Sig. (2-tailed)	.000	
	N	307	307

** . Correlation is significant at the 0.01 level (2-tailed).

Fundamentally, the correlation coefficient R will range between -1 and +1, i.e., $-1 \leq R \leq +1$. There is no specific way of interpreting the correlation coefficient. According to Gogtay and Thatte (2017), measuring the correlation coefficient can be interpreted based on its value as shown in figure (2):

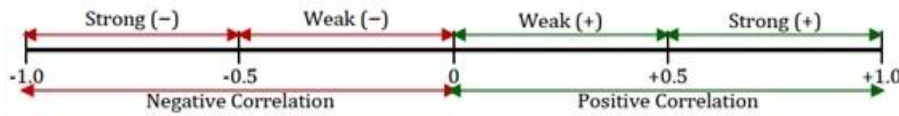


figure (2). Correlation Coefficient range

Source: (Gogtay and Thatte, 2017).

The table (4) shows that there is a significant positive correlation between servant leadership and employees’ innovative behavior at confidence level of 99%.

The impact of Servant Leadership on employees’ Innovative Behavior

Table (5) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.227 ^a	.052	.048	.41679

a. Predictors: (Constant), ServLead

If the correlation coefficient is determined for a degree of relationship between dependent and independent variables, their significant relationship can be useful to provide linear regression model utility to predict dependent variable with the independent variable. Correlation becomes significant here, since a higher value of correlation coefficient represents better prediction of dependent variable with the fewest possible errors.

The significant relationship between the dependent and independent variables can be confirmed with their significant linear correlation coefficient. In this context, the squared value of such a correlation coefficient (known as coefficient of determination R^2) is the measure that gives the validity of prediction of dependent variable with the independent variable, i.e., the Coefficient of determination R^2 provides information that the explained value of dependent variable provides how much accuracy with respect to the independent variable. In other words, how much variation of dependent variable is explained by the variation of dependent variable.

Because of the relationship between servant leadership as an independent variable, and employees’ innovative behavior as a dependent variable as shown in the table (5), the coefficient of determination as shown in R Square indicates employees’ innovative behavior (dependent variable) 5% accuracy with respect to servant leadership as an independent variable. In other



words, servant leadership affects 5% the employees’ innovative behavior, or employees’ innovative behavior can be 5% explained by servant leadership.

Table (6) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.420	.116		29.502	.000
	ServLead	.136	.033	.227	4.070	.000

a. Dependent Variable: InnBehav

Table (6) shows that there is a significance impact of servant leadership on employees’ innovative behavior at confidence level of 99%, and this impact is positive because B is positive. The linear equation that represents the relationship between servant leadership and employees’ innovative behavior is as follows:

$$\text{Employees' Innovative Behavior} = 0.136 \text{ Servant Leadership} + 3.420$$

The Relationship between Servant Leadership and Psychological Capital

After testing linear correlation between servant leadership, and psychological capital, the result was as follows:

Table (7) Correlations

		ServLead	PsyCap
ServLead	Pearson Correlation	1	.369**
	Sig. (2-tailed)		.000
	N	307	307
PsyCap	Pearson Correlation	.369**	1
	Sig. (2-tailed)	.000	
	N	307	307



** . Correlation is significant at the 0.01 level (2-tailed).

The table (7) shows that there is a positive correlation between servant leadership and psychological capital, at confidence level of 95%.

The Impact of Servant Leadership on Psychological Capital:

Table (8) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.134	.40282

a. Predictors: (Constant), ServLead

Because of the relationship between servant leadership as an independent variable, and psychological capital as a dependent variable as shown in the table (8), the coefficient of determination as shown in R Square in the model summary indicates psychological capital (dependent variable) 14% accuracy with respect to servant leadership as an independent variable. In other words, servant leadership affects 14% the psychological capital, or psychological capital can be 14% explained by servant leadership.

Table (9) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.968	.112		26.493	.000
	ServLead	.224	.032	.369	6.943	.000

a. Dependent Variable: PsyCap

The table (8) shows that there a significance impact of servant leadership on psychological capital at confidence level of 99%, and this impact is positive because B is positive. The linear



equation that represents the relationship between servant leadership and psychological capital is as follows:

$$\textit{Psychological Capital} = 0.224 \textit{ Servant Leadership} + 2.968$$

Conclusions:

Based on the results mentioned above, we have found servant leadership had a positive significant effect on employees' innovative behavior ($B=.136$) at a level of significance ($\text{Sig} \leq 0.001$), which emphasizes the importance of servant leadership practices within Industrial sector and its effect on employees' innovative behavior, perhaps the reasonable explanation is that servant leadership attempts to increase the industrial organization's market share by utilizing activities that focus on subordinates' empowerment, emotional healing, adopting conceptual skills, creating value for the community, putting subordinates first and behaving ethically with subordinates, through providing radically new products to the industrial market and entering other industries, where we can say that servant leader adopts a method that enhances the concept of service within the organization and emphasizes the service employee's role, in achieving organization's goals and searching for innovative methods that will enhance organization's position. Also, by examining the previous results, we have found that servant leadership had a positive and strong significant effect on psychological capital ($B=.224$) at a significance level of ($\text{Sig} \leq 0.001$), which emphasizes the importance of servant leadership practices within industrial sector and its effect on psychological capital, perhaps the logical interpretation is that servant leader attempts to guarantee the stability of psychological capital and the readiness of the psychological efficiency by putting subordinates' psychology first within an integrative framework, providing emotional healing process, orientation to help subordinates to grow and to succeed and enhancing subordinates' confidence in their abilities. This reflects positively on the individual's confidence in performing accurately, developing subordinates' hope and is directly related to employees' ability to rise after problems, as result of the basic principle of servant leader's "putting subordinates and their psychological state first" within an integrative framework.

Through focusing more on these results, we have found that the effect of servant leadership on psychological capital was ($B=.224$) which is greater than the effect of servant leadership on employees' innovative behavior ($B=.136$). This could be logically explained as servant leader mainly focuses on enhancing the personal and psychological aspects of subordinates, and directly on developing subordinates' self-efficacy. As a result of servant leadership dimensions' orientation towards empowering and developing subordinates as a priority of servant leader, we can consider that the effect of servant leadership on psychological capital is higher than the effect of servant leadership on innovative behavior.



According to all of the above:

1. There is a significance positive impact of servant leadership on employees' innovative at confidence level of 99%.
2. There is a significance positive impact of servant leadership on psychological capital at confidence level of 99%.
3. The impact of servant leadership on psychological is greater than its impact on employees' innovative. servant leadership as an independent variable. In other words, servant leadership affects 5% employees' innovative behavior, and servant leadership as an independent variable. In other words, servant leadership affects 14% the psychological capital.

Theoretical Implications:

We can summarize the theoretical implications that according to the researcher's knowledge, there are few studies focused on servant leadership style with psychological capital and employees' innovative behavior.

According to the country of the study and to the researcher's knowledge, there are no similar studies focused on the relation of servant leadership on employees' innovative behavior and psychological capital. This is a significant contribution to the literature where the applications of servant leadership have been expanded to include psychological capital and employees' innovative behavior. Servant leadership arose as an important leadership structure that expanded to different cultures (Yong, Kakabadse, and Kakabadse, 2010).

Thus, servant leadership provide numerous ways to enhance employees' innovative behavior and psychological capital literature by stimulating innovation and creating proper environment to examine and develop positive psychological characteristics and encourage supporting innovative behavior.

To this we can also add clarifying the mechanism through which the servant leadership achieves the above-mentioned results. Finally, this paper enriches existing leadership studies on firms' positive outcomes by identifying servant leadership as an outstanding antecedent of psychological capital and employees' innovative behavior.

Practical Implications:

Our findings also provide several practical implications. First, our study highlights the importance of building subordinate and leader psychological connections atmosphere in order to form a clear assessment about the strengths and weaknesses within the psychological



characteristics of the employees, and to develop appropriate responses to address the psychological deficiencies of each subordinate in proportion to assigned tasks in a manner that ensures the development of positive psychological characteristics to reach suitable individual and collective psychology in the industrial sector. Therefore, it is appropriate to develop leaders' training and mentoring skills to enhance and develop psychological capital in order to reach capable industrial environment that can deal with work pressures and achieve organizational goals.

In addition, the clear role that servant leader is important in adopting employees' innovative behavior indicates the importance of applying this leadership style in a work environment that requires continuous innovation, as the application of servant leadership style provides appropriate organizational climate to approach innovations through empowerment, knowledge, and placing employees' need as a priority. Therefore, the management of the industrial organizations should increase the levels of adopting servant leadership style, and provide continuous employees training programs to meet innovative manufacturing processes, products and to understanding of the critical role of psychological capital in challenging environments.

This study shows that there is a direct relationship between servant leadership and psychological capital and also a direct relationship between servant leadership and employees' innovative behavior. The model was limited to previous relationships as independent and dependent variables without the presence of modified variables in the model, where we can discover many effects of possible modified variables.

The most important limitation of this study is that it was limited to industrial companies in the countryside of Damascus in Syria, and the fact that the current study could not reach other countries and cultures. We refer to many future recommendations, related to the organizational climate in which servant leadership can be applied, where we can study servant leadership application possibility within authoritarian and unethical organizational climates that are supposed to greatly undermine the activity and behaviors of the servant leader. Accordingly, we recommend studying this leadership style within different environments to ensure possibility of applying servant leadership within different organizational cultures, taking into account the fact that Knowledge difficulties of survey respondents may constitute incorrect answers, resulting in inaccurate results (Converse and Presser, 1986).

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