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SERVANT LEADERSHIP'S ROLE IN A COVID-19 PLAGUED WORK ENVIRONMENT

By

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A capstone project submitted for Graduation with University Honors

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Abstract

Covid-19 has impacted many facets of our lives with societal lockdowns, self-quarantine, and other sudden changes to everyday life. Many have unfortunately encountered mental wellness challenges such as anxiety, insomnia, and depression consequently due to the global pandemic. Employees are facing these outside pressures mainly on a virtual setting disconnected from in-person social interaction. With the workplace drastically changing, how internal forces such as individual attitude, gratitude, and external forces, servant leaders' ability to facilitate employee empowerment and emotional healing, influence employee organizational task performance became the focus of this study. We predict that gratitude, servant leadership empowerment, and servant leadership emotional healing all are positively related to employee task performance. Servant leadership empowerment and emotional healing were also analyzed as moderators between the relationship of gratitude and task performance. It's predicted that individuals with lower levels of gratitude benefit more from the servant leadership empowerment and emotional healing than those with high levels of gratitude. These hypotheses were tested using a limited sample of 18 employees but regardless, the results of our analysis support the predictions shared, providing timely insight on how internal factors such as attitude and external factors such as leadership influence employee performance during a covid-19 plagued work environment.

Keywords: Covid-19, Gratitude, Servant Leadership, Employee Empowerment, Emotional Healing

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Introduction

Covid-19 has drastically changed how employees within organizations interact with each other. Platforms such as Zoom and Google Meets have become the new conference room for many employees that are working from home. After President Donald Trump declared the virus to be a national emergency on March 13th, 2020, soon after states began to issue stay-at-home orders that have been around off-and-on since (AJMC Staff, 2021). The lockdowns, social distancing, and quarantines created and continue to create major shifts in the daily lives of those living in the United States and around the world.

School districts, universities, companies, etc., all began to switch over to a fully remote setting in the month of March, 2020 (Hess, 2020). With the sudden switch and continued stay in a virtual environment, people may experience a five stage emotional reaction starting with disbelief, anger, sadness, acceptance, and ending with hope. Also due to statewide lockdown, people may have suffered and continue to exhibit psychological stress, anxiety, depression, and insomnia (Srivastava, et al, 2020). So with all this sudden change and resulting consequences of covid-19, how does this impact employees in the workforce, their overall work performance, and well-being?

Gratitude

Gratitude is often the attitude of appreciation and acknowledgement of the surrounding positivity relating closely with hope and optimism (Hammer, & Brenner, 2019). Gratitude has a positive correlation with the overall well-being of an individual as the inward expression of gratitude is associated with a healthy mental state combating mental wellness hinderous such as anxiety and depression (McGuire, Szabo, Murphy, & Erickson, 2020). As a perspective, gratitude focuses on the positive aspects of outcomes and interactions between people which

strongly affects a person's happiness and view on life (Stovall, 2018). Happiness as an emotion is often temporary but continuous happiness can be found in an attitude of giving thanks (The Year in Review, 2014).

Task Performance

Task performance relates to an individual's efficiency on job or role centered tasks including job skills, knowledge, quality, and quantity (Koopmans, et. al, 2013). Within organizations, employees rely on the communication of workplace leaders to inform task making decisions and often attitude (Guo, & Ling, 2020). In the transition to a virtual setting, the channels used to communicate between leadership and employees have drastically shifted to new platforms that support virtual conferencing, instant messaging, and project management replacing in-person conversations and other interactions. Employees, now set in a new remote environment, have gained greater influence on their task performance as individual attitude and perception impacts employee absenteeism, decision-making abilities, and self-monitoring awareness (Jawahar, 2001).

Gratitude and Task Performance

Gratitude has impactful implications on an employee's work performance as it positively relates to an individual's physical and mental wellbeing through consistent states of happiness. Consistent states of happiness are strong indicators of an employee's workplace perception, productivity, and performance (Allen, & McCarthy, 2016). So in a covid-19 environment that has brought lockdowns and quarantine minimizing social interactions leading to sensory deprivation, sense of fear, irritability, and emotional exhaustion, an employee's attitude of gratitude is an indicator of their level of performance as it provides insight into their overall level of happiness (Srivastava, et al, 2020).

Hypothesis 1: Gratitude is positively related to task performance

Servant Leaders

As the workplace incurs such drastic changes impacting many employees negatively when it relates to their mental wellness and work performance, servant leadership may bring a combination of traits that can help combat many of the challenges employees are facing today. Servant leadership was first shared by Robert Greenleaf in the essay “The Servant as a Leader” in 1970. Servant leaders are said to have 10 core characteristics in: *listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community* (Spears, 2010).

Listening creates a window of reality for organizational leaders. Actively listening to followers develops empathy, awareness, and understanding (Coulson-Thomas, 2014). With understanding followers, servant leaders are able to better identify their areas of growth, motivations, and desired goals for the individuals on the team. The path of employee empowerment begins with listening, creating understanding powered by trust.

Trust between servant leader and follower develops from and is maintained through continuous communication. Organizational servant leaders invest heavily into the relationships between them and their followers eventually developing close personal relationships. With strong interpersonal skills, emotional intelligence, and awareness servant leaders are able to identify when followers are experiencing emotional slumps. Servant leaders are then able to facilitate emotional healing through listening, expressing understanding, and empathic responses (Barbuto, 2014).

A servant as a leader appears to be a conflicting approach but servant leaders have strong influential power among their followers. Through the development of close personal

relationships with followers, genuine desire to support their development, and high interpersonal skills, servant leaders are extremely capable of implementing persuasion as a tactic to lead instead of imposing their will onto others. Servant leaders are equal parts servants as they are leaders. With their great influence, servant leaders take on the responsibility to conduct themselves using a high code of conduct for the betterment of their team members and organization. In seeking to do things the “right” way servant leaders expand their ability to influence followers by establishing themselves to be respectable role models (Van Dierendonck, 2011).

The 10 characteristics can be further divided into 4 dimensions of influence: ethical, emotional, relational, and spiritual (Eva, Robin, Sandjaya, Dierendonck, & Liden, 2019). The efforts of a true servant leader are evident in those around them. Followers of servant leaders find themselves growing as people and those at the receiving end of a servant leader’s support become more likely to serve others and become healthier, free thinking, wiser, and independent (Greenleaf, 2002).

In an organizational setting, servant leaders are able to positively affect the behavior of employees as servant leaders seek to support and build up those around them. Developmental opportunities, given ability to make meaningful decisions, and genuine meaningful relationships empower followers to take ownership of their work and buy into the servant leader’s team vision based on foundational values of collectivism and humility (Gandolfi, & Stone, 2018). Once onboard with the servant leader’s approach, employee engagement among followers soars as they are now responsible for the work they produce while being supported and encouraged by the servant leader.

Servant Leadership: Empowerment

Servant leaders seek to serve and build up followers by providing them the ability to make decisions and set goals for their own self betterment resulting in follower empowerment. Once followers accept the servant leader's vision for the employee, team, and/or organization, servant leader's share their power and take the role of holding people accountable (Gandolfi, & Stone, 2018). Servant leaders seek first to understand their followers to gauge strengths and weaknesses, providing opportunities for them to create a meaningful and genuine relationship to build confidence and provide encouragement. Followers are empowered to try new paths, take risks, and make mistakes in search of the best version of themselves through the mentorship of the servant leader, leading to followers serving others in return (Eva, Robin, Sandjaya, Dierendonck, & Liden, 2019).

Empowerment and Task Performance

Power shared from a servant leader consequently comes with taking responsibility for the outcomes made through decision-making and work produced. A priority for servant leaders is for followers to fulfill their utmost potential which eventually results in independent decision-making, shared collectivism mentality, and ability to handle tasks. With this increased self-responsibility and long-term approach to an individual's development through empowerment, employees feel more inclined to execute their task performances at an optimal level (Eva, Robin, Sandjaya, Dierendonck, & Liden, 2019).

Hypothesis 2: Servant leadership empowerment is positively related to task performance

Servant Leadership: Emotional Healing

A significant strength for servant leaders is their ability to facilitate emotional healing. Servant leaders invest a significant amount of time to communicate with their followers to build up understanding and trust (Boone, & Makhani, n.d). With strong communication skills and high

emotional intelligence, servant leaders seek to make emotionally hurt people “whole” by creating a space for followers to feel heard and secure through empathic listening (Spears, 2004).

Emotional Healing and Task Performance

During an emotionally strenuous period such as lockdown, quarantine, the loss of a loved one resulting from covid-19, servant leaders are capable of mending emotional pain through emotional healing. As leaders within an organization, a primary objective is to get positive emotion reinforcing the efforts of followers to encourage productivity. Employees are able to perform because of emotional security resulting from the servant leader's ability to support emotional healing whenever needed (Barbuto, & Wheeler, 2006). Through emotional healing, employees are guided to find their purpose at work, improving productivity and task performance (Hughes, 2005).

Hypothesis 3: Servant leadership emotional healing is positively related to task performance

Gratitude, Empowerment, and Emotional Healing's Relation to Task Performance

There is a positive relationship between positive employee emotions, such as gratitude, and task performance (Ramlall, n.d). Servant leaders' ability to empower followers through ownership of tasks, decision-making, and outcomes increases employee motivation and involvement which result in improved work performance (Tutar, Altinoz, & Cakiroglu, 2011). The creation of welcoming work environments where employees feel heard when it relates to workplace issues and personal hardships come from a servant leader's ability to facilitate emotional healing (Melchar, & Bosco, 2010). Gratitude as an attitude is an internal factor that puts more earnest on the employee. But the external forces of empowerment and emotional healing moderates gratitude's impact on employee task performance with organizational servant

leaders encouraging followers when positive attitude might be absent for a time period due to covid-19 induced factors. I predict that the relationship between gratitude and task performance is moderated by the empowerment and emotional healing such that employees with low levels of gratitude are more positively influenced from servant leadership traits than those experiencing high levels of gratitude.

Hypothesis 4: The relationship between gratitude and task performance is moderated by servant leadership empowerment, such that those lower on gratitude benefit more from Servant Leader's empowerment than those who are high on gratitude

Hypothesis 5: The relationship between gratitude and task performance is moderated by servant leader emotional healing, such that those lower on gratitude benefit more from Servant Leader's emotional healing than those who are high on gratitude.

Methods:

Sample

Data came from the United Latino Students Association's (ULSA) alumni database. ULSA is an umbrella organization that oversees 13 student-led professional organizations located on university campuses throughout the state of California. The participants involved in this study range in age from between mid-twenties and late forties. There are around 700 alumni in the ULSA alumni contact database that are working professionals that are always happy to help. Additionally, participants were required to be fluent in English with non-English speakers not recruited for participation in this research study. Lastly, participants must have considered themselves to be working professionals at some point during the pandemic, but there is no minimum work experience. This study did not involve participants under the age of 18. The sample size is targeted for 100 participants but 18 willing participants completed the survey.

Independent Variables

Servant Leadership and its 7 dimensions of measure. Servant leaders display 10 characteristics that are uniquely combined to create this style of leadership with those being: *Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the Growth of People, and Building Community* (Spears, 2010). Using 7 key dimensions in *Emotional healing, Creating value for the Community, Conceptual skills, Empowering, Helping subordinates grow and succeed, Putting subordinates first, and Behaving ethically*, allowed us to analyze the corresponding relationship between servant leaders in the workplace and employee work performance (Liden, Wayne, Zhao, Henderson, 2008). In measuring the presence of these traits in workplace leaders through data collection on Qualtrics and analysis on IBM's statistical software SPSS, the relationship between workplace performance, community citizenship, and overall general health showed a positive correlation with the degree of servant leadership traits.

Gratitude. Gratitude is the emotional reaction to receiving a positive and beneficial effort from another person (Emmons, Froh, & Rose, 2016). Data was collected using a 6-item questionnaire using the same two platforms of Qualtrics and IBM's statistical software SPSS. Gratitude categorizes as a mood, trait, and emotion creating a possible potent influence in how people interact and conduct themselves in the workplace affecting overall general health, workplace performance, and community citizenship (Rosenberg, E. L., 1998).

Dependent Variables

Work performance. Work performance is broken up into 4 dimensions: task performance, adaptive performance, counterproductive work behavior, and contextual performance (Koopmans, et. al, 2013). Data was collected using a 47-item questionnaire on a rating scale of

0-4. The first 13 questions measures *Task Performance* using four different sets of ratings with *insufficient-very good*, *much worse-much better*, *never-often*, and *seldom-always*. The next 16 questions measures *Contextual Performance* and the following 8 measures *Adaptive Performance* using a rating scale of *seldom-always*. The final 10 questions measure *Counterproductive Work Behavior* using a rating scale of *never-often*.

Positive mental health. State of the participants' mental health was gauged using a 12-item general health questionnaire (Hu, Steward-Brown, Twigg, & Weich, 2007). The mental wellbeing of participants was measured to provide additional insight on their overall work performance as there are links between cognitive functions, relationship management, and physical health (Keyes, C. L., 2005). With high amounts of self-isolation and social distancing due to Covid-19 safety restrictions, people are experiencing significant levels of stress resulting in emotional exhaustion, irritability, anger, and in severe cases disorders such as anxiety, depression, and insomnia are increasing (Srivastava, et al., 2020). The 12-item questionnaire is broken into two halves with the first 6 questions using positive language on a 0-3 scale of *Better than usual* and the remaining 6 questions use negative language on a 0-3 scale of *Not at all-Much more than usual*.

Community citizenship behavior. A citizen is a person who makes the conscious decision to obey their country's laws while receiving the benefits and privileges after meeting that country's legal requirements (Center for the Study of Citizenship, 2021). Community member behavior includes engaging in civil activities, getting connected with community members, and maintaining relationships (Country Health Rankings, 2021). To measure community citizenship behavior, a 7-item questionnaire was included using a 1-7 scale from *strongly disagree-strongly agree*.

Results

For Hypothesis 1 it is believed that gratitude is positively related to task performance. This hypothesis was tested using a linear regression model. In the model, gratitude was the independent variable while task performance was the dependent variable. Results from the model revealed that gratitude does have a significant influence on an employee's task performance (R Square = .212, $p > .05$).

Hypothesis 2 stated that servant leadership empowerment is positively related to task performance. This hypothesis was also tested using a linear regression model. Servant leadership empowerment served as the independent variable with task performance the dependent variable. The data produced from model 2 showed that servant leadership empowerment does have a significant influence on an employee's task performance (R Square = .264, $p < .05$).

For Hypothesis 3 I predicted that servant leadership emotional healing is positively related to task performance. Just like the previous two, hypothesis three was tested using a linear regression model. In model 3, servant leadership emotional healing took the place of independent variable and task performance as the dependent variable. The model revealed that servant leadership emotional healing is a significant factor on an employee's task performance (R Square = .302, $p < .05$).

Model 4 sought to examine servant leadership empowerment's role as a moderator between gratitude and task performance. A regression analysis was used to examine the independent variable (gratitude), dependent variable (task performance), and interaction of the moderator (servant leadership empowerment). Just like before, servant leadership empowerment as a moderator acts as a significant factor between the interaction of gratitude and task performance (R Squared = .454, $b = -.031$, $SE = .017$, $t = -1.768$, $p > .05$). Based on Figure 1, it

appears that employees with lower levels of gratitude experience a greater benefit on their task performance from servant leadership empowerment than those with high levels of gratitude. This result provides support for Hypothesis 4.

Model 5 was used to analyze servant leadership emotional healing influence as a moderator between gratitude and task performance. A regression analysis was used to examine independent variable (gratitude), dependent variable (task performance), and interaction of the moderator (servant leadership emotional healing). In this model, it was revealed that servant leadership emotional healing as a moderator is a significant factor between the relationship between gratitude and task performance ($R^2 = .553$, $b = -.031$, $SE = .014$, $t = -2.258$, $p < .040$). Figure 2 reveals that employees with low levels of gratitude experience a significant difference between their task performance when servant leadership emotional healing is present than those with high levels of gratitude. This result provides support for Hypothesis 5.

Discussion

The analysis of the data gathered in this study reveals that employees experiencing low levels of gratitude are significantly influenced by servant leadership traits, empowerment and emotional healing, leading to equivalent levels of task performance to those experiencing high levels of gratitude. This study reveals that those employees experiencing low levels of gratitude, which is often connected to individual happiness, benefit significantly from an organizational servant leader's ability to facilitate employee empowerment and emotional healing. With negative mental wellness effects resulting from self quarantine, societal lockdowns, and other sudden changes to everyday life in response to Covid-19, servant leaders are an external influence that can help employees maintain task performance at work in spite of declining internal levels of gratitude.

Now with access to a Covid-19 vaccine, the world appears to be opening up again. States in the United States, such as Texas, are beginning to lift mandates requiring facial masks or other face coverings when out in public, schools are planning for students to return in the fall of 2021, and employees are being welcomed back to the office. With the sudden switch to a virtual environment came an unexpected appreciation for the flexibility to work from home by creating personalized work schedules allowing time for daily life events as they came up. Even now with offices opening up again, employees and employers see the benefits in remaining fully virtual or implementing a hybrid model. The new appreciation for a virtual work environment has marked it here to stay.

As things begin to open up again, the negative pandemic induced effects such as anxiety, depression, and insomnia may see a significant decrease but just as the virtual work environment is here to stay so may be the mental hardships people face. There's a new normal that needs to be adjusted to as people have spent a year plus in their homes with minimum social contact and the Covid-19 virus is still running rampant in other parts of the world such as India. So news platforms are still filled with saddening news of lives being changed by the virus. The presence of Covid-19 is still lingering and just like everyone else, employees have to become readjusted to the new normal. Through these challenging times that are introducing hybrid work schedules or maintaining its entirety online, servant leaders have the combination of skills capable of supporting employees when their internal levels of gratitude are low.

For those who maintain or find themselves with high levels of gratitude, a servant leader's empowerment and emotional healing appears to slightly decrease an employee's task performance. High amounts of gratitude and low empowerment reaches a higher level of task performance compared to high gratitude and empowerment combined (Figure 1). The same can

be said of servant leadership emotional healing but the difference between peak task performance is more minimal compared to servant leadership empowerment (Figure 2). With individuals no longer lacking gratitude, the impact servant leadership empowerment and emotional healing can have on task performance dwindles but during challenging times, such as a global pandemic, a leader who can facilitate performance improving activities through key aspects of their skillset is a great asset to team members and organizations as a whole.

A major strength of servant leaders is their flexibility to switch focal points. During times of emotional struggles, servant leaders have the emotional intelligence, awareness, and established personal relationships with followers to facilitate emotional healing. But once the emotionally challenging times come to pass, employees no longer significantly benefit from servant leaders facilitating emotional healing but slightly decrease in their ability to perform tasks at work. Organizational servant leaders paying attention to areas that no longer require their focus appears to distract employees, with emotional healing and employee empowerment becoming somewhat of a hindrance. Once employees are emotionally sound through an attitude of gratitude, which is strongly associated with an individual's happiness, and motivated through employee empowerment, those servant leadership strengths become a distraction to those employees.

What makes servant leaders so effective in our current environment is their combination of strengths. Once the individual has all they need to perform efficiently, servant leaders have the capability to switch the focus to the team. In investing large amounts of time into the relationships with followers, organizational servant leaders are able to effectively get everyone onboard with a beneficial vision. Throughout the team building process, servant leaders promote unity and collectivism developing a sense of community among the team and organization. With

refocusing the attention on the external environment once the individual is again whole, employees are able to perform at a higher level than if servant leaders continue to focus on emotional healing and empowerment.

Somewhat of an unknown challenge that lies ahead with the continuation of a fully or hybrid virtual work environment is the impact on company culture given the reduced amount of in-person interactions. Servant leaders may be able to help with maintaining or establishing new values to fit the new environment. With the increased distance and decreasing amount of in-person interaction in certain organizations, employees may begin to see themselves more as individuals than being a part of a team. For servant leaders the priority is the betterment of their followers over the organization. So with the skill set of establishing, maintaining, and building quality relationships with employees and seeking to empower followers through developmental opportunities, servant leaders are well equipped to maintain an effective team environment even in a distant virtual environment by focusing on the employee.

Limitations and Future Directions

This study provides some great insight into the impact gratitude and servant leadership can have on employee task performance but should be taken with some skepticism. The study's participant pool only consisted of 18 employees with most of them identifying with the Latinx community. With that said, the data collected does not represent a large enough demographic through lack of diversity and participants. However the findings showed that the effects shared above are statistically significant even among the limited dataset. Also this study was absent of any control variables which further brings into question the validity of the findings. Future studies should include much more sound research guidelines by including controls and a larger more diverse participant group.

A new normal is beginning to arise with employees and organizations interested in maintaining a virtual aspect to work schedules. Organizations cut costs and employees gain greater flexibility in their work schedule, a virtual work environment appears to be here to stay in some organizations. As the work environment and challenges evolve so should organizational leaders. Servant leaders have a dedication to the wellbeing and betterment of their followers while operating with stewardship values which could translate effectively to this new virtual environment. The impact of the strengths, weaknesses, and characteristics of a servant leader should be further explored to evaluate their effectiveness in a virtual setting to gauge whether servant leadership characteristics should be implemented in organizational leadership for those looking to maintain a virtual aspect to their work schedule.

These are new and challenging times that require analyzing team dynamics, work environment, employee engagement, an individual's mental wellness, and consequently organizational leadership. Covid-19 has impacted many facets of our lives and with a new norm comes new solutions that require additional research on these many aspects of organizational functions.

Conclusion

The goal of this study was to identify if the unique combination of skills that servant leaders possess make them good candidates to take on the challenges that employees and organizations are now facing due to Covid-19 and a virtual work environment. This goal was achieved by analyzing how an individual's level of gratitude and external forces such as servant leaders' ability to empower and facilitate emotional healing influence employee task performance. The results of our analysis support the hypotheses shared, providing timely insight

on how internal factors such as attitude and external factors such as leadership influence employee performance during a covid-19 plagued work environment.

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Appendix

Figure 1: This figure displays the positive relationship between gratitude (x-axis) and task performance (y-axis), with respect to the difference between servant leadership empowerment.

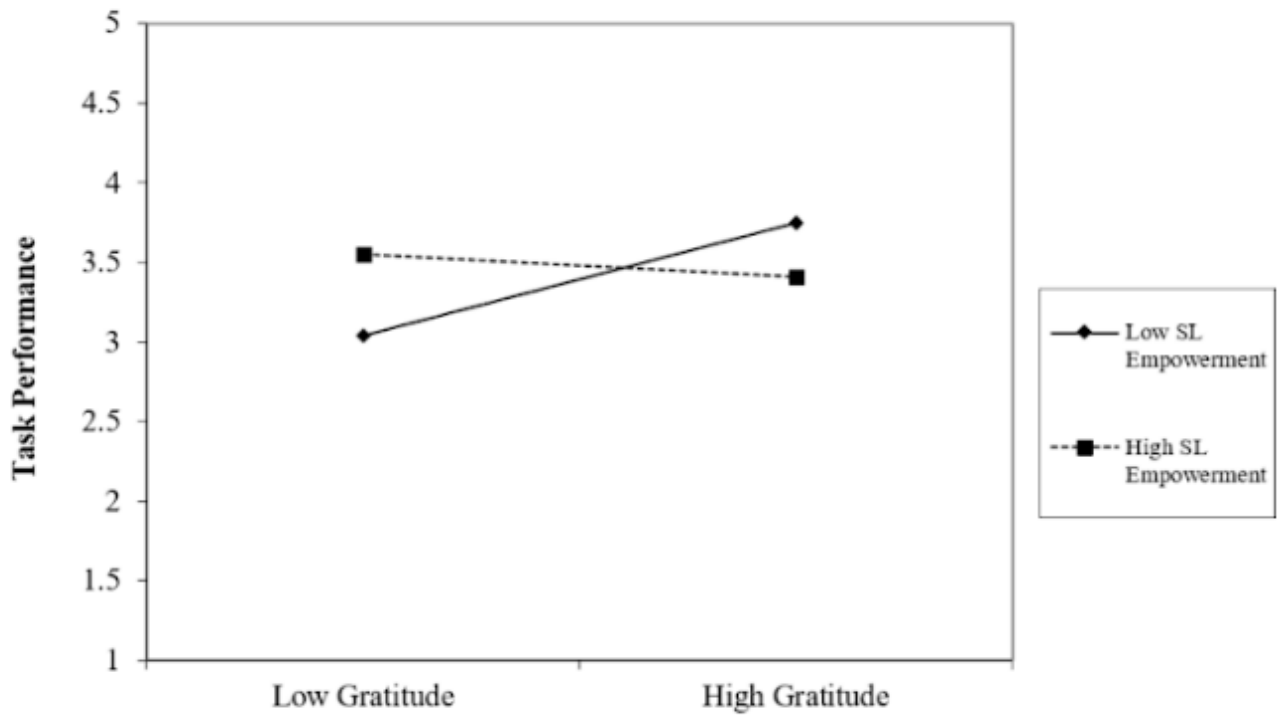


Figure 2: This figure displays the positive relationship between gratitude (x-axis) and task performance (y-axis), with respect to the difference between servant leadership emotional healing.

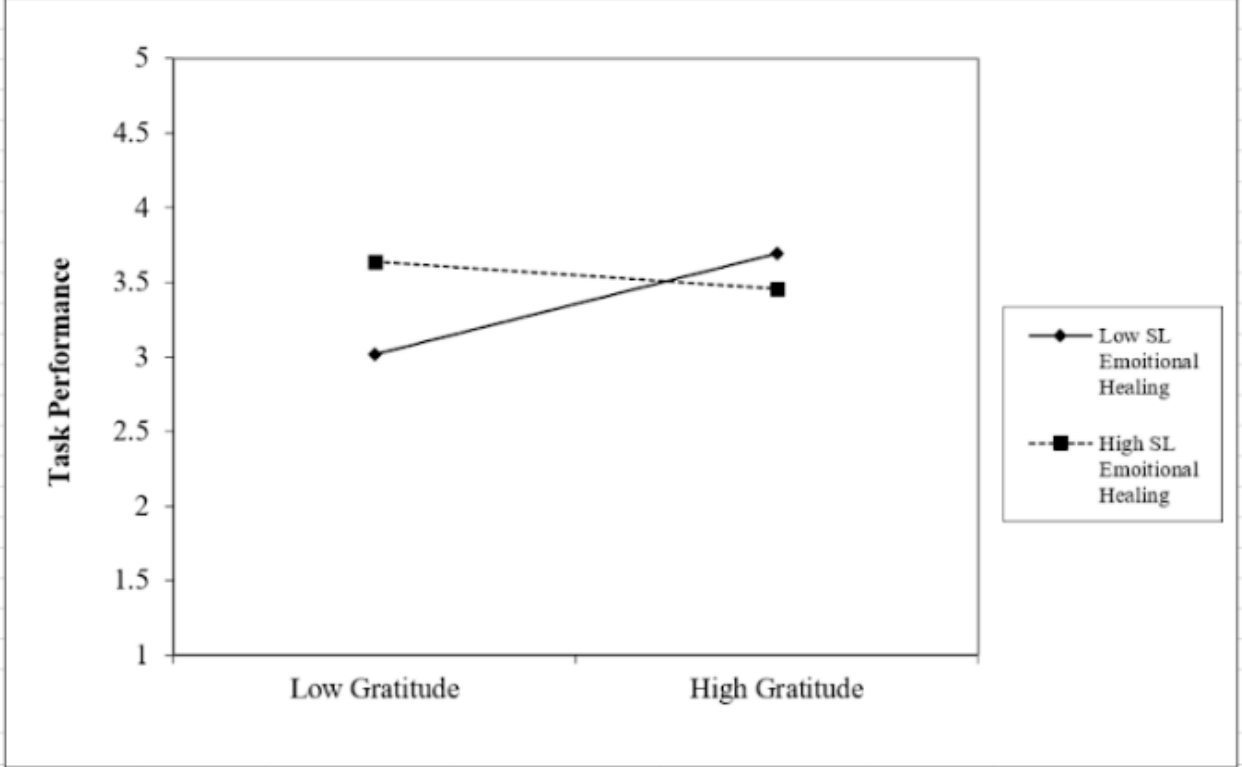


Figure 3: This figure displays the data collected for hypothesis #1 analyzing the relationship between the total level of gratitude and work performance: task performance.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| | | | | | | F Change | df1 | df2 | |
| 1 | .461 ^a | .212 | .163 | .37037 | .212 | 4.315 | 1 | 16 | .054 |

a. Predictors: (Constant), Grattotal

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | .592 | 1 | .592 | 4.315 | .054 ^b |
| | Residual | 2.195 | 16 | .137 | | |
| | Total | 2.787 | 17 | | | |

a. Dependent Variable: WPTP
b. Predictors: (Constant), Grattotal

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.814 | .763 | | 2.376 | .030 |
| | Grattotal | .042 | .020 | .461 | 2.077 | .054 |

a. Dependent Variable: WPTP

Figure 4: This figure displays the descriptive statistics for hypothesis #1 analyzing the relationship between the total level of gratitude and work performance: task performance.

Regression

| | Mean | Std. Deviation | N |
|-----------|---------|----------------|----|
| WPTP | 3.3889 | .40487 | 18 |
| Grattotal | 37.5556 | 4.44869 | 18 |

Correlations

| | | WPTP | Grattotal |
|---------------------|-----------|-------|-----------|
| Pearson Correlation | WPTP | 1.000 | .461 |
| | Grattotal | .461 | 1.000 |
| Sig. (1-tailed) | WPTP | . | .027 |
| | Grattotal | .027 | . |
| N | WPTP | 18 | 18 |
| | Grattotal | 18 | 18 |

Figure 5: This figure displays the data collected for hypothesis #2 analyzing the relationship between the total level servant leadership: empowerment and work performance: task performance.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| | | | | | | F Change | df1 | df2 | |
| 1 | .514 ^a | .264 | .218 | .35794 | .264 | 5.751 | 1 | 16 | .029 |

a. Predictors: (Constant), SLEmpower

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | .737 | 1 | .737 | 5.751 | .029 ^b |
| | Residual | 2.050 | 16 | .128 | | |
| | Total | 2.787 | 17 | | | |

a. Dependent Variable: WPTP

b. Predictors: (Constant), SLEmpower

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.660 | .316 | | 8.427 | .000 |
| | SLEmpower | .134 | .056 | .514 | 2.398 | .029 |

a. Dependent Variable: WPTP

Figure 6: This figure displays the descriptive statistics for hypothesis #2 analyzing the relationship between the total level of Servant Leadership: empowerment and work performance: task performance.

Regression

| Descriptive Statistics | | | |
|------------------------|--------|----------------|----|
| | Mean | Std. Deviation | N |
| WPTP | 3.3889 | .40487 | 18 |
| SLEmpower | 5.4306 | 1.55016 | 18 |

Correlations

| | | WPTP | SLEmpower |
|---------------------|-----------|-------|-----------|
| Pearson Correlation | WPTP | 1.000 | .514 |
| | SLEmpower | .514 | 1.000 |
| Sig. (1-tailed) | WPTP | . | .015 |
| | SLEmpower | .015 | . |
| N | WPTP | 18 | 18 |
| | SLEmpower | 18 | 18 |

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|------------------------|-------------------|--------|
| 1 | SLEmpower ^b | . | Enter |

a. Dependent Variable: WPTP

b. All requested variables entered.

Figure 7: This figure displays the data collected for hypothesis #3 analyzing the relationship between the total level servant leadership: emotional healing and work performance: task performance.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| | | | | | | F Change | df1 | df2 | |
| 1 | .550 ^a | .302 | .259 | .34863 | .302 | 6.927 | 1 | 16 | .018 |

a. Predictors: (Constant), SLEmoHel

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | .842 | 1 | .842 | 6.927 | .018 ^b |
| | Residual | 1.945 | 16 | .122 | | |
| | Total | 2.787 | 17 | | | |

a. Dependent Variable: WPTP

b. Predictors: (Constant), SLEmoHel

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.701 | .274 | | 9.856 | .000 |
| | SLEmoHel | .143 | .054 | .550 | 2.632 | .018 |

a. Dependent Variable: WPTP

Figure 8: This figure displays the descriptive statistics for hypothesis #3 analyzing the relationship between the total level of Servant Leadership: Emotional Healing and work performance: task performance.

Regression

| Descriptive Statistics | | | |
|------------------------|--------|----------------|----|
| | Mean | Std. Deviation | N |
| WPTP | 3.3889 | .40487 | 18 |
| SLEmoHel | 4.8056 | 1.55430 | 18 |

Correlations

| | | WPTP | SLEmoHel |
|---------------------|----------|-------|----------|
| Pearson Correlation | WPTP | 1.000 | .550 |
| | SLEmoHel | .550 | 1.000 |
| Sig. (1-tailed) | WPTP | . | .009 |
| | SLEmoHel | .009 | . |
| N | WPTP | 18 | 18 |
| | SLEmoHel | 18 | 18 |

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-----------------------|-------------------|--------|
| 1 | SLEmoHel ^b | . | Enter |

a. Dependent Variable: WPTP

b. All requested variables entered.