Servant Leadership and Its Relationship with Task Performance Behavior among Employees of a Telecommunications Company in Lima, 2025

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This study aimed to determine the relationship between servant leadership and task performance behavior—including the dimensions of personal support, organizational support, and constant initiative—among employees of a telecommunications company in Lima in 2025. Adopting a quantitative approach and the deductive method, the research was classified as basic, non-experimental, and correlational in scope. The population was considered infinite, with 167 workers, of which a probabilistic sample of 117 was selected. Data were collected using questionnaires: 26 items measured servant leadership, and 17 items assessed task performance behavior. Instrument validity was ensured by three expert judges, and reliability was confirmed with Cronbach's alpha coefficients of 0.943 and 0.970 for the two variables, respectively. Descriptive analysis characterized the variables across high, medium, and low levels. Normality was assessed using the Kolmogorov test, confirming the non-parametric nature of the data. Inferential analysis with Spearman's rho test revealed significant relationships between servant leadership and task performance behavior (sig. = 0.000; r = 0.834), as well as with the dimensions of personal support (r = 0.764), organizational support (r = 0.828), and constant initiative (r = 0.868). The study concludes that fostering servant leadership is crucial for promoting proactive work environments.

Keywords—Servant leadership, Task performance, Personal support, Organizational support, Telecommunications.

I. Introduction

A. Description of the Problematic Situation

The telecommunications industry plays a critical role in economic development and social connectivity worldwide. However, this sector frequently faces challenges related to employee performance, organizational efficiency, and leadership effectiveness, which can undermine service quality and operational success. In Peru, despite advances in telecommunications infrastructure, companies still confront difficulties in sustaining workforce motivation and productivity, which are closely linked to leadership practices [1], [2].

Servant leadership, a leadership approach that prioritizes serving employees' needs and fostering a collaborative and inclusive work environment, has gained attention for its positive impact on organizational outcomes such as employee engagement, job satisfaction, and performance [3], [4]. The United Nations Development Programme highlights that trust and ethical leadership are essential to organizational resilience and effectiveness, especially in service-oriented sectors [5].

Empirical studies in telecommunications and related fields demonstrate that leadership styles strongly influence employees' behavior and task performance. For example, research in African telecommunications projects has shown that leadership weaknesses contribute to project delays and inefficiencies [6]. Similarly, in Latin America, leadership styles that emphasize empathy and support improve organizational commitment and innovation [7]. In Peru specifically, challenges in leadership within telecommunications companies have been linked to diminished employee motivation and inconsistent task execution, affecting overall productivity [1], [8].

Given this context, it is imperative to investigate how servant leadership relates to task performance behavior among telecommunications employees in Lima. Understanding this relationship can guide the development of leadership strategies that enhance employee commitment, foster a positive organizational climate, and improve operational effectiveness.

B. Problem Statement

General Research Question:

What is the relationship between servant leadership and task performance behavior among employees of a telecommunications company in Lima, 2025?

Specific Research Questions:

1. What is the relationship between servant leadership and personal support among employees of a telecommunications company in Lima, 2025?
2. What is the relationship between servant leadership and organizational support among employees of a telecommunications company in Lima, 2025?
3. What is the relationship between servant leadership and conscious initiative among employees of a telecommunications company in Lima, 2025?

5th LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development - LEIRD 2025
"Entrepreneurship with Purpose: Social and Technological Innovation in the Age of AI" - Virtual Edition, December 1 – 3, 2025

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C. Research Objectives

General Objective:

To determine the relationship between servant leadership and task performance behavior among employees of a telecommunications company in Lima, 2025.

Specific Objectives:

1. To determine the relationship between servant leadership and personal support among employees of a telecommunications company in Lima, 2025.
2. To determine the relationship between servant leadership and organizational support among employees of a telecommunications company in Lima, 2025.
3. To determine the relationship between servant leadership and conscious initiative among employees of a telecommunications company in Lima, 2025.

D. Justification

From a theoretical perspective, recent and trending research highlights the study of leadership focused on service, moving away from traditional approaches. Classical leadership models have been refuted, providing significant contributions to the scientific literature by demonstrating that servant leadership not only contributes meaningfully to employee well-being. Consequently, the development of employees is prioritized through an environment that promotes the continuous improvement of technical skills for greater efficiency in assigned tasks.

Methodologically, this research is justified based on quantifiable diagnostic measurements, which will provide highly reliable findings through questionnaires and statistical analysis. These tools will be used to evaluate the relationship between servant leadership and task performance within a telecommunications company in Lima. To achieve this, it is necessary to conduct appropriate data collection, which will be translated into numerical results that strengthen knowledge about leadership models that support the development and efficiency of employees in today's business environment.

At a practical level, this research seeks to provide tools for implementing servant leadership to enhance task performance among employees. The aim is for the evidence gathered to serve as a basis for optimizing leadership strategies in the telecommunications company or similar service-oriented organizations, fostering a more collaborative and motivated work environment. As a result, this will lead to multiple benefits for the organizational climate and, consequently, an increase in task performance among employees.

II. THEORICAL FRAMEWORK

A. Servant Leadership

Servant leadership prioritizes the well-being of the team by fostering trust and aiming primarily at achieving team objectives to promote their growth [9]. Additionally, it seeks to develop collaboration among colleagues, creating a harmonious environment that significantly improves performance in the tasks carried out.

Servant leadership is an essential component in organizations to ensure that teams share the same objective and move forward in unison [10]. Servant leadership is based on values such as empathy, active listening, and commitment [11]. In this regard, strengthening employees to improve their performance and contribute to organizational success through service-centered leadership is fundamental [12], [13].

Thus, this research is grounded in Laub's framework, which allows for the analysis of various dimensions relevant to the current realities faced by the telecommunications industry, providing definitions and guidance for different situations.

Dimensions of Servant Leadership

Recognition of People's Values: In his research, Laub (1999) highlights that each employee is unique, coming from different backgrounds with diverse customs and personalities; therefore, it is important that the leader respects and values each individual member. Merely recognizing the value of employees is crucial as it reflects respect and trust, fostering unity, building lasting friendly bonds, and better aligning ideas with employees' convictions [14].

Development of Employees: Laub [9] defines this as the servant leader's concern to provide full support regarding opportunities for learning and skill development. Conversely, Blanchard [15] argues that development also involves mentoring and knowledge transfer from the leader to employees, fostering responsibility and decision-making aptitude.

Community Building: Laub [9] states that these are attitudes and actions that result in collaborative environments where workplaces become positive and mutually agreeable settings. Similarly, Spers [16] argues that such community building is only possible when all members work in harmony toward common goals, promoting open communication, actively involving all employees, and facilitating collaborative decision-making processes.

Demonstration of Authenticity: Laub [9] refers to the manner in which the leader fosters dialogue by exhibiting transparent communication, issuing information and/or statements with conviction that reflect credibility and certainty. Espinoza [17] adds that every leader must be genuine in their actions and reactions, acknowledging their mistakes and demonstrating strengths and the capacity to lead.

Provision of Leadership: Laub [9] points out that one of the main priorities of a servant leader is to look after the needs of subordinates by providing support and sharing power.

Spears [16] further explains that a leader fulfills their role and purpose when they develop skills and invest in their teams, taking charge when necessary.

Leadership Actions: Finally, Laub [9] mentions that the servant leader shows commitment to service through concrete actions such as active listening, providing support and resources, and facilitating teamwork. Moreover, actions that reinforce employees' self-confidence, such as delegating responsibilities and granting autonomy and independence in decision-making, are essential [16].

B. Task Performance Behavior

According to Borman et al. [18], task performance behavior refers to how activities are executed in the workplace, emphasizing the correct fulfillment of responsibilities. Quality and productivity are also integral components due to their significant impact on organizational outcomes [19], [20]. Furthermore, it is crucial that the environment in which tasks are performed aligns with the motivation of work teams to achieve optimal completion of activities [21], [22].

In this study, Borman et al. [18] serves as the foundational author for task performance since the model they propose strongly corresponds to the realities of the telecommunications sector and how employees perform activities, providing an explanatory framework regarding the consistency of personal support within organizations.

Dimensions of Task Performance Behavior

Personal Support: Adiguzel et al. [10] refers to how coworkers develop by providing support to one another in a respectful and collaborative manner, demonstrating respect and well-being within the team. Supportive actions indicate a degree of interaction among colleagues, fostering friendly relationships, promoting a positive organizational climate, and enhancing group performance [18].

Organizational Support: Nabila et al. [19] discusses how actions are guided by the company's culture and objectives, emphasizing adherence to organizational norms. Similarly, Borman et al. (2001) defines support as advocating for the organizational philosophy, essentially "wearing the company's jersey" while being aware that achieving institutional goals contributes to collective stability.

Conscious Initiative: Zada et al. [21] identifies employee proactivity in process improvement, problem-solving, and assuming responsibilities as a priority. Likewise, Borman et al. [18] stresses that initiative is coupled with efficiency, meaning the employee's ability to utilize resources effectively to benefit the economic well-being of the organization.

C. Hypothesis Formulation

General Hypothesis:

There is a significant relationship between servant leadership and task performance behavior among employees of a telecommunications company in Lima, 2025.

Specific Hypotheses:

1. There is a significant relationship between servant leadership and personal support among employees of a telecommunications company in Lima, 2025.
2. There is a significant relationship between servant leadership and organizational support among employees of a telecommunications company in Lima, 2025.
3. There is a significant relationship between servant leadership and conscious initiative among employees of a telecommunications company in Lima, 2025.

III. METHODOLOGY

A. Research Approach

Quantitative approach enables the measurement and comparison of phenomena through the collection and analysis of statistical data, using structured measurement and statistical methods to ensure accuracy and verifiability [23]. This study adopted this approach by employing structured surveys to quantify participants' perceptions and behaviors, providing empirical evidence to support the findings. Statistical techniques ensured objectivity, reliability, and validity, reducing bias and enabling precise analysis of relationships between variables, thus supporting conclusions based on reproducible data.

B. Research Method

Deductive method as starting from general principles or established theories to test their applicability in specific cases [24]. This study applied the deductive method to analyze data and verify whether results confirm or refute prior hypotheses, facilitating pattern identification and ensuring a structured, theory-based analysis that supports verifiable conclusions.

C. Type and Design of Research

Basic research aims to produce theoretical knowledge without immediate practical application, deepening understanding of phenomena through rigorous analysis [25]. This study fits this type by focusing on conceptual understanding and theoretical contribution to the telecommunications field.

Non-experimental research studies phenomena in their natural settings without manipulating variables [24]. This design enabled the observation of variables in their real

context, supporting objective, evidence-based analysis and facilitating the interpretation of current or past trends.

D. Scope of Research

Correlational research examines relationships between variables without manipulation, measuring the degree of association to identify patterns but not causality [26]. This study followed this approach by analyzing two variables to determine their level of association through statistical methods, ensuring rigorous analysis and generating insights for future investigations.

E. Population and Sample

A finite population as a limited, quantifiable set with known size, enabling precise statistical methods [23]. This study involved a finite population of 167 employees from various roles across nine regions as of January 2025.

A full population study eliminates sampling errors but, given the sample size, this research used simple random probabilistic sampling with 117 employees. This ensured representativeness and data accuracy by giving all subjects equal selection opportunity, while also applying reliable data collection methods to reduce bias and improve validity [27].

F. Data Collection Technique and Instrument

Surveys are systematic methods using structured questionnaires to measure perceptions and behaviors, facilitating statistical analysis [24]. This study employed surveys to collect standardized, comparable, and reliable data that allowed identification of patterns and variable relationships.

Questionnaires as organized tools comprising open or closed items to measure variables, ensuring standardization [28]. Two questionnaires were used here to gather detailed data on the variables, supporting systematic and comparable information collection.

G. Instrument Validity and Reliability

Instrument validity is critical for meaningful inferences about the construct measured, ensuring study conclusions are relevant and reliable [29]. Expert validation was conducted through three field specialists who reviewed questionnaire items for clarity, relevance, and alignment with theoretical dimensions.

Reliability analysis is essential in quantitative research to ensure consistent, stable measurement scales [30]. The servant leadership variable obtained a Cronbach's alpha of 0.943 (26 items), and task performance behavior obtained 0.970 (17 items), indicating high internal consistency and reliable measurement of both constructs.

H. Data Collection and Analysis Method

With authorization from the administrative manager, data collection was implemented via an online questionnaire using Google Forms, distributed through company internal channels. Concurrently, detailed communication with department heads occurred via phone and meetings to explain the research goals, participation importance, methodology, estimated completion time, and anonymity guarantees. Heads were requested to motivate their teams.

An initial 10-day period was granted for autonomous completion, followed by individual follow-up with non-respondents via corporate email and, with consent, WhatsApp messages offering assistance and emphasizing the relevance of their contributions. This process ensured optimal response rates and completion of data collection.

The collected data were exported from Google Forms to a statistical software platform for analysis. Data cleaning was performed to identify and correct inconsistencies or missing values, ensuring data integrity. Descriptive statistics summarized demographic and key variable distributions. Inferential statistical techniques, including correlation and analyses, were applied to test the hypotheses and examine relationships between servant leadership and task performance behavior variables.

IV. RESULTS

A. Descriptive Results

TABLE I
LEVELS OF THE STUDY VARIABLES BY UNIT SCALE

Level	Servant Leadership	Task Performance Behavior
High	47	44
Medium	69	72
Low	1	1
Total	**117**	**117**

Table I displays the distribution of the variables under study. Regarding Servant Leadership, the highest frequency is observed at the medium level with 69 participants, followed by 47 at the high level, and only 1 at the low level. Similarly, for Task Performance Behavior, 72 participants fall within the medium level, 44 at the high level, and 1 at the low level. Thus, the main concentration of responses is at the medium level, with a significant presence at the high level and a minimal presence at the low level.

TABLE II
LEVELS OF THE STUDY VARIABLES BY PERCENTAGE SCALE

Level	Servant Leadership	Task Performance Behavior

High	40.17%	37.61%
Medium	58.97%	61.54%
Low	0.85%	0.85%
Total	100.00%	100.00%

Table II shows that the medium level concentrates the largest proportion of employees for both Task Performance Behavior, at 61.54%, and Servant Leadership, at 58.97%. This is followed by the high level, with 37.61% of participants in Performance and 40.17% in Leadership. Finally, the low level has the smallest representation in both variables, at a mere 0.85%. This percentage distribution illustrates a central tendency of responses towards the medium level, with a significant presence at the high level and minimal representation at the low level for both variables under study.

B. Inferential Results

This section will address the application of normality tests to the collected data for each variable (servant leadership and task performance behavior along with its dimensions). Subsequently, the relevant hypothesis testing will be conducted for each specific objective, aiming to determine the existence and significance of the relationships between servant leadership and employee job performance (including the dimensions of personal support, organizational support, and conscious initiative).

Normality Test

TABLE III
KOLMOGOROV-SMIRNOV TEST

Variable (V) and Dimensions (D)	Value	Df	Sig.
V: Servant Leadership	0.224	117	0.000
V: Task Performance Behavior	0.194	117	0.000
D: Development of Employees	0.182	117	0.000
D: Community Building	0.284	117	0.000
D: Demonstrates Authenticity	0.272	117	0.000
D: Provision of Leadership	0.215	117	0.000
D: Leadership Actions	0.253	117	0.000
D: Task Performance Behavior	0.183	117	0.000
D: Personal Support	0.243	117	0.000

D: Organizational Support	0.149	117	0.000
D: Conscious Initiative	0.155	117	0.000

According to Table III, the normality test was applied using the Kolmogorov-Smirnov statistic due to the large sample size (117 individuals).

The results show that for Variable 1, "Servant Leadership," the asymptotic significance was 0.000 (less than the 0.05 significance level). Similarly, its dimensions also yielded asymptotic significances below 0.05. Therefore, it is concluded that both the variable and its dimensions consist of non-normal data.

Likewise, for Variable 2, "Task Performance Behavior," the asymptotic significance was 0.000 (below the 0.05 threshold). Its dimensions similarly showed asymptotic significances less than 0.05, leading to the conclusion that both the variable and its dimensions are composed of non-normal data.

Since the normality test determined that the data are non-normal and the variables are qualitative, it is recommended to apply a non-parametric test. In this scenario, given that the study is correlational, Spearman's rho test was applied.

General hypothesis: There is a significant relationship between servant leadership and task performance behavior among employees of a telecommunications company in Lima, 2025.

TABLE IV
GENERAL HYPOTHESIS: SPEARMAN'S RHO

	Servant Leadership			Task Performance Behavior		
	Correlation coefficient	Sig.	N	Correlation coefficient	Sig.	N
Servant Leadership	1,000		117	0,834	0,000	117
Task Performance Behavior	0,834	0,000	117	1,000		117

Table IV presents the results of the general hypothesis. It shows that the two-tailed asymptotic significance was 0.000 (below the 0.05 significance level), allowing the researcher to accept the proposed hypothesis. Therefore, there is a significant relationship between servant leadership and task performance behavior among employees of a telecommunications company in Lima, 2025.

Regarding the strength of the correlation, a coefficient of 0.834 was identified, indicating a positive and very strong correlation.

Specific hypothesis 1: There is a significant relationship between servant leadership and personal support among employees of a telecommunications company in Lima, 2025.

TABLE V
SPECIFIC HYPOTHESIS 1: SPEARMAN'S RHO

	Servant Leadership			Personal Support		
	Correlation coefficient	Sig.	N	Correlation coefficient	Sig.	N
Servant Leadership	1,000		117	0,764	0,000	117
Personal Support	0,764	0,000	117	1,000		117

Table V presents the results of Specific Hypothesis 1. It shows that the two-tailed asymptotic significance was 0.000 (below the 0.05 significance level), which allows the researcher to accept the proposed hypothesis. Therefore, there is a significant relationship between servant leadership and personal support among employees of a telecommunications company in Lima, 2025.

Regarding the strength of the correlation, a coefficient of 0.764 was identified, indicating a positive and strong correlation.

Specific hypothesis 2: There is a significant relationship between servant leadership and organizational support among employees of a telecommunications company in Lima, 2025.

TABLE VI
SPECIFIC HYPOTHESIS 2: SPEARMAN'S RHO

	Servant Leadership			Organizational support		
	Correlation coefficient	Sig.	N	Correlation coefficient	Sig.	N
Servant Leadership	1,000		117	0,828	0,000	117
Organizational support	0,828	0,000	117	1,000		117

Table VI shows the results corresponding to Specific Hypothesis 2. It can be observed that the two-tailed asymptotic significance was 0.000 (below the 0.05 significance level). Consequently, the researcher can accept the proposed hypothesis. Therefore, there is a significant relationship between servant leadership and organizational support among employees of a telecommunications company in Lima, 2025.

Regarding the magnitude of the correlation, a coefficient of 0.828 was found, suggesting a positive and very strong correlation.

Specific hypothesis 3: There is a significant relationship between servant leadership and conscious initiative among employees of a telecommunications company in Lima, 2025.

TABLE VII
SPECIFIC HYPOTHESIS 3: SPEARMAN'S RHO

	Servant Leadership			Conscious Initiative		
	Correlation coefficient	Sig.	N	Correlation coefficient	Sig.	N
Servant Leadership	1,000		117	0,868	0,000	117
Conscious Initiative	0,868	0,000	117	1,000		117

Table VII presents the results of Specific Hypothesis 3. It shows that the two-tailed asymptotic significance was 0.000 (below the 0.05 significance level), allowing the researcher to accept the proposed hypothesis. Therefore, there is a significant relationship between servant leadership and support for conscious initiative among employees of a telecommunications company in Lima, 2025.

Regarding the strength of the correlation, a coefficient of 0.868 was identified, indicating a positive and very strong correlation.

V. CONCLUSIONS

The study successfully determined a highly significant relationship between servant leadership and task performance behavior in the telecommunications company under study in Lima, 2025. This was validated using Spearman's rho test (sig. = 0.000; r = 0.834), indicating a positive and very strong correlation.

The relationship between servant leadership and personal support among employees of the telecommunications company in Lima, 2025, was also established. This finding was supported by Spearman's rho test (sig. = 0.000; r = 0.764), demonstrating a positive and strong correlation.

A significant connection between servant leadership and organizational support among employees was evidenced as well. This was confirmed through Spearman's rho test (sig. = 0.000; r = 0.828), reflecting a positive and very strong correlation.

Finally, the relationship between servant leadership and conscious initiative support among employees was determined and validated by Spearman's rho test (sig. = 0.000; r = 0.868), showing a positive and very strong correlation.

VI. RECOMMENDATIONS

First: It is recommended to promote a servant leadership style among middle and senior management, as its implementation is strongly associated with a considerable improvement in employee performance. This can be achieved

through continuous training programs focused on service-centered leadership.

Second: It is suggested to strengthen internal policies that encourage human-centered leadership, given the positive association of this style with personal support among employees. Investing in the development of leaders' soft skills will foster more empathetic, collaborative, and cohesive work environments, thereby improving the organizational climate.

Third: It is advisable to consolidate servant leadership practices as part of the organizational culture, due to its strong link with employees' perception of organizational support. Leaders should act as facilitators and allies, demonstrating commitment to the well-being and development of their teams.

Fourth: It is encouraged to promote leadership that inspires and supports employees' individual initiatives. Given the high correlation between servant leadership and conscious initiative, fostering responsible autonomy and innovation within teams is essential, actively recognizing and valuing their proposals.

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