



IMPACT OF SERVANT LEADERSHIP ON SUSTAINABLE HRM PRACTICES

Shomaila Akram^{1,*}, Dr. Rana Nadir Idrees¹

^{1.} COMSATS University Islamabad, Lahore Campus;
Shomaila.fs@gmail.com, rananadir@cuilahore.edu.pk

Article Information	Abstract
Article history: Submitted: 22 nd April, 2024 Accepted: 24 th May, 2024 Published: 28 th June, 2024	<i>Implementing sustainable HRM practices is essential for attaining organizational success and growth in Pakistan's rapidly evolving IT industry. The objective of this study is to measure the impact of servant leadership on sustainable HRM practices in IT companies in Pakistan. For this purpose, convenient sampling technique was employed to consolidate data from 150 IT company employees with self-administered questionnaires. The analysis process related to gauge the relationship among both study variables identified several critical success factors. The study findings suggest that sustainable human resource management practices are significantly impacted by servant leadership behavior. This, in turn, increases the likelihood of achieving enduring organizational and business success, particularly in the complex and ever-changing business environment of the present day. By integrating servant leadership and sustainable human resource management in an efficient manner, this research would be helpful to assist IT-related business professionals in gaining a deeper comprehension of the vital requirements for achieving sustainability objectives in the twenty-first century.</i>
Volume No. 04 Issue No. 01 ISSN: 2790-7899	
Keywords: Servant Leadership; Sustainable HRM; Empowerment; Empathy; Ethics	

Introduction

The Information Technology (IT) industry in Pakistan is undergoing a substantial expansion, as demonstrated by the exceptional 24% growth in IT exports in May 2023. The aforementioned expansion signifies the industry's stability and flexibility, establishing Pakistan as a growing participant in the international IT sector. Pakistan holds a prominent position on the international stage with regard to freelance workforce. Based on the findings of Payoneer's report for 2023, Pakistan ranked fourth globally in terms of the number of freelance workers. The expansion of the e-commerce sector in recent years is truly remarkable. This can be the result of increasing number of individuals having access to internet and the phenomenal popularity of online shopping. The further acceleration of this trend has been caused by the recent pandemic of corona, which has moved most of the world population to adopt the digital lifestyle. This trend has increased the popularity of online marketplaces and create a chance for the firms to come in for prospectus future. The evidences discussed above make it clear that Pakistan's information

technology sector has favorable conditions for expansion. The growth of this sector is mainly enabled with talented workforce, supportive organizational policies and use of innovative applications. Despite the significant growth, organizations in the IT industry encounter various challenges, such as talent retention, skill development, and adapting to the ever-changing market demands. Hiring and retaining skilled workers is a continuous challenge due to their high demand. Furthermore, the IT sector operates in a dynamic environment characterized by rapid technological advancements, shifting consumer preferences, and emerging market trends. To remain competitive, organizations need to have the adaptability and foresight necessary to promptly respond to these dynamics of change. Proactive leadership is essential in this context as it enables the organization to anticipate market shifts, recognize emerging opportunities, and navigate towards sustainable development and success. (Ng, Ang & Chan, 2008). Given the challenging characteristics of the environment, organizations rely heavily on effective leadership to successfully navigate these challenges and achieve sustained success. Effective leadership is crucial for developing a vision and trajectory that motivates and inspires employees to achieve their full potential. Leaders demonstrate the capacity to anticipate forthcoming obstacles and prospects, forecast future successes with strategic acumen, and inspire and cultivate their teams to reach their utmost capabilities. Effective leadership cultivates an environment that encourages continuous learning and novel approaches, provides individuals with the confidence to accept and adapt to change, and provides the strategic direction required to navigate the organization towards enduring expansion and achievement in the ever-evolving IT sector. (Bal, 2017; Zhu et al., 2015). Servant leadership, which is distinguished by its emphasis on the support of others, the cultivation of talent, and the development of team members, has attracted considerable interest as a potentially effective leadership strategy in modern organizational settings (Ding & Yu, 2022). Servant leaders establish a precedent for sustainable organizational performance by cultivating a culture of trust, collaboration, and innovation through their emphasis on the welfare and development of employees (Usman et al., 2022). In addition, the implementation of Human Resource Management (HRM) strategies significantly influences the development of organizational culture, talent administration, and employee motivation (Wan & Cao, 2022). As sustainability in an organization is focused on improving the organizational wellbeing, it moreover includes organization's commitment to the safety as well as well-being of its employees. HRM is predicated on the premise that people are vital to the success of an organization; hence, investing in and managing them well is essential to organizational success (Shen et al., 2018; Schaltegger et al., 2012); consequently, employees' innate needs, such as job satisfaction and welfare, must be satisfied (Jooss et al., 2020). When we talk about the information technology sector of Pakistan, we suggest that the employment and retention of talented workforce is crucial for maintaining a competitive edge which can only be achieved through the implementation of sustainable HRM practices. Taking this into consideration, the objective of this study is to explore the impact of servant leadership on sustainable HRM practices in information technology sector in Pakistan. By analyzing the effects of servant leadership, this study intends to provide significant ideas on improving the efficiency and sustainable growth of organization through investigating the effect of the dimensions of servant leadership namely; empowerment, humility, stewardship, prioritizing others, conceptual skills, empathy and ethical behavior. By gaining a comprehensive understanding of the complexities associated with leadership and human resource management in the IT industry of Pakistan, organizations can strengthen their strategic positioning to thrive amidst ongoing technological advancements and market volatility.

The objectives of the research are:

- To examine the link between servant leadership behavior of empathy on sustainable HRM practices
- To examine the link between servant leadership behavior of empowerment on sustainable HRM Practices
- To examine the link between servant leadership behavior of conceptual skills on sustainable HRM practices
- To examine the link between servant leadership behavior of humility on sustainable HRM practices
- To examine the link between servant leadership behavior of behaving ethically on sustainable HRM practices
- To examine the link between servant leadership behavior of stewardship on sustainable HRM practices
- To examine the link between servant leadership behavior of putting subordinates first on sustainable HRM practices

Literature Review and Hypotheses Development:***Servant Leadership:***

Conceptual Foundations and Attributes: Over time, there has been seen a significant paradigm shift in the field of organizational leadership. In the early stages of leadership, hierarchical structures frequently played a central role, wherein authority was granted according to one's position or title. Historically, leaders of ancient civilizations were monarchs or rulers who exercised authority through directives and control. A progression of leadership theories emerged as time passed, culminating in the establishment of bureaucratic leadership by scholars like Max Weber, which emphasized procedures and regulations. Theories analyzing the characteristics and actions of effective leaders proliferated during the 20th century; scholars such as Kurt Lewin investigated democrat and autocrat leadership styles (Ng, Ang & Chan, 2008). There has been a discernible trend towards leadership approaches that prioritize servant-oriented and participatory values in recent decades. Popularized in the 1970s by Robert Greenleaf, servant leadership emphasizes the role of a leader as a servant first of all, placing the needs of others before their own and enabling them to realize their full potential. In contrast to conventional hierarchical leadership models, servant leaders emphasize team development, growth, and trust, thereby cultivating an environment conducive to organizational prosperity and harmony (Liden et al., 2014).

Ancient monarchy and broad recognition that leadership should serve people and the country gave rise to servant leadership. Leadership style was first used in Greenleaf research in 1970. As a comprehensive approach to work, a feeling of community, and a sharing of power in leadership decision-making, servant leadership has grown in popularity in the field of leadership studies (Greenleaf, 1970). A leader practices servant-leadership by assuming a servant role with followers. being acknowledged as a servant, showing modesty, and exhibiting responsiveness and love in relationships with others are traits of a servant leader. Beyond personal and business objectives, this service orientation of servant leaders considers the needs of other stakeholders, including society and the workforce. Hoch et al., 2018, identified these as servant leadership

features: “awareness, healing, persuasion, listening, foresight, empathy, stewardship, conceptualization, commitment to the growth of others, and community building”. Their conceptual abilities comprise both foresight and vision. They are capable of fueling their team with optimism by having audacious aspirations. However, they also exhibit the capacity to assess circumstances, predict obstacles, and devise strategic plans (Hunter et al., 2013). This strategic methodology guarantees that their ambitious concepts are practical and enduring, thereby cultivating confidence and support from their audience (Wang, Zhang & Jia, 2017). A fundamental aspect of servant leadership is stewardship, whereby leaders perceive themselves as custodians of the mission and resources of their organization. They assume accountability for the welfare and progress of their team members, providing guidance that facilitates their advancement and achievement (Venz & Shoshan, 2022). A central tenet of servant leadership is empowerment, in which leaders enable the complete development of their subordinates. Through the delegation of authority and the provision of growth and autonomy opportunities, servant leaders motivate and inspire their team members to achieve exceptional performance (Huang et al., 2016). In a nutshell, when it comes to leadership styles, servant leadership represents a paradigm shift that is strongly anchored in the principles of humility, being empowered, and service. The relevance of fostering sustainable organizational environments is evident in the fact that it has the capacity to cultivate confidence, cooperation, and innovation among members of a team, which ultimately drives excellence inside the organization (Ding & Yu, 2022; Usman et al., 2022).

Sustainable HRM:

Organizations are placing greater importance on the sustainable components of human resource management (HRM) due to the increased worldwide awareness of sustainable development (Shen et al., 2018; Iqbal & Ahmad, 2020). As a result, the field of HRM has seen the emergence of sustainable HRM, which focuses on the integration of corporate sustainability with HRM practices (Monteiro et al., 2022). This has been recognized as an emerging area of interest in HRM. Pakistan’s economy seeing significant contributions of IT industry in its growth continuously. The effective use of HRM practices in IT firms can have the ability to encourage IT specialists to enhance their employee productivity by making their jobs pleasurable for them. Therefore, the sustainable human resource environment in IT sector is evolving as a significant organizational concern. The leading challenge for IT organizations is to find a balance between “economically sensible and socially ‘good’ ideas of sustainability” together with the various concerns and voices actually speaking about both internal and external issues of an organization. organizations in IT sector want their workers to be happy and healthy, which means employees content and good health is in their best interest, and the attracting and retaining this pool of individuals is utmost important for their organizational success (Kramer, 2014). The sustainable HRM practices implementation in IT sector can help in finding and hiring the individuals who not only hold technical expertise but also configured with organizational principles, philosophy and values (Chen et al., 2020). As IT work is difficult, dry and time consuming in nature, so facilitating the employees with balanced work life is indispensable to promote employee wellbeing and evade employee stress (Ehnert, 2014). IT firms can create pleasant work settings for their employees by capitalizing the wellness of the mental and physical health of their employees which ultimately enhances employees performance and retention. By instigating the sustainable HRM practices, IT sector can promote the affianced, directed and talented individuals who can successfully make a

steer direction towards the digital world challenges and opportunities with work life balance and organizational sustainability.

Servant Leadership and Sustainable HRM:

The impact of servant leadership behavior on sustainable organizational practices has recently become topic of interest in business organizations (Usman et al., 2022; Monteiro et al., 2022). The link between servant leadership and sustainable HRM practices were analyzed through stakeholders' theory which accentuates how the stakeholders collaborate to generate mutual benefits for each other (Freeman et al., 2007). Organizational managers as servant leaders, particularly those in charge of human resources, emphasize that organizational effectiveness is not solely based on financial performance; there is a need to include variables related to sustainable development through collaboration for the greater good for all stakeholders (Kramar, 2014; Monteiro et al., 2022). The literature on servant leadership emphasizes the role of a human resource manager as a servant leader in supporting organizational sustainability by implementing HRM practices that can influence individuals and groups to create attitudes and behaviors consistent with a sustainable approach (Iqbal & Ahmad, 2020). According to researchers, HR managers as servant leaders increase alignment not only within their own teams but also across their organizations, which enabling them to implement sustainable human resource management practices that promote the long-term physical, social, and financial well-being of employees (Iqbal & Ahmad, 2020; Lopez et al., 2018; Bush, 2018). Research contributes that human beings are the core concern of servant leadership as well as sustainable HRM (Darvishmotevali & Altinay, 2022; Monteiro et al., 2022; Ying et al., 2020) the servant leaders through their primary motive, with the facets of "to serve" and "to lead" can encourage their employees to live a healthy and productive life in harmony with nature by implementing the sustainable HRM practices which ultimately promotes decent work as it sums up the aspirations of people e.g. freedom to express their concerns, productive work and fair income, equality concerns, productive development and social integration and participation in decision making, in their working lives (Wang, Xu & Liu, 2018; Samant & Sangle, 2016). Organizations increasingly use leadership styles as a management tool to boost employee performance and productivity. Less attention has been paid to the importance of the role of servant leadership plays in employee's productive work and wellbeing so far (Darvishmotevali & Altinay, 2022; Ding & Yu, 2022). This research literature gap will be addressed in the current study. Particularly, we inspect both servant leadership and sustainable HRM and how each of servant leadership dimensions works as the driver to promote sustainability in organizational settings.

Impact of Servant Leadership Behavior of Empathy on Sustainable HRM Practices:

Developing empathetic leadership has been demonstrated to be an efficient method for responding to different organizational situations. The increasing dedication to constructing more culturally diverse and open-minded organizations necessitates a profound sense of empathy towards others (Hunter et al., 2013; Ehnert, 2014). Leaders that demonstrate empathy have the ability to establish an organizational environment in which individuals feel acknowledged, encouraged, and empowered to make meaningful contributions. Leaders who exhibit empathic attitudes promote workplace equity and inclusion through acknowledging the diverse needs of the individuals which promoting diversity and decreases individuals' workplaces stresses. It is crucial

to comprehend the ways in which empathy can improve leadership efficacy. Empathy, as a competency of emotional intelligence, is capable of being cultivated and enhanced throughout one's lifetime. Emotional self-control, when combined with it, is the foundation for successful relationship management of a leader with their subordinates and ultimately creates the environment which promotes sustainable human resource practices ((Darvishmotevali & Altinay, 2022; Samant & Sangle, 2016). Therefore, we conclude that

H1: *There is a significant impact of Servant Leadership Behavior of Empathy on Sustainable HRM Practices*

Impact of Servant Leadership Behavior of Empowerment on Sustainable HRM Practices:

Empowerment is a servant leadership trait which offer employees the freedom of choice, authority and accountability within the organizational settings. Therefore the individuals who seek empowerment exhibit high level of engagement, determination and devotion to attain organizational objectives (Monteiro et al., 2022; Usman et al., 2022). In addition, employees who are empowered has a greater capacity to overcome challenges, adapt to new circumstances, and foster continuous growth. This, in turn, enhances the organization's ability to be adaptable and resilient in response to changing market conditions. Considering sustainable human resource management (HRM) practices, the servant leadership approach to empowerment functions as the foundational pillar. This is accomplished through creating and upholding of a culture that is distinguished by cooperation, confidence, and empowerment; consequently, this promotes the development and prosperity of individuals as well as organizations (Aust, Matthews & Muller-Camen, 2019; Chiniara, & Bentein, 2016). Therefore, we formulated the hypothesis that:

H2: *There is a significant impact of Servant Leadership Behavior of Empowerment on Sustainable HRM Practices*

Impact of Servant Leadership Conceptual Skills on Sustainable HRM Practices:

Servant leaders with strong conceptual skills are able to visualize the organization's long-term goals and objectives, analyze complicated situations strategically, and understand complex issues. Leaders with conceptual skills excel in developing comprehensive human resources practices that align with the organization's objectives, goals, and values, within the scope of HRM practices (Eva et al., 2019; Chen et al., 2020). Overall, HRM strategies are made more efficient and long-lasting when servant leadership concepts are put into effect (Ding & Yu, 2022; Darvishmotevali & Altinay, 2022). Our hypothesis is that:

H3: *There is a significant impact of Servant Leadership Conceptual Skills on Sustainable HRM Practices*

Impact of Servant Leadership Behavior of Humility on Sustainable HRM Practices:

Humble leaders exhibit receptive and candid behavior, which promotes confidence and truthfulness among members of the organization. This fosters constructive dialogue and nurtures a culture that prioritizes continuous growth and the acquisition of information. (Darvishmotevali & Altinay, 2022; Samant & Sangle, 2016). Moreover, leaders who exhibit humility display a willingness to recognize their mistakes and own responsibility for their actions, thereby setting a positive example for others to adopt. Through the encouragement of humility, servant leaders foster a sense of collective responsibility and shared objective among the employees, thereby enhancing the organization's cohesion and resilience. In essence, the implementation of HRM practices that embody the servant leadership characteristic of humility contributes to their long-

term viability through the cultivation of a culture characterized by mutual support, collaboration, and regard, which facilitates the advancement and prosperity of both individuals and the collective organization (Ehnert, 2014; Chiniara, & Bentein, 2016). We hypothesized that:

H4: *There is a significant impact of Servant Leadership Behavior of Humility on Sustainable HRM Practices*

Impact of Servant Leadership Behavior of behaving Ethically on Sustainable HRM Practices:

Ethical behavior is a cornerstone of servant leadership, which has far-reaching and fundamental effects on HRM practices that adhere to sustainability standards. An organization's culture of honesty and fairness is fostered by servant leaders who make ethical conduct a priority. A trustworthy and credible culture, in which employees feel safe and appreciated, is the result of leaders who continually exhibit honesty, openness, and regard for ethical standards (Eva et al., 2019; Chen et al., 2020). When it comes to human resource management techniques, ethical leadership makes sure that decisions about hiring, pay, performance reviews, and relations with employees are based on equity, fairness, and justice. As a result, workers are more likely to feel safe expressing their opinions and having their rights respected on the job. Employees are more inclined to be loyal to an organization that makes decisions based on principles and acts with integrity, which in turn boosts morale, commitment, and loyalty inside the organization practices (Shen et al., 2018; Hoch et al., 2018). Ethical behavior, a hallmark of servant leadership, improves HRM practices' long-term viability and boosts the organization's standing in marketplaces.

H5: *There is a significant impact of Servant Leadership Behavior of behaving Ethically on Sustainable HRM Practices*

Impact of Servant Leadership Behavior of Stewardship on Sustainable HRM Practices:

When leaders demonstrate servant leadership, especially via stewardship, it has a significant and far-reaching effect on HRM practices that are sustainable in the long run. Leaders who adopt a stewardship perspective in managing human resources recognize that their employees are the most valuable asset of a firm (Eva et al., 2019; Chen et al., 2020). They actively strive to promote the growth and success of their employees. With an emphasis on moral behavior, employee engagement, and organizational resilience, this approach develops a sustainable framework for human resource management that will eventually lead to sustained growth and success (Shen et al., 2018; Hoch et al., 2018). Thus, we hypothesized that:

H6: *There is a significant impact of Servant Leadership Behavior of Stewardship on Sustainable HRM Practices*

Impact of Servant Leadership Behavior of Putting Subordinates first on Sustainable HRM Practices:

Leaders that emphasize the necessities of their subordinates demonstrate a genuine commitment to the well-being and development of their employees. These leaders create a work climate characterized by respect, confidence, and collaborative norms by actively listening, promoting professional growth, and facilitating success (Ehnert, 2014; Chiniara, & Bentein, 2016). Adopting servant leadership behavior, which involves valuing the needs of subordinates, generally enhances the implementation of HRM principles. This fosters a nurturing and beneficial work environment where individuals can thrive and make significant improvements to an organization's success (Monteiro et al., 2022; Usman et al., 2022). Our hypothesis was that:

H7: *There is a significant impact of Servant Leadership Behavior of Putting Subordinates first on Sustainable HRM Practices*

In summary, Through the adoption of servant leadership behaviour, organizations have the potential to augment their ability to execute sustainable human resource management practices. This, in turn, can cultivate enduring success, resilience, and competitiveness within the dynamic, contemporary business landscape. Constant investigation and pragmatic implementation can yield additional understandings regarding how servant leadership can persistently influence sustainable human resource management practices across the globe.

Research Methods and Techniques:

The present research study adopts a quantitative approach. The research population consisted of all employees of IT firms located in Islamabad. A sample refers to a subset of the population that demonstrates characteristics that are representative of the complete population. The study employed convenience sampling to choose the sample. A survey using a standardized questionnaire was administered. The primary focus of the study pertains to the information technology (IT) industry. The data was obtained by selecting personnel from IT organizations in Islamabad using a convenient sampling technique. Convenience sampling was employed to enhance the generalizability of the study to a broader population within the pertinent domain. The statistical software SPSS was employed to analyze the data obtained from a sample of 150 individuals working in IT organizations.

Results and Discussion:

The means and standard deviation results generate significant insights regarding the attributes of the dataset. Based on our examination of test scores from a sample of employees in the IT industry, Table 1 reveals that the mean value for the servant leadership construct of empowerment is comparatively higher at 45.65, while other leadership behaviour constructs, such as humility, have the lowest mean value at 27.19. Furthermore, the test scores exhibited some dispersion around the mean, as indicated by the standard deviation of approximately 5.37. The observed variability, denoted by the standard deviation, indicates that the mean test score was 37.85, whereas individual scores varied between approximately 45.65 to 27.19. Therefore, the mean provides a reference point around which the data are concentrated, whereas the standard deviation illustrates the degree to which specific data points diverge from this mean.

Table 1: Means and Standard Deviations:

	Mean	SD
1. Servant Leadership empathy	33.38	7.24
2. Servant Leadership empowerment	45.65	6.12
3. Servant Leadership conceptual skills	38.28	3.79
4. Servant Leadership humility	27.19	5.88
5. Servant Leadership behaving ethically	39.39	4.89
6. Servant Leadership stewardship	29.28	6.01
7. Servant Leadership putting subordinates first	43.17	5.86

8. Sustainable HRM Practices	44.75	5.98
9. Age	42.72	8.23
10 Gender		
11. Education		
12. Tenure	41.01	2.59

The Pearson correlation coefficient is utilized to evaluate the associations among the variables under investigation in the correlation table (Table 2). The findings indicate statistically significant positive associations among all the variables. For instance, the strongest association between servant leadership humility and sustainable HRM practices is $r = 0.47$ ($**p < .01$), indicating a high and substantial positive correlation between the two research variables. Overall, these findings show that these variables have significant and highly predictive associations with one another.

Table 2: Correlations

	1	2	3	4	5	6	7	8	9	10	11
1.Servant Leadership Empathy											
2.Servant Leadership empowerment	.41**										
3.Servant Leadership conceptual skills	.26**	.55**									
4.Servant Leadership humility	.34**	.46**	.38**								
5.Servant Leadership behaving ethically	.34**	.34**	.46**	.32**							
6.Servant Leadership Stewardship	.41**	.37**	.44**	.38**	.40**						
7.Servant Leadership putting subordinates first	.29**	.43**	.40**	.37**	.44**	.38**					
8.Sustainable HRM Practices	.27**	.44**	.38**	.47**	.44**	.33**	.37**				
9. Age	.01	-.09	-.02	.02	.08	.02	.06	.03			
10. Gender	-.08	.02	.00	.02	.03	.01	.05	.00	.09		
11. Education	.04	.08	.01	.05	.00	.06	.05	.01	.01	.04	
12. Tenure	.08	.01	-.01	.05	.05	.05	.01	.02	.03	.01	.04

According to the findings presented in Table 3, it can be observed that the dimension of empowerment in servant leadership exhibits the highest correlation coefficient (β) with sustainable human resource management (HRM) practices, as indicated by H2 ($\beta = .456$, $t = 1.5$, $p < 0.005$). Conversely, the dimension of putting subordinates first in servant leadership behavior

demonstrates the lowest β values with sustainable HRM practices, as indicated by H7 ($\beta=.259$, $t=1.9$, $p<0.005$) which, still demonstrates a substantial positive correlation between the two variables. Overall, the results of Table 3 reveal that the dimensions of servant leadership have a positive connection with sustainable HRM practices. Therefore, all hypotheses are supported by results and analysis.

Table 3: Path Analysis/ Hypotheses Results:

Path Coefficients	β^*	Standard error	t-values	Decision Taken
H1:SL Empathy → Sustainable HRM	.388	.165	1.8	Supported
H2:SL Empowerment → Sustainable HRM	.456	.187	1.5	Supported
H3:SL Conceptual Skills → Sustainable HRM	.318	.332	2.5	Supported
H4:SL Humility → Sustainable HRM	.303	.249	2.1	Supported
H5:SL Behaving Ethically → Sustainable HRM	.317	.237	1.7	Supported
H6: SL Stewardship → Sustainable HRM	.416	.340	1.7	Supported
H7:SL Putting Subordinates First →Sustainable HR	.259	.398	1.9	Supported

The statistical analysis of the data has demonstrated that the domains of empathy, empowerment, conceptual skills, humility, ethical behavior, stewardship, and prioritizing subordinates in servant leadership have a significant impact on sustainable human resource management practices in IT firms. All hypothesized relationships were validated by the findings of this research. The empirical evidence and analysis as a whole offer significant insight into the association between sustainable human resource management (HRM) practices and servant leadership within the IT industry of Pakistan. The outcomes of this study confirm the significant impact that servant leadership behavior exert on evolving a culture in organizational settings which stresses on the employee well-being and sustainable organizational practices. Thus, servant leadership fosters the growth, transformation, and assistance of subordinates, striving for their well-being and facilitating their emotional, intellectual, and moral development. Through the development of emotional and conceptual maturity and empowerment, followers experience an increased sense of authority and autonomy, enabling them to effectively navigate ambiguous situations and become more resilient in achieving corporate objectives. Simultaneously, this contributes to the organization's sustainability. Therefore, the above discussed findings are really very helpful for human resource professionals, researchers and organizational leadership who are in search for the development of sustainable leadership and organizational practices in information technology firms and also the sector.

Practical and Theoretical implications:

New theoretical and practical insights have emerged from this research. Theoretically, this study establishes new links, via servant leadership's dimensions, between sustainable human resource management practices and leadership. Additionally, it has made a relatively novel connection between sustainable HRM and servant leadership, and the findings show that sustainable HRM practices are positively impacted by all dimensions of servant leadership. Furthermore, it has provided empirical evidence that servant leadership contributes to long-term HRM success. These ideas have the potential to make substantial contributions to sustainable HRM, stakeholders' theory, and servant leadership. Furthermore, by integrating these factors into

one comprehensive model, we have gained a better understanding of the intangible human resource precursors to sustainable HRM. In a nutshell, human resources is where most innovative ideas, goods, and services originate. Their intellectual, emotional, and spiritual capital is the key to long-term social, environmental, and economic viability. Evidence from this study shows that servant leadership—characterized by qualities such as being employee-centric, participative, empathetic, spiritually mindful, insightful, wise, conceptualizing, and altruistic—lays a strong groundwork for inspiring and behaving in a way that fosters creativity and resilience.

Moreover, Specifically, the existence of servant leadership fosters improved innovative and adaptable conduct in the professional environment, ultimately contributing to its long-term viability. In the current situation characterized by uncertainty and distress, servant leaders possess various qualities that can help the information technology sector achieve its sustainability goals. These qualities include genuine concern for others, support and recognition of followers' efforts, and the ability to build trustful relationships with different stakeholders. Servant leaders has the ability to envision possibilities beyond what is now feasible, thanks to their foresight, imaginative capabilities, and conceptual thinking. The followers' creative skills are enhanced by their trusting attitude, which leads to the exploration of new opportunities. Moreover, an organization that demonstrates sustainability across economic, social, and environmental levels can subsequently foster sustainable practices on a national and international scale. Furthermore, Pakistan is a highly desirable IT destination, which contributes to the information technology sector being one of the country's most successful industries. Consequently, the establishment of an IT sector that is sustainable in terms of the environment, society, and economy will not only contribute to the nation's gross domestic product but also enhance its corporate reputation and benevolence, inspire confidence and trust among local and national stakeholders, and ultimately facilitate international acclaim.

Limitations and Future Research:

While this study contributes significantly by identifying relatively new relationships, evaluating them empirically, and producing some invaluable findings, it is not devoid of limitations that may serve as guidelines for future research. Specifically, the cross-sectional design of the study, which gathers data at a single moment in time, may give rise to apprehensions regarding the causal relationships. Hence, it would be advisable for forthcoming investigations to employ a longitudinal technique in order to attain a more comprehensive explication of causality. In addition, the testing of this study's framework was restricted to the Pakistani IT industry, which restricts the generalizability of the findings. Further investigations may attempt to reproduce this study across various contexts and cultures in order to obtain more generalizable results.

Conclusion:

The results of this study not only enhance scholarly understanding but also provide practical recommendations for fostering servant leadership and sustainability in organizations. Within the framework of an increasingly intricate and dynamic corporate environment, servant leadership has surfaced as a potentially efficacious approach to cultivate organizational success and flexibility.

References

- Aust, I., Matthews, B., Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? *Human Resource Management Review*, [Volume 30, Issue 3](#), September 2020, 1007052. <https://doi.org/10.1016/j.hrmr.2019.100705>
- Bal, P. M. (2017). *Dignity in the workplace: New theoretical perspectives*. London: Palgrave Macmillan.
- Bush, J. T. (2018). Win-win-lose? Sustainable HRM and the promotion of unsustainable employee outcomes. *Human Resource Management Review*, 30 (3) (2018), pp. 1-10, [10.1016/j.hrmr.2018.11.004](https://doi.org/10.1016/j.hrmr.2018.11.004)
- Chen, H.; Liu, F.; Pang, L.; Liu, F.; Fang, T.; Wen, Y.; Chen, S.; Xie, Z.; Zhang, X.; Zhao, Y (2020). Are you tired of working amid the pandemic? The role of professional identity and job satisfaction against job burnout. *International Journal of Environment Research Public Health*. 2020, 17, 9188.
- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The Leadership Quarterly*, 27(1), 124-141. <https://doi.org/10.1016/j.leaqua.2015.08.004>
- Darvishmotevali, M. & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*. [Volume 88](#), February 2022, 104401. <https://doi.org/10.1016/j.tourman.2021.104401>
- Ding, H., and Yu, E. (2022). Strengths-Based leadership and employee psychological well-being: a moderated mediation model. *Journal of Career Development*. doi: 10.1177/08948453211018807
- Duffy R. D., Blustein D. L., Diemer M. A., Autin K. L. (2016). The psychology of working theory. *Journal of Counseling Psychology*, 63(2), 127. <https://doi.apa.org/doi/10.1037/cou0000140>
- Ehnert, I. (2014). *Sustainability and Human Resource Management Developing Sustainable Business Organizations*. Springer.
- Eva N., Robin M., Sendjaya S., Dierendonck D.V. & Liden R.C. (2019). Servant Leadership: A systematic review and call for future research, *The Leadership Quarterly*. [Volume 30, Issue 1](#), Pages 111-132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Freeman B R. Edward, Jeffrey S. Harrison, Andrew C. Wicks (2007). *Managing for Stakeholders: Survival, Reputation, and Success*, [Yale University Press](#)
- Greenleaf, R. K. (1970). *The servant as leader*. Indianapolis, IN: The Robert K. Greenleaf Center.
- Hoch, J.E., Bommer, W.H., Dulebohn, J.H. and Wu, D. (2018), “Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis”, *Journal of Management*, Vol. 44 No. 2, pp. 501-529.
- Huang J, Li W, Qiu C, et al. (2016) The impact of CEO servant leadership on firm performance in the hospitality industry. *International Journal of Contemporary Hospitality Management* 28(5): 945–968.
- Hunter, E. M., Neubert, M. J., Perry, S. J., Witt, L. A., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization. *The Leadership Quarterly*, 24(2), 316–331.
- Iqbal, Q., & Ahmad, N. H. (2020). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development*, 1– 12. <https://doi.org/10.1002/sd.2135>
- Jooss, S.; McDonnell, A & Conroy, K, (2020). Flexible global working arrangements: An integrative review and future research agenda, *Human Resource Management Review*. 2020, 31, 100780.

- Kramar. R. (2014) Beyond strategic human resource management: is sustainable human resource management the next approach?, *The International Journal of Human Resource Management*, 25:8, 1069-1089, DOI: 10.1080/09585192.2013.816863
- Liden, R. C., Panaccio, A., Meuser, J. D., Hu, J., & Wayne, S. J. (2014). Servant leadership: Antecedents, processes, and outcomes. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations* (pp. 357–379). Oxford University
- Monteiro, A.P., García-Sánchez, IM. & Aibar-Guzmán, B. (2022). Labour Practice, Decent Work and Human Rights Performance and Reporting: The Impact of Women Managers. *Journal of Business Ethics*, 180, 523–542. <https://doi.org/10.1007/s10551-021-04913-1>
- Ng, K. Y., Ang, S., & Chan, K. Y. (2008). Personality and leader effectiveness: A moderated mediation of leadership self-efficacy, job demands and job autonomy. *Journal of Applied Psychology*, 93(4), 733-743. <https://doi.org/10.1037/0021-9010.93.4.733>
- Samant, S. M., & Sangle, S. (2016). A selected literature review on the changing role of stakeholders as value creators. *World Journal of Science, Technology and Sustainable Development*, 13(2), 100-119.
- Shen J. , J. Dumont, X. Deng (2018). Employees’ perceptions of green HRM and non-green employee work outcomes: the social identity and stakeholder perspectives
- Usman, M., M. Ali, G. T. Soetan, O. B. Ayoko and A. Berber (2022). ‘Seeing others’ side to serve: understanding how and when servant leadership impacts employee knowledge-hiding behaviors’, *Human Relations*, DOI:<https://doi.org/10.1177/00187267221125353>
- Venz L, Shoshan NH (2022) Be smart, play dumb? A transactional perspective on day-specific knowledge hiding, interpersonal conflict, and psychological strain. *Human Relations* 75(1): 113–138.
- [Wan](#) W. and Cao T. (2022). Linking Decent Work and Well-Being Among Chinese Millennial Employees: A Psychology of Working Perspective. *Frontiers in Psychology*, <https://doi.org/10.3389/fpsyg.2022.909423>
- Wang Z, Xu H, Liu Y (2018) Servant leadership as a driver of employee service performance: Test of a trickle-down model and its boundary conditions. *Human Relations* 71(9): 1179–1203.
- Wang J, Zhang Z, Jia M (2017) Understanding how leader humility enhances employee creativity: The roles of perspective taking and cognitive reappraisal. *The Journal of Applied Behavioral Science* 53(1): 5–31.
- Zhu Y., Xie Y. H., Warner M., Guo Y. X. (2015). Employee participation and the influence on job satisfaction of the ‘new generation’ of Chinese employees. *The International Journal of Human Resource Management*, 26(19), 2395–2411. <https://doi.org/10.1080/09585192.2014.990397>