

Inspiration for Servant-Leaders

Lessons from Fifty Years of Research and Practice

John C. Burkhardt & Jessica Y. Joslin, Editors

Chapter 2: “The State of the Art in Academic Servant Leadership Research: A Systematic Review” by Haoying (Howie) Xu, Meng Zhong, & Robert C. Liden

Chapter 2 References

Anand, S., Hu, J., Liden, R. C., & Vidyarthi, P. R. (2011). Leader–member exchange: Recent research findings and prospects for the future. In A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (Eds.), *Sage handbook of leadership* (pp. 311–325). Thousand Oaks, CA: Sage.

Anderson, J. A. (2009). When a servant-leader comes knocking. *Leadership and Organizational Development Journal*, 30, 4–15. Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice-Hall.

Banks, G. C., Gooty, J., Ross, R. L., Williams, C. E., & Harrington, N. T. (2018). Construct redundancy in leader behaviors: A review and agenda for the future. *The Leadership Quarterly*, 29, 236–251.

Barbuto, J. E., & Gifford, G. T. (2010). Examining gender differences of servant leadership: An analysis of agentic and communal properties of the servant leadership questionnaire. *Journal of Leadership Education*, 9, 5–22.

Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organizational Management*, 31, 300–326.

Barbuto, J. E., Gottfredson, R. K., & Searle, T. P. (2014). An examination of emotional intelligence as an antecedent of servant leadership. *Journal of Leadership & Organizational Studies*, 21, 315–323.

Barnes, C. M., Lucianetti, L., Bhave, D. P., & Christian, M. S. (2015). “You wouldn’t like me when I’m sleepy”: Leaders’ sleep, daily abusive supervision, and work unit engagement. *Academy of Management Journal*, 58, 1419–1437.

- Bavik, A., Bavik, Y. L., & Tang, P. M. (2017). Servant leadership, employee job crafting, and citizenship behaviors: A cross-level investigation. *Cornell Hospitality Quarterly*, 58, 364–373.
- Beck, C. D. (2014). Antecedents of servant leadership: A mixed method study. *Journal of Leadership & Organizational Studies*, 21, 299–314.
- Bettencourt, L. A., & Brown, S. W. (1997). Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73, 39–61.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.
- Bobbio, A., van Dierendonck, D., & Manganelli, A. M. (2012). Servant leadership in Italy and its relation to organizational variables. *Leadership*, 8, 229–243.
- Chan, C. H., S., & Mak, W. M. (2014). The impact of servant leadership and subordinates' organizational tenure on trust in leader and attitudes. *Personnel Review*, 43, 272–287.
- Chen, C. Y., Chen, C. H. V., & Li, C. I. (2013). The influence of leader's spiritual values of servant leadership on employee motivational autonomy and eudaemonic well-being. *Journal of Religion and Health*, 52(2), 418–438.
- Chen, Z., Zhu, J., & Zhou, M. (2015). How does a servant-leader fuel the service fire? A multilevel model of servant leadership, individual self-identity, group competition climate, and customer service performance. *Journal of Applied Psychology*, 100, 511–521.
- 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, 124–141.
- Chiniara, M., & Bentein, K. (2018). The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB. *The Leadership Quarterly*, 29, 333–345.

Chughtai, A. A. (2016). Servant leadership and follower outcomes: Mediating effects of organizational identification and psychological safety. *The Journal of Psychology, 150*, 866–880.

Courtright, S. H., Gardner, R. G., Smith, T. A., McCormick, B. W., & Colbert, A. E. (2016). My family made me do it: A cross-domain, self-regulatory perspective on antecedents to abusive supervision. *Academy of Management Journal, 59*, 1630–1652.

De Clercq, D., Bouckenooghe, D., Raja, U., & Matsyborska, G. (2014). Servant leadership and work engagement: The contingency effects of leader–follower social capital. *Human Resource Development Quarterly, 25*, 183–212.

De Sousa, M. J. C., & van Dierendonck, D. (2014). Servant leadership and engagement in a merge process under high uncertainty. *Journal of Organizational Change Management, 27*, 877–899.

Dennis, R. S., & Bocarnea, M. (2005). Development of the servant leadership assessment instrument. *Leadership & Organization Development Journal, 26*, 600–615.

Dennis, R., & Winston, B. E. (2003). A factor analysis of Page and Wong's servant leadership instrument. *Leadership and Organizational Development Journal, 24*, 455–459.

Dinh, J. E., Lord, R.G., Gardner, W., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly, 25*, 36–62.

Donaldson, L. (1996). The normal science of structural contingency theory. In S. R. Clegg, C. Hardy, & W. R. Nord (Eds.), *Handbook of organization studies* (pp. 57–76). Thousand Oaks, CA: Sage.

Donia, M., Raja, U., Panaccio, A., & Wang, Z. (2016). Servant leadership and employee outcomes: the moderating role of subordinate motives. *European Journal of Work and Organizational Psychology, 25*, 722–734.

Duan, J., Kwan, H. K., & Ling, B. (2014). The role of voice efficacy in the formation of voice behaviour: A cross-level examination. *Journal of Management & Organization, 20*(4), 526–543.

Ehrhart, M. G. (1998). *Servant leadership: An overview and directions for future research*. Working paper. University of Maryland.

Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology, 57*, 61–94.

Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M., & Steiger-Mueller, M. (2010). Leader–member exchange and affective organizational commitment: The contribution of supervisor’s organizational embodiment. *Journal of Applied Psychology, 95*, 1085–1103.

Epitropaki, O., Sy, T., Martin, R., Tram-Quon, S., & Topakas, A. (2013). Implicit leadership and followership theories “in the wild”: Taking stock of information-processing approaches to leadership and followership in organizational settings. *The Leadership Quarterly, 24*, 858–881.

Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly, 30*, 111–132.

Flynn, C. B., Smither, J. W., & Walker, A. G. (2016). Exploring the relationship between leaders’ core self-evaluations and subordinates’ perceptions of servant leadership: A field study. *Journal of Leadership & Organizational Studies, 23*, 260–271.

Fridell, M., Belcher, R. N., & Messner, P. E. (2009). Discriminate analysis gender public school principal servant leadership differences. *Leadership & Organization Development Journal, 30*, 722–736.

Graham, J. W. (1991). Servant-leadership in organizations: Inspirational and moral. *The Leadership Quarterly, 2*, 105–119.

Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology, 93*, 48–58.

Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals, 3*, 317–375.

Grant, A. M., Dutton, J. E., & Rosso, B. D. (2008). Giving commitment: Employee support programs and the prosocial sensemaking process. *Academy of Management Journal*, *51*, 898–918.

Greenleaf, R. K. (1970). *The servant as leader*. Newton Centre, MA: The Robert K. Greenleaf Center.

Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press.

Grisaffe, D. B., VanMeter, R., & Chonko, L. B. (2016). Serving first for the benefit of others: Preliminary evidence for a hierarchical conceptualization of servant leadership. *Journal of Personal Selling & Sales Management*, *36*, 40–58.

Hale, J. R., & Fields, D. L. (2007). Exploring servant leadership across cultures: A study of followers in Ghana and the USA. *Leadership*, *3*, 397–417.

Han, Y., Kakabadse, N. K., & Kakabadse, A. (2010). Servant leadership in the People's Republic of China: A case study of the public sector. *Journal of Management Development*, *29*(3), 265–281.

Harvey, P., & Dasborough, M. T. (2015). Entitled to solutions: The need for research on workplace entitlement. *Journal of Organizational Behavior*, *36*, 460–465.

Heider, F. (1958). *The psychology of interpersonal relations*. New York: John Wiley.

Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist*, *52*, 1280–1300.

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*, 513–524.

Hobfoll, S. E., Halbesleben, J., Neveu, J., & Westman, M. (2018). Conservation of resources in the organization context: The reliability of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*, 103–128.

Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, *44*, 501–529.

Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *Journal of Applied Psychology*, *96*, 851–862.

Huang, J., Li, W., Qiu, C., Yim, F. H. K., & Wan, J. (2016). The impact of CEO servant leadership on firm performance in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *28*, 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 organization. *The Leadership Quarterly*, *24*, 316–331.

Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions. *Journal of Personal Selling & Sales Management*, *35*(2), 108–124.

Jaramillo, F., Grisaffe, D. B., Chonko, L. B., & Roberts, J. A. (2009a). Examining the impact of servant leadership on salesperson's turnover intention. *Journal of Personal Selling & Sales Management*, *29*, 351–365.

Jaramillo, F., Grisaffe, D. B., Chonko, L. B., & Roberts, J. A. (2009b). Examining the impact of servant leadership on sales force performance. *Journal of Personal Selling & Sales Management*, *29*, 257–275.

Johnson, R. E., Lin, S. H., & Lee, H. W. (2018). Self-Control as the Fuel for Effective Self-Regulation at Work: Antecedents, Consequences, and Boundary Conditions of Employee Self-Control. In *Advances in Motivation Science* Vol. 5 (pp. 87–128). Elsevier.

Johnson, R. E., Venus, M., Lanaj, K., Mao, C., & Chang, C. (2012). Leader identity as an antecedent of the frequency and consistency transformational, consideration, and abusive supervision. *Journal of Applied Psychology*, *97*, 1262–1272.

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Adjustment to role conflict and ambiguity in organizations. *Role theory: Concepts and research*, 277–282.

Kelley, H. H. (1967). Attribution theory in social psychology. In Nebraska Symposium on Motivation, Vol. 15 (pp. 192–238). University of Nebraska Press.

Kelley, H. H. (1973). The processes of causal attribution. *American Psychologist*, 28, 107–128.

Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*, 22(3), 375–403.

Kuenzi, M., & Schminke, M. (2009). Assembling fragments into a lens: A review, critique, and proposed research agenda for the organizational work climate literature. *Journal of Management*, 35, 634–717.

Lacroix, M., & Verdorfer, A. P. (2017). Can servant-leaders fuel the leadership fire? The relationship between servant leadership and followers' leadership avoidance. *Administrative Sciences*, 7(1), 6.

LaPointe, É., & Vandenberghe, C. (2018). Examining the relationship between servant leadership, organizational commitment, and voice and antisocial behaviors. *Journal of Business Ethics*, 148, 99–115.

Laub, J. A. (1999). *Assessing the servant organization: Development of the servant organizational leadership (SOLA) instrument*. Boca Raton, FL: Florida Atlantic University (Unpublished Doctoral Dissertation).

Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 13, 148–187.

Lee, A., Lyubovnikova, J., Tian, A. W., & Knight, C. (in press). Servant leadership: A meta-analytic examination of incremental contribution, moderation, and mediation. *Journal of Occupational and Organizational Psychology*.

Liao, C., Lee, H. W., Johnson, R. E., & Lin, S.-H. (2017). *Serving today, laissez-faire tomorrow? An actor-centric examination of daily servant-leader behaviors*

and the moderating role of perspective taking. Michigan State University. Unpublished manuscript.

Liden, R. C., Erdogan, B., Wayne, S. J., & Sparrowe, R. T. (2006). Leader-member exchange, differentiation, and task interdependence: implications for individual and group performance. *Journal of Organizational Behavior, 27*, 723–746.

Liden, R. C., Panaccio, A., Meuser, J. D., Hu, J., & Wayne, S. J. (2014a). Servant leadership: Antecedents, processes, and outcomes. In: Day D (Eds.), *Oxford Handbook of Leadership and Organizations* (pp. 357– 379). New York: Oxford University Press.

Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014b). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal, 57*, 1434–1452.

Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J. F., & Liao, C. W. (2015). Servant leadership: Validation of a short form of the SL-28. *The Leadership Quarterly, 26*, 254–269.

Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly, 19*, 161–177.

Lin, S-H., Scott, B. A., & Matta, F. K. (2019). The dark side of transformational leadership behaviors for leaders themselves: A conservative of resources perspective. *Academy of Management Journal, 62*(5), 1556–1582.

Ling, Q., Lin, M., & Wu, X. (2016). The trickle-down effect of servant leadership on frontline employee service behaviors and performance: A multilevel study of Chinese hotels. *Tourism Management, 52*, 341–368.

Ling, Q., Liu, F., & Wu, X. (2017). Servant versus authentic leadership: Assessing effectiveness in China's hospitality industry. *Cornell Hospitality Quarterly, 58*, 53–68.

Linuesa-Langreo, J., Ruiz-Palomino, P., & Elche-Hortelano, D. (2018). Integrating servant leadership into managerial strategy to build group social capital: The

mediating role of group citizenship behavior. *Journal of Business Ethics*, 152, 899–916.

Lord, R. G., Foti, R. J., & De Vader, C. L. (1984). A test of leadership categorization theory: Internal structure, information processing, and leadership perceptions. *Organizational Behavior and Human Performance*, 34, 343–378.

Mayer, D. M., Bardes, M., & Piccolo, R. F. (2008). Do servant-leaders help satisfy follower needs? An organizational justice perspective. *European Journal of Work and Organizational Psychology*, 17, 180–197.

Meuser, J. D., Liden, R. C., Wayne, S. J., & Henderson, D. (2011). *Is servant leadership always a good thing? The moderating influence of servant leadership prototype*. Paper presented at the annual meeting of the Academy of Management, San Antonio, TX.

Mittal, R., & Dorfman, P. W. (2012). Servant leadership across cultures. *Journal of World Business*, 47, 555–570.

Neubert, M. J., Hunter, E. M., & Tolentino, R. C. (2016). A servant-leader and their stakeholders: When does organizational structure enhance a leader's influence? *The Leadership Quarterly*, 27, 896–910.

Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of Applied Psychology*, 93, 1220–1233.

Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, 145, 49–62.

Offermann, L. R., Kennedy Jr, J. K., & Wirtz, P. W. (1994). Implicit leadership theories: Content, structure, and generalizability. *The Leadership Quarterly*, 5, 43–58.

Oh, H., Labianca, G., & Chung, M. H. (2006). A multilevel model of group social capital. *Academy of Management Review*, 31, 569–582.

Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, *14*, 547–557.

Page, D., & Wong, T. P. (2000). A conceptual framework for measuring servant leadership. *The human factor in shaping the course of history and development*. Lanham MD: University Press of America.

Panaccio, A., Donia, M., Saint-Michel, S., & Liden, R. C. (2015a). Servant leadership and well-being. In Burke, R. J., Cooper, C. L., & Page, K. M. (Eds.), *Flourishing in life, work, and careers: New horizons in management* (pp. 334–358). Cheltenham, UK: Edward Elgar Publishing.

Panaccio, A., Henderson, D. J., Liden, R. C., Wayne, S. J., & Cao, X. (2015b). Toward an understanding of when and why servant leadership accounts for employee extra behaviors. *Journal of Business Psychology*, *30*, 657–675.

Parolini, J., Patterson, K., & Winston, B. (2009). Distinguishing between transformational and servant leadership. *Leadership & Organization Development Journal*, *30*, 274–291.

Peterson, S. J., Galvin, B. M., & Lange, D. (2012). CEO servant leadership: Exploring executive characteristics and firm performance. *Personnel Psychology*, *65*, 565–596.

Politis, J. D., & Politis, D. J. (2018). Examination of the relationship between servant leadership and agency problems: Gender matters. *Leadership and Organization Development Journal*, *39*, 170–185.

Reed, L. L., Vidaver-Cohen, D., & Colwell, S. R. (2011). A new scale to measure executive servant leadership: Development, analysis, and implications for research. *Journal of Business Ethics*, *101*, 415–434.

Roark, C. S. (2013). *A mixed methods study exploring the relationship between servant leadership and emotional intelligence* (Unpublished doctoral dissertation). Indiana Wesleyan University.

Rodell, J. B. (2013). Finding meaning through volunteering: Why do employees volunteer and what does it mean for their jobs? *Academy of Management Journal*, *56*, 1274–1294.

- Rodell, J. B., Breitsohl, H., Schröder, M., & Keating, D. J. (2016). Employee volunteering: A review and framework for future research. *Journal of Management*, *42*, 55–84.
- Rodríguez-Carvajal, R., Herrero, M., van Dierendonck, D., de Rivas, S., & Moreno-Jiménez, B. (2018). Servant Leadership and Goal Attainment Through Meaningful Life and Vitality: A Diary Study. *Journal of Happiness Studies*, 1–23.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, *55*, 68–78.
- Schaubroeck, J., Lam, S. S. K., & Peng, A. C. (2011). Cognition based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of Applied Psychology*, *96*, 863–871.
- Schwepker, C. H., & Schultz, R. J. (2015). Influence of the ethical servant-leader and ethical climate on customer value enhancing sales performance. *Journal of Personal Selling & Sales Management*, *35*, 93–107.
- Sendjaya, S., & Cooper, B. (2011). Servant leadership behaviour scale: A hierarchical model and test of construct validity. *European Journal of Work and Organizational Psychology*, *20*, 416–436.
- Sendjaya, S., Eva, N., Butar-Butar, I., Robin, M., & Castles, S. (2019). SLBS-6: Validation of a short form of the servant leadership behavior scale. *Journal of Business Ethics*, *156*, 941–956.
- Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies*, *45*, 402–424.
- Smith, B. N., Montagno, R. V., & Kuzmenko, T. N. (2004). Transformational and servant leadership: Content and contextual comparisons. *Journal of Leadership & Organizational Studies*, *10*, 80–91.
- Stone, G. A., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, *25*(4), 349–361.

Sun, J., Liden, R.C., & Ouyang, L. (2019). Are servant-leaders always appreciated? An investigation of how relational attributions influence employee feelings of gratitude and prosocial behaviors. *Journal of Organizational Behavior*, *40*, 528–540.

Tajfel, H. (1978). Social categorization, social identity and social comparison. In H. Tajfel (Ed.). *Differentiation between social groups: Studies in the social psychology of intergroup relations* (pp. 61–76). London: Academic Press.

Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, *37*, 1228–1261.

Van Dierendonck, D., & Nuijten, I. (2011). The servant leadership survey: Development and validation of a multidimensional measure. *Journal of Business and Psychology*, *26*, 249–267.

Van Dierendonck, D., Sousa, M., Gunnarsdóttir, S., Bobbio, A., Hakanen, J., Pircher Verdorfer, A., ... Rodriguez-Carvajal, R. (2017). The cross-cultural invariance of the servant leadership survey: A comparative study across eight countries. *Administrative Sciences*, *7*, 8.

Van Dierendonck, D., Stam, D., Boersma, P., de Windt, N., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *The Leadership Quarterly*, *24*, 544–562.

Van Knippenberg, B., & van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology*, *90*, 25–37.

Van Knippenberg, D. (2011). Embodying who we are: Leader group prototypicality and leadership effectiveness. *The Leadership Quarterly*, *22*, 1078–1091.

Verdorfer, A. P. (2016). Examining mindfulness and its relations to humility, motivation to lead, and actual servant leadership behaviors. *Mindfulness*, *7*, 950–961.

Verdorfer, A. P., Steinheider, B., & Burkus, D. (2015). Exploring the socio-moral climate in organizations: An empirical examination of determinants, consequences, and mediating mechanisms. *Journal of Business Ethics*, *132*, 233–248.

Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation. *Journal of Applied Psychology*, *95*, 517–529.

Walumbwa, F. O., Muchiri, M. K., Misati, E., Wu, C., & Meiliani, M. (2018). Inspired to perform: A multilevel investigation of antecedents and consequences of thriving at work. *Journal of Organizational Behavior*, *39*, 249–261.

Wang, M., Kwan, H. K., & Zhou, A. (2017). Effects of servant leadership on work–family balance in China. *Asia Pacific Journal of Human Resources*, *55*, 387–407.

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*, 1179–1203.

Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological Review*, *92*, 548–573.

Williams, W. A., Randolph-Seng, B., Hayek, M., Haden, S. P., & Atinc, G. (2017). Servant leadership and followership creativity: The influence of workplace spirituality and political skill. *Leadership & Organization Development Journal*, *38*, 178–193.

Wu, L. Z., Tse, E. C. Y., Fu, P. P., Kwan, H. K., & Liu, J. (2013). The impact of Servant leadership on hotel employees' servant behavior. *Cornell Hospitality Quarterly*, *54*, 383–395.

Xu, H., & Wang, Z. (2018). *Implications of Servant Leadership for Leaders*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.

Yang, J., Liu, H., & Gu, J. (2017). A multi-level study of servant leadership on creativity: The roles of self-efficacy and power distance. *Leadership and Organization Development Journal*, *38*, 610–629.

Yang, J., Mossholder, K. W., & Peng, T. K. (2007). Procedural justice climate and group power distance: An examination of cross-level interaction effects. *Journal of Applied Psychology, 92*, 681–692.

Yang, Z., Zhang, H., Kwan, H. K., & Chen, S. (2018). Crossover effects of servant leadership and job social support on employee spouses: The mediating role of employee organizational-based self-esteem. *Journal of Business Ethics, 147*, 595–604.

Yoshida, D. T., Sendjaya, S., Hirst, G., & Cooper, B. (2014). Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality. *Journal of Business Research, 67*, 1395–1404.

Zhang, H. N., Kwan, H. K., Everett, A. M., & Jian, Z. Q. (2012). Servant leadership, organizational identification and work-to-family enrichment: The moderating role of work climate for sharing family concerns. *Human Resource Management, 51*, 747–768.

Zhang, Y., Zheng, Y., Zhang, L., Xu, S., Liu, X., & Chen, W. (in press). A meta-analytic review of the consequences of servant leadership: The moderating roles of cultural factors. *Asia Pacific Journal of Management*.

Zhao, C., Liu, Y., & Gao, Z. (2016). An identification perspective of servant leadership's effects. *Journal of Managerial Psychology, 31*, 898–913.

Zou, W. C., Tian, Q., & Liu, J. (2015). Servant leadership, social exchange relationships, and follower's helping behavior: Positive reciprocity belief matters. *International Journal of Hospitality Management, 51*, 147–156