The Relationship Between Servant Leadership and Burnout of Retail Managers

Submitted by

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GRAND CANYON UNIVERSITY

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by

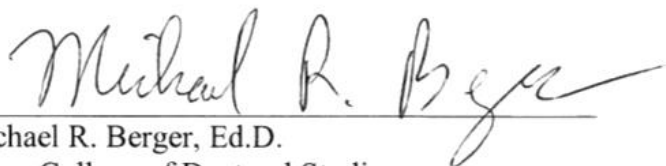Stephen J. Milacci

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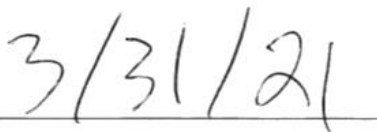
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Abstract

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18 - 65, in the U.S. labor pool. The theoretical foundations upon which the study was conducted were servant leadership and burnout. The study was developed in order to answer the question to what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool? A sample of 130 participants was collected via Amazon Mechanical Turk. The instruments used for the study were the Seven-item Servant Leadership Survey and the Copenhagen Burnout Inventory. Results of Spearman's correlation revealed no statistically significant relationship exists between servant leadership and burnout in this sample r (130) = .118, p = .183, and no significant relationship between servant leadership and the three dimensions of burnout: personal burnout r (130) = .148, p = .092, work-related burnout r (130) = .106, p = .228, and client-related burnout r (130) = .055, p = .534. The research concludes with implications from the study and calls for future research in the areas of servant leadership and burnout, including reconducting this test following the COVID-19 pandemic.

Keywords: Servant leadership, burnout, stress, retail, leadership, management, leader burnout

Dedication

This study and its findings are dedicated to all of the leaders in the world, who pour out their hearts into developing others and making an impact in whatever setting they may be placed. For my brothers and sisters in arms from the United States Military, thank you for your service.

Acknowledgments

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Introduction

Servant leadership can most accurately be described in the words of Robert Greenleaf (1977) as a natural feeling for one to serve first, which then leads to an aspiration to lead in order to further help others. Research continues to grow on the subject of servant leadership, which leaves scholars, theorists, and researchers believing that this topic is approaching saturation. There is, however, one critical piece that continues to be understudied and overlooked, the servant leaders of retail organizations. A search of scholarly work reveals that the vast majority of literature focuses on employee or organizational results within the retail sector, but very little research has been conducted on servant leaders. Research shows that if the leader is dysfunctional, then both the employees and organization can suffer (Leary et al., 2013), therefore, the needs of the leader must not be overlooked.

Eva, Robin, Sendjaya, van Dierendonck, and Liden (2018) call for further research to determine if servant leadership leads to stress, burnout, and mental illness. Moreover, there is a lack of understanding on how servant leaders cope with the need to serve others and the challenge of role conflicts (Grisaffe et al., 2016). Finally, research is needed to better understand how certain traits which are common among servant leaders relate to burnout (Harms et al., 2017).

Burnout is a growing concern that is impacting both the workplace and the home front (Hildenbrand et al., 2018). In light of this concern, this study provides additional research in the fields servant leadership and burnout through a deeper understanding of how servant leaders manage stress and whether or not the demands of servant leaders

relate to burnout, specifically in the retail setting. Society needs to address the growing problem of burnout, and this study contributes to the advancement of said cause by better-equipping leaders in the workforce.

Servant leadership is said to be at the pinnacle of the leadership evolution scale, due to the levels of altruism, ethics, and self-efficacy displayed not only within the leader, but also manifested within those whom they lead (Grisaffe et al., 2016). Additionally, the increasing demands of leaders seems to be at an all-time high, while a need to conserve resources makes the environment for leaders increasingly stressful and therefore elevating the chances of experiencing burnout (Arnold et al., 2015). Prior to this study, it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers. The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool.

This chapter will serve as an introduction and establish a background of the study. Then the problem statement and purpose of the study was defined, followed by a review of the research questions and hypotheses that will guide the study. Furthermore, a section of this chapter will address how the study has brought significance and advanced scientific knowledge, and then a rationale for methodology and the nature of research design for the study was discussed. The chapter will conclude with a definition of terms, followed by assumptions, limitation, delimitations, and a summary that will lay out the organization of the remainder of the study. Following the introductory Chapter One, Chapter Two will present a critical review of literature. Chapter Three will present the

methodology used for the study. The results of the study and the statistical analysis will be reviewed in Chapter 4. Finally, Chapter Five will provide a discussion of the results along with recommendations for future research.

Background of the Study

The majority of U.S. employees work in a service-related industry, work that involves regular interactions with people such as clients, customers, or patients (Bureau of Labor Statistics, 2015). When interacting with customers or clients, the employees are expected to be positive, push new products or initiatives, and show compassion toward the customer (Han et al., 2016). The need to continually display certain positive emotions, even when an individual may not be feeling them internally, can be mentally and physically taxing (Kampa et al., 2017). Due to the emotional expectations that come with service-related jobs, these individuals feel greater demands of emotions which leads to increased stress and a greater susceptibility to experiencing burnout (Itani & Inyang, 2015; Kampa et al., 2017), which is in essence a prolonged feeling of emotional exhaustion and detachment from work (Maslach & Leiter, 2016).

This study addressed a community and societal need that impacts one of the largest employment sectors, the retail industry. With approximately 11% of the United States workforce being employed by the retail industry (Tuckey et al., 2017), there is a need to understand how retail leaders and managers can not only reduce employee stress, but also manage their own stress levels to avoid burnout. There is a growing number of studies that investigate employee stress (Kraft et al., 2019; Muldoon et al., 2018; Tuckey et al., 2017), but few studies address the stress of the leader, making this subject a topic of increasing interest (Arnold et al., 2015). Researchers have identified stress to be a

critical determinant of leader functioning (Ishaq & Mahmood, 2017; Mo & Shi, 2017), and recent meta-analyses have made robust cases for the impact of leader behavior on reducing or increasing employee stress; however, these have failed to address the leaders' stressors (Harms et al., 2017).

Whilst researchers continue to study servant leadership, there remains an area of research that is vastly underdeveloped, the correlation that servant leadership has with outcomes on the leaders themselves; put another way, the correlation of servant leadership and burnout within leaders (Eva et al., 2018). Servant leadership theory has a positive relationship with employee satisfaction, self-efficacy, and organizational commitment (Coetzer et al., 2017b; Kiersch & Peters, 2017), yet the research fails to mention how the continual act of serving others relates to the well-being of the servant leaders. Researchers suggest further study is needed on the subject of servant leadership and its antecedents to other leadership styles or characteristics such as self-sacrificing leadership (A. Lee et al., 2020). Additionally, Panaccio, Magna Donia, and Liden (2015) called for future research after connecting servant leadership to several positive follower outcomes, but then recognized that the serving of multiple stakeholder needs can be exhausting. Similarly, other researchers have found that the servant leader builds a positive organizational climate through prioritization of serving the needs of multiple stakeholders before results (Jaramillo et al., 2015; Liden et al., 2014), yet there remains almost no research on the relationship that this behavior has with potential burnout of the leader (Eva et al., 2018; Grisaffe et al., 2016). Finally, in a meta-analytical review of leadership and stress, Harms et al. (2017) identify a need for future research on the

leadership traits which are commonly associated with servant leaders, in order to deepen the understanding of the relationship with stress on leaders.

The demands of the retail industry and the unique characteristics of servant leadership associated with reduced employee burnout raise a need for further research to be conducted. There is a gap in research as to whether the altruism and self-efficacy of servant leaders was negatively correlated with burnout in the leader, or if the need to serve multiple stakeholders with conflicting needs was positively correlated with burnout (Grisaffe et al., 2016). This study explored what, if any, relationship exists between the level of servant leadership and burnout of retail managers within the U.S. labor pool. This study has added to a body of knowledge to inform executives, front-line managers, and human resource professionals on how servant leaders can help reduce burnout within an organization.

Problem Statement

It was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. The growth of knowledge and understanding on servant leadership, particularly in retail positions, has led to an increased focus on hiring servant leaders and a call for training of servant leadership at the organizational level both inside and outside of the retail sector (Chiniara & Bentein, 2016; Grisaffe et al., 2016; Linuesa-Langreo et al., 2018). The increased demands facing the retail industry have created an elevated level of stress, particularly at the store level, that extends for long time periods (Tuckey et al., 2017). As such, the general population for this study was retail managers within the U.S. labor pool.

Burnout is becoming such a prevalent issue that some countries even categorize it as a medical diagnosis because of how severe the symptoms can be for individuals feeling burned out (Ishaq & Mahmood, 2017). For organizations, burnout is costly in that it leads to decreased productivity and higher turnover, thereby reducing productivity and increasing costs for recruiting, hiring, training, and onboarding (Abate, 2018). According to research by the Center for Creative Leadership, 88% of leaders report that the primary source of stress is their work (Harms et al., 2017). Yet empirical evidence on the subject of stress or burnout and leadership remains fragmented, with a focus on either the stress of leaders and how it impacts leader behavior, or how leader behavior impacts stress on the follower. Almost no research exists on leader behavior as it relates to stress of the leader, and no research to date has focused specifically on the style of servant leadership (Harms et al., 2017).

The essence of servant leadership is to look after followers and keep their best interest in mind, which is perhaps why research on servant leadership focuses narrowly on the burnout levels of followers rather than the leader. However, research shows that when the leader is stressed and not properly functioning, the employees and the organization will likely suffer (Volmer et al., 2016). Therefore, it is not only for the benefit of the leader, but also for that of the organization and all of the employees within, to better understand stress and burnout as it relates to the leader.

This study seeks to expand the empirical data on a subject that has vastly impacted the U.S. workforce in order to improve job satisfaction, follower support, and physical and mental health (Steffens et al., 2018). Service organizations, such as retail and sales, often seek leaders who are more proactive in nature because this behavior is

associated with increased motivation, work enjoyment, entrepreneurial behavior, and improved sales performance. The challenge is that this proactive approach also requires extra effort upon the leader, which can be taxing and have potentially negative long term impacts such as work-family conflict, an inter-role conflict where the pressures of both work and family domains are incompatible (Bande et al., 2019). Additionally, due to the nature of retail leaders' job functions they are likely to be regularly handling negative customer interactions, which is associated with lower job performance, increased turnover intention, and greater levels of felt stress (Mulki & Wilkinson, 2017). The challenges and demands that retail leaders face on a regular basis seem to be the perfect environment for burnout to occur.

The unit of analysis for this study was retail managers in the U.S. labor pool, and the level of analysis for this quantitative study was at the individual level. The conceptual level for the variable of burnout was emotional exhaustion and detachment from work (Hildenbrand et al., 2018). The operational level of the variable was burnout: personal burnout, work-related burnout, and client-related burnout, as measured by the CBI (Kristensen, Borritz, et al., 2005). The measurement level for the variable was interval using a five-point Likert Scale (Hildenbrand et al., 2018). The level of measurement for the variable of servant leadership style was interval using a seven-point Likert Scale.

Purpose of the Study

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool. The general population was retail managers, ages 18-65, in the U.S. labor pool. The target population for this study was

retail managers within the U.S. labor pool who utilize Amazon Mechanical Turk (MTurk) crowd sourcing platform (Cheung et al., 2017), and are between the ages of 18 and 65. The sample for this study was retail managers who completed the survey commissioned for this study on Amazon MTurk.

One variable for this study is servant leadership, as measured by the SL-7 Servant Leadership Survey instrument (Liden et al., 2015), which was an interval level of measurement. The remaining variables for this study are burnout and the three dimensions of burnout as defined by the Copenhagen Burnout Inventory (Kristensen, Hannerz, et al., 2005): personal burnout, work-related burnout, and client-related burnout. The variables of burnout, personal burnout, work-related burnout, and client-related burnout were an interval level of measure. This study sought to identify whether or not a relationship exists between servant leadership and the three dimensions of burnout.

Servant leadership. Servant leadership theory continues to garner attention from organizations, researchers, and theorists due to the positive long-term success associated with this style of leadership. Unlike other leadership styles, servant leadership begins with an individual's desire to serve others rather than a longing for power, authority, or status (Heyler & Martin, 2018). Driven by a desire to place the needs of others first, servant leaders are characterized by a focus on empowerment, follower growth, empathy, ethics, and stewardship to the community (Chiniara & Bentein, 2016).

Burnout. Burnout is the eventual breakdown of an individual's resiliency due to prolonged stress combined with a lack of resources to cope with demands (Van den Broeck et al., 2017). Manifesting as both a pathological and psychological syndrome of being emotionally exhausted, depersonalized, and lacking accomplishment, burnout is

associated with reduced job performance, decreased mental and physical health, and relationship deterioration (Okpozo et al., 2017). Burnout not only impacts the individual that is experiencing it, but also the leaders, team members, and the entire organization feel the change in performance (Mo & Shi, 2017). For this study, burnout was measured by the three variables established by the Copenhagen Burnout Inventory: personal burnout, work-related burnout, and client-related burnout.

Personal burnout is the degree of exhaustion and fatigue, both psychological and physical, which a person experiences in a general context. Personal burnout is the generic portion of the CBI which can be used to measure burnout in any individual regardless of whether or not he or she is in the workforce (Fiorilli et al., 2015). Work-related burnout also measures psychological and physical exhaustion and fatigue, but strictly in relation to his or her work (Sestili et al., 2018). Lastly, client-related burnout measures the level to which an individual feels psychological and physical exhaustion and fatigue in relation to the client(s) he or she serves (Hu et al., 2016).

Research Questions and Hypotheses

Two research questions were identified for the study. To address the need for future research called for by Eva et al. (2018), the first question sought to uncover whether or not a relationship exists between servant leadership and burnout. The second research question sought to further the theoretical constructs of servant leadership and burnout to determine what, if any, correlations exist between servant leadership style and the three dimensions of burnout. The variables for the study are listed in Table 1.

Table 1.

Summary of study variables

Variable Name	Type	Measured By	Measurement Level
Servant Leadership	Variable	SL-7	Interval
Burnout	Variable	CBI	Interval
Personal Burnout	Variable	CBI	Interval
Work-related Burnout	Variable	CBI	Interval
Client-related Burnout	Variable	CBI	Interval

The first variable for this study is servant leadership. Defined at the conceptual level, servant leadership is a multilevel construct that begins with a motivation to serve, then grows into a motivation to lead and create a healthy environment that encourages growth and ultimately results in the production of more servant leaders (Amah, 2018). The operational level of servant leadership was measured by the SL-7 Servant Leadership Survey.

The remaining variables for this study are burnout and the three dimensions of burnout as defined by the Copenhagen Burnout Inventory (CBI): personal burnout, work-related burnout, and client-related burnout. At the conceptual level, burnout is defined as a chronic state of emotional and psychological exhaustion accompanied by symptoms of detachment and lack of accomplishment (Bari et al., 2019). The operational level of burnout was measured by the CBI. Because it was not known if, and to what extent, a relationship exists between servant leadership style and the level of burnout of retail managers, the following research questions guided this quantitative study:

RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

H1₀: Servant leadership has no significant relationship with burnout in retail
managers in the U.S. labor pool.

H1ₐ: Servant leadership has a significant relationship with burnout in retail
managers in the U.S. labor pool.

RQ2: To what extent if, any, is there a relationship between servant leadership style
and the three dimensions of burnout in retail managers in the U.S. labor pool?

H2A₀: Servant leadership has no significant relationship with personal burnout in
retail managers in the U.S. labor pool.

H2Aₐ: Servant leadership has a significant relationship with personal burnout in retail
managers in the U.S. labor pool.

H2B₀: Servant leadership has no significant relationship with work-related burnout in
retail managers in the U.S. labor pool.

H2Bₐ: Servant leadership has a significant relationship with work-related burnout in
retail managers in the U.S. labor pool.

H2C₀: Servant leadership has no significant relationship with client-related burnout in
retail managers in the U.S. labor pool.

H2Cₐ: Servant leadership has a significant relationship with client-related burnout in
retail managers in the U.S. labor pool.

Advancing Scientific Knowledge and Significance of the Study

Servant leadership continues to gain momentum as one of the leading models for
organizational leadership, including the retail world, which is traditionally transactional
and hierarchical in nature (Linuesa-Langreo et al., 2017). The positive outcomes and
correlations with servant leadership are undeniable, particularly within the context of

employees. Servant leadership has been empirically established as having a positive impact on empowerment, trust, performance, innovation, and job satisfaction (Divya & Suganthi, 2017), but there is a paucity of research that focuses on the leaders themselves (Eva et al., 2018). Concomitantly, emotional exhaustion and burnout continue to impact the workforce, homes, and relationships of America (Steffens et al., 2018). There is a lack of knowledge in both theoretical foundations of this study, servant leadership theory and burnout theory, as to how the two are related in respect to the leader.

Due to the lack or empirical research on burnout within servant leaders, a gap in literature has been identified that requires further research. This study sought to narrow that gap by determining if, and to what extent, a relationship exists between servant leadership and burnout within servant leaders. Some research suggests that the characteristics of servant leaders make them more resilient, and therefore less likely to acquiesce to burnout even during periods of prolonged stress (Eva et al., 2018; Panaccio et al., 2015). Other theorists, however, consider the constant serving of conflicting stakeholder needs as an additional burden felt by servant leaders which could possibly exacerbate stressful situations, thus making the onset of burnout more likely (Grisaffe et al., 2016).

Emotional fatigue and burnout within the leader has major implications and trickle-down effects throughout the entire organization (Volmer et al., 2016). In order to help leaders succeed, thereby improving employee and organizational outcomes, a deeper understanding of how servant leadership relates to levels of stress within the leader must be developed. The theoretical foundation that guided this study is servant leadership theory and burnout theory.

This study sought to extend the knowledge of both servant leadership theory and burnout theory by establishing whether or not a significant correlation exists between servant leadership and burnout within servant leaders. Multiple empirical studies note this gap (Eva et al., 2018; Grisaffe et al., 2016; Jaramillo et al., 2015), and the researchers have called for further research, such as this study, to extend the understanding of servant leadership and burnout theories. Following this study, further qualitative research could be conducted to develop a deeper understanding of the relationship between servant leaders and burnout.

Furthermore, this study sought to develop a further understanding of servant leadership, stress, and whether or not the characteristics of a servant leader make them more or less likely to experience burnout. Developing a greater understanding of this allows for modification to the techniques and execution of servant leadership. Since the results of the study show a positive relationship exists between servant leaders and burnout, then training could focus on how to manage stress by saying "no" to some of the demands that servant leaders at times feel pressured to meet. This allows for a more targeted approach to training leaders on combatting the negative aspects of burnout within the workplace and all areas of life.

Rationale for Methodology

This study was conducted using quantitative methodology. The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout in retail managers, ages 18-65, in the U.S. labor pool. To measure the variables of this study: servant leadership, burnout, personal burnout, work-related burnout, and client-related burnout, two instruments were

used which have been previously validated in prior quantitative research. The SL-7 assessed seven specific characteristics of servant leaders for an overall score to determine the level to which a manager displays servant leadership (Liden et al., 2015). The Copenhagen Burnout Inventory was used to determine levels of psychological and physical exhaustion and fatigue to measure burnout and the three dimensions of burnout: personal, work-related, and client-related (Kristensen, Hannerz, et al., 2005).

Since it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout in retail manager in the U.S. labor pool, the findings from this study answered two research questions: RQ1-To what extent, if any, is there a relationship between servant leadership style and burnout of retail managers in the U.S. labor pool? RQ2-To what extent, if any, is there a relationship between servant leadership style and the three dimensions of burnout of retail managers in the U.S. labor pool?

One study was conducted using quantitative methodology in order to describe the relationship between servant leadership, follower efficacy, and leadership avoidance (Lacroix & Pircher-Verdorfer, 2017). Similarly, another study was conducted using quantitative research on servant leadership and employee well-being in a construction company (Coetzer et al., 2017a). Lastly, Grisaffe et al. (2016) utilized quantitative methodology to determine the relationship between servant leadership, transformational leadership, transactional leadership, and customer service outcomes.

This study utilized a quantitative methodology because the research questions called for a statistical analysis of variables to determine whether or not a relationship exists between variables (Antonius, 2017). Quantitative methodology utilizes a more

structured approach by means of a validated instrument or other collection methods to gather numerical data and then analyzing said data (Vogt, 2012). Quantitative research utilizes a large, randomized sampling method, whereas qualitative research utilizes a small, and more purposeful approach to sampling. The use of larger sample sizes minimizes the impact of random errors in research (Turaga, 2016). Additionally, Rutberg and Bouikidis (2018) state that quantitative research develops hypotheses to study the relationship or differences between outcomes or variables.

Although neither methodology is better than the other, both quantitative and qualitative methodology have a common purpose behind the research being conducted. Quantitative research focuses on the question of *what* or *to what extent*, whereas qualitative research has a more broad focus of *how* or *why* (Yilmaz, 2013). Due to the nature of each research method, both require a much different approach to analysis of data. Quantitative research is a systematic review of data that is broad and generalizable. Qualitative data requires an in-depth review at an individual or personal level to further understand the intricacies of each case, rather than using standardized testing methods (Yilmaz, 2013).

Qualitative research takes on the social aspect of research and attempts to understand a phenomenon or other topic by utilizing rich information through the perspective of participants rather than the statistical approach of quantitative research, which utilizes validated instruments (Harwell, 2014). Qualitative methodology is less structured than quantitative, often using multiple forms of data collection to gather a more holistic view of the research topic (Rutberg & Bouikidis, 2018). Given the nature of quantitative methodology and the ability to establish relationships, correlations, and more

statistically significant data, as is the goal of this study, quantitative methodology was the strongest and most appropriate selection.

Nature of the Research Design for the Study

The research design for this non-experimental quantitative study was correlational. Other quantitative research designs, such as causal comparative and quasi-experimental, were considered for the study, but rather than try to infer a relationship between two variables using a cause and effect analysis, correlational research intends to describe the relationship that does or does not exist between two variables, which offers a better understanding of how one variable is related to another (Gavin, 2013). A causal comparative or quasi-experimental approach to this topic would be interesting, as both designs attempt to infer causation (Millsap & Maydeu-Olivares, 2009; Muijs, 2011). In the case of this study, the causation would be whether or not servant leadership causes burnout. However, the logistics of said alternatives, such as identifying and isolating control groups and test groups (Harwell, 2014), make the study impractical for the scope of this research. By utilizing correlational design, the study and subsequent results will not be able to infer causality, but there is a deeper understanding of how servant leadership relates to levels of burnout within the leader. Now that the results of the study are analyzed, further research could be conducted to identify any potential causation between servant leadership and burnout in leaders by utilizing a causal comparative or quasi-experimental design.

The use of correlational design for this study benefits the research community by determining whether or not a relationship exists between servant leadership and burnout. The unit of observation for this study was at the individual level, as measured by retail

managers. The target population for this study consisted of retail managers who utilize Amazon MTurk. The sample consisted of a minimum of 137 respondents as calculated by G*Power including a 15% increase.

MTurk is a crowd sourcing platform that allows researchers an on-demand pathway to administer surveys in order to collect random sampling across a diverse grouping of people across the U.S (Cheung et al., 2017). One of the noted limitations to using this platform is that the researcher only has access to individuals which are registered and active on the MTurk site. However, research has shown that the level of diversity by using this site is greater than other similar forms of sampling such as student samples (Sheehan, 2018).

The data were collected by use of an online survey, which was available only to individuals who meet the criteria set forth on MTurk. The two instruments used for the study remained separate, but the link allowed managers to access one survey immediately followed by the other. Upon opening the link, the managers were greeted with a welcome page that screens for potential disqualifiers. Following the welcome and screening page, the managers were asked to give informed consent using the online survey. If the manager agreed to the informed consent, then the following page commenced the survey. The collected data were masked, protected, and will be destroyed after three years. This study utilized two instruments for data collection. The instruments are as follows:

a. Variable 1-Servant leadership: Data were collected using the seven-item, SL-7, Servant Leadership Survey for leader self-assessment of the variable servant leadership. The level of measure for servant leadership was interval to determine to what level a leader is considered a servant leader.

b. Variable 2-Burnout: Data were collected using the 19-item Copenhagen Burnout

Inventory (CBI) to measure the variable leader burnout. The level of measure for

burnout was interval, to determine at what level the leader experiences burnout.

The study measured all variables at an interval level (Liden et al., 2015). The

Pearson correlation coefficient (r) was used to allow for analysis of the significance of

the relationship between variables (Muldoon et al., 2018). The results of the study were

analyzed to determine what, if any, correlation exists between the variable of servant

leadership and the variables of burnout, personal burnout, work-related burnout, and

client-related burnout (Brent & Leedy, 1990).

Definition of Terms

Burnout. A state of physical, emotional, and mental exhaustion that results from

long-term involvement in work situations that are emotionally demanding (Schaufeli &

Greenglass, 2007).

Client-related burnout. The degree of physical and psychological fatigue and

exhaustion that is perceived by the person as related to his/her work with clients

(Kristensen, Borritz, et al., 2005).

Leadership style. An intentional means by which a leader influences a group of

people in an organization to a widely understood future state that is different from the

present one (Gandolfi & Stone, 2018).

Personal burnout. The degree of physical and psychological fatigue and

exhaustion experienced by the person (Kristensen, Borritz, et al., 2005).

Servant leadership. A holistic leadership approach that engages followers in

multiple dimensions (e.g., relational, ethical, emotional, spiritual), such that they are

empowered to grow into what they are capable of becoming. It seeks first and foremost to develop followers on the basis of leaders' altruistic and ethical orientations (Eva et al., 2018).

Work-related burnout. The degree of physical and psychological fatigue and exhaustion that is perceived by the person as related to his/her work (Kristensen, Borritz, et al., 2005).

Assumptions, Limitations, Delimitations

Assumptions. An assumption is a condition, often considered a self-evident truth, that without which the research project would be pointless (Brent & Leedy, 1990). The following assumptions were present in this study:

1. It is assumed that survey participants in this study were honest with their answers, and that the participants answered questions without bias and to the best of their ability. The introduction to the online survey informed each participant that they are required to answer as such.

2. It is assumed that servant leadership is able to be measured using a validated quantitative survey, in this case the SL-7.

3. It is assumed that burnout is able to be measured using a validated quantitative survey, in this case the CBI.

Limitations. Limitations are the aspects or scope of the study, over which a researcher has no control (Brent & Leedy, 1990). The following limitations exist for this study:

1. The measure of servant leadership was conducted as a leader self-assessment. The SL-7 is typically intended to be distributed to followers who then assess the characteristics and qualities of the leader. There is a potential for self-inflation of positive qualities, which could lead to elevated levels of servant leadership.

2. The survey is 26 items, requiring approximately 10-15 minutes of time. Although unlikely, it is possible that participants could experience fatigue or become distracted which could affect the responses.

3. The study was administered via Amazon MTurk, a crowd sourcing platform, which is considered a form of convenience sampling. Potential respondents are limited to individuals who are registered for and utilize this platform; however, research has shown that crowd sourcing is a method of sampling that quite accurately reflects the U.S. population (Sheehan, 2018).

4. Participants are paid for research. As such, respondents could rush to complete surveys faster in order to have the opportunity to earn more pay. Although accuracy cannot be guaranteed, research shows that MTurk participants are more attentive and more likely than comparable samples such as student groups and panels (Kees et al., 2017).

5. Participants were required to self-report employment industry and job function. Although unlikely, it is possible that participants could not be employed in the retail industry or had the function of manager or supervisor.

6. Respondents were self-reporting the work industry and experience. Although unlikely, it is possible that respondents could inaccurately report work experience for the sake of personal gain, in this case being allowed to participate in the study.

7. Low reliability score for the SL-7. The SL-7 had a Cronbach's alpha of .613, which is considered questionable. This is potentially due to the low number of questions, seven, and the somewhat lower number of participants in the study (n=130).

8. The assumption of normality for *Pearson's r* correlation was violated for the variable of servant leadership.

9. The study was conducted by a first-time researcher. Academic research is challenging and must meet numerous rigorous standards. In order to mitigate this limitation, a dissertation committee of three expert researchers will guide the amateur researcher. Other mitigations include academic quality review for accuracy, and Institutional Review Board approval, which ensures the research was conducted in an ethical manner.

Delimitations. Delimitations are the areas of the study that a researcher does

control (Brent & Leedy, 1990). The following delimitations exist for this study:

1. The study was conducted only on individuals who utilize Amazon MTurk. It is assumed that the results will accurately reflect results across retail organizations within the United States; however, generalization of the information could be impacted.

2. The researcher only has access to individuals which are registered and active on the MTurk site. However, research has shown that the level of diversity by using this site is greater than other similar forms of sampling such as student samples (Sheehan, 2018).

Summary and Organization of the Remainder of the Study

As the pace of the world continues to quicken and demands become more pressing, the need to better understand how these situations impact the leaders within the workforce cannot be overlooked. The stress of today's retail environment has caused burnout to set in among leaders, employees, and organizations without bias (Patel et al., 2018). There is, however, research that shows a correlation between elevated levels of servant leadership and reduced burnout among employees (Tang et al., 2016). There is one problem that persists, the lack of understanding on the relationship between servant leaders and burnout with the leader (Eva et al., 2018). Research suggests that the altruism and self-efficacy of the leader could lead to a negative correlation with burnout, or that serving multiple conflicting stakeholder needs could positively correlate to burnout (Grisaffe et al., 2016).

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout in retail managers, ages 18-65, in the U.S. labor pool. The study advances the scientific knowledge by offering a deeper understanding of how servant leadership correlates to burnout within servant leaders of a retail organization. By narrowing this gap in research, the retail industry, which comprises approximately 11% of the United States workforce (Tuckey et al., 2017), will have a stronger understanding of how hiring officials, leaders, and executives can recruit and train servant leadership to maximize the positive traits while strengthening any areas that could leave a servant leader more susceptible to burnout.

Chapter Two contains a thorough review of empirical literature on the subjects of servant leadership, burnout, and the retail work environment, and will establish the theoretical foundation for the study. Chapter Three will describe the research methodology and design of this study, including the population, sample, instrumentation, data collection, and data analysis procedures. Chapter Four provides a written and graphic summary on data analysis procedures and lists the results of the study. Finally, chapter Five is an interpretation of results and will summarize the study, list implications, and provide recommendations.

Chapter 2: Literature Review

Introduction to the Chapter

Researchers continue to uncover and further validate the positive outcomes and correlations that are associated with servant leadership (Brohi et al., 2018), but there remains an area that has yet to be researched, whether or not the continued act of serving others results in burnout of the leader (Eva et al., 2018; Grisaffe et al., 2016). A thorough review of current literature related to the topics of servant leadership and burnout provided the foundation for this research in order to address the gap in research: it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. This chapter will begin by establishing the empirical research which the study sought to address. Then a theoretical foundation for the research will be reviewed in both Servant Leadership Theory and Burnout Theory. The chapter will conclude with a review of current literature on servant leadership, burnout, and the retail work environment.

The literature review will begin with a history of servant leadership followed by a presentation of the seven dimensions of servant leaders, which includes conceptual skills, empowerment, helping subordinates grow and succeed, putting subordinates first, behaving ethically, emotional healing, and creating value for the community (Liden et al., 2008). Then a review of burnout will be conducted beginning with the history of burnout, followed by a presentation of the three dimensions of burnout: personal burnout, work-related burnout, and client-related burnout (Kristensen, Hannerz, et al., 2005), and finally a look at how to combat the onset of burnout. The review of literature will conclude with

the retail work environment, to include a history of retail leadership and management followed by the characteristics of retail leaders.

The sections and subsections within the literature review were developed through a comprehensive search of current literature. The search for content used online databases including EBSCOhost, ProQuest, ERIC, Sage Research Methods, PsycBOOKS, and Google Scholar. Search terms used to conduct a thorough review of empirical literature include the following: servant leadership, servant leader, service culture, servant culture, burnout, stress, emotional exhaustion, retail leadership, and retail management.

Background to the Problem

For centuries the traditional styles of leadership focused on a hierarchical structure, contingency behavior, and a result-driven approach to operations (Sousa & van Dierendonck, 2017), but an evolution of thought came from Greenleaf's (1977) seminal work, "The Servant as Leader." Servant leadership breaks the mold of traditional leadership by shifting from a leader-centered approach to a model that is considerate of followers (Irving & Berndt, 2017). Servant leaders are individuals that seek to serve others and act as stewards of the organization by growing resources, both financial and otherwise, and develop others within the organization to not only meet organizational objectives but also develop better people within (Eva et al., 2018). Empirical research supports servant leadership as a model that increases follower organizational citizen behavior (OCB), corporate social responsibility (CSR) (Grisaffe et al., 2016), altruism (Schwarz et al., 2016), empowerment, and positive organizational outcomes (Linuesa-Langreo et al., 2016).

Although it is not an exhaustive list, characteristics of servant leaders include the following: authenticity, humility, compassion, accountability, courage, altruism, integrity, and listening (Coetzer et al., 2017b). Individuals may possess these characteristics at times, but consistently displaying servant leadership behavior can prove to be quite difficult. In fact, researchers suggest that servant leadership may be the most difficult leadership style to exhibit because it can often be easier to demand compliance from followers than to inspire a willingness to accept organizational goals and meet objectives (Gandolfi et al., 2017; Gandolfi & Stone, 2018).

As the demands of the modern workplace increase due to the growing expectation for instant gratification, and the level of organizational resources such as manpower, payroll, and cashflow, are in many cases being reduced, the level of stress in the leadership is an issue that cannot be ignored (Tuckey et al., 2017). Stress and leadership have a somewhat paradoxical relationship where the two seem to coexist. The leader is often expected to operate under stress with steadfastness, a calm demeanor, and be an anchor for those around her or him (Harms et al., 2017). The leader is also expected to reduce the level of stress for the followers, stakeholders, and within the organization as a whole. Yet there is often and unsaid expectation within organizational settings for leaders to undergo stressful situations in order to be tested, to allow the true character to show, and to prove that they are in-fact worthy of their position (Harms et al., 2017).

Research shows that elevated levels of stress are more than just a challenge to the workforce, but they are detrimental to individual health, psychological well-being, and organizational success (Tuckey et al., 2017). Burnout, prolonged levels of stress manifestation, has become a topic of interest for researchers, leaders, and human

resources professionals because of its epidemic-like nature and the personal and organizational consequences associated. The effects of burnout include psychological disconnect, increased turnover intention, reduced job satisfaction and performance, and increased costs associated (Hildenbrand et al., 2018). Furthermore, the causes and effects of burnout transcend the workplace and can be linked to employee-client relationships and personal life outside of work-related situations altogether (Kristensen, Borritz, et al., 2005).

A growing body of research attests to the importance of employee health, specifically employee emotional and psychological well-being and the effects that this has on the workplace. Over the last decade, the research has shifted to focus not only on this subject, but to also understand how leadership impacts, both positively and negatively, employee health (Steffens et al., 2018). Ethical leadership, for example, has been shown to reduce stress and increase employee satisfaction (Mo & Shi, 2017), while leaders who display abusive characteristics are linked to increases in employee stress (Steffens et al., 2018). As the research on leadership and employee health continues to grow, there is an area of concern that has often been overlooked, that of leader's stress (Arnold et al., 2015).

Similarly, research on the subject of servant leadership continues to mount in the area of servant leadership and the positive effects that are correlational to this style of leading; there remains an area of research that is vastly underdeveloped, that of the effects of servant leadership on the leaders themselves (Eva et al., 2018). Servant leadership has been shown to increase emotional healing and turnover intention through a psychological safety (Brohi et al., 2018). Because servant leadership is founded upon

traits such as promoting service, integrity, and achievement of potential, leaders displaying servant leadership are likely to have a positive impact on employee and organizational well-being (Lapointe & Vandenberghe, 2018; Liden et al., 2015). It is understood that servant leadership theory has a positive correlation to employee satisfaction, self-efficacy, and commitment (Coetzer et al., 2017b; Kiersch & Peters, 2017), yet no empirical research can be found on whether or not the continued act of serving multiple stakeholder needs results in an increase in exhaustion and therefore burnout in the leader (Panaccio et al., 2015). Servant leaders must often balance contrasting needs of varying stakeholders, such as weighing necessary expenditures to increase employee morale with a need to cut costs and increase savings for executives, and such excessive role conflicts could result in burnout. Another opposing opinion exists, which posits that by instilling a servant mindset within the organization, the followers may support and uplift the leader, thereby reducing stress and offsetting the likelihood of burnout. As such, the need to investigate this empirically was established (Grisaffe et al., 2016).

Identification of the Gap

With approximately 11% of the United States workforce being employed by the retail industry (Tuckey et al., 2017), there is a need to understand how retail leaders can not only reduce employee stress but also manage their own stress levels to in order to avoid the onset of burnout. There is a growing number of studies that research employee stress but few studies address the stress of the leader (Arnold et al., 2015), making this subject a topic of increasing interest. Researchers have identified stress to be a critical determinant of leader functioning, and recent meta-analyses have made robust cases for

the impact of leader behavior on reducing or increasing employee stress; however, these have failed to address the leaders' stressors (Eva et al., 2018; Harms et al., 2017).

Research continues to mount in the area of servant leadership and the positive effects that are correlational to this style of leading (Brohi et al., 2018; Linuesa-Langreo et al., 2018). Yet there remains an area of research that is vastly underdeveloped, that of the effects of servant leadership on the leaders themselves (Eva et al., 2018). Servant leadership theory shows a positive correlation to employee satisfaction, self-efficacy, and commitment (Coetzer et al., 2017b; Kiersch & Peters, 2017), but the research fails to mention how the continual act of serving others relates to the well-being of the servant leaders.

Concomitantly, burnout poses a major threat to organizations, specifically those within the retail industry because of the critical roles that customer service and service perception play in organizational success. The onset of burnout can be identified by emotional exhaustion and depersonalization (Eschelbach, 2018), both of which are counterproductive in a retail environment. Employee burnout has a negative correlation with customer outcomes in retail organizations due to the depersonalization and client-related dimension of burnout (Nesher Shoshan & Sonnentag, 2019). Given the influence that leaders have, the potential impact of leader burnout could be detrimental to an organization.

Leadership research and theory has shifted from a perspective that focused on managing simply for the purpose of organizational gain, to a holistic approach that considers individual employees as valuable assets to the organization (Katopol, 2015). Research shows that employees are more likely to show positive and proactive behaviors

when their manager is viewed as a servant leader, yet the display of proactive traits requires considerable extra effort and could be a potential cause for burnout (Varela et al., 2019).

Therefore, it appears that the evolution of research has also created a potentially problematic situation in that servant leadership seems to elevate the performance, and arguably the lives of followers in the organization, yet the demands of being a servant leader are taxing and could potentially lead to burnout of the leader. Panaccio, Magna Donia, and Liden (2015) cited a need for future research after connecting servant leadership to several positive follower outcomes, but then recognized that the serving of multiple stakeholder needs can be exhausting. Similarly, other researchers have found that the servant leader builds a positive organizational climate through prioritization of serving the needs of multiple stakeholders before results (Jaramillo et al., 2015; Liden et al., 2014), yet there remains almost no research on the relationship that this behavior has with burnout of the leader (Eva et al., 2018; Grisaffe et al., 2016). Finally, in a meta-analytical review of leadership and stress, Harms, Credé, Tynan, Leon, and Jeung (2017) identify a need for future research on the leadership traits of secure attachment, self-efficacy, resilience, and hardiness, which are commonly associated with servant leaders, in order to deepen the understanding of the effects of stress on leaders.

A recent article titled *Serving you depletes me? A leader-centric examination of servant leadership behaviors* is perhaps the most relevant research in relation to the study. The researchers conducted two studies across various industries in order to determine whether or not the serving of others would lead to depletion within the leader. The researchers found the results to be inconclusive due to the fact that servant leadership

behavior did not predict state depletion in leaders. The study showed that some leaders did show higher levels of state depletion, but interestingly the leaders who were high in perspective taking, or listening to the perspectives of others, showed a lower level of state depletion (Liao et al., 2020). The results confirm that some leaders can actually be replenished by serving others.

Having established a gap in research, the following problem statement has been developed to fill said gap: It was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. The following section will provide the theoretical foundation that establishes an understanding of the variables for the study, servant leadership, and burnout.

Theoretical Foundations

Researchers and leadership theorists agree that there is a great potential for positive individual, team, and organizational outcomes through the use of servant leadership (Coetzer et al., 2017b). Servant leadership is proven to be conducive to an employee-friendly work environment (Jaramillo et al., 2015), improve employee satisfaction and reduce turnover intentions, and positively relate to organizational performance (Grisaffe et al., 2016; Liden et al., 2014). Servant leadership theory and burnout established the theoretical framework for this quantitative correlational study.

Servant leadership. The roots of servant leadership theory can be identified all throughout history. Arguably one of the greatest examples of servant leadership is in Mark 10:42-45 (English Standard Version), when Jesus said to his disciples:

You know that those who are considered rulers of the Gentiles lord it over them, and their great ones exercise authority over them. But it shall not be so among

you. But whoever would be great among you must be your servant, and whoever

would be first among you must be slave of all. For even the Son of Man came not

to be served but to serve, and to give his life as a ransom for many.

Although the principles of servant leadership date back to the Bible, leadership

theorists have just within the past few decades begun to agree upon how effective servant

leadership can be. Furthermore, although research continually shows servant leadership

as a viable model that is linked to favorable individual, team, and organizational

outcomes, there is still no consensus among theorists as to the competencies,

characteristics, and measure of this model (Coetzer et al., 2017b).

In his seminal work, Robert Greenleaf (1977) described the servant leader as one

whose primary purpose was to serve the needs of others with pure authenticity out of a

genuine concern for the wellbeing of others. The result of this is increased organizational

performance because of the followers' positive response to leadership style. The humble

and caring nature of this leadership style leads to employee extra-role behaviors,

increased collaboration, and a climate of service (Grisaffe et al., 2016).

In perhaps the most simplistic explanation, Greenleaf (1977) describes the servant

leader as "servant first." This is more than a mere catch-phrase, but a mentality and way

of life for the leader. Servant leaders differentiate themselves from others in the care

taken by the leader to ensure the highest-priority needs of others are being served

(Greenleaf, 1977). Servant leadership is positively related to several follower outcomes

including job satisfaction, performance, and organizational citizen behavior (Jaramillo et

al., 2015). Furthermore, while similar to other styles such as transformational,

charismatic, and authentic leadership, servant leadership is found to be unique in that it focuses on meeting psychological needs of followers (Van Dierendonck et al., 2014).

At the conceptual level, servant leadership is defined as a multilevel construct that begins with a motivation to serve and ultimately the motivation to lead which is seen as a calling to further serve others rather than a desire for power (Amah, 2018). The operational level of servant leadership was defined for the purpose of the study by the use of the SL-7 Servant Leadership Survey. The SL-7 assessed each of the seven dimensions of a servant leader: emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting others first, and behaving ethically (Liden et al., 2015). The SL-7 provided a global score to measure servant leadership levels in participants.

Burnout. Burnout was introduced by Freudenberger (1974) and Maslach (1976) as a concept to describe the mental fatigue experienced by individuals who do "people work" or are in the service industry (Kristensen, Borritz, Villadsen, & Christensen, 2005). Over the past four decades, researchers have identified burnout as an increasing concern, not only among service professionals, but across all industry. Upon realization that the primary measure for burnout was limited in focus, Kristensen et al. (2005) developed the Copenhagen Burnout Instrument (CBI) to measure three areas of burnout: personal burnout, work-related burnout, and client-related burnout. This new model allows researchers to conduct a more accurate assessment of burnout across industries and all aspects of life.

Burnout is defined conceptually as a chronic feeling of emotional exhaustion, depersonalization, and cynicism. Although burnout originated in the field of service

work, research shows that burnout is a problem that does not discriminate based upon job, race, gender, or income (Van den Broeck et al., 2017). The empirical literature pertaining to burnout continues to grow; however the study of burnout has been particularly sparse in the sales culture (Rutherford et al., 2011). Additionally, the study of burnout has long been focused on the followers, but recently there has been a growth in research pertaining to the stress that leaders face (Arnold et al., 2015). Furthermore, the need for a deeper understanding of burnout in retail can be underscored by the fact that researchers often identify the retail sector among the most stressful in which to work (Patel et al., 2018). Moreover, there is a gap in understanding as to what, if any, relationship exists between servant leadership and burnout within the leader (Grisaffe et al., 2016). For the purpose of the study, burnout was defined at the operational level using the CBI.

Having developed an understanding of the need for further research on burnout in retail leaders (Arnold et al., 2015; Eva et al., 2018), the following research questions guided this study and the following literature review: RQ1-To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool? RQ2-To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout of retail managers in the U.S. labor pool?

Review of the Literature

Although significant research has been conducted on the areas of servant leadership, burnout, and retail work environments, no empirical research combining the three subjects exists to examine the correlation between the three, specifically in relation to the burnout of leaders. Additionally, several researchers of servant leadership call for

further research on burnout in servant leaders (Eva et al., 2018; Grisaffe et al., 2016; Harms et al., 2017). Having established a need for this study, a further understanding of subject areas will be discussed in the following sections. The emergent themes for the study were servant leadership, burnout, and retail work environment.

    Servant leadership. The history of servant leadership dates back at least two thousand years to biblical times, where Jesus Christ, the Messiah, lived a life of service by washing others' feet, healing outcasts, and ultimately sacrificing His life for others. Other more recent examples of servant leaders include Mahatma Gandhi, Martin Luther King Jr., and Mother Theresa (Gandolfi & Stone, 2018). Even though the teachings and practice of servant leadership have existed for centuries, the formalization of servant leadership theory happened 50 years ago when Greenleaf (1977) published an article describing how the servant can emerge as leader. What made this teaching so revolutionary is that rather than seeking to be a leader first, as most leadership theory assumes, servant leadership is driven by a desire and intrinsic motivation to serve others which leads to opportunities to lead (Stouten & Liden, 2020).

    Some other leadership styles commonly associated with servant leadership include authentic, ethical, and transformational leadership. At the surface, these leadership styles are often referred to as similar, perhaps to the point of being indistinguishable. Furthermore, servant leadership is often compared to transformational leadership because both of these styles are relatively new and have proven to produce similarly positive outcomes (Hoch et al., 2018). However, the fundamental differentiator of servant leadership and other related leadership styles is that the leader is viewed as a servant who attends to the needs of the followers. In doing so, the leader develops

professional growth and personal well-being in the followers which in-turn positively influences organizational outcomes (Chiniara & Bentein, 2016). The servant aspect makes servant leadership radically different from other models because it requires the leader to reverse the entire thought process of how he or she leads.

Leaders are charged with the responsibility of meeting stakeholder needs and expectations through the efforts of their team. These teams are comprised of individuals whose needs are often aligned differently from that of the organization. Therefore, experienced servant leaders focus on aligning individual needs with organizational goals to create a deeper understanding of the processes and goals, which leads to increased team potency and effectiveness (Stouten & Liden, 2020). In a comprehensive meta-analysis of 285 empirical studies of servant leadership, Eva et al. (2018) found that servant leaders could potentially be at an elevated risk of experiencing burnout due to the constant sacrificing of self. Similarly research has questioned whether or not the servant leader would be more likely to experience burnout because of the need to satisfy executive orders while striving to serve followers, whose needs are often conflicting to those of the bottom line (Panaccio et al., 2015). Another study found that servant leadership can potentially lead to depletion or replenishment of the leader depending upon mediating factors such as perspective-taking (Liao et al., 2020).

The following subsections will review a history of servant leadership, followed by a review of the seven dimensions of servant leadership as defined by Liden et al. (2015), and will be concluded with an analysis of the servant culture that is cultivated by servant leadership.

History of servant leadership. Greenleaf's (1977) seminal work on servant leadership identified key behaviors of a servant leader, which was refined by into 10 salient characteristics (Spears, 2010). These characteristics of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, and building community, have been generally accepted as the most exhaustive and respected definition of servant leadership attributes (Focht & Ponton, 2015).

Building upon the framework of Greenleaf and Spears, the Servant Leadership Questionnaire (SLQ) was developed to quantify the measure of servant leadership behaviors within an individual. In particular, the developers of the SLQ sought to identify a more precise definition of what makes a servant leader (Focht & Ponton, 2015). As the researchers developed and tested the SLQ, the following five dimensions of servant leadership were identified: emotional healing, altruistic calling, organizational stewardship, persuasive mapping, and wisdom (Barbuto & Wheeler, 2006).

Following the development of the SLQ and its five dimensions, the Global Servant Leadership Scale was introduced, which identified seven factors that are distinguishable within servant leaders-- conceptual skills, empowerment, helping subordinates grow and succeed, putting subordinates first, behaving ethically, emotional healing, and creating value for the community (Liden et al., 2008). The scale and dimensions which were identified by Liden et al. (2008) have since become one of the most accepted measures of servant leadership (Eva et al., 2018). Having established consistent validity and general acceptance of the Global Servant Leadership Scale within the leadership community, Liden et al. (2015) developed a short-form version of the scale called the SL-7. The SL-7 measures the same seven dimensions but does so by shortening

the length of the instrument by 75%. The SL-7 was selected to measure servant leadership for the study. As such, the seven dimensions being measured are discussed further in the upcoming paragraphs.

Conceptual skills. Conceptual skills is the measure of a leader's ability to understand goals within the organization and break down complex work problems in order to help the organization achieve said goals (Liden et al., 2015). The SLQ refers similarly to these skills through the measure of wisdom-the ability to maintain awareness of surrounds and anticipate likely consequences, and persuasive mapping-using sound mental framework and reasoning to conceptualize the big picture and help others within the organization make the same connection (Barbuto & Wheeler, 2006). The empathy and service of servant leaders are often the most acclaimed traits as these are representative to the relational aspect, but conceptual skills are crucial for servant leaders because it pulls in the bigger picture of the organization. Servant leaders have an ability to understand the roles of individuals and offer support, direction, and clarity, through an advanced set of problem-solving skills. Employees then have a greater understanding of the work environment, how it is changing, and how to adapt, which leads to advances in creativity and increased customer service performance (Linuesa-Langreo et al., 2017).

Empowerment. Empowerment can be defined as the motivation of an individual to perform tasks (Newman et al., 2017), but in the context of servant leadership it takes on a deeper meaning. Empowerment within a servant leader-led organization exists when a leader delegates authority to the followers. Rather than just assigning tasks to be completed, the follower is entrusted with autonomy, responsibility, and influential decision-making capacity (Liden et al., 2015). In a study of college freshman, the highest

servant leader constructs rated among millennials were accountability and empowerment (Norris et al., 2017). Accountability often takes on a negative connotation as people think of it as simply the consequences for negative performance; however, accountability, when properly communicated, is the natural byproduct of empowerment. Accountability and empowerment allows the individual to take ownership of a project or situation and be more connected to the results, thereby increasing work quality and improving success (Norris et al., 2017).

Helping subordinates grow and succeed. Several leadership styles exist which focus on success and the enabling of followers, but the primary goal is to achieve success as it relates to organizational objectives (K. Lee et al., 2018). Servant leadership differs from other theories in this respect due to the fact that the leader has a deep understanding of what the subordinates' career goals are and desires to help meet these objectives irrespective of the organizational outcomes (Chiniara & Bentein, 2016). Mentoring and training are critical components in how servant leaders help subordinates grow and succeed (Winston & Fields, 2015). Servant leaders help sharpen the skills of subordinates in order to make them better suited to achieve desired objectives, but the byproduct of this investment in personnel is greater performance and increased organizational outcomes. The followers recognize that the leader's investment is in personnel, and as the individuals grow, they will return the investment back into the organization as an act of service to the leader (Linuesa-Langreo et al., 2018).

Putting subordinates first. Further building upon the aforementioned behaviors, servant leaders are arguably most lauded for putting the needs of subordinates before their own. Servant leaders demonstrate a concrete nature of placing the best interests and

success of subordinates above their own (Chiniara & Bentein, 2016). The servant leader

transcends other leadership styles not only by placing the needs of subordinates above

their own, but also by providing support for the subordinates for work and personal-

related matters (Liden et al., 2015). Servant leaders provide a sense of belonging, safety,

and wellbeing within the organization because the followers feel valued not just as

employees, but they feel valued as human beings who matter to other human beings.

The dimension of putting others first presents a particularly interesting dichotomy

that is the basis of the research. While the act of putting others first is shown to support

subordinates and improve results (Stouten & Liden, 2020), the demand of constantly

putting the needs of others first could draining on the leader and lead to negative effects

such as burnout (Grisaffe et al., 2016). The existence of a positive correlation between

servant leadership and burnout within leaders has yet to be empirically established, which

underscores the need for this study.

Behaving ethically. Another way that servant leaders are distinguished from other

leadership styles is by their unwavering ethical and moral behavior. In a climate where

dishonesty and compromising ethics is often the norm, servant leadership is founded in

building trust with employees through ethical leadership practice (Winston & Fields,

2015). Furthermore, the ethical nature of the leader is observed and internalized by the

subordinates, ultimately leading to an ethical climate within the organization. The ethical

climate means that employees are more aware of the impact that their actions have on the

organization, and thus feel a greater connection, feelings of obligation, and an

understanding of the cost associated with leaving the organization (Lapointe &

Vandenberghe, 2018). Ultimately, the ethical climate developed by servant leaders can

bring forth positive outcomes such as an increase in ethical behavior, organizational commitment, and organizational citizenship behavior (Burton et al., 2017).

Emotional healing. Emotional healing establishes the compassionate and empathetic component of servant leaders. The healing aspect of servant leadership has several components, including being sensitive toward others, helping others recover from difficulty and hardship, helping heal relationships, a concern for the professional health of others, and making others whole through healing (Coetzer et al., 2017b). Emotional healing has been positively associated with employee empowerment, the ability to take ownership of situations and problem-solve at work (Hammond, 2018). Many researchers and theorists posit that healing transcends the professional realm and includes a genuine concern for the personal, physical, and psychological wellbeing of others (Chiniara & Bentein, 2016; Jaiswal & Dhar, 2017). Rather than emotional healing, some researchers may describe the dimension of healing as love or unconditional love because of the care and attention that is displayed for others by the leader (Focht & Ponton, 2015; Linuesa-Langreo et al., 2016).

Creating value for the community. The final differentiating characteristic of servant leaders is that of creating value for the community. Servant leaders seek to add value not only to themselves, subordinates, and the organization, but to the community in which they operate (Liden et al., 2008). Servant leaders are active in the community and encourage those within the organization to also become active in the community, because the leader realizes the importance of giving back to others and investing in the development of individuals outside the immediate sphere of influence (Eva et al., 2018). Research supports the positive effects of creating value not only from a leader's

standpoint, but also from a holistic approach. Followers who observe the leader engaging in service to the community and promoting employee empowerment are, in turn, motivated to model such behavior by helping the community and their colleagues (Schwarz et al., 2016).

  Service culture. Servant leadership behavior has also been proven to cultivate an ethical work climate (Jaramillo et al., 2015). The ethical work climate subsequently results in performance increases among salespeople and also increases in customer experience. Furthermore, servant leaders within an organization foster a culture where salespeople are more willing to bring forward and discuss potential issues and also seek out those of others (Jaramillo et al., 2015). Several factors have been found to mediate the link between servant leadership and ethical work climate, such as trust in the leader, value enhanced behavior performance, employee motivation, and employee extra-role assumption (Bande et al., 2015; Panaccio et al., 2015; Schwepker & Schultz, 2015). Servant leadership has also been found to enhance servant climate and even employee well-being through the assumption of extra-role behaviors, which leads to increased performance and overall better experiences on all levels (Panaccio et al., 2015).

  Servant leadership also mediates a climate of ethics through values enhanced behavior performance, which in-turn leads to increases in salesperson performance and organizational sales. The servant attitude and care shown by leaders toward subordinates will not only be returned, but also replicated toward the customers. Furthermore, the authors conclude that the ethical principles behind servant leadership will have a much greater impact in long term organizational success (Schwepker & Schultz, 2015).

Organizational culture or climate are key drivers of the direction in which an organization is headed. Although researchers may differentiate between culture and climate, for the sake of this study the terms were used synonymously and henceforth referred to as culture. Service culture is established by the consistent display of servant leadership that starts from the top of the organization and is exhibited at all levels. The workers' perception of procedures, practices, and behaviors are reinforced by this observed behavior, and the workers respond by embracing the perceived leadership characteristics (Linuesa-Langreo et al., 2017).

Service culture provides a system of common understanding that allows employees to draw from a shared understanding of expectations to help deliver consistent service (Padma & Wagenseil, 2018). Service culture has been shown to mediate the positive relationship between servant leadership and positive customer service outcomes (Linuesa-Langreo et al., 2017). Another byproduct of servant leadership within an organization is the fostering of inclusive and empowering practices within the organizational culture. The inclusion is developed by a sense of realism and belonging that individuals feel comfortable exhibiting because of the servant leader's inclusive nature (Gotsis & Grimani, 2016). The climate established by the leader is one of service, ethics, inclusiveness, and support, leads to employee extra-role behaviors (Panaccio et al., 2015) which would in-turn reduce some of the demands on the servant leader and subsequently be the very thing that saves the leader from being truly burnt out. To better understand the implications of being burnt out, the following section will provide a review of literature on the topic of burnout.

Burnout. Burnout occurs as a result of prolonged interpersonal and emotional stress, particularly related to the workplace. Although no formal clinical definition of burnout has been agreed upon, the conceptual definition of burnout remains mostly consistent, an emotional internal response to compounding external stressors which consumes and depletes the social and personal resources (Treglown et al., 2016). Additionally, burnout is described as a psychological disorder that develops when an individual faces continuous stress and pressure which is composed of three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Ishaq & Mahmood, 2017). Emotional exhaustion can be described as the feeling of depression, lack of coping ability, and general distress. Depersonalization is when an individual, consciously and subconsciously, detaches from social relationships and work. Reduced personal accomplishment describes how a person will question his or her abilities and experience a general lack of motivation to achieve full potential (Ishaq & Mahmood, 2017).

The World Health Organization has classified burnout in the most recent publication of the International Classification of Diseases (ICD-11). According to the World Health Organization (2019), burnout is "a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy." Although burnout is not identified by ICD-11 as a medical condition, the inclusion of burnout as a classification does underscore the gravity of the situation. The following subsections will provide a history of burnout, followed by

a review of the three dimensions of burnout, concluded by a look at how to combat burnout.

History of burnout. The concept of burnout emerged as a grass-roots theory in the 1970s when Freudenberger (1974) and Maslach (1976) independently identified a psychological condition experienced by individuals who do "people work" (Kristensen, Borritz, et al., 2005). Looking forward just four decades, burnout has become a common phrase that leaders are attempting to address in almost every career field. Maslach (1976) developed three dimensions of the burnout experience. Exhaustion, also referred to as emotional exhaustion, is feeling worn-out, a lack of energy, depletion, fatigue, and debilitation. The cynicism dimension, or depersonalization, describes a loss of identity, withdrawal, irritability, and a negative or inappropriate attitude. The inefficiency, or reduced personal accomplishment, dimension describes low morale, reduced productivity, and an inability to cope (Maslach & Leiter, 2016).

Employees experience stress when resources and other items of value are threatened, lost, or depleting at a rate of unacceptable return of positive resource gains for the investment of resources. Consequently, burnout is the result of continually experiencing the loss of resources and not seeing enough return from this investment (Hildenbrand et al., 2018). In a culture that continually asks leaders to do "more with less," there is no wonder why burnout has been recognized as a global phenomenon across all fields (Ishaq & Mahmood, 2017). The negative effects of burnout include reduced job performance and satisfaction, increased withdrawal and turnover intentions, higher accident rates, and elevated use of alcohol and drugs (Harms et al., 2017).

As research on burnout has continued to grow over the past four decades, the level of understanding on burnout has grown from a phenomenon and developed into a topic of emerging significance within the workforce. Researchers and theorists have sought to further understand the causation of burnout with the intent to better identify ways to combat the symptoms which lead to this condition. The first model to arise was the transactional model of burnout, which addresses burnout in a progressive format that develops in three stages (Maslach & Leiter, 2016). The transactional model of burnout is a conceptual bridge that connects developmental stages of burnout to the imbalances experienced. The first stage is job stressors, which describes the imbalance of work demands and challenges with a lack of individual resources. The second stage is individual strain, which is an individual's emotional response to anxiety and exhaustion. The third stage, where burnout fully sets-in, is defensive coping. Defensive coping is when attitude and behavioral norms change in order to deal with the long-term depletion of individual resources (Maslach & Leiter, 2016).

Following the development of the transactional model for burnout, two more conceptual models have been developed and taken predominant roles in the conceptual framework of burnout theory. These conceptual models are the Conservation of Resources (COR) model and the Job Demands-Resources (JD-R) model. Both theories place a significant emphasis on the resources which employees need to perform their job. Resources can be considered as anything which the individual perceives as a help in attaining his or her goals. This definition includes not only the tangible resources such as budgets, expenses, and supplies, but also the intangible and arguably more valuable resources such as supervisor feedback, support from leadership, autonomy, and rewards.

The COR model highlights the importance of resources and how the employees utilize resources to cope with needs at work and reduce job-related stress (Hildenbrand et al., 2018). When the employee feels as though the resources are continually being threatened, the employee strains to maintain or conserve the resources and consequently aggravates the burnout process (Maslach & Leiter, 2016). Harms et al. (2017) take COR theory further by stating that individuals will seek to obtain and retain these valued resources thereby maximizing resource gains and minimizing losses while avoiding potential threats.

Like COR, the JD-R model also places significance on the role of resources in an employee's ability to succeed at work. JD-R, however, posits that when an employee experiences job demands and other stressors which exceed the resources available for coping, burnout will occur (Auh et al., 2016). In the JD-R model, the resources serve as a buffering mechanism that helps downplay the excessive job demands and therefore combats the onset of burnout. The fundamental difference then is that COR utilizes resources in a negative light by reacting threat of loss, while the JD-R focuses on the positive outcomes that occur when resources are embraced and leveraged properly. Thus, it is critical for employees to understand the value of resources and proactively develop ways to leverage the resources which are available rather than becoming defensive and protective out of a sense of fear (Blazejewski & Walker, 2018).

Personal burnout. The theoretical context of burnout began with a focus on the workplace, particularly concentrated on individuals who do "people work," but a need to develop a more generalized definition of burnout emerged with the CBI (Kristensen, Borritz, et al., 2005). The CBI expands the definition of burnout beyond that of social

work, public service, and even beyond the workforce, to develop a more holistic approach to identifying and combatting burnout. Personal burnout refers to the level of psychological and physical exhaustion and fatigue that a person experiences and is assessed by the CBI in terms that anyone in or out of the workforce can answer (Chin et al., 2018).

Personal burnout as measured by the CBI is a unique characteristic that adds a more complete approach to identifying burnout. The Maslach Burnout Inventory (MBI), which was one of the first and most notable measures of burnout, assesses three areas of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment (Rutherford et al., 2011). Although the reduced personal accomplishment facet sounds like a measure of personal burnout, personal accomplishment is the measure of an individual's feeling of successful achievement or competence in working with people (Okpozo et al., 2017). Research has shown that reduced personal accomplishment can develop independently of the other two dimensions of burnout, therefore raising questions as to whether or not personal accomplishment is actually a dimension of burnout or an independent state of psychological being (Fiorilli et al., 2015).

The developers of the MBI define burnout as a social problem of great importance that exists due to a prolonged sense of chronic interpersonal and emotional job stressors (Okpozo et al., 2017). Although an overlap between personal burnout and work-related burnout has been generally accepted, researchers continue to posit that a three-factor analysis of burnout is a significantly better approach than either a one-factor or two-factor model (Chin et al., 2018). The three-factor approach is necessary because burnout is a global phenomenon, both psychological and physical, rather than a result of different

dimensions. This exhaustion is developed across multiple domains of life including the personal sphere, overall workplace experience, and work interactions specifically related to clients (Sestili et al., 2018)

   Work-related burnout. Perhaps the most prominent area of study regarding burnout is work-related burnout, or exhaustion as measured by the MBI. Like personal burnout, work-related burnout measures both physical and psychological exhaustion or fatigue, but only as perceived in direct relation to the individual's work. An important distinction was made by the developers of the CBI, that work-related burnout is a measure of the degree to which one perceives physical and psychological exhaustion and fatigue rather than a scientific measure (Sestili et al., 2018). Comparison of work-related burnout and personal burnout measures allows for distinction between people who are exhausted and attribute this to work factors versus non-work factors such as family demands, health problems, or financial struggle (Fiorilli et al., 2015).

   Work-related burnout can have severe negative outcomes for both the employee and the organization, including lack of job fulfillment, absenteeism, lack of organizational commitment, loss of productivity, increased turnover, and early retirement (Sestili et al., 2018). These outcomes are crippling to the employee, costly to the organization, and detrimental to performance. Exhaustion, or the feeling of one being over-extended and depleted of physical and emotional resources, is an indicator of work-related strain, a core dimensions of burnout. It is assumed that this is the first occurrence in the burnout process (Kampa et al., 2017).

   The majority of employees work in a service-related industry, which is characterized by regular interactions with people such as clients, customers, or patients.

Emotional demands are therefore one of the highest demands placed upon employees in these fields, therefore putting these individuals at high risk of being exhausted and thus experiencing burnout (Itani & Inyang, 2015; Kampa et al., 2017). Service employees are expected to be excited about products when interacting with customers in order to meet sales goals and empathize with customers to show compassion from the organization. Continually displaying these expected emotions can be challenging, but more so when the employee is feeling strained and is still required to put on the expected façade. These emotional demands cannot be removed due to the nature of such professions; however, research has shown authenticity among leaders and within organizations helps alleviate burnout among service professionals (Kampa et al., 2017).

Client-related burnout. In order to allow for measuring a component of burnout specifically related to individuals working with people, the third dimension of client-related burnout was developed. The client is a general description for people such as students, children, teachers, patients, and others who receive service from the individual being measured. Therefore, client-related burnout is the measure of physical and psychological fatigue or exhaustion perceived by an individual in relation to client work (Chin et al., 2018). More specifically, the CBI measure of client-related burnout is designed to measure and evaluate the level to which an individual subjectively attributes exhaustion and fatigue to his or her work with clients, rather than an objective assessment of exhaustion levels due to the nature of working with people (Fiorilli et al., 2015). The MBI refers to this lack of connection or engagement with clients as depersonalization (Schaufeli et al., 2017).

Although work and client burnout are correlated with one another, it is important to recognize that the two are separate and distinct components of burnout. While many researchers consider work burnout, or exhaustion, as the core of burnout, some researchers argue that client burnout, or depersonalization, is in fact the more important and impactful component of burnout within service organizations (Nesher Shoshan & Sonnentag, 2019). This argument is based upon the fact that client burnout and depersonalization have a negative effect on the customer perception of employee service.

Combatting burnout. Burnout is a phenomenon that develops over time due to prolonged stress and anxiety, typically when demands on an individual strain or outweigh the resources available for an individual to succeed or cope with the increasing demands (Hildenbrand et al., 2018). Everyone experiences increased demands and stress, while also having to endure a lack of resources, yet not all experience burnout at the same time, while some may never fully enter into the prolonged state of being burnt out. Although no single explanation exists as to how one can best combat burnout, there exist several characteristics and behaviors that are positively and negatively correlated to burnout. Thus, understanding these relationships can help identify ways for individuals to cope with the effects of stress and curtail or even prevent the onset of burnout.

Self-efficacy, the general feeling of confidence about one's coping ability and having the capability to rise above and conquer stressful situations, has been found to have a negative correlation to burnout, meaning that individuals with higher levels of self-efficacy are less likely to experience burnout while individuals with lower levels of self-efficacy are more likely to experience burnout (Kraft et al., 2019). This negative correlation is likely due to the way that people approach stressful situations. Individuals

with high self-efficacy are likely to take a proactive stance and face stressful situations with a sense of confidence and ownership, while individuals low in self-efficacy are likely to avoid problems rather than facing the underlying cause (Ishaq & Mahmood, 2017; Okpozo et al., 2017). Furthermore, social cognitive theory states that self-efficacy is an individual's belief in his or her own capability to organize and execute required courses of action in order to successfully accomplish a specific task. The efficacy beliefs, therefore, determine how an individual perceives stressful situations and how much energy is directed at advancing personal objectives. (Fiorilli et al., 2015).

Perhaps the antithesis of burnout, work engagement describes a positive and motivational mental state with characteristics of dedication, vigor, and absorption. Engaged workers are excited and enthusiastic about work, highly energized, and happy to be immersed in their work; however, global consulting firms show that only 25% of American workers are highly engaged (Van den Broeck et al., 2017). Due to the negative relationship that exists between work engagement and burnout, the level of engagement at work can either hinder or promote job performance, well-being, and organizational commitment (Upadyaya et al., 2016). Organizations with engaged employees experience several advantages such as increased productivity, customer satisfaction, and profitability, while observing decreased negative behaviors such as absenteeism, turnover, and failed service ratings (Auh et al., 2016).

The job demands-resources model underscores the need for employee support by organizations and leaders. When employees feel strained due to increased workload, engagement decreases and ultimately symptoms of burnout begin to set in. However, when higher resources are available, motivation and engagement increase, while reducing

burnout and turnover intention (Upadyaya et al., 2016). The final section of the literature review will address the retail work environment and how it relates to the subjects of servant leadership and burnout.

Retail work environment. The retail sector is the largest employment group in the United States (Tuckey et al., 2017), and retailing comprises almost 6% of the United States' GDP (Mou et al., 2018). In order to better understand the competitive and rapidly evolving retail landscape, several institutions have been established such as the Center for Retailing Excellence at the University of Arkansas, the Miller Retail Center at the University of Florida, the JC Penney Center for Retail Excellence at Southern Methodist University, the Retail Operations Research Lab at Eindhoven University of Technology, and the Retail Management Institute at Santa Clara University (Mou et al., 2018). This section will provide a review of literature on the retail work environment including retail leadership principles, servant leadership in retail, and burnout in retail.

For over a century, retail stores were seen as a necessity for consumers in order to obtain desired goods. However, the growth of online shopping has meant that consumers no longer need to visit stores for products, but instead visit stores for experiential reasons. Retailers now have to sell hope, aspiration, and a desirable environment in order to get customers engaged and wanting to return to the store (Pradhan et al., 2017). One of the expectations that consumers have in order to make the retail experience positive is that of superb customer service. Retailers can no longer afford to employ anyone who walks in for a job. Instead, retailers must be selective about who represents the company and fight to hire the best talent in order to gain a competitive advantage and maintain relevance (Amankwaa et al., 2019).

One component of retail sales that often separates this field from many other occupations is the level of customer focus which is needed in order to succeed. The old adage of "the customer is always right" has become the expectation from consumers. Customer orientation (CO) requires more than just a focus on the present needs of the consumer, but it also requires a willingness to establish long-term relationships with customers while also considering the possible evolution of customer needs (Kadic-Maglajlic et al., 2017). Establishing and maintaining a climate of CO can require an extensive investment of resources, which may mean shifting focus from a more short-term sales driven approach in order to make the long-term investment in the customer relationship (Kadic-Maglajlic et al., 2017).

Advancements in technology have resulted in a base of consumers that are better-informed than ever before. Previously, the customer sought out expert advice from retailers in order to make the best-informed decision on product purchases (Irfan et al., 2019). Consumers can now do all of the research at their leisure by means of the smart phone and then walk into the store already knowing which product they will purchase. One business model that retailers are turning toward is service excellence (SE). SE is the process of exceeding previous expectations that the customer has on service quality, and then consistently delivering service at or above that high level (Padma & Wagenseil, 2018). SE is an effective approach to retail that results in greater customer loyalty, increased profitability, increased profit per employee, and improved return on assets (Padma & Wagenseil, 2018).

Employees who experience higher job demands are less likely to display high performance in the respective role because of the exhaustion that is experienced. Retail

employees are particularly susceptible to these increased job demands, and therefore at risk of exhaustion and decreased performance (Itani & Inyang, 2015). Job resources, however, decrease the level of employee disengagement at work and can lead to elevated levels of extra-role performance. Employees who are able to incorporate cognitive and affective resources at work are more likely to develop positive customer service behaviors that result in long-term customer success (Itani & Inyang, 2015).

Retail leaders. Retail leaders are faced with many challenges, some of which include local and online competitors, personnel management, and a demand for increasing operational efficiency. Although many of the challenges must be addressed at an organizational level in order to maintain viability, the management and leadership of personnel is something that all retail leaders are charged with. Retail employees are pressured to increase efficiency and productivity, while also dealing with a myriad of mixed emotions due to the customer-facing nature of the job. Therefore, the employees look toward the leader for guidance and direction on how to manage these responsibilities and emotions (Kadic-Maglajlic et al., 2017).

Leadership development is a topic that continues to be at the top of the priority list among the retail industry. Of 500 retail executives surveyed, over two thirds cited the development of leaders as the top human capital initiative (Seibert et al., 2017). Leadership styles that are considered employee-friendly, such as servant leadership (SL) and transformational leadership (TFL), continue to see growth in the retail sector. The growth is supported by a positive correlation of SL and TFL and employee job performance and attitudes about work. Additionally, SL and TFL both have negative relationships with employee strain and turnover intentions (Johnson & Jaramillo, 2017).

Transformational leaders continue to see success in the retail industry, and because of the more outward attributes such as charisma and the ability to motivate employees, transformational leaders are often more visible in retail organizations (Islam et al., 2018). Transformational leaders can be described as those who provide meaning and understanding for those within an organization to help achieve extraordinary results (Mekraz & Gundala, 2016). Unlike the more traditional retail management style of transactional leadership, which is predicated on a contingent reward system, transformational leaders move beyond this to influence individuals within the organization to achieve objectives (Vieira et al., 2018).

Leader-member exchange (LMX) theory is a concept that stems from social exchange theory which measures the level of quality in relationship between the leader and subordinates, including trust, understanding, loyalty, and competence (Li et al., 2019). LMX is positively correlated to salesperson commitment, self-efficacy, productivity, job satisfaction, and job performance. Additionally, LMX is negatively related to salesperson stress, emotional exhaustion, job insecurity, and turnover intention (Li et al., 2019). Research underscores the importance of relationship between sales leaders and employees to the health of both individuals and the organization. By establishing secure relationships, leaders reduce role-conflict and job ambiguity, while increasing salesperson performance and job satisfaction (Johnson & Jaramillo, 2017), all of which results in decreased turnover intentions and improved organizational performance (Schmelz, 2016).

Similarly, sales organizations with high levels of perceived cohesion and autonomy generate increased levels of job satisfaction (Plank et al., 2018). The climate

set by the leaders within a retail organization positively correlate with outcomes in both the salespeople and the organization. As retailers continue to see the value of investing in positive leadership, servant leadership style is gaining attention among many companies. Although there is a vast amount of research on the subject of servant leadership and thousands of studies have been conducted in the retail segment, surprisingly few researchers have studied servant leadership and retail together, particularly in the United States. The following subsection was a review of literature on the subject of servant leadership in a retail environment.

    Servant leadership in retail. The customer-oriented sales approach is a relatively new concept that was formally introduced in a 1982 marketing research paper (Saxe & Weitz, 1982), which contrasted the traditional approach of high-pressure sales (McQuiston, 2018). The customer-oriented approach leans heavily on servant leadership principles to assist the customer rather than "sell" them. Since the formal introduction of servant leadership into the retail and sales world four decades ago, the practice of servant leadership continues to gain traction within organizations. In addition to putting the needs of others first, servant leaders also show great empathy, create open and inclusive cultures, and support a "telling" rather than a "selling" style of leadership in a retail organization (Nica & Potcovaru, 2017). Another researcher describes service leadership as a commitment from top management to allocating organizational resources toward the instilling of a service-oriented culture (Padma & Wagenseil, 2018)

    Retailers often struggle with employees in the areas of job satisfaction, motivation, and turnover, and the forward-thinking organizations have recognized a need to adjust course in terms of leadership. Traditional sales-focused management is being

traded for a service-oriented approach (McQuiston, 2018). A recent study shows that servant leadership has a positive correlation with both intrinsic and extrinsic motivation (Al-Asadi et al., 2019), which further supports the practice of servant leadership for retail organizations. Additionally, research has shown a positive correlation between servant leaders of retail organizations and teamwork, workplace spirituality, employee organizational citizenship behavior, and ultimately servant leadership has a strong positive influence on employee commitment to the organization (Chinyerere & Sandada, 2018). Therefore, by engaging in servant leadership, the leader not only makes the challenging work environment better for the individual but also increases organizational commitment, thereby achieving multiple individual and organizational objectives.

Burnout in retail. Similar to servant leadership, little research exists on the subject of burnout in a retail environment. Several factors make for an increased stress level in the retail setting. One major contributor to the increased stress level of retail employees is the interaction with customers, which can be demanding, aggressive, and indecisive (Touzani et al., 2016). Additionally, the increasingly competitive nature of retail has demanded that employees are customer focused, build customer loyalty, show emotional intelligence, and technical competence. This becomes increasingly stressful with the immediate feedback that is available to customers through online reviews, social media, and direct corporate contact (Patel et al., 2018).

Due to the labor-intensive nature of the retail industry, a common cost-cutting strategy is to reduce manpower in the workforce. Although this may prove to be a short-term cost-saving, shrinking the workforce below the needed operational capacity can bring about a highly competitive and unstable work environment which leads to increased

stress and reduced mental wellbeing (Tuckey et al., 2017). Research shows that retail employees not only experience higher psychological distress than their non-retail counterparts, but retail employees also have to continue to see an increase in distress levels due to the nature of the retail environment (Patel et al., 2018).

Burnout in retail employees can produce many adverse results at the individual level such as poor productivity, decreased job satisfaction, sleep deprivation, physical illness, and absenteeism. For the organization, this translates into poor employee performance, reduced turnover, decreased customer service, and increased medical premiums (Altin et al., 2017). Another study showed that in addition to reduced job satisfaction within employees, burnout in retail employees also has a positive correlation with work/family conflict, and a negative correlation with personal accomplishment (Rutherford et al., 2011). Research further suggests that burnout is a significant factor in an employee's intention to leave a retail organization and that positive and supportive management will reduce employee turnover intentions (Yelamanchili, 2018).

The review of literature reveals both a deep and expansive foundation of research on the topics of servant leadership and burnout. Since the formal introduction of servant leadership (Greenleaf, 1977) and burnout (Freudenberger, 1974; Maslach, 1976) four decades ago, both topics have gained significant attention in the research community. However, servant leadership and burnout have not been studied much in the retail industry, which underscores the need for the current study. The following section will review other studies conducted on the topics of servant leadership and burnout, which used a quantitative methodology.

Methodology. After review of various studies on the subjects of servant leadership, burnout, and retail, a quantitative methodology was determined to be the most appropriate for the study. Rather than trying to identify a phenomenon by conducting a qualitative study, the quantitative methodology uses numerical data to be statistically calculated and therefore offers a better understanding of a phenomenon or relationship (Yilmaz, 2013). Prior to conducting the study, no other study has researched whether or not a statistically significant correlation exists between servant leadership and burnout of managers working in the retail industry. The following are examples of studies on the topics of servant leadership and burnout which have been conducted using quantitative methodology and therefore supported the use of quantitative research for the study.

Quantitative methodology was used to establish a negative correlation between burnout and servant leadership by surveying 366 employees within an information technology firm (Divya & Suganthi, 2017). The researchers found support of the hypothesis that employees who report to leaders with servant leadership qualities will experience less burnout. The results from the research of Divya and Suganthi (2017) establish a precedent for using quantitative methodology because the researchers found a significant correlation between the variables of servant leadership and burnout.

Another quantitative study measured the correlation between burnout and transformational leadership, as moderated by openness to experiences (OTE). The researchers found that transformational leadership has a negative correlation with burnout within followers, but OTE moderates a stronger negative relationship (Hildenbrand et al., 2018). The results reported by Hildebrand et al. (2018) underscore the significant impact that a leader has on workplace culture, develop a connection between leadership and

mental stressors, and set a strong framework for conducting this study using quantitative methodology.

A quantitative study was conducted on 224 individuals working in the construction industry to determine the significance of relationship between servant leadership, work engagement, and burnout (Coetzer et al., 2017a). The researchers found that a positive relationship exists between servant leadership and work engagement. Additionally, the results of the study showed a negative correlation between servant leadership and burnout in employees. The nature of the research conducted by Coetzer et al. (2017) closely aligns with the purpose of the current study and further supports the use of quantitative methodology.

Both servant leadership and burnout have been shown to be significant factors within the workforce and society. As such, quantitative methodology has been used in numerous studies to identify statistical significance between servant leadership or burnout and another variable. For example, Hammond (2018), Karatepe, Ozturk, and Kim (2019), Kaya, Aydin, and Ongun (2016), Upadyaya et al. (2016), and Vieira et al. (2018) used quantitative methodology. In order to conduct this quantitative correlational study, two validated instruments were administered to collect data and measure variables. A review of literature pertaining to the instruments being used will be conducted in the following section.

Instrumentation. SL-7. Data were collected using the seven-item, SL-7, Servant Leadership Survey for leader self-assessment of the variable servant leadership. The level of measure for servant leadership was handled as interval to determine to what level a manager is considered a servant leader.

This instrument was developed as a short form of the 28-point Servant Leadership Questionnaire (SLQ) with the intent to keep subjects more engaged by utilizing one quarter of the number of questions in the SLQ. The developers of the SL-7 assessed the psychometric properties and condensed them for a more acceptable length of survey. The SLQ robustly assesses the seven dimensions of servant leadership by presenting four questions to measure each dimension. The SL-7, however, is not as well-suited to identify specific strengths and weaknesses of each dimension due to having only one question for each (Liden et al., 2015). The limitation is acceptable for this study because the intent of this research is to measure servant leadership rather than each dimension, and the SL-7 has proven to capture the essence of servant leadership. The SL-7 utilizes a seven point, "strongly disagree" to "strongly agree," scale to assess the seven items. Three independent studies were conducted to verify reliability against previously developed instruments. Correlation across samples averaged .90, with reliability for the SL-7 remaining above .80 in all samples. Listed in the table below are the questions for this instrument. Cronbach's alpha for this instrument range from .80 to .90.

The SL-7 was used in a study of 404 supervisor-subordinate relationships to establish a positive correlation between servant leadership and employee service performance (Liu & Shi, 2018). The SL-7 was also used in a study of 340 hospitality workers to establish a positive correlation between servant leadership and employee engagement (Huertas-Valdivia et al., 2019). The reliability and accuracy of the SL-7 paired with the short-form nature of this instrument make it ideal for situations requiring a global measure of servant leadership, as is the case in this study (Eva et al., 2018).

Copenhagen Burnout Inventory. Data were collected using the 19-item Copenhagen Burnout Inventory (CBI) to measure the variable leader burnout. The level of measure for burnout was handled as interval, to determine at what level the manager experiences burnout.

This instrument was developed out of the need to have a more holistic approach to burnout assessment than that of Maslach and Brandon's (1984) Inventory. This instrument allows researchers to explore burnout beyond "people work." The CBI offers three dimensions of burnout: personal, work-related, and client related (Kristensen et al., 2005). The CBI utilizes a five-point scale, in terms of "always" to "never" or "to a very high degree" to "to a very low degree," to measure the 19 items. Listed in the table below are the questions for this instrument. Cronbach's alpha for this instrument range from .80 to .90. The CBI is a public domain questionnaire and therefore does not require formal permission from the developers of the survey (Berat et al., 2016; Fiorilli et al., 2015).

The CBI has become one of the most prevalent instruments to measure burnout in scholarly research because of the whole-person measurement and the public domain access to the questionnaire (Chin et al., 2018). Since development in 2005, numerous translations of the CBI have been produced and validated for research accuracy, including Italian, Malay, Serbian, and Persian (Berat et al., 2016; Chin et al., 2018; Fiorilli et al., 2015; Mahmoudi et al., 2017). Additionally, other adaptations of the CBI have been made for professions such as medical caregivers and educators.

A recent study of 1,560 hospital employees utilized the CBI to determine a positive correlation between long work hours, physical inactivity, and burnout. The CBI was critical in establishing a pattern of correlation between working extended hours,

beyond 40 hours weekly, and an increase in this correlation as the work hours passed 60 hours weekly (Hu et al., 2016). Additionally, the CBI was used in a study of 1,497 teachers to establish a negative correlation between burnout and work engagement and self-efficacy measures (Fiorilli et al., 2015). Both of these studies used similar research design, data analysis, and the CBI to clearly establish the existence of a statistically significant relationship between burnout and other variables.

Both the SL-7 and CBI have been proven to be reliable and valid instruments for scholarly research. Given the fact that both use a Likert scale, combining the instruments is therefore a logical fit because it will simplify use for participants. Although the SL-7 and CBI are relatively short in length, the instruments have been proven to be plenty accurate for the study, making them an ideal selection for use.

Summary

Servant leadership and burnout are topics of increasing relevance as societal demands continue to place new challenges on leaders and the organizations within which they operate. The fast pace of modern society along with technological advances has made the challenge of having a healthy work life and manager stressors almost insurmountable (Mache et al., 2016). Although the practice of servant leadership has existed for thousands of years, servant leadership theory was established by the seminal work of Greenleaf (1977), in which he argued that the servant could emerge as leader. This natural emergence contrasted traditional leadership theory, which mostly focused on managing people and overseeing the accomplishment of tasks. The style of pay-for-performance has been especially popular in sales and retail settings, where results are heavily, if not solely, measured by the meeting of financial goals (Rouziès et al., 2017).

However, the competitive advantage of modern business is often won outside of the traditional sales force. Customers now have instantaneous access to an infinite amount of product information and reviews, all in the palm of their hand. Retailers have recognized the need to adapt, and many have turned to servant leadership in order to win the competitive advantage through creating a customer-focused business. Businesses such as Chick-Fil-A, Nordstrom, and Home Depot, have seen increased market share, which is often attributed to the level of service, customer-focus, and corporate social responsibility (Heyler & Martin, 2018; Whorton, 2014).

Since burnout was established by Maslach (1976) and Freudenberger (1974), the subjects of employee wellbeing and burnout have continued to increase in both number of studies and societal impact. The original study of burnout related to individuals who performed people work, but the research has since shifted to a global perspective because researchers have realized that burnout does not discriminate based upon industry or practice. The Copenhagen Burnout Inventory uses three dimensions to define burnout: personal burnout, work-related burnout, and client-related burnout (Kristensen, Hannerz, et al., 2005). Burnout impacts employees through a lack of motivation and buy-in toward the organization and the work that the employee performs, while organizations may see burnout materialize in such ways as reduced employee performance, absenteeism and abandonment, detachment from coworkers and customers, and overall increased turnover (Huang & Simha, 2017).

Holistic leadership styles, particularly that of servant leadership, have been found to create engaging work environments, build trust, and offer support for employees. This work climate in-turn reduces the likelihood of employees experiencing burnout (Yang et

al., 2017). Although researchers have found a leadership style that increases organizational outcomes and reduces employee burnout (Kaya et al., 2016), a gap in the research remains: it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool.

In order to answer the research questions for this study, a quantitative correlational study was selected. Quantitative methodology provided a statistical approach to addressing the research questions (Dawson, 2017). By utilizing validated instruments, namely the SL-7 and CBI, the sampling was both valid and reliable, thus ensuring accurately reported data. For this study, a form of convenience sampling was employed through use of Amazon MTurk crowd sourcing.

The variable of servant leadership and variable of burnout were established to answer RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool? Likewise, the variable of servant leadership and variables of personal burnout, work-related burnout, and client related burnout were established to answer RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

Answering the aforementioned research questions narrowed the gap in research. Since a statistically significant relationship exists between servant leadership and burnout within servant leaders, organizations can be encouraged to train leaders on how to tap into the positive traits of servant leaders that can reduce burnout while being mindful of the stressors which can increase burnout in servant leaders. In so doing, the community of

researchers, theorists, and practitioners are empowered with greater knowledge into the areas of both servant leadership and burnout.

Chapter Two began with a background to the problem and identification of the gap in literature. The next section provided a theoretical foundation for the research being conducted. The chapter concludes with a review of literature that is synthesized in order to establish a need for the research that was conducted. Chapter Three will establish the methodology being used to conduct the study, including research design, population and sample, instrumentation, data collection and analysis, and ethical considerations.

Chapter 3: Methodology

Introduction

Occupational stress and the subsequent onset of burnout is a growing problem in the workforce that has gained major attention by researchers and medical professionals (Stickle & Scott, 2016). Several studies have been conducted in order to investigate the relationship between servant leadership and employees (Kaya et al., 2016; Rivkin et al., 2014; Tang et al., 2016), but a gap still exists in the research, specifically the relationship between servant leadership and burnout within servant leaders. The psychological health of the leader directly impacts the wellbeing of the employees and the organization (Volmer et al., 2016). Therefore, it is imperative to understand how servant leadership relates to burnout within the servant leader. The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout in retail managers, ages 18-65, in the U.S. labor pool.

The findings of this study advanced the scientific knowledge of whether or not leaders who display servant leadership qualities are more susceptible to the effects of burnout. There are two main viewpoints on the matter. The first of which is that the continual service of others, which often have opposing needs and demands, will lead to a positive correlation between servant leadership and burnout of the servant leader (Grisaffe et al., 2016). Conversely, another proposed outcome suggests that the innate characteristics of servant leadership develop a hardiness that allows the leader to maintain composure and be more resilient to the effects of burnout (Grisaffe et al., 2016). The variables of servant leadership, burnout, personal burnout, work-related burnout, and client-related burnout were measured in this quantitative correlational design study.

The first research question sought to understand to what extent, if any, is there a relationship between servant leadership and burnout of retail managers in the U.S. labor pool? The null hypothesis for this research question is that no statistically significant relationship exists between servant leadership and burnout within retail managers. The second research question was developed to understand to what extent if, any, is there a relationship between servant leadership and the three dimensions (personal, work-related and client-related) of burnout of retail managers in the U.S. labor pool? The null hypotheses for this research question was that no statistically significant relationship exists between servant leadership and the three dimensions of burnout within servant leaders.

This chapter will outline the research methodology and document the steps used for conducting the study. The following sections contain a statement of the problem, listing of research questions and hypotheses, research methodology, and research design. The chapter also includes population and sample selection, research materials and instrumentation, validity, reliability, data collection and management, and data analysis procedures. Finally, the chapter will conclude with ethical considerations, limitations and delimitations of the study, and a summary of the chapter.

Statement of the Problem

It was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. The retail industry has undergone a transformation in recent years as the demands of the business call for a shift in management. Customers have recognized the power that they hold in the success or failure of a business and have since demanded a significantly greater level of

service than was expected in the past (Patel et al., 2018). Additionally, the emergence of millennials in the workforce means that employees expect more than just a paycheck from their job. They want to be connected with what they do for a living and understand how they are part of the big picture (Norris et al., 2017).

Burnout continues to plague organizations across all industries, but particularly in retail. The stress of meeting sales goals in a competitive market is a constant undertone for managers. Additionally, the constant interactions with individuals who often have conflicting expectations, make for an emotionally challenging daily routine (Touzani et al., 2016).

Servant leadership has, in many cases, become the answer to this evolution within the retail industry. Executives and recruiters recognize the positive influence that servant leaders can have within an organization and have sought out servant leaders to create and enhance the service culture (Grisaffe et al., 2016). Due to the fact that servant leaders place a greater focus on supporting and developing followers than other leadership models, it is possible that the demands, both physical and emotional, are elevated in servant leaders (Jaramillo et al., 2015). Taking into consideration Conservation of Resources Theory, this increase in demands and straining of resources could lead to increased stress and the potential onset of burnout (Eva et al., 2018).

Conversely, the display of servant leadership could increase internal resources such as pride, self-actualization, and well-being because of the observed success in others due to leadership (Eva et al., 2018). Additionally, the followers may be more supportive and uplifting of the leader. Combined with the added internal resources, the leader could develop greater mental strength and resilience to better handle stressful situations and

ultimately combat burnout, resulting in a negative relationship between variables (Eva et al., 2018; Grisaffe et al., 2016; Panaccio et al., 2015).

Research Questions and Hypotheses

Two research questions were identified for the study. To address the gap in literature, the first question was developed to uncover whether or not a relationship exists between servant leadership and burnout in retail managers in the U.S. labor pool (Grisaffe et al., 2016). The second research question was developed to further the theoretical constructs of servant leadership and burnout to determine what, if any, correlations exist between servant leadership style and the three dimensions of burnout as measured in retail managers within the U.S. labor pool.

Because it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout in retail managers in the U.S. labor pool, the following research questions guided this quantitative correlational study:

RQ1:   To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

$H1_0$:   Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

$H1_A$:   Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

RQ2:   To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

$H2A_0$:   Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2A$_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2B$_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2B$_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2C$_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

H2C$_A$: Servant leadership has a significant relationship with client-related burnout in retail managers in the U.S. labor pool.

The study was conducted using quantitative methodology and correlational design, which is applicable for the research. The research questions which drove the study answer whether or not a relationship exists between variables. Other quantitative research designs, such as causal comparative and quasi-experimental, try to infer a relationship between two variables using a cause and effect analysis; however, correlational research seeks to describe the relationship that does or does not exist between two variables (Gavin, 2013).

The variable of servant leadership was measured by the SL-7 Servant Leadership Survey. The remaining variables for the study are burnout and the three dimensions of burnout as defined by the Copenhagen Burnout Inventory (CBI): personal burnout, work-related burnout, and client-related burnout. Emotional exhaustion and detachment from work were the conceptual level of the variable of burnout. The operational level for the variable was burnout: personal burnout, work-related burnout, and client-related burnout.

The measurement level for the variable was interval as measured by a five-point Likert scale from the CBI.

Participants of this study were required to answer a total of 26 questions from two validated instruments. The first instrument, SL-7, is a seven-item survey that measures an individual's overall level of servant leadership. Serving as a short form of the 28-item Servant Leadership Scale, the SL-7 offers a concise format for capturing the overall level of servant leadership that an individual displays (Liden et al., 2015). The second instrument, CBI, is a 19-item survey that measures an individual's level of burnout. In addition to providing a total burnout score, the CBI also captures three unique dimensions of burnout: personal burnout, work-related burnout, and client-related burnout (Kristensen, Borritz, et al., 2005). Primary data for the study was collected utilizing Amazon's Mechanical Turk (MTurk) crowd sourcing platforming. The survey was administered to individuals who were registered MTurk users, and met the required qualifications set forth by the research design of the study. The participants were MTurk users, ages 18-65, within the U.S. labor pool who self-identified as retail managers.

Research Methodology

Quantitative methodology was used to conduct the study (Harwell, 2014). The problem statement for this study, it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool, identified a lack of understanding as to whether or not a relationship exists between two variables: servant leadership and burnout of leaders (Eva et al., 2018). As such, a quantitative methodology was the most appropriate approach for conducting the research.

The study utilized two quantitative instruments, Servant Leadership Survey-7 (SL-7) and Copenhagen Burnout Inventory (CBI), to collect data for quantitative analysis (Kristensen, Borritz, et al., 2005; Liden et al., 2015). Quantitative research utilizes validated instruments for data collection along with a structured and standardized approach that allows the research to be conducted in a relatively controlled environment. Quantitative research is often used when research is lacking on a topic and can be used to determine relationships between variables (Rutberg & Bouikidis, 2018), therefore quantitative methodology was the most appropriate approach to conducting this study.

Previous quantitative research shows a negative correlation between servant leadership and burnout within the followers of servant leaders (Bande et al., 2015; Chiniara & Bentein, 2016; Coetzer et al., 2017a). Some researchers suggest a qualitative approach for future research in order to deepen the understanding of servant leadership theory (Burton et al., 2017; Eva et al., 2018; Skakon et al., 2010); however, the basic understanding of relationship between the variables has yet to be established.

Qualitative studies provide an exploratory understanding of phenomenology through a naturalistic or interpretive approach (Harwell, 2014). Although qualitative research can add a level of greater understanding to a topic, the research question was most suited for a quantitative methodology. A mixed methodology approach to research utilizes both quantitative and qualitative methods within one study, thus enabling researchers to cover multiple research practices during a single study. Mixed methodology was considered for the study, but rejected due to the unnecessary level of complexity that is required in order to conduct the research (Harwell, 2014).

Research Design

This quantitative study was correlational in design (Gavin, 2013). Correlational design is used to determine what, if any, relationship exists between variables but does not determine if causation exists between variables. Other research designs, such as causal comparative or quasi-experimental, would also have been suitable for use in the study. Causal comparative research is used to determine whether or not causation exists between two variables. Quasi-experimental research is a design which utilizes characteristics of an experimental design but does not include manipulation of variables and random assignment (Muijs, 2011). Due to the research gap on the variables of servant leadership and burnout of leaders, the problem statement for the study was developed to determine what, if any, relationship exists between variables. Since causation between variables was not part of the problem statement, a correlational design was selected and used.

Several correlational studies have been conducted on the topic of servant leadership (Lacroix & Pircher-Verdorfer, 2017; Lapointe & Vandenberghe, 2018; K. Lee et al., 2018; Van Dierendonck et al., 2014). Numerous correlational studies have also been conducted on the subjects of burnout and work-related stress (Abate, 2018; Altin et al., 2017; Castillo et al., 2017; Clarke & Mahadi, 2017; Han et al., 2016; Hu et al., 2016; Yelamanchili, 2018).

The unit of analysis for this study was retail managers in the U.S. labor pool, and the level of analysis for this quantitative study was at the individual level. The conceptual level for the variable of burnout was emotional exhaustion and detachment from work (Hildenbrand et al., 2018). The operational level of the variable was burnout: personal

burnout, work-related burnout, and client-related burnout, as measured by the CBI (Kristensen, Borritz, Villadsen, & Christensen, 2005). The measurement level for the variable was interval using a five-point Likert Scale (Hildenbrand et al., 2018). The level of measurement for the variable servant leadership style was interval using a seven-point Likert Scale.

The unit of observation for this study was at the individual level, as measured by retail managers. This study utilized two instruments for data collection. The instruments are as follows:

a. Variable 1-Servant leadership: Data were collected using the seven-item, SL-7, Servant Leadership Survey (Liden et al., 2015) for leader self-assessment of the variable servant leadership. The level of measure for servant leadership was interval to determine to what level a leader is considered a servant leader.

b. Variable 2-Burnout: Data were collected using the 19-item Copenhagen Burnout Inventory (CBI) (Kristensen, Borritz, et al., 2005) to measure the variable leader burnout. The level of measure for burnout was interval, to determine at what level the leader experiences burnout.

The variables for the study were measured at an interval level, meaning that the data were measured as continuous (Gavin, 2013). The survey responses were analyzed to determine what, if any, correlation exists between the variable servant leadership and the variables burnout, personal burnout, work-related burnout, and client-related burnout (Brent & Leedy, 1990).

Population and Sample Selection

The population for the study was retail managers between the ages and 18 and 65 in the U.S. labor pool. The target population was retail managers within the U.S. labor pool who utilize the Amazon Mechanical Turk (MTurk) crowd sourcing platform (Cheung et al., 2017) and are between the ages of 18 and 65. The sample for this study was retail managers who completed the survey commissioned for this study on Amazon MTurk.

Convenience sampling, the use of participants that are easily available rather than randomly selected, was utilized for the study (Kees et al., 2017). Convenience sampling could potentially represent certain members of the target population more heavily, while not representing other within the target population. Therefore, the extent to which a convenience sample reflects the entire population cannot be known (Kees et al., 2017). For this study, a demographic profile was generated for the participants and reported in Chapter Four.

Recruiting for the study was done through MTurk. MTurk is a crowdsourcing platform that has approximately 500,000 registered *workers*, users that are paid to undertake Human Intelligence Tasks (HIT), which can browse and complete HITs at their convenience (Kees et al., 2017). MTurk, has become a viable alternative to other convenience samples such as student population sampling because crowdsourcing provides a more diverse sample and yields more generalizable results (Lovett et al., 2018).

The following qualifications were used to ensure workers meet the requirements for the survey: Location is in the U.S., Job function is management, Industry is retail,

wholesale, and/or distribution, Age is 18-65. Site authorization was not obtained when utilizing MTurk because workers have agreed to disclosures set forth by Amazon during the application process; however, a copy of the agreement with MTurk was included as Appendix A to disclose the scope of work for the contracted sampling. Once a worker selects to participate in a study, the worker enters into an agreement allowing the researcher to collect data for authorized use (Amazon Mechanical Turk, 2018). Workers also agreed to the informed consent for the study before completing any survey questions. Workers then completed the Servant Leadership Survey (SL-7) and the Copenhagen Burnout Inventory (CBI). Only workers who completed both surveys in their entirety were included in the data analysis.

The minimum required number of respondents to answer the research questions was 119 as calculated by G*Power software (see Appendix E). A Bonferroni correction was conducted to adjust the p values because more than one statistical test was performed on a single set of data (Armstrong, 2014). The Bonferroni correction is calculated by dividing the critical *p* value of .05 by the number of tests being run, which in this case is 4, resulting in the corrected statistical power of 0.0125. A priori computation for the study was done using an alpha error of 0.0125, a medium effect size, and statistical power of 0.80 (Toepoel, 2017). Due to the fact that researchers are paid and under contractual obligation to complete tasks, attrition was not a factor (Buchheit et al., 2018). Still, in order to account for attrition, a 15% increase in responses is suggested (DiSogra & Callegaro, 2016). Therefore, the minimum sample size of 119 was increased to a participant level of 137. The pay rate for workers completing the task was average, or above average, for MTurk workers, as this has been shown to improve response quality

for crowdsourcing services. Because workers are not paid until the study is completed and approved by the researcher, the challenge of incomplete or unresponsive participants was mitigated (Lovett et al., 2018).

Instrumentation

The following research questions guided the study:

RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

H1$_0$: Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

H1$_A$: Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

H2A$_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2A$_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2B$_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2B$_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2C$_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

H2C$_A$: Servant leadership has a significant relationship with client-related burnout in

retail managers in the U.S. labor pool.

In order to answer the research questions, two validated instruments were

administered via an online survey. The surveys were conducted in a single session in

which the participants complete both surveys. Google Forms was used to host the online

surveys (Bentley et al., 2017). The variable servant leadership was measured using the

Servant Leadership Survey (SL-7), and the variables burnout, personal burnout, work-

related burnout, and client-related burnout, were measured using the Copenhagen

Burnout Inventory. The instruments will be further addressed in the following

subsections.

Servant Leadership Survey (SL-7). To measure variable one, Servant leadership,

data were collected using the SL-7. The SL-7 was administered as a leader self-

assessment of the variable servant leadership. Although Likert scales measure data at an

ordinal level, in cases where research is seeking to compare two groups or factors that

underlie a given questionnaire, it may be preferable to use ordered categorical data

(Aguinis et al., 2009; Lubke & Muthén, 2004). Therefore, the level of measure for

servant leadership was interval to determine to what level a manager is considered a

servant leader. Due to the comprehensive measurement of servant leadership paired with

a relatively short number of questions, the SL-7 is ideal for assessing holistic servant

leadership levels (Eva et al., 2018), as is required for this study.

This instrument was developed as a short form of the 28-point Servant Leadership

Questionnaire (SLQ) with the intent to keep subjects more engaged by utilizing one

quarter of the number of questions in the SLQ. The developers of the SL-7 assessed the

psychometric properties and condensed them for a more acceptable length of survey. The SLQ robustly assesses the seven dimensions of servant leadership by presenting four questions to measure each dimension, which is confirmed by a Pearson Correlation of .95 between the SL-7 and the SL-28 (Liden et al., 2015). The SL-7, however, is not as well-suited to identify specific strengths and weaknesses of each dimension due to having only one question for each. This limitation was acceptable for the study because the intent of this research is to measure servant leadership rather than each dimension, and the SL-7 has proven to capture the essence of servant leadership.

The SL-7 was tested for construct validity through confirmatory factor analysis which was measured against the SL-28. Each of the seven items measuring the servant leadership construct had high factor loading of .51, .70, .63, .55, .71, .61, .54, .41 in sample 1, 41, .74, .72, .59, .83, .53, .52 in sample 2, and 63, .82, .80, .65, .92, .72, .64 in sample 3 (Liden et al., 2015). Construct validity was therefore supported. Convergent validity was tested against three common servant leadership scales: the 28-item SL-28, Ehrhart's 14-item Servant Leadership Questionnaire, and van Dierendonck and Nuijten's 30-item Servant Leadership Survey. Strong convergent validity was found across all four servant leadership scales with Pearson's Correlation ranging between .89 and .97. Criterion-related validity was tested against the SL-28 in three different samples. Each of the samples found a satisfactory fit and confirmed criterion-related validity of the SL-7.

The SL-7 utilizes a seven-point, "strongly disagree" to "strongly agree", scale to assess the seven items. Three independent studies were conducted to verify reliability against previously developed instruments. Correlation across samples averaged .90, with reliability for the SL-7 remaining above .80 in all samples. Cronbach's alpha for this

instrument ranges from .80 to .90 (Liden et al., 2015). Permission was received via email by Dr. Robert Liden, the lead developer of the instrument, to use the SL-7 for this study (see Appendix D).

    Copenhagen Burnout Inventory (CBI). To measure variable two, burnout, data were collected using the 19-item Copenhagen Burnout Inventory (CBI). The CBI measured the variable leader burnout along with the three dimensions of burnout: personal burnout, work-related burnout, and client-related burnout. The level of measure for burnout was interval (Aguinis et al., 2009; Lubke & Muthén, 2004), to determine at what level the leader experiences burnout.

    This instrument was developed out of the need to have a more holistic approach to burnout assessment than that of Maslach and Brandon's Inventory (MBI). The MBI was the original instrument for measuring burnout; however, the MBI was developed originally to measure burnout in human service employees (Sestili et al., 2018). The CBI allows researchers to explore burnout beyond "people work". The CBI offers three dimensions of burnout: personal, work-related, and client related (Kristensen et al., 2005). Given the widespread growth of burnout across all fields of work, the CBI was best suited for use in the study because of the ability to measure burnout in employees of any job segment (Fiorilli et al., 2015).

    Validity of the CBI was tested during the PUMA study, a five-year study of human service workers, and validated against the General Health, Mental Health, and Vitality Scales from Ware, Snow, Kosinksi, and Gandek's Short Form 36 (SF-36) questionnaire (Kristensen, Borritz, et al., 2005). Correlations between the SF-36 and the CBI at baseline were .72, .46, and 61. The predictive validity of the CBI was also tested

during the longitudinal PUMA study. Predictive validity of physical illness was supported by the CBI with correlations of .54, .51, and .59. Additionally, the CBI has been translated and validated in several other languages including Italian, Serbian, French, Finnish, Cantonese, Slovenian, and Malay, which further supports the validation of the CBI for use in the current study. The validity of the CBI was also tested by other researchers to support the CBI as a valid measure of burnout (Shirom, 2005).

The CBI utilizes a five-point scale, in terms of "always" to "never" or "to a very high degree" to "to a very low degree", to measure the 19 items. Listed in the table below are the questions for this instrument. Cronbach's alpha for this instrument range from .85 to .87 (Kristensen, Borritz, et al., 2005). The CBI is an open resource that does not require permission from the developers to use (Berat et al., 2016).

Validity

Validity is crucial to ensuring research is fact-based, useful, and applicable to the subject matter being studied. Because the study is correlational in design, confounding variables could exist, which cannot be accounted for and could potentially influence the results of the study (Lovett et al., 2018). The validity of the study was backed by the use of quantitative instruments which have been previously validated, thus ensuring accuracy of information being reported (Thompson, 2017). Both instruments have been tested for accuracy and reliability to ensure academic research standards are met. Specific validity of the instruments, Servant Leadership Survey (SL-7) and Copenhagen Burnout Inventory (CBI), will be discussed in the following paragraphs.

The SL-7, a seven-item survey which uses a seven-point Likert Scale, was developed as a short-form version of the 28 item SL-28 servant leadership questionnaire.

The SL-28 measured servant leadership and also the seven dimensions of servant leadership. The developers of the SL-7 sought to create a scaled-down version of the proven SL-28 that would simply measure servant leadership and be simpler to administer due to the decreased length (Liden et al., 2015). The developers tested validity by comparing the SL-7 with the SL-28, Ehrhart's 14-item composite measure of servant leadership, and van Dierendonck and Nuijten's 30-item composite measure of servant leadership. Correlations between the SL-7 and the other instruments were strong and ranged from .89 to .97. Construct validity, convergent validity, and criterion-related validity for the SL-7 were all supported. Ultimately, the SL-7 provides a brief, yet psychometrically accurate assessment of servant leadership that is well-suited for use with other measures (Eva et al., 2018), as is the case with this study.

The CBI is an instrument that was developed to measure burnout on a holistic level in response to the widely accepted, yet somewhat narrowly focused Maslach Burnout Inventory (MBI) which was developed for individuals who perform people work (Fiorilli et al., 2015). The 19 item CBI provides a global measure of burnout along with an assessment of the three dimensions of burnout, personal burnout, work-related burnout, and client-related burnout, by use of a five-point Likert Scale (Kristensen, Borritz, et al., 2005). The CBI has been validated in several countries such as the United States, Japan, China, Australia, Iran, Italy. The CBI was validated for face, criterion, and convergent validity. Validity was tested against the General Health, Mental Health, and Vitality Scales from Ware, Snow, Kosinksi, and Gandek's Short Form 36 (SF-36) questionnaire during the Danish longitudinal PUMA study, which measured burnout in human service employees (Sestili et al., 2018). Correlations between the SF-36 and the

CBI at baseline were .72, .46, and 61. The researchers also tested predictive validity of the CBI. Predictive validity of physical illness was supported by the CBI with correlations of .54, .51, and .59. The validity of the CBI is strong, and the fact that scholarly researchers continue to increasingly use the CBI further validates the instrument. The CBI has numerous translations and has been validated in Italian, Serbian, French, Finnish, Cantonese, Slovenian, and Malay, which further supports the validation of the CBI for use in this study. Because of the holistic approach, the CBI has gained popularity among researchers and has become a widely used instrument for measuring burnout in any person, regardless of job sector (Sestili et al., 2018), making it ideal for this study.

Reliability

Reliability in research is needed to ensure that the results of a study are not only valid, but able to be replicated and consistently measured in future studies (Brent & Leedy, 1990). Both instruments that were utilized for the study have been validated and tested for reliability. Reliability of the validated instruments used for the study will be discussed in the following paragraphs.

The seven-item Servant Leadership Survey (SL-7) was developed from the SL-28 servant leadership survey in order to provide a brief, yet accurate assessment of global servant leadership (Liden et al., 2015). The SL-7 was empirically tested in three independent studies across six samples. In testing, Cronbach's alpha for the SL-7 ranged from .80 to .90.

The 19-item Copenhagen Burnout Inventory (CBI) was created as an instrument to measure burnout using a comprehensive approach that can be generalized outside of

human service career fields (Kristensen, Borritz, et al., 2005). The CBI was tested as part of an ongoing Danish longitudinal study called PUMA. PUMA was conducted over five years on 1914 participants. Cronbach's alpha for the CBI ranged from .85 to .87.

Data Collection and Management

Data for the study was collected by use of an online survey hosted on Google Forms but commissioned through the online crowd-sourcing tool Amazon Mechanical Turk (MTurk). To begin the data collection process, the first step was to consider all permissions and approvals needed. Site approval for the study was not obtained from an organization; however, approval was obtained for individuals through MTurk participation agreements (see Appendix A). To ensure all participants of the study were authorized to participate, MTurk requires a participation agreement which outlines general considerations and understandings for being a research participant (Amazon Mechanical Turk, 2018). The study was not a replication study; therefore, no permission was required from previous researchers.

The next step of the data collection process was to obtain permission to use the instruments. Two instruments were used to collect data for the study, the Servant Leadership Survey (SL-7) and the Copenhagen Burnout Inventory (CBI). Permission to use the SL-7 was received via email from R. Liden on 4/29/2019, along with the instrument (see Appendix D). The CBI is an open resource that does not require approval to use. The full CBI instrument was accessed via EBSCOHOST from the article *The Copenhagen Burnout Inventory: A new tool for the assessment of burnout* (Kristensen, Borritz, et al., 2005). The instruments were not altered, but the instruments were administered as a single survey.

In order to conduct the research for the study, the next step of the process was to obtain institutional approval to conduct research. Institutional approval was given upon acceptance of the dissertation proposal by the dissertation chair and committee. Following proposal approval, IRB approval was sought and obtained (see Appendix B) to ensure ethical considerations were met before conducting research. No parental consent was needed as participants must be 18 years of age to participate. Informed consent was given by participants as the first step of participation and individuals were unable to continue without providing informed consent.

The study used crowdsourcing, which is a form of convenience sampling. Like other forms of convenience sampling, crowdsourcing can be scrutinized for a lack of variety in population, but research shows that MTurk is more reliable than many other forms of convenience sampling including student populations (Kees et al., 2017). The step-by-step process of collecting data is outlined in the following paragraphs.

In order to collect the data, the process began with creation of both an Amazon MTurk Requestor account and a Google Forms Account. Once the accounts were created, a survey request was created in MTurk, with a reward per response of $3.00. The number of respondents was set to 150. The time allocated per worker was set to one hour. The survey expiration time was set to 14 days. The auto-approve and pay workers function was set to seven days. Next, the worker criteria was set to not require workers to be *MTurk masters*. The employment industry was retail, wholesale, and distribution. The job function was management. The location was the United States. Finally, the task was set to only be visible for workers that meet the required qualifications. This is done to avoid potential falsification of information in order to take the survey. The informed consent

was inputted as the first page of the task (see Appendix C) before workers could proceed to the survey.

Next, the survey was created in Google Forms to collect data. Demographic questions were inputted into the questionnaire using a dropdown selection for each question. Demographics were age (18-25, 26-35, 36-45, 46-55, and 56-65), gender (male or female), years working in retail (less than 2, 2-5, 5-10, 10-20, and greater than 20), and years working as a retail manager or supervisor (less than 2, 2-5, 5-10, 10-20, and greater than 20). Next, the seven-item SL-7 questionnaire was copied into the survey. Finally, the 19-item CBI was copied into the survey. The process was completed by linking the Google Forms survey to the MTurk request and publishing for workers to begin taking the survey. In order to ensure that respondents met the age requirement, a minimum age of 18 was set.

MTurk workers who met the requirements to complete the survey accepted the agreement and proceeded to the informed consent. Participants were required to read and give informed consent in order to continue. After giving informed consent, participants were directed to the online survey, which was hosted and administered via Google Forms. The survey began by collecting demographic information from the participant. After demographics are selected by the participant, the 7 SL-7 questions were answered, followed by the 19 CBI questions. At the end of the survey, the participants were given a code that must be entered in MTurk to verify that the survey had successfully been completed and allow for payment to participants.

The data were extracted from Google Forms in an Excel spreadsheet and saved in a password protected personal computer. The data were backed up onto an encrypted

cloud server that is password-protected. Only the researcher had access to the data and the password that allowed access to data. The data were then be imported into SPSS for analysis. No personal identifiable information was collected, so the amount of sensitive information was minimal. The data were stored and protected by password on a single computer. The data will be destroyed after three years by deleting all files containing research data and removing the backup files from the encrypted cloud server.

Data Analysis Procedures

It was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. The first research question is: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool? To analyze RQ1, data were collected utilizing the CBI to determine the interval level of burnout. The CBI utilizes a five-point scale, in terms of "always" to "never" or "to a very high degree" to "to a very low degree", to measure the 19 items. The SL-7 collected data that measures the seven dimensions of servant leadership, ultimately combining for a global measure of servant leadership on an interval level (Liden et al., 2015). The SL-7 utilizes a seven-point, "strongly disagree" to "strongly agree", scale to assess the seven items. The following hypotheses were developed for RQ1:

$H1_0$:   Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

$H1_A$:   Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

The same data analysis procedures used for RQ1 were used to test RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool? The CBI measured personal, work-related, and client-related burnout at interval levels (Kristensen, Borritz, et al., 2005), in order to answer all Hypotheses for RQ2. The SL-7 collected data that measures the seven dimensions of servant leadership, ultimately combining for a global measure of servant leadership on an interval level (Liden et al., 2015). The following hypotheses were developed for RQ2:

$H2A_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2A_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2B_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2B_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2C_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

$H2C_A$: Servant leadership has a significant relationship with client-related burnout in retail managers in the U.S. labor pool.

Data were collected via Google Forms. Demographics were age (18-25, 26-35, 36-45, 46-55, and 56-65), gender (male or female), and years working in retail (less than 2, 2-5, 5-10, 10-20, and greater than 20). Both the SL-7 and CBI were administered via

one questionnaire; therefore, no ID matching was required. The survey was constructed so that all questions must be answered in order to complete the survey, thus missing values did not occur. Data were then exported from Google Forms into a Microsoft Excel spreadsheet. Categorical data were coded by use of numerical representation to allow for statistical analysis. The alpha wording which was exported via Google Forms was manually replaced with numerical data in the Excel spreadsheet. The Excel spreadsheet was then imported into SPSS.

Descriptive statistics. Both instruments used for the study were previously validated and proven reliable. The data collected from the SL-7 was interval and calculated to provide an operationalized level of the variable servant leadership. Cronbach's alpha for the SL-7 ranges from .80 to .90. The total score of servant leadership was then calculated, meaning that the higher the score, the greater the individual displays servant leadership characteristics (Liden et al., 2015). Next, the total scores were calculated for all items of the CBI to provide an operationalized level for the variable of burnout. Cronbach's alpha for the CBI ranges from .85 to .87. For the variables of personal burnout, work-related burnout, and client-related burnout, the total scores were calculated for each dimension taken from the CBI, items 1-6, 7-13, and 14-19 respectively (Kristensen, Borritz, et al., 2005).

Prior to testing, assumptions must have been met in order to determine appropriateness of Pearson's Correlation for analyzing data. The first assumption was that all variables for the study were measured on a continuous scale. The next assumption was that each participant completed the survey in whole and therefore provided two sets of data, one for each variable being tested. The third assumption was that data is normally

distributed in order to confirm the use of Pearson's Correlation. Data from the surveys was checked for distribution, tested for normality, and Q-Q plotted to confirm normal distribution. Should the assumption of normal distribution not have been met, the use of Spearman's Correlation would have been used to rank-order the variables. Data for all variables was then calculated for descriptive statistics (mean and standard deviation). To check for normalcy of data, skewness, Shapiro-Wilk, and kurtosis statistics were calculated and histograms were used to visually confirm normalcy (Ghasemi & Zahediasl, 2012). Accuracy of data ensured that variables were continuous, evenly distributed, with no significant outliers, and have a linear relationship, to confirm the use of Pearson's Correlation.

Data for the study was analyzed by running Pearson's Correlation (Pearson, 1901) using SPSS to determine whether or not a statistically significant relationship exists between servant leadership style and burnout (RQ1) and whether or not a statistically significant relationship exists between servant leadership style and the three dimensions of burnout (RQ2). Pearson's Correlation was appropriate for this study because of the ability to test differences in scores between groups on a continuous variable (Kremelberg, 2014). Data were analyzed utilizing parametric data to compute p-value and determine whether p-value is statistically significant, $p < .05$, and the null hypothesis failed to be rejected (Kremelberg, 2014). Post hoc analysis was not performed because the null hypotheses were rejected, and the projected sample size was reached. A Bonferonni correction was conducted because multiple tests were run on the same sets of data. (Armstrong, 2014). In order to check for reliability of data, a Cronbach's alpha was run in SPSS.

Ethical Considerations

The research study is designed to comply with IRB requirements. Ethical considerations for this study include privacy of information. Surveys did not collect participant names, names of organizations, or other identifiable information, thus protecting the privacy of respondents. All collected data were masked by providing participants with a unique number to protect anonymity. Additionally, participants were able to withdraw from participation at any time without penalty. IRB approval was obtained before any data were collected. The data were stored and protected by password on a single computer. The data will be destroyed after three years by deleting all files containing research data.

Consideration was given for the Belmont Principles: respect for research participants, beneficence, and justice in participant selection. As such, no unnecessary risk for participants were determined (Vitak et al., 2016). Informed consent was obtained when participants opened the MTurk task and prior to proceeding with the questions, which ensures respect for persons. Beneficence was ensured by keeping the data anonymous and masking any potential information that could remove anonymity. Justice was mitigated by ensuring all workers who met the required criteria are given the opportunity to participate.

Institutional Review Board (IRB) approval was obtained prior to conducting any research (see Appendix B), to ensure that all ethical considerations were objectively assessed by an unbiased agency. One consideration for IRB approval is informed consent, which was addressed and obtained at the beginning of the MTurk task before any participant can proceed to completing the questions. The voluntary nature of the study

was addressed by the use of a crowdsourcing platform. Workers accept the MTurk

contract and therefore understand the voluntary nature of completing the study. The

ethical recruitment of subjects was also covered through the crowdsourcing platform.

Due to the fact that MTurk is a platform where researchers pay workers to complete

surveys, the nature of the recruitment is ethical.

Limitations and Delimitations

  Limitations. Limitations are the aspects or scope of the study, over which a

researcher has no control (Brent & Leedy, 1990). The following limitations exist for this

study:

1. The measure of servant leadership was conducted as a leader self-assessment. The SL-7 is typically intended to be distributed to followers who then assess the characteristics and qualities of the leader. There is a potential for self-inflation of positive qualities, which could lead to elevated levels of servant leadership.

2. The survey is 26 items, requiring approximately 10-15 minutes of time. Although unlikely, it is possible that participants could experience fatigue or become distracted which could affect the responses.

3. The study was administered via Amazon MTurk, a crowd sourcing platform, which is considered a form of convenience sampling. Potential respondents are limited to individuals who are registered for and utilize this platform; however, research has shown that crowd sourcing is a method of sampling that quite accurately reflects the U.S. population (Sheehan, 2018).

4. Participants are paid for research. As such, respondents could rush to complete surveys faster in order to have the opportunity to earn more pay. Although accuracy cannot be guaranteed, research shows that MTurk participants are more attentive and more likely than comparable samples such as student groups and panels (Kees et al., 2017).

5. Participants were required to self-report employment industry and job function. Although unlikely, it is possible that participants could not be employed in the retail industry or had the function of manager or supervisor.

6. Respondents were self-reporting the work industry and experience. Although unlikely, it is possible that respondents could inaccurately report work experience for the sake of personal gain, in this case being allowed to participate in the study.

7. Low reliability score for the SL-7. The SL-7 had a Cronbach's alpha of .613, which is considered questionable. This is potentially due to the low number of questions, seven, and the somewhat lower number of participants in the study (n=130).

8. The assumption of normality for *Pearson's r* correlation was violated for the variable of servant leadership.

9. The study was conducted by a first-time researcher. Academic research is challenging and must meet numerous rigorous standards. In order to mitigate this limitation, a dissertation committee of three expert researchers will guide the amateur researcher. Other mitigations include academic quality review for accuracy, and Institutional Review Board approval, which ensures the research was conducted in an ethical manner.

Delimitations. Delimitations are areas of the study that a researcher does control

(Brent & Leedy, 1990). The following delimitations exist for this study:

1. The study was conducted only on individuals who utilize Amazon MTurk. It is assumed that the results will accurately reflect results across retail organizations within the United States; however, generalization of the information could be impacted.

2. The researcher only has access to individuals which are registered and active on the MTurk site. However, research has shown that the level of diversity by using this site is greater than other similar forms of sampling such as student samples (Sheehan, 2018).

Summary

Both servant leadership and burnout are research topics which draw significant

attention from experts, scholars, and researchers; however, a gap in research was

identified: what correlation, if any, exists between servant leadership and burnout of the

servant leader (Eva et al., 2018)? Therefore, the purpose of this quantitative correlational

study was to determine if, and to what extent, a relationship exists between servant

leadership style and burnout in retail managers, ages 18-65, in the U.S. labor pool.

To properly investigate the gap in research, it must be determined whether or not

a statistically significant relationship exists between the variables of servant leadership

and burnout in retail managers, therefore quantitative methodology and a correlational design were most appropriate for conducting the study. Quantitative research uses a statistical and methodical approach and correlational design uses statistical data analysis to determine whether or not a relationship exists between variables (Muijs, 2011).

Data were collected for the study using Amazon MTurk and the questionnaire was administered using Google Forms. Two validated instruments were selected for the study: the SL-7 servant leadership survey to measure the variable of servant leadership (Liden et al., 2015), and the CBI to measure burnout, personal burnout, work-related burnout, and client-related burnout (Kristensen, Borritz, et al., 2005). Data were exported to an Excel spreadsheet, imported into SPSS, and analyzed by means of Pearson's Correlation to determine if a statistically significant relationship existed between variables.

Chapter Three has outlined the methodology for the current study, including a statement of the problem, research questions, hypotheses, research methodology, and research design. The chapter has also described the population and sample selection, research materials and instrumentation, validity, reliability, data collection and management, and data analysis procedures. Finally, the chapter is concluded with ethical considerations, limitations and delimitations of the study, and a summary of Chapter Three. Chapter Four will include a discussion of data analysis procedures following the data collection for the study, along with a summary of the study, implications, and recommendations for future research in Chapter Five.

Chapter 4: Data Analysis and Results

Introduction

It was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers in the U.S. labor pool. The retail sector is a large and challenging industry because of the aggressive competition and demands on companies to reduce costs while increasing sales, the burden of which falls primarily on retail managers (Kadic-Maglajlic et al., 2017). In an effort to transform the often antiquated ways of retail management, many organizations have turned to servant leadership as a path to reformation. Research has shown that servant leaders increase organizational outcomes (Schwepker, 2016) through the self-transcendent moral values of the servant leader (Sun & Shang, 2019). Although servant leadership has been found to have a negative correlation with employee burnout, there is a gap in the literature regarding the relationship between servant leadership and burnout in retail managers. The following research questions guided the current study:

RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

$H1_0$: Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

$H1_A$: Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

$H2A_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2A_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2B_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2B_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2C_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

$H2C_A$: Servant leadership has a significant relationship with client-related burnout in retail managers in the U.S. labor pool.

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool. The general population was retail managers, ages 18-65, in the U.S. labor pool. The target population for this study was retail managers within the U.S. labor pool who utilize Amazon Mechanical Turk (MTurk) crowd sourcing platform (Cheung et al., 2017), and were between the ages of 18 and 65. The sample for this study was retail managers who completed the survey commissioned through Amazon MTurk. Following the introduction, the remainder of Chapter Four will discuss descriptive findings of the study, the variables of the study, data analysis procedures, results of the study, and a summary of the chapter.

Descriptive Findings

This non-experimental quantitative correlational study was conducted via an online survey using Amazon Mechanical Turk (MTurk), a form of convenience sampling. MTurk is a web-based system that allows requestors to commission a task for completion by registered Amazon *Workers*. The descriptive findings of the study, including participant information and study variables, will be covered in the following subsections.

Participants. The population for the study was retail managers between the ages of 18 and 65 in the U.S. labor pool. The target population for the study was retail managers, ages 18 to 65, within the U.S. labor pool who utilize MTurk. The sample for the study was retail managers who completed the survey that was commissioned for this study on MTurk. Recruiting for the study was done through MTurk by use of a $3.00 monetary incentive for completing the survey.

The sample size of 119 participants was calculated using G*Power software to determine the minimum number of respondents. A Bonferroni correction was conducted to adjust the p values because more than one statistical test was performed on a single set of data (Armstrong, 2014). The Bonferroni correction was calculated by dividing the critical *p* value of .05 by the number of tests being run, which in this case is 4, resulting in the corrected statistical power of 0.0125. A priori computation for the study was done using an alpha error of 0.0125, a medium effect size, and statistical power of 0.80 (Toepoel, 2017). The survey was set to collect 150 responses, therefore allowing a buffer for potentially disqualifying responses. Of the 150 responses, 2 were rejected for age being above the 65 year threshold of this study, and 18 were rejected or having the same answer for every question, leaving a total of 130 usable responses. The following

demographic information was collected from participants: age, gender, years of retail experience, and years of retail management experience.

Descriptive data were used to provide information on the sample characteristics and the demographic profile of the study participants. The descriptive data and demographic information are summarized in the following paragraphs. A visual summary of the demographics can be found in Table 2.

The sample (n=130) was made up of 41 females (31.6%) and 89 males (68.4%) (see Figure 1). Location data were not collected for the study. Age data were not collected by exact year, but rather participants selected the most appropriate range. This approach protects participants from providing confidential information. Age was selected by participants in 10-year ranges with 11 participants in the range of 18-25 years of age (8.5%), 42 participants in the range of 26-35 years of age (32.3%), 34 participants in the range of 36-45 years of age (26.1), 26 participants in the range of 46-55 years of age (20.0%), and 17 participants in the range of 56-65 years of age (13.1%). To further analyze the relationship between burnout and servant leadership, the demographic data sets of years of retail experience and years of retail management experience were added to the study. These were particularly important for identifying whether or not the time in the retail industry and retail management make one more susceptible to burnout. Both of these data sets were measured in logical year groupings. For the demographic of retail experience, 3 participants reported fewer than 2 years in the retail industry (2.3%), 27 participants reported 2-5 years in the retail industry (20.8%), 60 participants reported 5-10 years in the retail industry (46.2%), 28 participants reported 10-20 years in the retail industry (21.5%), and 12 participants reported 20 years or more in the retail industry

(9.2%) (see Figure 3). For the demographic of retail management experience, 17 participants reported fewer than 2 years in retail management experience (13.1%), 41 participants reported 2-5 years in retail management experience (31.5%), 53 participants reported 5-10 years in retail management experience (40.8%), 16 participants reported 10-20 years in retail management experience (12.3%), and 3 participants reported 20 years or more in retail management experience (2.3%) (see Figure 4).

Table 2.

Demographic profile of research participants

Demographic	N	Percentage
Gender		
Male	89	68.4%
Female	41	31.6%
Total	130	
Age Range		
18-25	11	8.5%
26-35	42	32.3%
36-45	34	26.1%
46-55	26	20.0%
56-65	17	13.1%
Retail Experience		
Less than 2 years	3	2.3%
2 - 5 years	27	20.8%
5 - 10 years	60	46.2%
10 - 20 years	27	20.8%
20 years or more	12	9.2%
Retail Management Experience		
Less than 2 years	17	13.1%
2 - 5 years	41	31.5%
5 - 10 years	53	40.8%
10 - 20 years	16	12.3%
20 years or more	3	2.3%
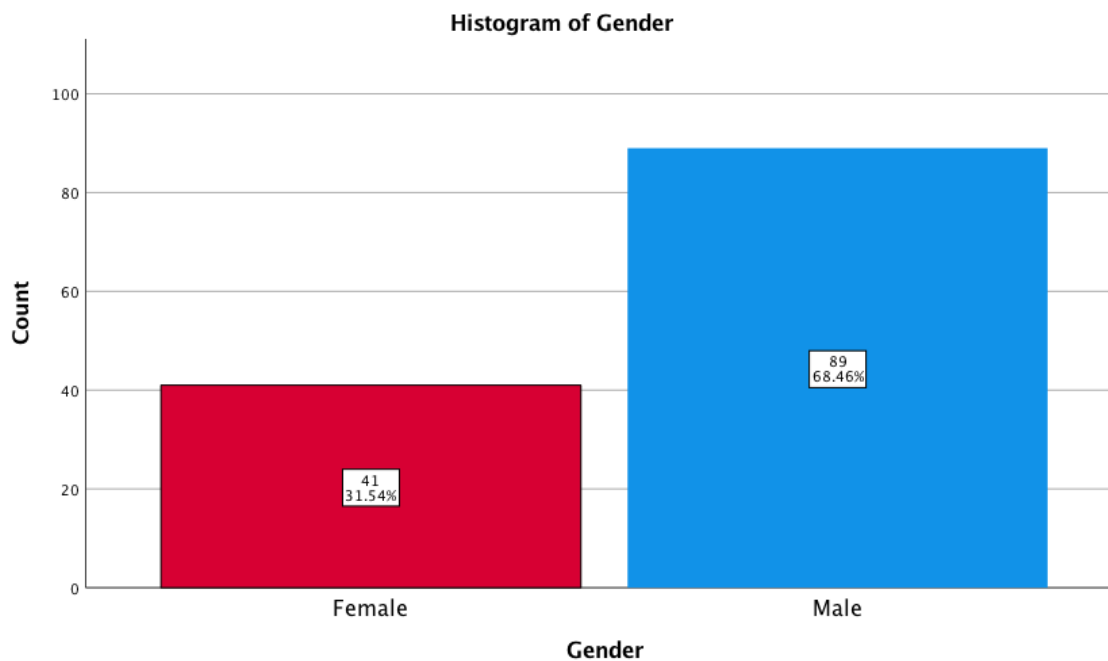
Figure 1. Histogram of gender.
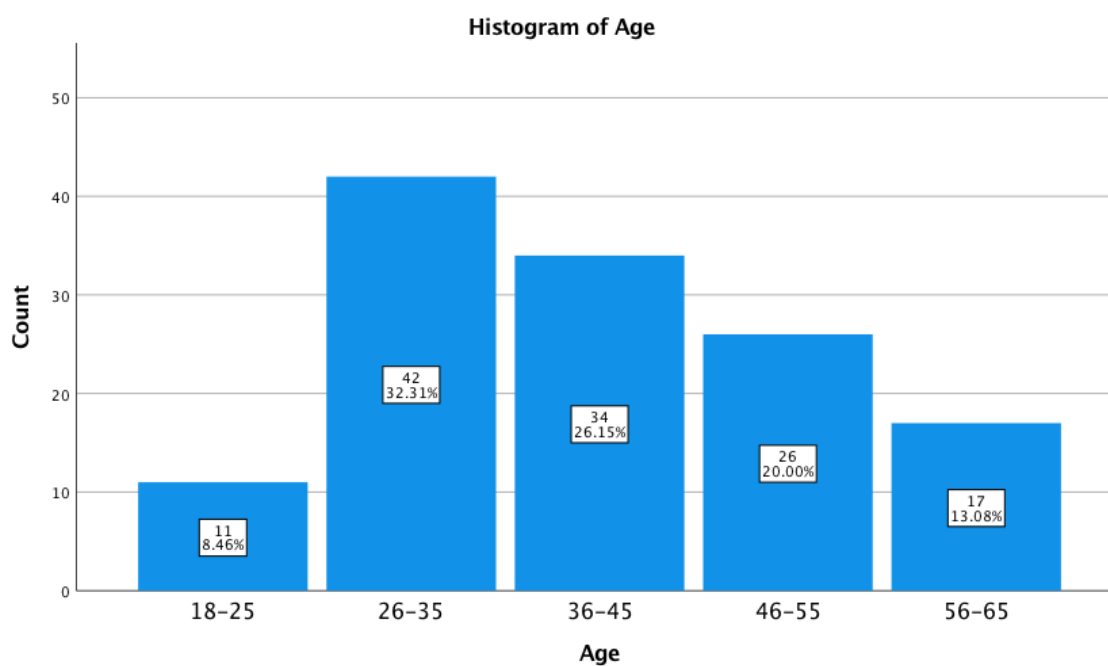
Figure 2. Histogram of age.

Histogram of Retail Experience

Figure 3. Histogram of years retail experience.

Histogram of Retail Management Experience

Figure 4. Histogram of retail management experience.

Study variables. The research questions developed for this study consisted of five variables: servant leadership, burnout, personal burnout, work-related burnout, and client-related burnout. The variables for the study were measured using previously validated instruments. The SL-7 was used to measure the variable of servant leadership. The CBI was used to measure the variable of burnout and the three dimensions of burnout, which make up the remaining study variables of personal burnout, work-related burnout, and client-related burnout.

In order to evaluate the reliability of the instruments used for the study, a Cronbach's alpha coefficient was calculated for the SL-7, CBI, and the sub-scales that comprise the CBI in order to measure the dimensions of burnout (see Table 3). Cronbach's alpha for the SL-7 was .613, which indicates questionable reliability. The low score for this could be due to the low number of questions, in this case 7. Additionally, the removal of 20 respondents, which lowered the *n* by 13%, could have contributed to the low alpha. Cronbach's alpha for the SL-7 in initial testing by the developers ranged from .80 to .87, but the number of respondents were much greater than that of this study. Cronbach's alpha for the CBI was .94, which indicates excellent reliability. Cronbach's alpha for the subscales of the CBI measuring personal burnout, work-related burnout, and client-related burnout were .87, .84, and .89 respectively, indicating good reliability for all three subscales.

Table 3.

Cronbach's alpha

Variable	Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
Servant Leadership	.613	.610	7
Burnout	.95	.934	19
Personal Burnout	.866	.867	6
Work-related Burnout	.835	.830	7
Client-related Burnout	.892	.892	6

The use of descriptive analysis provides the medians, means, and modes for the variables being studied. Descriptive statistics were used for the study to organize and summarize data from the sample of 130 participants (see Table 4). Descriptive statistics that were conducted include N, Minimum, Maximum, Mean, Standard Deviation, Skewness, and Kurtosis. The mean score for servant leadership (SL Total) was $m = 37.93$ (SD = 4.60). The mean score is consistent with the possible score range for the SL-7 of 7-49. The mean score for burnout (BO Total) was $m = 56.32$ (SD = 14.64). The mean is consistent with the possible score range for the CBI of 19-95.

Prior to testing, assumptions must have been met in order to determine appropriateness of Pearson's Correlation for analyzing data. The first assumption was that all variables for the study were measured on a continuous scale. This is confirmed by the use of two validated instruments, both of which use a Likert scale. The next assumption was that each participant completed the survey in whole and therefore provided two sets of data, one for each variable being tested. No incomplete data sets were received; therefore, the assumption of complete data was met. The third assumption was that data were normally distributed in order to confirm the use of Pearson's

Correlation. Data from the surveys were checked for distribution, tested for normality, and Q-Q plotted to confirm normal distribution. Data for all variables were then calculated for descriptive statistics (mean and standard deviation). To check for normalcy of data, skewness and kurtosis statistics were calculated and histograms were used to visually confirm normalcy (Ghasemi & Zahediasl, 2012). Accuracy of data ensured that variables were continuous, evenly distributed, with no significant outliers, and have a linear relationship, to confirm the use of Pearson's Correlation.

Skewness and kurtosis statistics were factored for both variables. Skewness is calculated to determine any potential deviations compared to normal distribution of data, and Kurtosis is used to measure how peaked or flat a distribution of data is. When the skewness is greater than 2 in absolute value, the variable is considered to be asymmetrical about its mean. When the kurtosis is greater than or equal to 3, then the variable's distribution is markedly different from a normal distribution in its tendency to produce outliers (Westfall & Henning, 2013). SL Total had a skewness statistic of -.330 and a kurtosis statistic of 1.353. BO Total had a skewness statistic of .208 and a kurtosis statistic of -.649. Both the skewness and kurtosis of SL Total and BO Total are within the acceptable range to confirm a normal distribution. A Shapiro-Wilk statistic was conducted for SL Total and BO Total to confirm normal distribution. The Histogram shows a relatively normal distribution of data for both variables (see Figures 5 and 6).

Table 4.

Descriptive statistics

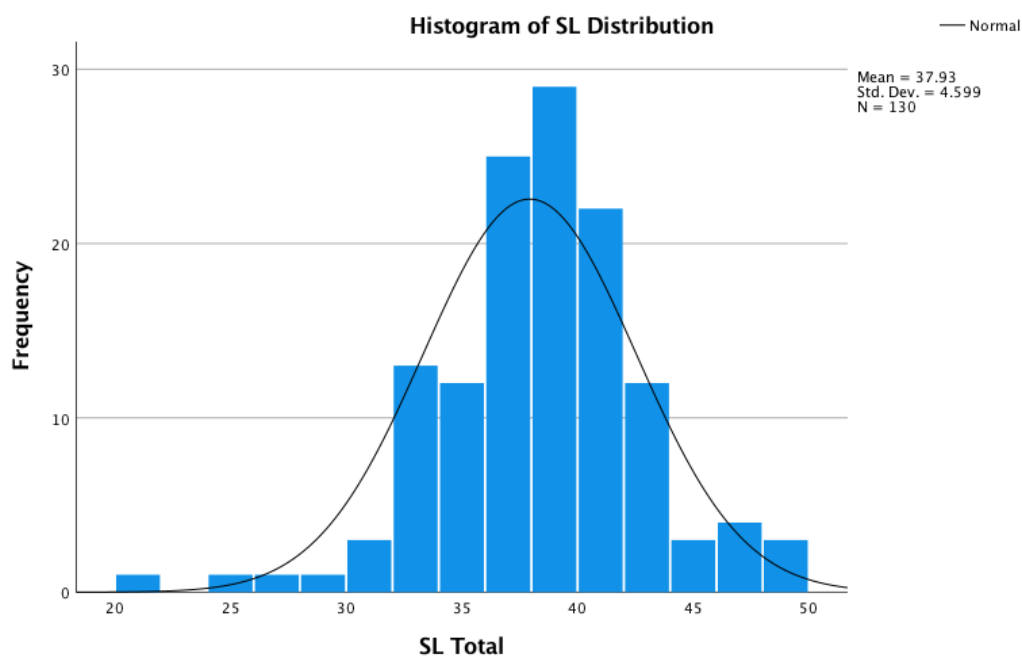|	N	Min.	Max.	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SL Total	130	21	49	37.93	4.60	-.330	.212	1.353	.422
BO Total	130	26	89	56.32	14.64	.208	.212	-.649	.422
Valid N	130								

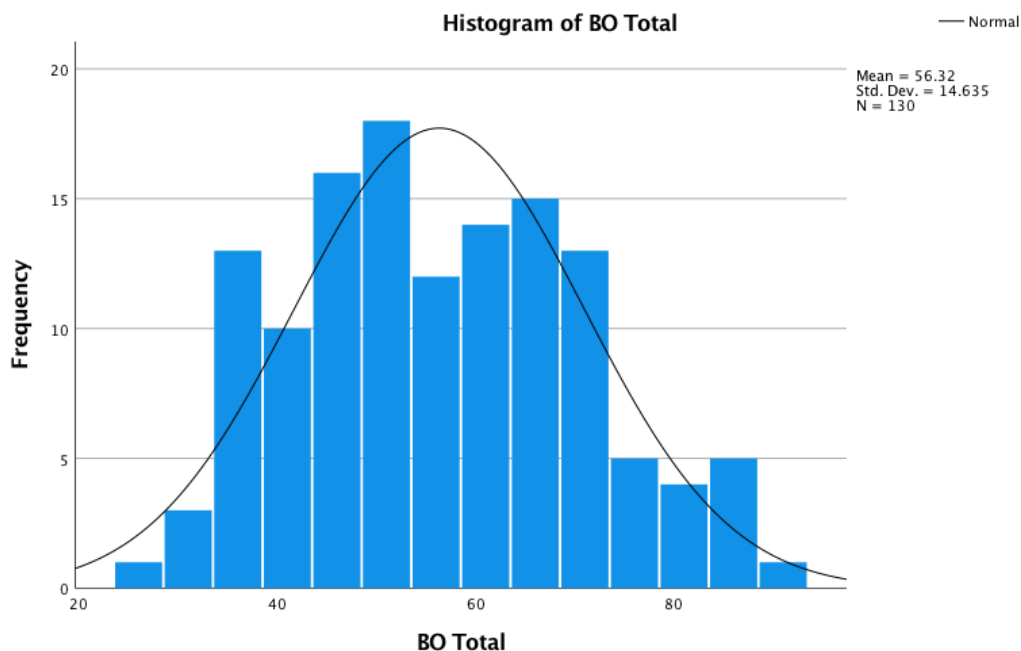*Figure 5*. Histogram of SL distribution.

Figure 6. Histogram of BO distribution.

The three dimensions of burnout: personal burnout, work-related burnout, and client-related burnout, were measured by the CBI. Measures of central tendency for the study variables are shown in Table 5. Personal burnout had a mean score of $m = 17.89$ ($SD = 5.09$) with a minimum score of 9 and a maximum score of 30. Work-related burnout had a mean score of $m = 20.70$ ($SD = 5.53$) with a minimum score of 9 and a maximum score of 31. Client-related burnout had a mean score of $m = 17.72$ ($SD = 5.78$) with a minimum score of 6 and a maximum score of 30.

Table 5.

Measure of central tendency of study variables

Variable	*N*	*M*	*SD*	Min	Max
Servant Leadership	130	37.93	4.60	21	49
Burnout	130	56.32	14.64	26	89
Personal Burnout	130	17.89	5.09	9	30
Work-related Burnout	130	20.70	5.53	9	31
Client-related Burnout	130	17.72	5.78	6	30

Data Analysis Procedures

The data analysis process began by cross-referencing all MTurk workers who completed the task to ensure workers inputted the verification code from the Google Form. The verification code was only obtainable when a respondent completed the entire survey. After all responses were verified, the survey responses were extracted in a Microsoft Excel spreadsheet from Google Forms. The responses were checked for validity, and invalid responses (e.g., the same answer was given for every item) were removed. Of the 150 responses received, 2 were rejected for age being above the 65 year threshold of this study, and 18 were rejected or having the same answer for every question, leaving a total of 130 usable responses. Alpha wording was then replaced with numerical values. The Excel spreadsheet was then imported into SPSS for statistical analysis. The study variables and statistical test utilized to test the null hypothesis are shown in Table 6 below.

Table 6.

Statistical tests used to evaluate the two null hypotheses

Hypothesis	Variable	Variable	Statistical Test
1	Servant Leadership	Burnout	Correlation
2	Servant Leadership	Three Dimensions of Burnout: Personal, Work-related, Client-related	Correlation

Data preparation. Prior to conducting a statistical analysis of variables, data preparation was conducted. Data analysis procedures for the study began with a descriptive analysis of variables, then tests of assumptions and normalcy, and the *Pearson r* correlation analysis. The SL-7 was the instrument used to evaluate servant leadership. For each of the seven-items of the SL-7, a Likert scale was used to allow participants to answer with a response ranging from 1 "Strongly disagree" to 7 "Strongly agree." Possible scores for the SL-7 range from 7 to 49, and the scores for this study were measured on a continuous scale.

The CBI was the instrument used to measure burnout and the three dimensions of burnout: personal burnout, work-related burnout, and client-related burnout. The 19 items of the CBI were all measured on a Likert scale ranging from 1 "Never or to a very low degree" to 5 "Always, or to a very high degree." As shown in Table 7 below, the items 1 through 6 measure personal burnout, items 7 through 13 measure work-related burnout, and items 14 through 19 measure client-related burnout. Item 10 was measured on an inverse scale, meaning that the score needed to be adjusted inversely when converting to numerical data. Each of the three scales measuring the dimensions of burnout and the total score of burnouts, which were measured by all 19 items, were aggregated to provide a total score for that was measured on a continuous scale. Possible scores for the CBI

range from 19 to 95 for the variable of burnout, 6 to 30 for personal burnout, 7 to 35 for

work-related burnout, and 6 to 30 for client-related burnout.

Table 7.

Scoring for the Copenhagen Burnout Inventory (CBI)

Dimensions	Items
Personal Burnout	1, 2, 3, 4, 5, 6
Work-related Burnout	7, 8, 9, *10, 11, 12, 13
Client-related Burnout	14, 15, 16, 17, 18, 19

Total Burnout Score: All 19 items

*Item measured on inverse scale

Tests of assumptions. Prior to analyzing the data, several tests were conducted to

satisfy assumptions. The assumptions for a *Pearson r* correlation are that both variables

are measured on a continuous scale, each participant provides two complete sets of data,

and a normal distribution of data exists with a linear relationship between variables

(Warner, 2013). The first assumption was met by use of the SL-7 and CBI, both of which

were aggregated for scores which were measured on continuous scales. The second

assumption was also met because the data confirm that each participant provided two

complete sets of data from two different instruments. A scatterplot was used to evaluate

the third assumption and confirm that a linear relationship exists between variables.

Figure 7 below shows the scatterplot with a fit line added to visually confirm the

existence of a linear relationship between variables. A Q-Q Plot was created for both

servant leadership and burnout to visually inspect the distribution of variables. The visual

representation of normality for servant leadership is displayed in Figure 8. The data

appear not to be normally distributed, which is confirmed by both the Shapiro-Wilk and

Kolmogorov-Smirnov statistics. As seen in Table 8 below, both the Shapiro-Wilk and

Kolmogorov-Smirnov statistics were significant at the <.05 level; therefore the null

hypothesis failed to be rejected, meaning that the data are not normally distributed. The

visual representation of normality for burnout is displayed in Figure 9. The data appear to

be normally distributed, which is confirmed by both the Shapiro-Wilk and Kolmogorov-
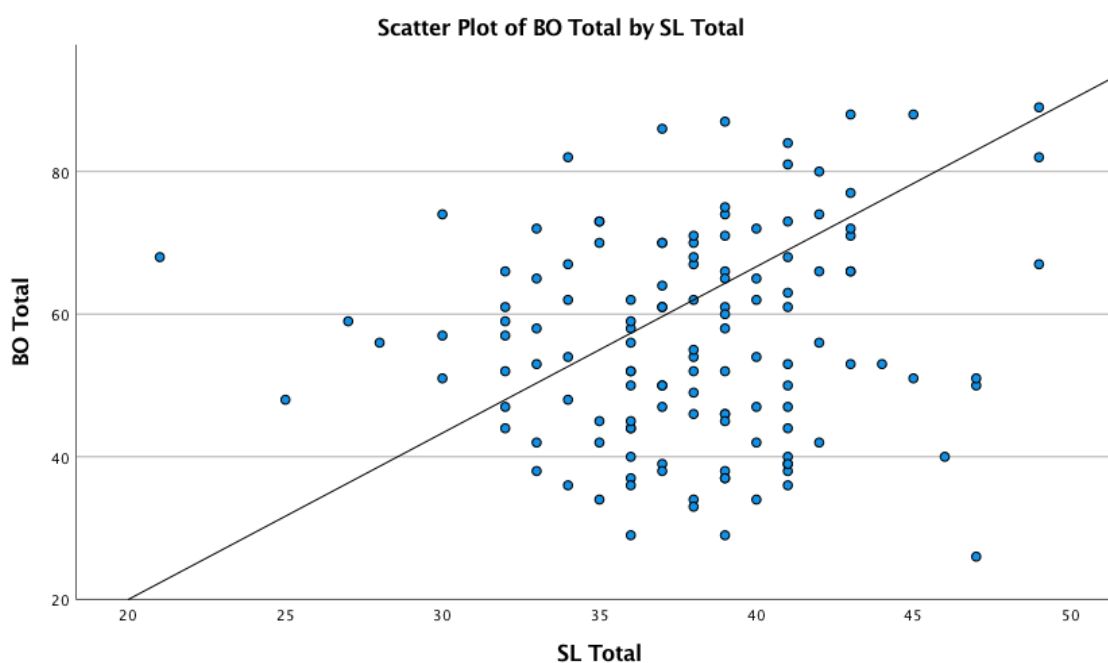
Smirnov statistics.
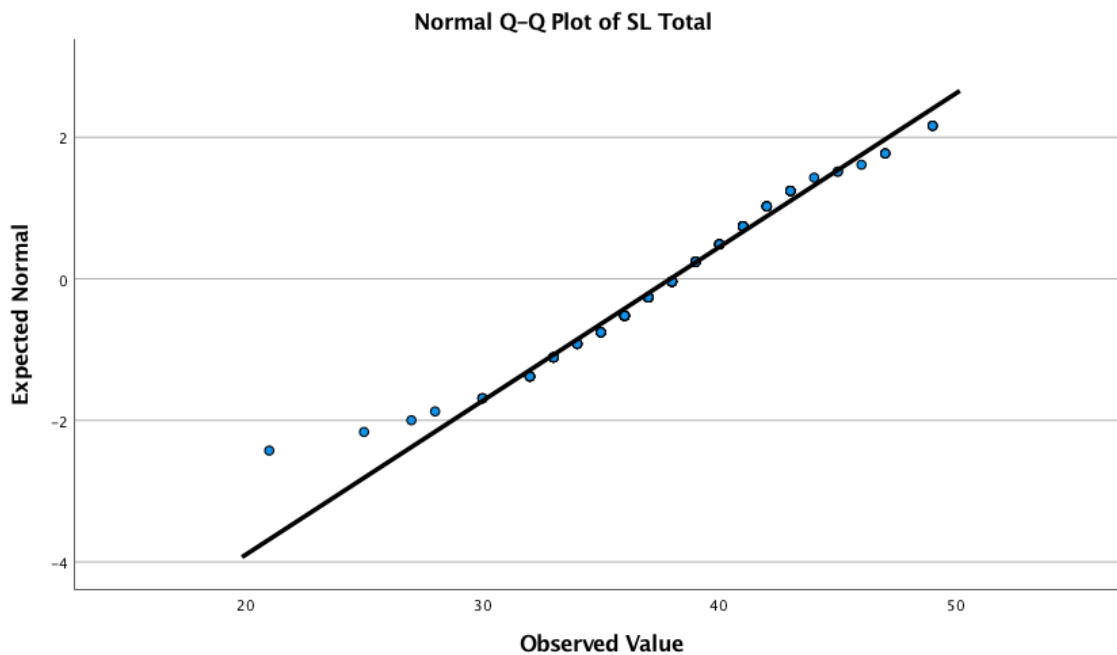

Figure 7. Scatterplot of servant leadership and burnout.
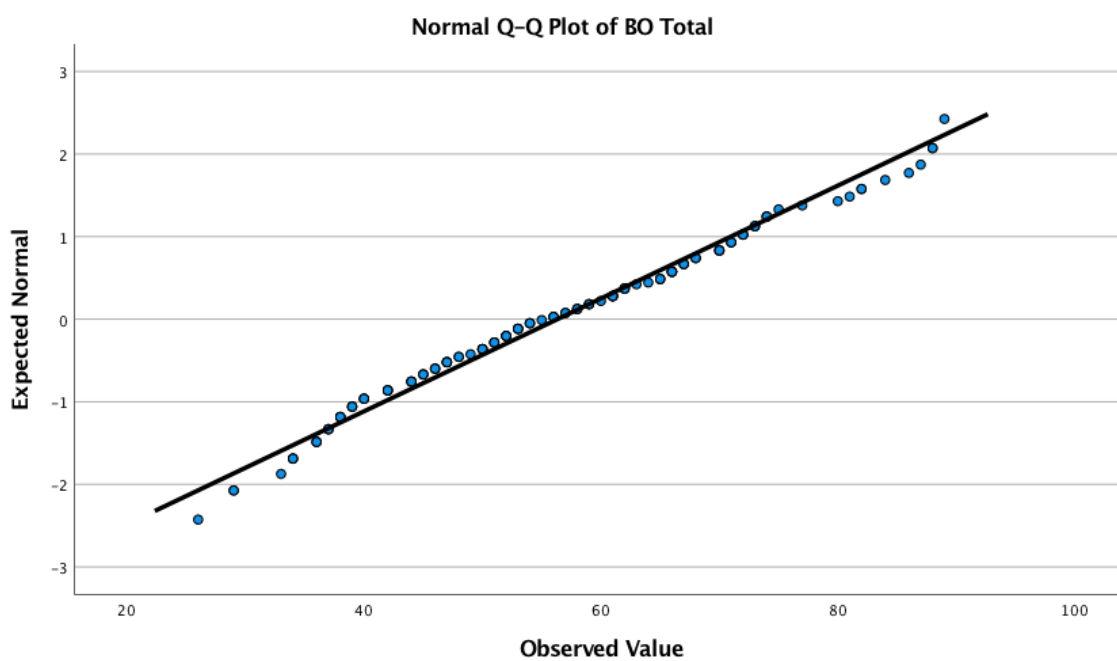
Figure 8. Normal Q-Q plot of servant leadership.

Figure 9. Normal Q-Q plot of burnout.

Table 8.

Tests for normalcy

Variable	Skewness (SE)	Kurtosis (SE)	Shapiro-Wilk (Sig)	Kolmogorov-Smirnov (Sig)
Servant Leadership	-.330 (.212)	1.353 (.422)	.975 (.016)*	.091 (.010)*
Burnout	.208 (.212)	-.649 (.422)	.982 (.078)	.059 (.200)

*Significant at the <.05 level

Because the variable of servant leadership did not meet the tests for normalcy, the researcher chose to run the non-parametric test of Spearman's rank order to evaluate the relationship between variables rather than *Pearson's r* correlation. Spearman's rho is used to evaluate relationships between variables with non-normal distribution, which still aligns with the justification and selection of a correlational research design for this study. The assumptions needed to confirm Spearman's rho are that the variables are either ordinal, interval, or ration and that a monotonic relationship exists between variables. The first assumption is met because of the use of the SL-7 and CBI to obtain interval data. The second assumption is confirmed as shown in the visual representation of the Scatterplot in Figure 7 above.

RQ1 was evaluated by use of Spearman's rho correlation to determine to what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool? The results in Table 9 below show no statistically significant correlation between the variables of servant leadership (SL Total) and burnout (BO Total). RQ2 was evaluated by use of Spearman's rho correlation to determine to what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool? The results in Table 10

below show no statistically significant correlation between the variables of servant

leadership (SL Total) and any of the three dimensions of burnout (PB Total, WRB Total,

and CRB Total).

When the relationship between servant leadership and burnout was tested, the p-

value of .183 was greater than .05, meaning that a statistically significant relationship

does not exist between the variable of servant leadership and burnout and the null

hypothesis failed to be rejected. Additionally, the relationship between servant leadership

and the three dimensions of burnout was tested. The results show a p-value that is greater

than .05 for personal burnout ($p=.092$), work-related burnout ($p=.228$), and client-related

burnout ($p=.534$), meaning that a statistically significant relationship does not exist

between the variables of servant leadership and the three dimensions of burnout and the

null hypotheses failed to be rejected.

Table 9.

Spearman's rho Correlation

		BO Total
SL Total	Correlation Coefficient	.118
	Sig. (2-tailed)	.183
	N	130

Table 10.

Spearman's rho Correlation for three dimensions of burnout

		SL Total
PB Total	Correlation Coefficient	.148
	Sig. (2-tailed)	.092
WRB Total	Correlation Coefficient	.106
	Sig. (2-tailed)	.228
CRB Total	Correlation Coefficient	.055
	Sig. (2-tailed)	.534
	N	130

Results

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool. The general population for the study was retail managers, ages 18-65, in the U.S. labor pool. The target population for the study was retail managers within the U.S. labor pool who utilize Amazon Mechanical Turk (MTurk) crowd sourcing platform (Cheung et al., 2017), and are between the ages of 18 and 65. The sample for this study was retail managers who completed the survey commissioned for this study on Amazon MTurk. Two research questions guided the research that was conducted. The results of the study will be addressed by research question.

Summary of findings for Research Question One. To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

H1$_0$:   Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

H1$_A$:   Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

Spearman's correlation was used to analyze the variables of RQ1 to determine whether or not a statistically significant relationship exists. Table 9 shows the result of Spearman's rho which indicate no statistically significant relationship between the variables of servant leadership and burnout, r (130) = .118, p = .183 for the study sample. Therefore, the null hypothesis (H1$_0$) failed to be rejected.

Summary of findings for Research Question Two. To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

H2A$_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2A$_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2B$_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2B$_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2C$_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

H2C$_A$: Servant leadership has a significant relationship with client-related burnout in retail managers in the U.S. labor pool.

A series of Spearman's correlations were used to analyze the variables of RQ2 to determine whether or not a statistically significant relationship exists between servant leadership and the three dimensions of burnout (Table 10). Spearman's rho showed no statistically significant relationship for the variables of servant leadership and personal burnout, r (130) = .148, p = .092 for the study sample. Therefore, the null hypothesis (H2A0) failed to be rejected. Spearman's rho showed no statistically significant relationship for the variables of servant leadership and work-related burnout, r (130) = .106, p = .228 for the study sample. Therefore, the null hypothesis (H2B0) failed to be

rejected. Spearman's rho showed no statistically significant relationship for the variables of servant leadership and client-related burnout, r (130) = .055, p = .534 for the study sample. Therefore, the null hypothesis (H2C0) failed to be rejected.

Summary

Prior to this study, it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers. The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool. The study was conducted using an online survey that was collected from 150 participants who were recruited via Amazon MTurk. After removing any potentially disqualifying respondents, the sample size for the study was 130, which exceeds the *a priori* calculation of 119 participants by use of G*Power software.

Prior to the data analysis procedures, a *Pearson r* correlation was expected to be used for evaluation of the results. After testing of assumptions, the researcher found that a non-normal distribution existed for servant leadership, and therefore the test of assumptions was violated. As such, Spearman's rank order correlation was calculated rather than *Pearson's r* correlation. Spearman's rho indicated no statistically significant relationship between the variables of servant leadership and burnout, r (130) = .118, p = .183 for the study sample. Spearman's correlation was then conducted on each of the three dimensions of burnout to determine if a relationship exists with servant leadership. The results for personal burnout, r (130) = .148, p = .092, work-related burnout, r (130) = .106, p = .228, and client-related burnout, r (130) = .055, p = .534, indicate no

statistically significant relationship exists between servant leadership and any of the dimensions of burnout.

It is important to identify the limitations of the study in order to establish transparent and credible research. One limitation of the study is that respondents were self-reporting the work industry and experience. Although unlikely, it is possible that respondents could inaccurately report work experience for the sake of personal gain, in this case being allowed to participate in the study. Another limitation of the study is the low reliability of the SL-7. The SL-7 had a Cronbach's alpha of .613, which is considered questionable. This is potentially due to the low number of questions, seven, and the somewhat lower number of participants in the study (n=130). The next limitation is that none of the variables of the study indicated a statistically significant correlation and the null hypotheses failed to be rejected. Therefore a *post-hoc* power analysis (Appendix F) was performed and resulted in a power of 0.12 for H1, 0.21 for H2A, 0.10 for H2B, and 0.03 for H2C, all of which are small in comparison to the power of 0.80 used for *a priori* power calculation. The low power analysis could be an indicator that the sample size for the study was not large enough and therefore a future replication study should be conducted with a larger sample size. Finally, a limitation of the study is that the assumption of normality for *Pearson's r* correlation was violated for the variable of servant leadership.

Chapter Four has provided a summary of the data analysis procedures for the study. Data analysis for the study included descriptive statistics, tests of assumptions, tests of reliability for instruments, and tests of correlation between variables. The results indicated that no statistically significant relationship exists between servant leadership

and burnout. Additionally, the results indicated no statistically significant relationship exists between servant leadership and the three dimensions of burnout. Chapter Five will provide the researcher's interpretation of the results, including a summary of findings, implications of the research, and recommendations for future research.

Chapter 5: Summary, Conclusions, and Recommendations

Introduction and Summary of Study

Retail is one of the largest employment sectors in the United States, employing 11% of Americans (Tuckey et al., 2017). Several challenges face the retail industry, including globalization and increased competition, online marketplaces, and a more transparent buying process that makes consumers more skeptical of pricing. These challenges have driven most retail employers to look at one of the largest controllable expenses, payroll, for cost savings in an attempt to maintain profit margins and drive revenue for shareholders. As the needs continue to become more complex and workers are expected to produce more with less manpower, the unfortunate consequence has been an increase in burnout of retail employees (Patel et al., 2018).

To help navigate these challenging situations, retail employers have been looking toward solid leadership. Over the past few decades, a shift has transpired that prioritizes more holistic leadership approaches such as servant leadership over traditional transactional or even authoritarian leadership styles (Chiniara & Bentein, 2016). At first look, servant leadership seems to be the answer to many of the challenges that face the retail industry. Servant leadership increases employee self-efficacy, creates a service culture within the organization, reduces employee burnout, and improves organizational outcomes (Chinyerere & Sandada, 2018; Chughtai, 2016). However, one aspect has continually been overlooked in this scenario, that of the potential for burnout within servant leaders.

Prior to this study, it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers. Researchers

have studied the relationship between servant leaders and burnout, but only in respect to the burnout of employees. Several researchers have identified this gap in literature and called for the current study to evaluate what, if any, relationship exists between servant leadership and burnout of the manager (Coetzer et al., 2017a; Eva et al., 2018; Grisaffe et al., 2016).

The purpose of this quantitative correlational study was to determine if, and to what extent, a relationship exists between servant leadership style and burnout of retail managers, ages 18-65, in the U.S. labor pool. Two research questions were developed from the problem statement of this study. The following research questions and hypotheses guided the study:

RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

$H1_0$: Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

$H1_A$: Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

$H2A_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2A_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

H2B$_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2B$_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

H2C$_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

H2C$_A$: Servant leadership has a significant relationship with client-related burnout in retail managers in the U.S. labor pool.

Given the aforementioned problem statement, research questions, and hypotheses, the use of quantitative methodology and correlational design were appropriate for conducting the research. The proposed data analysis procedure of *Pearson's r* correlation was appropriate; however, upon testing assumptions the normal distribution of data for servant leadership was violated and Spearman's correlation was used for data analysis.

Chapter One served as an introduction to the study and established the background of the study. Additionally, the gap in research was introduced in the first chapter. The gap in literature for which this study was conducted was further developed in Chapter Two. Chapter Two also introduced the theoretical foundations which make up the study. Finally, a thorough review of literature was conducted in Chapter Two, covering the topics of servant leadership, burnout, and the retail work environment. Chapter Three was used to define the research methodology for the study. The research questions, hypotheses, methodology, design, instrumentation, data collection, data management, and ethical considerations were all discussed in Chapter Three. Chapter Four provided the data analysis and results of the study. Chapter Four included

descriptive findings, sample data, study variables, data analysis procedures, and results of the study.

Chapter Five will summarize the study, provide conclusions that the researcher derived from the study, and include recommendations for the significance of the research findings for the study. Following the introduction section, the remainder of the chapter contains a summary of the overall study, a summary of findings and conclusions from the study, recommendations for future research, and finally a section on implications derived from the study.

Summary of Findings and Conclusion

This section of Chapter Five is a summary of the study findings and conclusions based on the data analysis that was provided in Chapter Four. The section will begin with an analysis of the study findings and then conclusions from the data will be provided.

Researchers have concluded that servant leadership is perhaps the most evolved of all leadership styles (Grisaffe et al., 2016). Research shows that servant leaders are positive additions to an organization with improved employee performance, lower turnover (Brohi et al., 2018), creation of service culture, and increased organizational performance (Yang et al., 2017). Notwithstanding, burnout is a growing concern in all industries, particularly in service-related industries such as retail (Altin et al., 2017). Prior research had established a negative correlation between servant leadership and burnout in subordinates of servant leaders; however, multiple researchers called for future research on whether or not a relationship exists between servant leadership and burnout of managers (Coetzer et al., 2017a; Eva et al., 2018; Grisaffe et al., 2016).

The gap in research was clear, and the need for the study was justified. As such, a quantitative correlational study was appropriate based off the gap in literature, since there was no relationship established between servant leadership and burnout. The study was guided by the following research questions and hypotheses:

RQ1: To what extent, if any, is there a relationship between servant leadership style and burnout in retail managers in the U.S. labor pool?

$H1_0$: Servant leadership has no significant relationship with burnout in retail managers in the U.S. labor pool.

$H1_A$: Servant leadership has a significant relationship with burnout in retail managers in the U.S. labor pool.

RQ2: To what extent if, any, is there a relationship between servant leadership style and the three dimensions of burnout in retail managers in the U.S. labor pool?

$H2A_0$: Servant leadership has no significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2A_A$: Servant leadership has a significant relationship with personal burnout in retail managers in the U.S. labor pool.

$H2B_0$: Servant leadership has no significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2B_A$: Servant leadership has a significant relationship with work-related burnout in retail managers in the U.S. labor pool.

$H2C_0$: Servant leadership has no significant relationship with client-related burnout in retail managers in the U.S. labor pool.

H2C$_A$: Servant leadership has a significant relationship with client-related burnout in
retail managers in the U.S. labor pool.

The sample for the study consisted of 130 participants. Demographic information
from the respondents revealed that 41 participants (31.5%) were female, and 89
participants (68.5%) were male. Age range for participants was another demographic
collected, revealing that 11 participants (8.5%) were age 18 – 25, 42 participants (32.3%)
were age 26 – 35, 34 participants (26.1%) were age 36 – 45, 26 participants (20.0%) were
age 46-55, and 17 participants (13.1%) were age 56 – 65. Additionally, the demographic
of years retail experience was established that 3 participants (2.3%) had fewer than 2
years of retail experience, 27 participants (20.8%) had 2 – 5 years of retail experience, 60
participants (46.1%) had 5 – 10 years of retail experience, 28 participants (21.5%) had 10
– 20 years of retail experience, and 12 participants (9.2%) had 20 or more years of retail
experience. Lastly, the demographic for years of retail management experience showed
that 17 participants (13.1%) had fewer than 2 years of experience, 41 participants
(31.5%) had 2 – 5 years of experience, 53 participants (40.8%) had 5 – 10 years of
experience, 16 participants (12.3%) had 10 – 20 years of experience, and 3 participants
(2.3%) had 20 or more years of experience. These demographics are important to the
study because each shows a relatively normal distribution, which confirms that the
sample is good representation of the desired population.

The study was conducted using two validated instruments, the Seven-Item
Servant Leadership Survey (SL-7) and the Copenhagen Burnout Inventory (CBI). Data
analysis was initially planned by use of *Pearson's r* correlation; however, after testing
assumptions the variable of servant leadership violated the assumption of normal

distribution. Therefore, the data were analyzed by means of Spearman's correlation. When testing RQ1, the results $r(130) = .118$, $p = .183$ show that no statistically significant relationship exists between servant leadership and burnout of retail managers, and the null hypothesis failed to be rejected.

To evaluate RQ2, the three dimensions of burnout were analyzed by means of Spearman's correlation to determine whether or not a statistically significant relationship exists between the servant leadership and the three dimensions of burnout. Spearman's rho showed no statistically significant relationship for the variables of servant leadership and personal burnout, $r(130) = .148$, $p = .092$ for the study sample. Therefore, the null hypothesis ($H2A_0$) failed to be rejected. Additionally, Spearman's rho showed no statistically significant relationship for the variables of servant leadership and work-related burnout, $r(130) = .106$, $p = .228$ for the study sample. Therefore, the null hypothesis ($H2B_0$) failed to be rejected. Finally, Spearman's rho showed no statistically significant relationship for the variables of servant leadership and client-related burnout, $r(130) = .055$, $p = .534$ for the study sample. Therefore, the null hypothesis ($H2C_0$) failed to be rejected.

The results of the study show that no statistically significant relationship exists between servant leadership and burnout. Furthermore, the results of the study also show that no statistically significant relationship exists between servant leadership and the three dimensions of burnout: personal burnout, work-related burnout, and client-related burnout. The study was conducted in an attempt to advance the scientific knowledge in the areas of servant leadership, burnout, and retail work environment. The prior research that was reviewed in Chapter Two provided significant evidence that servant leadership

has a negative correlation with burnout in employees (Coetzer et al., 2017a; Kaya et al., 2016). However, there was no prior research conducted on the potential relationship between servant leadership and burnout of retail managers; therefore, the inconclusive results of this study are lacking previous research for comparison. Prior research, much like the study, showed inconclusive and mixed projections about the potential relationship between servant leadership and burnout of servant leaders. One viewpoint from previous research is that servant leaders could be more likely to experience burnout due to the conflicting interests of the individuals that they are serving (Eva et al., 2018; Panaccio et al., 2015). Another viewpoint made by the same researchers is that the innate characteristics of servant leaders and the service culture which they establish could result in a more resilient leader and a negative correlation between servant leadership and burnout.

The findings of the study are inconclusive and therefore provide little insight into the gap in literature. However, the study has still provided valuable knowledge and information for the research community. The following section will provide a discussion of the study implications, including practical implications, theoretical implications, and future implications, followed by a review of the strengths and weaknesses of the study.

Implications

Theoretical implications. Prior to this study, it was not known if, and to what extent, a relationship exists between servant leadership style and level of burnout of retail managers. The findings of the study show no statistically significant relationship between servant leadership and burnout. Additionally, the findings of the study show no statistically significant relationship between servant leadership and the three dimensions

of burnout: personal burnout, work-related burnout, and client-related burnout. With no prior research being conducted on this subject, the results of the study are inconclusive, and more research should be conducted on a larger scale to further investigate the problem statement. Additionally, some considerations should be made in regard to the research which will be discussed in the following paragraphs.

The study was conducted in October of 2020, which was a turbulent time for the entire world and particularly for retailers. The COVID-19 pandemic caused a nationwide shutdown of commerce, which caused numerous businesses to close permanently. Additionally, because of government restrictions and consumer skepticism, a massive shift in buying habits occurred where most commerce was conducted online. The impact of COVID-19 can vary from one extreme to another all depending upon the situations that individuals may be facing. Many retail managers have had to work unprecedented hours with a never-before seen lack of resources which could cause uncharacteristic levels of burnout. Other individuals may be just returning to work and potentially grateful just to have a return of steady income. Due to the ongoing and ever-evolving nature of the COVID-19 situation, no empirical research has been published on the effects of the Coronavirus on the retail industry.

Another observation from the study is that the conflicting opinions of previous researchers appear to be confirmed by the study. The literature review conducted in Chapter Two identified the dichotomous nature of the problem statement and gap in literature. Researchers had postulated that servant leaders could be susceptible to increased levels of burnout because of the constant serving of others, particularly when the interests are often conflicting (Coetzer et al., 2017a). Conversely, researchers posited

that the self-efficacy and altruistic nature of servant leaders, paired with the service culture which is cultivated in organizations led by servant leaders, could result in a negative correlation to burnout (Eva et al., 2018). The data from the study showed a wide variety of responses on both the SL-7 and CBI scales. The inconclusiveness of the data suggests that the answer to the problem statement may not be as easily identified as was previously thought. This subject will be covered further in the implications for future research.

Practical implications. It is difficult to develop practical implications from the study because there was no statistically significant relationship between servant leadership and burnout, including the three dimensions of burnout. Furthermore, there was no preexisting literature on the subject to compare the results of the study to and determine whether or not the results were consistent. Nevertheless, the need for the study remains firmly grounded in literature, as can be seen in Chapters One and Two. Therefore, the research should be conducted again post COVID-19 Pandemic on a larger sample to provide the practical implications which are needed in the leadership realm and retail industry.

Future implications. Given that no statistically significant relationship was found between variables, the first implication for the study is that more research is needed to further address the problem statement. With such a large portion of the population being employed in the retail sector (Tuckey et al., 2017), it is critical to gain a deeper understanding of the burnout problem before it continues to grow. The literature shows that if the leader is not functioning properly, the organization will experience significant

negative effects (Harms et al., 2017). Therefore, the study should be conducted again on a larger and more controlled group to attempt to identify potential correlations.

The second implication is that a longitudinal study should be conducted. A longitudinal study could be used to identify whether or not individuals are experiencing prolonged periods of burnout or if the individuals are simply facing a challenging time that adds stress to their normal level of burnout.

Finally, the use of qualitative research could benefit the servant leadership and retail communities. Using qualitative methodology could allow researchers to uncover more information about the burnout of servant leaders and how it is managed. Data collected from qualitative studies could provide valuable insight into best practices for leaders and also give advice as to how leaders can avoid potentially being burnt out.

Strengths and weaknesses of the study. Although the study was inconclusive, one strength of the study is that the research was conducted and helped move the topic forward. Even the lack of statistical significance still allows the conversation on this important topic to be furthered. Additionally, the study was conducted using two previously-validated instruments to ensure accuracy of data. Weaknesses of the study will be discussed in the following paragraphs.

The first weakness of the study was the lack of reliability for the SL-7, which measured the variable of servant leadership. This is likely due to the short nature of the survey and the smaller number of participants relative to previous studies which utilized the SL-7. Additionally, the current retail landscape is markedly different from nine months prior. Although the study was conducted with validated instruments, it is difficult to quantify what potential effects the COVID-19 pandemic may have had on the research.

Finally, the use of convenience sampling resulted in self-report data, which means that data could be inaccurate because of potential biases (Turaga, 2016).

Recommendations

  Recommendations for future research. Due to the inconclusive results of the study, several implications for future research have been identified. First, the use of crowd-sourcing from MTurk resulted in 20 (13.3%) responses being removed during the data collection and analysis procedure. This leads one to question the reliability of the data being provided. Future research should be conducted within a large organization that has a proven history of servant leadership within the leadership structure. Additionally, the data for servant leadership were collected as a leader self-assessment. By utilizing an organization to collect data, the leaders would be able to complete the burnout assessment and the subordinates would be able to conduct an assessment of the leader for the variable of servant leadership.

  The second recommendation for future research is to consider using a different instrument to measure servant leadership. A limitation of the study is the low reliability of the SL-7, Cronbach's alpha of .613, which is considered questionable. This is potentially due to the low number of questions, seven, and the somewhat lower number of participants in the study (n=130). The SL-7 was chosen because of the shortened length and ability to calculate a global servant leadership score. Reliability data from the developer of the SL-7 showed good reliability numbers, which were calculated based upon significantly larger sample sizes than that of this study. Future research should be conducted using the SL-28, which has a higher level of reliability and also provides researchers with results for each of the seven dimensions of servant leadership.

The third recommendation is that future research be conducted by means of a longitudinal study. By collecting longitudinal data, the research can identify trends, particularly in the area of burnout. Researchers could therefore detect if participants are experiencing spikes in burnout or if the participants are maintaining a consistent level of stress.

Finally, future studies should be conducted using qualitative research. While quantitative methodology has advantages, there are also limitations. The current study was limited by quantitative methodology and therefore did not collect any qualitative feedback to determine more underlying factors. A limitation is that none of the variables of the study indicated a statistically significant correlation and the null hypotheses failed to be rejected. Therefore a *post-hoc* power analysis (Appendix F) was performed and resulted in a power of 0.12 for H1, 0.21 for H2A, 0.10 for H2B, and 0.03 for H2C, all of which are small in comparison to the power of 0.80 used for *a priori* power calculation. The low power analysis could be an indicator that the sample size for the study was not large enough and therefore a future replication study should be conducted with a larger sample size. Additionally, qualitative research could potentially identify commonalities between participants to uncover a deeper understanding of why a potential relationship exists between servant leadership and burnout. Additionally, it is possible that a respondent may be feeling a higher or lower level of burnout at the time of taking the survey, but the actual level of burnout is significantly different. Nuances such as this can be identified through qualitative research.

Recommendations for future practice. The results of the study revealed no statistically significant relationship between servant leadership and burnout, personal

burnout, work-related burnout, or client-related burnout. Though the results of the study were inconclusive, there are still implications for future practice. This was the first study to attempt to identify whether or not a relationship exists between servant leadership and burnout. Even though a statistically significant relationship was not found, the descriptive data confirm that burnout is a problem which must be addressed. The mean score of burnout, $m = 56.32$ ($SD = 4.60$), provides employers with information that confirms burnout is an increasing problem (Ishaq & Mahmood, 2017).

Additionally, organizations should monitor the emotional well-being of leaders. Burnout is a problem that is increasing throughout the service industries and especially within retail (Han et al., 2016). Burnout can lead to many negative effects, including increased mental fatigue, social isolation, and physical distress (Basri, 2016). Research confirms that if the leader is not fit, then the organization will suffer (Harms et al., 2017). It is critical that organizations recognize the importance of the mental health of the leader and continue to develop ways to manage stress and reduce burnout of the leader

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Appendix A.

Site Authorization

Site authorization is on file at Grand Canyon University.

Participation Agreement

Last updated: March 25, 2020

Please read this Agreement carefully.

This Amazon Mechanical Turk Participation Agreement (the "**Agreement**") is a binding agreement between you and Amazon Mechanical Turk, Inc. and its affiliates ("**Amazon Mechanical Turk**," "**we**", "**us**", or "**our**") regarding your access to and use of the Amazon Mechanical Turk site (together with associated products and services, the "**Site**"). This Agreement consists of the terms and conditions below, and incorporates:

- the Conditions of Use;
- the Amazon Mechanical Turk Privacy Notice ("**Privacy Notice**");
- the Amazon Mechanical Turk Acceptable Use Policy;
- the AWS Customer Agreement, where applicable;
- the Amazon Payments, Inc. Agreement, where applicable;
- the pricing page; and
- the payment and invoicing terms and conditions referenced herein and any other policies, procedures, and other guidelines that we post on the Site or otherwise make available to you.

By accessing (including by automated means) or registering for the Site, you accept this Agreement and represent that you are at least 18 years old and have authority to bind yourself or the company you represent to this Agreement.

For purposes of this Agreement, "**Tasks**" mean any service or task that a Site participant requests or performs on or through the Site, Site participants who perform Tasks are "**Workers**", and Site participants who request Tasks are "**Requesters**". References to "**you**" and "**your**" in this Agreement may apply to either Requesters, or Workers, or both.

1. **Registration**.

a. **Registration**. When you register for the Site, you must provide complete and accurate information and ensure that such information (as well as any additional information we may require to, among other things, verify your identity) is complete, accurate, and up-to-date at all times.

b. **Your Site Account**. If you are a Worker, your Site account is linked to your Amazon.com customer account ("**Amazon Account**") and if you are a Requester, your Site account is linked to either your Amazon Account or to your Amazon Web Services, Inc. ("**AWS**") account ("**AWS Account**"). You may not use multiple Amazon Accounts or AWS Accounts to register for the Site. The name associated with your Site account, your

Amazon Account, or your AWS Account must not suggest any affiliation with us or any other person or entity without their authorization.

c. **Passwords and Account Use**. You are solely responsible for maintaining the secrecy and security of your password, and any use or action taken under your account. If your password is compromised, you must change your password. You may not permit any other person or entity to request or perform Tasks using your account. If you believe there is an error or unauthorized transaction or activity associated with your account, contact us immediately.

2. **Amazon Mechanical Turk's Role**. The Site is a venue for Requesters to request and for Workers to perform Tasks. Unless we are participating on the Site as a Requester, we are not involved in the request or the performance of Tasks, and have no control over the quality, safety, or legality of Tasks or consideration for Tasks, the ability of Workers to perform Tasks to Requesters' satisfaction, or the ability of Requesters to pay for Tasks. We are not responsible for the actions of any Requester or Worker, or performing any screening of Requesters or Workers. Because we are not a party to the transactions between Workers and Requesters, we are not responsible for resolving any disputes between Workers and Requesters related to any Tasks or any transaction.

3. **Your Use of the Site**.

a. **Requesters**. As a Requester, you agree that: (i) you will interact with Workers in a professional and courteous manner, and accurately describe your Tasks; (ii) you may only use the Site for business, commercial, or research purposes; (iii) you may not have Workers perform Tasks through venues other than the Site (unless expressly permitted by us in a policy posted on the Site); (iv) payment was deducted from your Prepaid Task Credit balance and remitted to Workers once you approve Prepaid Tasks or you was invoiced by AWS for Invoiced Tasks; (v) payment is not refundable; (vi) you will not reject Tasks performed by Workers without good cause; (vii) in addition to payment to Workers, you was charged fees for your Tasks in accordance with our pricing page, (viii) you understand that our pricing may vary in the future, and agree to pay the fees posted on the Site; and (ix) you understand that you will obtain Prepaid Task Credits to pre-pay for Tasks ("Prepaid Tasks") or if approved by us, pay for a Task after it is performed ("Invoiced Tasks").

As a Requester for Prepaid Tasks, you agree: (i) payment was deducted from your Prepaid Task Credit balance and remitted to Workers once you approve Tasks; and (ii) if your Prepaid Task Credit is not sufficient to cover payment to Workers and our fees, you will promptly obtain the amount of Prepaid Task Credits necessary to meet any outstanding amounts due.

For Invoiced Tasks, Requesters must establish an AWS Account with the applicable affiliate of AWS. Requester will promptly pay for all Invoiced Tasks that appear on their AWS bill.

b. **Workers**. As a Worker, you agree that: (i) you will interact with Requesters in a professional and courteous manner, and provide reasonably requested information in connection with your performance of Tasks; (ii) you will use your human intelligence and independent judgment to perform Tasks in a competent and workmanlike manner; (iii) you will not use robots, scripts, or other automated methods as a substitute for your

human intelligence or independent judgment to perform Tasks; (iv) you will supply complete and accurate information for all Tasks you perform; (v) you will not perform Tasks through venues other than the Site (unless expressly permitted by us in a policy posted on the Site); (vi) the Tasks you perform may be rejected for good cause and any payment obligations owing to you was cancelled if rejected; and (vii) if you are not a resident or citizen of the United States, you will perform all Tasks outside of the United States.

c. **Work for Hire**. Any work product from Tasks you perform as a Worker is a "work made for hire" for the benefit of the Requester, and you (i) agree that all ownership rights, including all intellectual property rights, will vest with that Requester immediately upon your performance of those Tasks, and (ii) waive all moral or other proprietary rights that you may have in that work product. To the extent any ownership rights do not vest in the Requester under applicable law, you hereby assign or exclusively grant (without the right to any compensation) all right, title, and interest, including all intellectual property rights, in that work product to that Requester.

d. **Reporting**. If you become aware of a participant violating this Agreement or otherwise disrupting the operation of the Site, you may report that here.

e. **Independent Contractor**. Workers perform Tasks for Requesters in their personal capacity as an independent contractor and not as an employee of a Requester or Amazon Mechanical Turk or our affiliates. As a Worker, you agree that: (i) you are responsible for and will comply with all applicable laws and registration requirements, including those applicable to independent contractors and maximum working hours regulations; (ii) this Agreement does not create an association, joint venture, partnership, franchise, or employer/employee relationship between you and Requesters, or you and Amazon Mechanical Turk or our affiliates; (iii) you will not represent yourself as an employee or agent of a Requester or Amazon Mechanical Turk or our affiliates; (iv) you will not be entitled to any of the benefits that a Requester or Amazon Mechanical Turk or affiliates may make available to its employees, such as vacation pay, sick leave, and insurance programs, including group health insurance or retirement benefits; and (v) you are not eligible to recover worker's compensation benefits in the event of injury. As a Requester, you will not engage a Worker in any way that may jeopardize that Worker's status as an independent contractor performing Tasks for you. Neither Amazon Mechanical Turk nor its affiliates has any duty or obligation in respect of Tasks other than those expressly set forth in this Agreement.

f. **Policies and Site Access**. Please review our Acceptable Use Policy for examples of prohibited activities. You are solely responsible for compliance with the Acceptable Use Policy and any other policies that we post on the Site or otherwise provide to you. Your right to use the Site is limited to your use and you are only authorized to use it in connection with requesting and performing Tasks. You may not use the Site for any other purposes or in any way that: (i) is unlawful; (ii) harms Amazon Mechanical Turk (e.g., to support any competing crowd sourcing site), or its affiliates, customers, suppliers or other parties, as determined in our sole discretion; (iii) violates this Agreement; or (iv) could damage, disable, overburden, or impair the Site (or any network(s) connected to the Site), interferes with any other party's use of the Site, or otherwise undermines the integrity of the Site or any of its features. Except as may be permitted in the Acceptable Use Policy, you may not use any data mining, robots, or similar data gathering or extraction tools on the Site.

g. **Feedback; Materials You Post or Provide**. We may implement mechanisms allowing us and others to track your requests for, or your performance of, Tasks and rate your performance as a Requester or Worker, and we reserve the right to collect that feedback related to you and to post that feedback on the Site. The Task content that you upload and work product that you receive via the Site may be retained and used to improve the Site and other machine learning related products and services offered by us or our affiliates. For any other information and materials you post or otherwise provide to us related to the Site, including scripts, browser plug-ins and extensions, or other programs for use on the Site (each, a "**Submission**"), you grant us a non-exclusive, royalty-free, perpetual, worldwide, irrevocable license to (i) use, copy, distribute, transmit, make available, publicly display, publicly perform, reproduce, edit, adapt, modify, translate, reformat, create derivative works of, and otherwise commercially or non-commercially exploit in any manner, your Submission in connection with operating and improving the Site, and (ii) sublicense these rights. We will not pay you for your Submission, and may remove your Submission at any time. For each Submission you provide, you represent that you have all rights necessary for you to grant us the rights provided in this section.

h. **Developer Materials We Post or Provide**. We may make available certain software, software development kits, libraries, application programming interfaces, services, documentation, sample code, and related materials and information for use in connection with the Site (collectively, the "**Developer Materials**"). We grant you a limited, revocable, non-exclusive, non-sublicensable, non-transferable license to use the Developer Materials solely in connection with your permitted use of the Site. Except as provided in this section, you obtain no rights under this Agreement from us or our licensors to the Developer Materials, including any related intellectual property rights. If you provide feedback about the Developer Materials, we was free to exercise all rights in that feedback without restriction and without compensating you. Some Developer Materials may be provided to you under a separate license, such as the Apache Software License. You may not export, re-export, or transmit any Developer Materials to any country, individual, corporation, organization, or entity to which such export, re-export, or transmission is restricted or prohibited, including any country, individual, corporation, organization, or entity under sanctions or embargoes administered by the United Nations, U.S. Departments of State, Treasury or Commerce, the European Union, or any other applicable government authority. In the event of a conflict between this Agreement and any separate license, the separate license will prevail with respect to that Developer Material. The Developer Materials are Amazon Software (as defined in the Conditions of Use).

i. **Preview Tests**. We may offer access to confidential, preview, beta, or similarly designated pre-release versions of Developer Materials or Site features, technologies, or services for evaluation and testing purposes (collectively, "**Preview Tests**"). If you participate in a Preview Test that we designate as confidential, you will keep all information about that Preview Test and your participation confidential until we give you authorization that you may disclose this information. You also agree that: (i) the preview materials are works in progress and may contain bugs, errors, or other defects; (ii) participating in Preview Tests is at your own risk and we are not liable for loss of data or other damage caused by Preview Tests; (iii) you will comply with all policies and guidelines related to Preview Tests made available to you; (iv) we may add or modify restrictions related to access to or use of the preview materials, or suspend or terminate participation in Preview Tests, at any time; (v) if you provide us with any feedback related to Preview Tests, we was entitled to use that feedback without restriction; (vi) you will not provide your Preview Test access to any other person; and (vii) we have no obligation to make preview materials generally available.

j. **Fraudulent Transactions**. Fraudulent transactions may result in loss of your Prepaid Task Credits, account balance, and/or money paid to AWS for Invoiced Tasks with no recourse. You should contact us immediately if you believe an unauthorized transaction or activity associated with your account has occurred.

4. **Payment Terms**. Amazon Mechanical Turk may use the services of Amazon Payments, Inc. or one or more third parties to process payments, disbursements, and related transactions on the Site (all such payment options collectively, the "**Payment Processing Service**"). All payments made by Requesters to Workers for Tasks must be made through the Payment Processing Service. Your use of the Payment Processing Service is subject to the following terms and conditions.

a. **Prepaid Task Credits**. Requesters may prepay for Tasks they request ("**Prepaid Task Credits**"). If you pre-pay, the amount of Prepaid Task Credits you purchase must be at least equal to the total amount that was owed to Workers upon completion and acceptance of any Tasks you request, plus any fees payable to us for those Tasks. If Prepaid Task Credits are purchased with proceeds from a bank account, those credits may not be immediately available for use after purchase. Prepaid Task Credits must be redeemed through the Site, and may only be used by Requesters to pay for Prepaid Tasks performed by Workers and our fees. When purchased, Prepaid Task Credits are credited to a Requester's Amazon Account account balance. Except as set forth below, Prepaid Task Credits do not expire and, unless already owed to Workers for approved Tasks, may be refunded only to the payment method used to originally purchase the Prepaid Task Credits. Prepaid Task Credits cannot be transferred for value or redeemed for cash, resold, or applied to another account.

b. **Invoiced Tasks**. AWS will invoice Requesters for Invoiced Tasks and fees in accordance with the billing and payment terms of your AWS customer agreement or other agreement with AWS governing your use of web services.

c. **Worker Disbursements**.

1. **Selection of Disbursement Schedule**. Workers are required to select a payment disbursement schedule in Worker's Amazon Account and specify the form of the payment disbursement therein (e.g., U.S. bank account, Amazon.com gift card, or other payment disbursement method that we may specify in the future and may update from time to time without notice). Payments was transferred in accordance with such Worker selected payment disbursement schedule to the Worker's selected form of payment.

2. **Disbursement Options**. We may enable Workers to disburse earned amounts to: (i) an Amazon.com gift card; or (ii) an ACH-enabled bank account (provided such ACH-enabled banked account is located in the United States). We reserve the right to disable, supplement, or modify the disbursement options available to Workers in certain geographies at any time. For more information on the disbursement options currently available, please refer to our FAQs. All amounts paid was US Dollars. Funds will only be disbursed in compliance with this Agreement, and applicable laws and regulations. Workers may not share an ACH-enabled bank account. We reserve the right to require additional information to verify your identity or your ACH-enabled account.

d. **Authorizations**. You authorize us, and third-party service providers or agents acting on our behalf, to hold, receive, and disburse funds in accordance with your payment

instructions. Your authorization permits us to (i) debit or credit your ACH-enabled bank account (including by generating a paper draft or an electronic funds transfer) or if selected, an Amazon.com gift card; (ii) evidence the amount due to or due from you in your Amazon Account and, if applicable, your AWS Account; our records shall be conclusive evidence of amount; (iii) transfer, disburse, or process other payment transactions associated with Tasks; (iv) settle payment for any fees that may be charged under this Agreement; and (v) make, directly or through third parties, inquiries to validate information that you provide to us. If there is an error in the processing of any transaction described above, you authorize us to debit or credit your ACH-enabled bank account and evidence such action in your Amazon Account and, if applicable, your AWS Account, to correct the error. If we are unable to collect amounts owed to us for any reason, you authorize us to resubmit the debit, plus any applicable fees, to any other ACH-enabled bank account or payment instrument that you have on file with us. Your authorizations will remain in full force and effect as long as any amounts under this Participation Agreement are due to or from us or due to any Worker.

In addition, Workers hereby appoint Amazon Payments, Inc. ("API") as their payment processing agent for the limited purpose of receiving payments on their behalf for Prepaid Tasks. We have no obligation to pursue any collection action against any Requester. Receipt by API of funds from Requesters on Workers' behalf in connection with Prepaid Tasks that have been approved shall be deemed receipt of funds from Requesters by Workers and will satisfy the obligations owed to Workers by Requesters in the amount of the applicable payment by the Requester, even if API fails to remit such funds received from Requesters.

e. **Limitations**. Your Amazon Mechanical Turk account may be subject to certain transaction limits, which may affect your ability to make or receive payments or to withdraw funds. Any limits may be modified at any time. These limits may be affected by several factors, including, without limitation, our assessment of the risk associated with your account, the amount of pending or potential chargebacks, the information you provide, our ability to verify your account information, and requirements of law. In addition to account limits, we may restrict transactions to or from your account or limit access to funds in your account in an amount and for a period of time we deem necessary to protect us or others if (a) we are subject to financial risk; (b) you have violated any term of this Agreement; (c) you have pending chargebacks or you may have chargebacks; (d) any dispute exists involving your account, or Tasks requested or performed in connection with your account; (e) needed to protect the security of our systems; (f) we suspect any unauthorized, fraudulent, suspicious, abusive, or unlawful activities; or (g) required by law or court order or if otherwise requested by law enforcement or any governmental entity. Other than a credit to a Worker's account for Tasks performed by that Worker, amounts held in your account cannot be transferred to other Requesters or Workers.

f. **Limited Payment Processing Role; No Liability for Transactions or Delays**. We are not a bank and do not offer banking services. Except for our limited role in providing the Payment Processing Service, we are not involved in any underlying transactions between Site participants (unless we are participating on the Site as a Requester). We do not guarantee payment on behalf of any Requester. **In addition, to the fullest extent permitted by applicable law, we will not be liable for any failure, delay, or damages arising out of the Payment Processing Service, or any transactions entered into through the Site.**

g. **Account History and Balances; Dormant Accounts**. You may view your Amazon Mechanical Turk account activity on the Site. You will not receive interest or any other earnings on your account balance. Your account balance is not insured by the Federal Deposit Insurance Corporation. Prior to disbursing funds to you, we may combine your account balance with the funds of other Site participants (or other users of Amazon Payments, Inc.'s services), invest them, or use them for other purposes permitted by applicable laws. If there is no activity (as determined by us) in your account for the period of time set forth in applicable unclaimed property laws and you have an account balance, we may notify you by sending an e-mail to your registered e-mail address and give you the option of keeping your account open. We may also provide notice via U.S. mail. If you do not respond to our notice(s) within the time period we specify, we may close your account and send your account balance to your state of residency, as determined by us based on the information associated with your account. If we are unable to determine your state of residency or your account is associated with a foreign country, your funds may be sent to the state of Delaware.

h. **Taxes**. You agree that it is your responsibility to determine any and all taxes and duties, including without limitation, sales, use, transfer, value added, and other taxes or duties assessed, incurred or required to be collected, or paid for any reason in connection with any request for, or performance of Tasks, or your use of the Site, or otherwise in connection with any action, inaction or omission of you or any affiliate of yours, or any of your or their respective employees, agents, contractors or representatives ("**Taxes**") and to collect, withhold, report, and remit correct Taxes to the appropriate tax authority, and to otherwise be responsible for the collection and payment of any and all Taxes. WE MAY WITHHOLD AND REPORT ON PAYMENTS TO WORKERS TO TAXING AUTHORITIES. YOU AGREE THAT WE ARE NOT OBLIGATED TO DETERMINE WHETHER TAXES APPLY AND WE ARE NOT RESPONSIBLE TO COLLECT OR REMIT ANY TAXES ARISING FROM ANY TRANSACTION.

5. **Compliance**. The Site may be used only for lawful purposes and in a lawful manner consistent with our Acceptable Use Policy. In connection with your use of the Site, you will comply with all applicable laws, ordinances, rules, regulations, orders, licenses, permits, judgments, decisions, and other requirements of any governmental authority that has jurisdiction over you. You represent and warrant that neither you nor your financial institution(s) are subject to sanctions or otherwise designated on any list of prohibited or restricted parties or owned or controlled by such a party, including but not limited to the lists maintained by the United Nations Security Council, the U.S. Government (e.g., the U.S. Department of Treasury's Specially Designated Nationals List and Foreign Sanctions Evaders List, and the U.S. Department of Commerce's Entity List), the European Union or its member states, or other applicable government authority. We reserve the right to monitor or investigate any Tasks, Submissions, transaction, activity, or content associated with the Site or your account, and take any action that we deem appropriate.

6. **Use of Information; Publicity and Confidentiality**.

a. **Our Use of Information**. By visiting or registering for the Site, you authorize the collection, use, and disclosure of information in accordance with the Privacy Notice. In addition, we may share certain information about you to other Site participants to facilitate the service relationship and improve the Site, including, for example, account numbers, feedback, ratings, and other attributes related to your use of the Site.

b. **Your Use of Information**. Except for work product you receive from Tasks performed, you may only use information or other data acquired from your use of the Site solely as necessary to use the Site and for no other purpose (e.g., you may not use that information or data for solicitation, advertising, marketing, unsolicited e-mails or spamming, harassment, invasion of privacy, or otherwise objectionable conduct).

c. **Publicity and Confidentiality**. You may receive information relating to us or the Site that is not known to the general public ("**Confidential Information**"). You agree that (i) all Confidential Information will remain our exclusive property, (ii) you will use Confidential Information only as is necessary for your participation on the Site, and (iii) you will not otherwise disclose Confidential Information to any other person. Unless you have received our express written permission, you may not issue any press release related to Amazon Mechanical Turk or your use of the Site.

7. **No Warranties**. THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, AND THE PERFORMANCE AND RESULTS OF THE TASKS ARE PROVIDED ON AN "AS IS", "WITH ALL FAULTS" AND "AS AVAILABLE" BASIS. YOU EXPRESSLY AGREE THAT USE OF THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, AND THE PERFORMANCE AND RESULTS OF THE TASKS ARE AT YOUR SOLE RISK. TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, WE MAKE NO REPRESENTATIONS OR WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, AS TO THE OPERATION OF THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, OR THE PERFORMANCE AND RESULTS OF THE TASKS. AND DISCLAIM ANY AND ALL REPRESENTATIONS OR WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION: (A) ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE, OR NON-INFRINGEMENT; (B) ANY WARRANTY THAT THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, OR THE PERFORMANCE AND RESULTS OF THE TASKS WILL MEET YOUR REQUIREMENTS, WILL ALWAYS BE AVAILABLE, ACCESSIBLE, UNINTERRUPTED, TIMELY, SECURE, OPERATE WITHOUT ERROR, OR WILL CONTAIN ANY PARTICULAR FEATURES OR FUNCTIONALITY; (C) ANY WARRANTY THAT THE INFORMATION, CONTENT, MATERIALS, OR SUBMISSIONS INCLUDED ON THE SITE WAS AS REPRESENTED BY REQUESTERS OR WORKERS, THAT THE TASKS AND THE PERFORMANCE AND RESULTS OF THE TASKS ARE LAWFUL, OR THAT REQUESTERS OR WORKERS WILL PERFORM AS PROMISED OR TO YOUR SATISFACTION; OR (D) ANY IMPLIED WARRANTY ARISING FROM COURSE OF DEALING OR USAGE OF TRADE.

8. **Indemnification**. You will indemnify, defend and hold harmless Amazon Mechanical Turk and its affiliates (and their respective officers, directors, employees, directors, agents and representatives) from and against any and all claims, costs, losses, damages, judgments, tax assessments, penalties, interest and expenses (including reasonable attorneys' fees) arising out of any claim, action, audit, investigation, inquiry or other proceeding instituted by a person or entity that arises out of or relates to: (i) any actual or alleged breach of your representations, warranties, or obligations set forth in this Agreement; (ii) any Tasks you request or perform and any Submissions, including any actual or alleged infringement or misappropriation of third-party rights by any of those Tasks or Submissions; (iii) your wrongful or improper use of the Site; or (iv) a dispute between you and any other Site participant.

9. **Limitation of Liability**. TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, WE WILL NOT BE LIABLE FOR ANY INDIRECT, INCIDENTAL, PUNITIVE OR CONSEQUENTIAL DAMAGES (INCLUDING ANY LOSS OF REVENUE, PROFITS, GOODWILL, USE, OR DATA) ARISING IN CONNECTION WITH THIS AGREEMENT, THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, THE PERFORMANCE AND RESULTS OF THE TASKS, OR TRANSACTIONS THROUGH THE SITE, EVEN IF WE HAVE BEEN ADVISED OF THE POSSIBILITY OF THOSE DAMAGES. FURTHER, TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT WILL OUR AGGREGATE LIABILITY ARISING IN CONNECTION WITH THIS AGREEMENT, THE SITE, THE DEVELOPER MATERIALS, THE PAYMENT PROCESSING SERVICE, THE TASKS, THE PERFORMANCE AND RESULTS OF THE TASKS, OR TRANSACTIONS THROUGH THE SITE, EXCEED THE TOTAL AMOUNT OF FEES EARNED BY AMAZON MECHANICAL TURK AND OUR AFFILIATES IN CONNECTION WITH YOUR REQUEST FOR, OR YOUR PERFORMANCE OF, TASKS DURING THE TWELVE MONTH PERIOD IMMEDIATELY PRECEDING THE EVENT GIVING RISE TO THE CLAIM FOR LIABILITY.

10. **Applicable Law; Disputes**. **You agree that any dispute relating in any way to this Agreement, the Site, the Developer Materials, the Payment Processing Service, the Tasks, or the Performance and Results of the Tasks was resolved by binding arbitration, rather than in court**, except that you may assert claims in small claims court if your claims qualify. The Federal Arbitration Act and federal arbitration law and the laws of the state of Washington, without regard to principles of conflict of laws, will govern this Agreement and any dispute of any sort that might arise between you and us.

There is no judge or jury in arbitration, and court review of an arbitration award is limited. However, an arbitrator can award on an individual basis the same damages and relief as a court (including injunctive and declaratory relief or statutory damages), and must follow the terms of this Agreement as a court would.

To begin an arbitration proceeding, you must send a letter requesting arbitration and describing your claim to our registered agent, Corporation Service Company, 300 Deschutes Way SW, Suite 304, Tumwater, WA 98051. The arbitration was conducted by the American Arbitration Association ("AAA") under its rules, including the AAA's Supplementary Procedures for Consumer-Related Disputes. The AAA's rules are available at www.adr.org or by calling 1-800-778-7879. Payment of all filing, administration and arbitrator fees was governed by the AAA's rules. We will reimburse those fees for claims totaling less than $10,000 unless the arbitrator determines the claims are frivolous. Likewise, we will not seek attorneys' fees and costs in arbitration unless the arbitrator determines the claims are frivolous. You may choose to have the arbitration conducted by telephone, based on written submissions, or in person in the county where you live or at another mutually agreed location.

We each agree that any dispute resolution proceedings was conducted only on an individual basis and not in a class, consolidated, or representative action. If for any reason a claim proceeds in court rather than in arbitration, **we each waive any right to a jury trial**. We also both agree that you or we may bring suit in court to enjoin infringement or other misuse of intellectual property rights.

Notwithstanding anything to the contrary in this Agreement, we may seek injunctive or other relief in any state, federal, or national court of competent jurisdiction

for any actual or alleged infringement of our or any other person or entity's intellectual property or proprietary rights.

11. **Termination; Access Restriction**. We may terminate this Agreement, terminate or suspend your account and access to the Site, or remove any Task listings immediately without notice for any reason. Upon any termination or suspension of this Agreement, your right to use the Site will cease, and you will not be able to retrieve any information related to your account. If you are a Requester and we terminate this Agreement, then (i) any Tasks that have been completed by Workers but not yet accepted by you was deemed accepted and the applicable payments was remitted to the Workers and deducted from your account balance for Prepaid Tasks or invoiced through your AWS bill for Invoiced Tasks, and (ii) your account balance, less any amounts you owe us (including an amount determined by us to be adequate to cover chargebacks, refunds, adjustments, or other offsets we are entitled to take in connection with your account), may be withdrawn if all withdrawal-related authentication requirements have been fulfilled. If you are a Worker and we terminate this Agreement, then your account balance, less any amounts you owe us (including an amount determined by us to be adequate to cover chargebacks, refunds, adjustments, or other offsets we are entitled to take in connection with your account), may be withdrawn if all withdrawal-related authentication requirements have been fulfilled. However, if we terminate this Agreement for cause (e.g., you have breached our Acceptable Use Policy), your remaining account balance (if any) may be forfeited.

12. **General Provisions**.

a. **Entire Agreement**. This Agreement is the entire agreement between you and us regarding the subject matter of this Agreement. This Agreement supersedes all prior or contemporaneous representations, understandings, agreements, or communications between you and us, whether written or verbal, regarding the subject matter of this Agreement. We will not be bound by, and specifically object to, any term, condition or other provision which is different from or in addition to the provisions of this Agreement, including when submitted by you in any order, invoice, bill, receipt, acceptance, confirmation, correspondence or other document.

b. **Modifications to the Site and this Agreement**. We may modify, suspend or discontinue the Site, in whole or in part, at any time without notice. We may modify this Agreement in the future by posting the modified terms on the Site. Continued use of the Site will constitute your acceptance of the modified terms.

c. **Assignment**. You may not assign or transfer any rights, obligations or privileges that you have under this Agreement without our prior written consent. We may assign this Agreement, in whole or in part, at any time without notice. Subject to the foregoing, this Agreement was binding on each party's successors and permitted assigns. Any assignment or transfer in violation of this section was deemed null and void.

d. **Severability; Interpreting the Terms**. If any part of this Agreement is determined to be invalid or unenforceable pursuant to applicable law, then the invalid or unenforceable provision was deemed superseded by a valid, enforceable provision that most closely matches the intent of the original provision and the remainder of this Agreement will continue in effect. The word "including" was interpreted without limitation when used in this Agreement.

e. **No Waiver**. The failure by us to enforce any provision of this Agreement will not constitute a present or future waiver of that provision nor limit our right to enforce that provision at a later time. All waivers by us must be in writing and signed by us to be effective.

Notices. All notices relating to this Agreement was sent by e-mail or was posted on the

Site. You consent to us sending you e-mails relating to the Site from time to time. We will

send notices to you at the e-mail address maintained in our records for you. You must

send notices to us through the Site. E-mail notices or notices posted on the Site are

deemed written notices for all purposes for which written notices may be required. E-mail

notices are deemed received when sent.

Appendix B.

IRB Approval Letter

DATE: October 09, 2020

TO: Stephen Milacci
FROM: Grand Canyon University Institutional Review Board

STUDY TITLE: The Relationship Between Servant Leadership and Burnout of Retail
                     Managers
IRB REFERENCE #:   IRB-2020-2757
SUBMISSION TYPE: Submission Response for Initial Review Submission Packet

ACTION: Determination of Exempt Status

REVIEW
CATEGORY: Category 2

Thank you for your submission of study materials.

Grand Canyon University Institutional Review Board has determined this study to be
EXEMPT FROM IRB REVIEW according to federal regulations. You now have GCU IRB
approval to collect data.

If applicable, please use the approved recruitment script and informed consent that
are included in your published documents.

We will put a copy of this correspondence on file in our office.

If you have any questions, please contact the IRB office at irb@gcu.edu or 602-639-7804.
Please include your study title and reference number in all correspondence with this office.

Appendix C.

Informed Consent

INFORMED CONSENT FORM

INTRODUCTION

The title of this research study is "The Relationship Between Servant Leadership and Burnout of Retail Managers"

I am Stephen Milacci. I am a doctoral student under the supervision of Dr. Karen Lackey-Wince. I am in the College of Doctoral Studies at Grand Canyon University. The purpose of this study is to identify what, if any, relationship exists between servant leadership and burnout in retail managers.

KEY INFORMATION

This document defines the terms and conditions for consenting to participate in this research study.

- ***How do I know if I can be in this study?***
    - ***Inclusion criteria:***
        - Adults ages 18-65
        - Living in the United States
        - Employed in the retail industry
        - Management or supervisor position
        - Regular customer interaction

    - ***Exclusion criteria:***
        - Less than 18 years old
        - Greater than 65 years old
        - Does not live in the United States
        - Not employed in the retail industry
        - Not in a manager or supervisor position
        - No regular customer interaction

- ***What am I being asked to do?*** If you agree to be in this study, you will be asked to:
    - ***What:*** Answer a brief survey of 26 questions. You will also be asked to provide demographic information which does not directly relate to the study. The requested information is your age group and gender. By agreeing to participate in the study, you agree to provide this information which will not be identifiable to you because your name, phone, email, and address will not be collected.
    - ***When:*** You will have 1 week to take the survey. After starting the survey, you will have 30 minutes to complete. The survey takes about 10 minutes.
    - ***Where:*** You are free to take the survey from any place that you would like.

- o *How:* Answer each question for yourself. Think of your general feelings based on the scale that is given. If you are not sure, choose the answer you think applies the most.

- *Who will have access to my information?* Only I will have access to your information. Participation is voluntary. However, you can leave the study at any time, even if you have not finished, without any penalty or loss of benefits to which you are otherwise entitled. If you decide to stop participation, you may do so by closing the browser to exit. If so, I will not use the data I gathered from you.
- *Any possible risks or discomforts?* No
- *Any direct benefits for me?* No
- *Any paid compensation for my time?* This study is an official Amazon M-Turk task. You will be compensated in accordance with M-Turk guidelines.
- *How will my information and/or identity be protected?* Data were coded to protect you. No data were able to be linked back to you. I am not collecting any sensitive data. All data were kept on a single computer. The computer was restricted and password-protected. The data were store for a period of three years. No one but me will have access. After three years, the data were permanently deleted.

PRESENTATION OF INFORMATION COLLECTED

Data collected from this study was used for a dissertation. Data were presented in groupings and not by individuals.

PRIVACY AND DATA SECURITY

- *Will researchers ever be able to link my data/responses back to me? No.*
- *Will my data include information that can identify me (names, addresses, etc.)? No.*
- *Will researchers assign my data/responses a research ID code to use instead of my name? No*
    - o *If yes, will researchers create a list to link names with their research ID codes? N/A*
    - o *If yes, how will researchers secure the link of names and research ID codes? How long will the link be kept? Who has access? Approximate destroy date? N/A*

- *How will my data be protected (electronic and hardcopy)? Where? How long? Who will have access? Approximate destroy or de-identification date?* Electronic data were stored on a single computer. The computer is password protected. Only the researcher (Stephen Milacci) will have access to the data. Data were store for three years. After three years all data were destroyed by deleting all files. No hardcopy data were collected.

- *Where and how will the signed consent forms be secured?* By selecting "I agree" below, you are agreeing to the entire "informed consent" form. No separate form was stored.

FUTURE RESEARCH

Once identifiers *(name, address, etc.)* are removed from these data collected for this study, the de-identified information could be used for future research studies or distributed to other

investigators for future research studies without additional informed consent from you or your legally authorized representative.

STUDY CONTACTS

Any questions you have about the research study was answered by Stephen Milacci, smilacci@my.gcu.edu.

If you have questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Human Subjects Institutional Review Board, through the College of Doctoral Studies at IRB@gcu.edu; (602) 639-7804.

VOLUNTARY CONSENT

PARTICIPANT'S RIGHTS
- You have been given an opportunity to read and discuss the informed consent and ask questions about this study;
- You have been given enough time to consider whether or not you want to participate;
- You have read and understand the terms and conditions and agree to take part in this research study;
- You understand your participation is voluntary and that you may stop participation at any time without penalty.

I agree   I do not agree

Appendix D.

Copy of Instruments and Permissions Letters to Use the Instruments

*Servant Leadership Measure (*SL-7)

****

*

Section A. In the following set of questions, think of

_____, *your immediate supervisor or manager (or team leader); that is, the person to whom you report directly and who rates your performance. If the person listed above is not your immediate supervisor, please notify a member of our research team.*

Please select your response from Strongly Disagree = 1 to Strongly Agree = 7 presented below and enter the corresponding number in the space to the left of each question.

Strongly disagree	Slightly Disagree	Disagree	Neutral	Agree	Slightly Agree	Strongly Agree

Item Key for SL-7 (short form)

Reference/comments

Servant Leadership short form (SL-7): Liden, R.C., Wayne, S.J., Meuser, J.D., Hu, J., Wu, J., & Liao, C. (2015). Servant Leadership: Validation of a Short Form of the SL-28. *Leadership Quarterly, 26,* 254-269.
- also used in: Liden, R.C., Wayne, S.J., Liao, C., & Meuser, J.D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, *57*, 1434-1452.

____1. My manager can tell if something work-related is going wrong.

____2. My manager makes my career development a priority.

____3. I would seek help from my manager if I had a personal problem.

____4. My manager emphasizes the importance of giving back to the community.

____5. My manager puts my best interests ahead of his/her own.

____6. My manager gives me the freedom to handle difficult situations in the way that I feel is best.

____7. My manager would **not** compromise ethical principles in order to achieve success.

Re: SL-7 Questionnaire Access Request

Robert Liden <bobliden@uic.edu>
Mon 4/29/2019 10:25 AM
To: Stephen J Milacci <SMilacci@my.gcu.edu>

📎 4 attachments (2 MB)
servant leadership scale.docx; Eva et al 2019 LQ servant leadership review.pdf; Sun et al in press JOB servant leadership gratitude relational attribution prosocial behavior OCB upward voice event sampling.pdf; Lee et al 2019 JOOP Servant Leadership meta analysis.pdf;

Dear Stephen,
I am glad that you resent your message. I was traveling on that day and missed it somehow. At any rate, you are most welcome to use our scale, and it is attached. The SL-7 is ideal if you only need an overall measure of servant leadership, but the SL-28 is necessary if you plan to analyze the servant leadership dimensions separately. I have also attached a few recent articles.
Best of luck with your research,
Bob

On Mon, Apr 29, 2019 at 4:40 AM Stephen J Milacci <SMilacci@my.gcu.edu> wrote:
Good Morning Dr. Liden,

I am following up on the request for permission to use the SL-7. I appreciate any assistance that you may be able to offer in this matter. Thank you for your time and consideration!

Very Respectfully,

Stephen

From: Stephen J Milacci
Sent: Wednesday, April 10, 2019 6:56:54 AM
To: bobliden@uic.edu
Subject: SL-7 Questionnaire Access Request

Good Morning Dr. Liden,

My name is Stephen Milacci, and I am a doctoral student at Grand Canyon University. I am humbly seeking permission and access to the SL-7 servant leadership Questionnaire developed by you and your colleagues for use as a validated instrument in my dissertation research.

The proposed topic of study for my dissertation is the relationship between servant leadership and burnout of servant leaders in a retail organization. Having served over 8

Copenhagen Burnout Inventory (CBI)

Response category and scoring:

Always[a] or To a very high degree[b] (Scoring 100) %	Often[a] or To a high degree[b] (Scoring 75) %	Sometimes[a] or somewhat[b] (Scoring 50) %	Seldom[a] or To a low degree[b] (Scoring 25) %	Never/ almost never[a] or To a very low degree[b] (Scoring 0) %

Personal Burnout:

1. How often do you feel tired?

2. How often are you physically exhausted?

3. How often are you emotionally exhausted?

4. How often do you think: "I can't take it anymore"?

5. How often do you feel worn out?

6. How often do you feel weak and susceptible to illness?

Work-related burnout:

7. Do you feel worn out at the end of the working day?

8. Are you exhausted in the morning at the thought of another day at work?

9. Do you feel that every working hour is tiring for you?

10. Do you have enough energy for family and friends during leisure time? (inverse scoring)

11. Is your work emotionally exhausting?

12. Does your work frustrate you?

13. Do you feel burnt out because of your work?

Client-related burnout:

14. Do you find it hard to work with clients?

15. Does it drain your energy to work with clients?

16. Do you find it frustrating to work with clients?

17. Do you feel that you give more than you get back when you work with clients?

18. Are you tired of working with clients?

19. Do you sometimes wonder how long you was able to continue working with clients?

*The CBI is an open resource, and therefore does not require permission for use.

Appendix E.
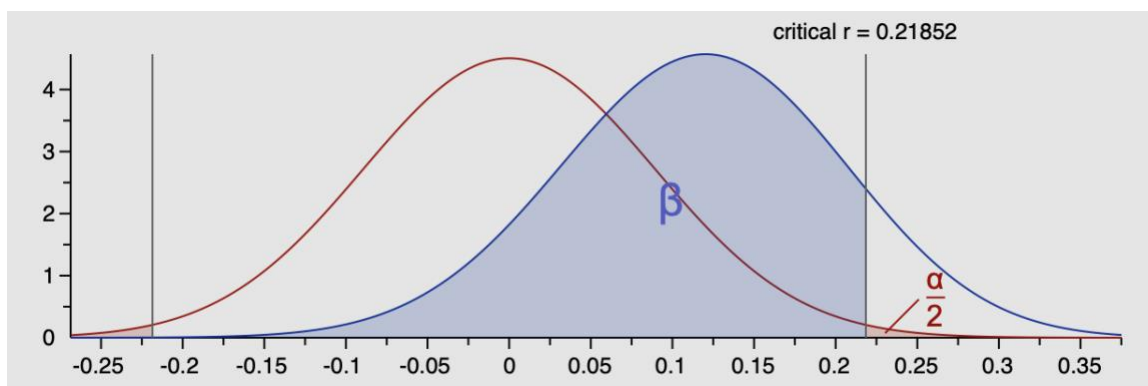
Power Analysis for Sample Size Calculation
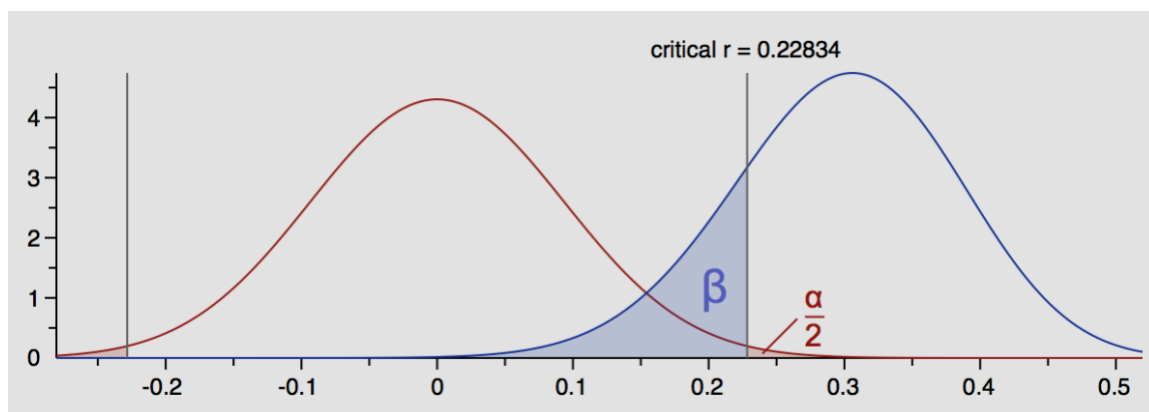
Data from G*Power to calculate sample size

Exact - Correlation: Bivariate normal model

Analysis:	A priori: Compute required sample size		
Input:	Tail(s)	=	Two
	Correlation ρ H1	=	0.3
	α err prob	=	0.0125
	Power (1-β err prob)	=	0.80
Output:	Lower critical r	=	-0.2283411
	Upper critical r	=	0.2283411
	Total sample size	=	119
	Actual power	=	0.8011060

Appendix F.

Post-Hoc Power Analyses

critical r = 0.21852

H1 Post-hoc Calculation

Exact - Correlation: Bivariate normal model

Analysis:	Post hoc: Compute achieved power – given alpha, sample size, and effect size		
Input:	Tail(s)	=	Two
	Correlation ρ H1	=	0.118
	α err prob	=	0.0125
	Total sample size	=	130
	Correlation ρ H0	=	0
Output:	Lower critical r	=	-0.2185196
	Upper critical r	=	0.2185196
	Power (1-β err prob)	=	0.1224781

critical r = 0.21852

H2A Post-hoc Calculation

Exact - Correlation: Bivariate normal model

Analysis:	Post hoc: Compute achieved power – given alpha, sample size, and effect size		
Input:	Tail(s)	=	Two
	Correlation ρ H1	=	0.148
	α err prob	=	0.0125
	Total sample size	=	130
	Correlation ρ H0	=	0
Output:	Lower critical r	=	-0.2185196
	Upper critical r	=	0.2185196
	Power (1-β err prob)	=	0.2068398

H2B Post-hoc Calculation

Exact - Correlation: Bivariate normal model

Analysis:	Post hoc: Compute achieved power – given alpha, sample size, and effect size		
Input:	Tail(s)	=	Two
	Correlation ρ H1	=	0.106
	α err prob	=	0.0125
	Total sample size	=	130
	Correlation ρ H0	=	0
Output:	Lower critical r	=	-0.2185196
	Upper critical r	=	0.2185196
	Power (1-β err prob)	=	0.0968540

H2C Post-hoc Calculation

Exact - Correlation: Bivariate normal model

Analysis:	Post hoc: Compute achieved power – given alpha, sample size, and effect size		
Input:	Tail(s)	=	Two
	Correlation ρ H1	=	0.055
	α err prob	=	0.0125
	Total sample size	=	130
	Correlation ρ H0	=	0
Output:	Lower critical r	=	-0.2185196
	Upper critical r	=	0.2185196
	Power (1-β err prob)	=	0.0310189

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