ORGANIZATIONAL-BASED SELF-ESTEEM, SERVANT LEADERSHIP, WORK LIFE BALANCE IN MALAYSIAN LOGISTICS INDUSTRY: THE MODERATING ROLE OF GENDER

CLARICE TAN KAI LI
JAMERLINE TEOW WAN XUEN
LOH CHUN EN
LIM YONG NI

BACHELOR OF BUS. ADMINISTRATION (HONOURS) IN LOGISTICS & SUPPLY CHAIN MANAGEMENT

UNIVERSITI TUNKU ABDUL RAHMAN

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BY

CLARICE TAN KAI LI
JAMERLINE TEOW WAN XUEN
LOH CHUN EN
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DECLARATION

We hereby declare that:

(1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the FYP.

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Name of Student:	Student ID:	Signature:
1. Clarice Tan Kai Li	22ABB00031	claricetan
2. Jamerline Teow Wan Xuen	20ABB04700	jamerline
3. Loh Chun En	22ABB00295	chunenloh
4. Lim Yong Ni	20ABB02168	yongnilim

Date: 05/12/2024

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CV	Convergent Validity
FMFF	Federation of Malaysian Freight Forwarders
HTMT	Heterotrait-Monotrait
OBSE	Organizational-based Self-esteem
PLS-SEM	Partial Least Squares Structural Equation Modeling
SD	Standard Deviation
SL	Servant Leadership
SPSS	Statistical Package for the Social Sciences
SST	Situational Strength Theory
WLB	Work Life Balance

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PREFACE

The workplace environment has evolved into a complex space where organizational dynamics, personal characteristics, and leadership philosophies all influence employee's productivity and well-being. This study is inspired by the critical need to address the challenges faced in achieving a sustainable work-life balance in the dynamic and demanding environment of logistics operations.

This study aims to examine the interrelated aspects of Organizational-Based Self-Esteem (OBSE), Servant Leadership (SL), and Work-Life Balance (WLB) within Malaysia's logistics industry. This study demonstrates actionable pathways for organizations that are interested in ameliorating employee satisfaction and performance by examining the role of Servant Leadership in encouraging Organizational-Based Self-Esteem and its impact on the Work Life Balance of employees. The moderating influence of gender is also explored to reveal the intricate differences in the perceptions and reactions of male and female employees towards their leaders, as well as how leaders themselves might adopt distinct leadership styles depending on their personal experiences and cultural expectations. In addition, this study contributes to the Situational Strength Theory (SST) by studying how servant leadership acts as a contextual variable that influences Organizational-Based Self-Esteem and consequently employee capacity to achieve Work Life Balance. This underscores the vital role of leadership behaviors in shaping the outcomes of both individuals and organizations, providing both practical and academic insights.

ABSTRACT

This study examines the factors influencing employee work life balance within the Malaysian logistics industry, focusing on SL, OBSE, WLB, and the moderating effect on Gender. Data were collected from 374 full-time employees working in Malaysian logistics companies using judgmental sampling. Respondents completed an online survey distributed via email through Google Forms. The collected data were analyzed using the Structural Equation Modeling (SEM) method with SmartPLS 4.1.0.3 and the Statistical Package for Social Science (SPSS) 27.0 version The results of this study reveal significant relationships between servant leadership, organizational-based self-esteem, work life balance, and gender as a moderating variable.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Research Background

Work is an integral part of an individual's professional identity, yet achieving a balance between work and personal life can be difficult. The WLB has gained popularity in the workplace because it is a cornerstone of a healthy workplace that supports workers' psychological, emotional, and cognitive stability, which increase their productivity and loyalty (Kohll, 2018, as cited in Kori & Omar, 2022; Jaharuddin & Zainol, 2019). It is about creating and keeping healthy and encouraging work environments that allow employees to manage work and personal obligations (Dhas, 2015). It is significant for employers because they gain from having a workforce that is more engaged, productive, and less stressed, all of which contribute to a sense of worth among workers, greater productivity, and lower absenteeism (Byrne, 2005). Conversely, a poor WLB will result in increased stress, health problems and lower job satisfaction (Morhan, 2024).

However, despite its significance, Jaharuddin and Zainol (2019) mention that many organizations continue to reward long hours and commitment that leads to work-life conflict, stress, and exhaustion. Dhas (2015) states that this issue is intensifying over time due to several factors like the increasing number of single-parent families, high female labor force participation rates, the prevalence of dual-earner households, and emerging trends such as elder care. Additionally, an aging population, globalization, and historically low unemployment rates exacerbate the problem. Kehl (2012, as cited in Abdirahman et al., 2018) highlights that WLB is often prioritized over compensation, as evidenced by a 2022 Forbes Health survey of 1,120 US workers, in which 90 percent considered WLB an important aspect of their work (Morgan, 2023).

Numerous studies have extensively explored the concept of WLB across different countries, emphasizing its significant impact on both individuals and organizations. According to a March 2023 survey conducted by Remote, a worldwide human

resource services company, Malaysia is the worst country in Asia and the second worst country overall for WLB among the top 60 GDP countries (Online Bureau, 2024; Morhan, 2024). With an average workweek of 40.8 hours, a minimum wage of RM5.05 per hour, and only an average of 16 days annual leave, the survey reveals that Malaysians work incredibly hard, leaving little time to relax and recover from work-related stress (Morhan, 2024). Morhan (2024) explains Malaysia's poor WLB ranking is primarily due to lengthy work hours, excessive workloads, and insufficient staffing, particularly in Kuala Lumpur and Selangor. This problem is exacerbated by high economic pressures, low wages, and cultural norms that support long hours. Apart from that, the 2023 Employer Brand Research report also proves that 50 percent of Malaysian employees have considered leaving their jobs for better WLB, with 69 percent valuing non-monetary benefits, while 27 percent of employees would leave due to poor leadership, highlighting the importance of positive relationships with employers (Randstad, 2023).

Meanwhile, unlike other industries, the logistics sector typically involves more physical activity and demands greater effort (Mohd Hazim & Saleeza Ramlee, 2024). Employees at terminals, hubs, and ports work 24/7 to ensure smooth operations, often working beyond standard hours due to different time zones (Boon, 2017, as cited in Dilathmika et al., 2021). As the backbone of any economy, the logistics and transport industry drives sectors like agriculture, manufacturing, and services (Keshavdas, 2019, as cited in Dilathmika et al., 2021). However, Dilathmika et al. (2021) provide that the demanding nature of the logistics sector, coupled with global time zone differences, often forces employees to work beyond standard hours, leading to family-related problems due to insufficient time spent on family matters. This intensifies WLB issues in the logistics industry, particularly in Malaysia, where poor WLB is already a significant concern.

1.1 Research Problem

SL is the philosophy introduced by Greenleaf in 1977 and established for over four decades, has been witnessing a surge in attention from modern organizational theorists (Spears 1993; Stone et al. 2014 as cited in Franco & Antunes, 2020).

Previous studies by (Spears, 1998; Russell and Stone, 2002; Patterson, 2003; Barbuto and Wheeler; 2006; Van Dierendonck, 2011 as cited in Pawar et al., 2020) have significantly improved the understanding of SL. According to Pawar et al. (2020), despite that numerous studies have explored SL in the development of conceptual frameworks and measurement tools as well as the identification of key features, there has been an absence of empirical research examining this concept in organizational contexts which is a gap in the existing literature.

It has been shown that servant leaders who prioritize their employees first can be positively affected their productivity, personal development, and work life balance (Chiniara & Bentein, 2016; Dutta & Khatri, 2017; Jang & Kandampully, 2018; Newman et al., 2017 as cited in Hicks, 2022). Needham (2019, as cited in Hicks, 2022) states that being goal-oriented, empathetic, trustworthy, dependable, creative, situational, and intuitive are servant leaders' traits. Thao and Kang (2020, as cited in Hicks, 2022) highlight the desirable influence of servant leaders on employee behavior increases with the amount of time employees spend working with them. Hence, Pawar et al. (2020) emphasize the need for researchers to research how servant-employee relationships are developed across different organizational settings.

Nevertheless, there is a significant lack of understanding of the effect of SL in the logistics industry (Hicks, 2022). The Malaysian logistics industry faces significant challenges due to the driving demand for e-commerce (Gilbert, 2023). Despite the growth of the workforce, the Malaysian logistics industry struggles with hiring and retaining workers due to demanding schedules and long hours required for logistics activities (Mohd Hazim & Saleeza Ramlee, 2024). High wages no longer attract workers as demanding work schedules, fatigue from long shifts by the need for prompt shipment delivery, and prolonged waiting times at terminals remain major issues (Araullo, 2023; Shah et al., 2023). Poor work life balance leads to physical and mental fatigue, wellness problems, family conflicts, low productivity, and a lack of motivation (Wan Abdullah & Hanib, 2020). Thus, investigating the relationship between SL and WLB, this study addresses the existing gap in the literature and recognizes the possible contribution of SL to the Malaysian logistics industry.

OBSE refers to the level of employee engagement and how employees view one's value, contribution, and significance to their organizational members and workplace (Prasetyo et al., 2022). When servant leaders exemplify SL within the organization while also providing the necessary resources and encouragement, a high employee OBSE is more likely to increase (e.g. employees feel more confident and satisfied with their work) thereby leading to a better WLB (Qiu et al., 2020 as cited in Sitanggang et al., 2022). Servant leaders who show respect for their employees and offer guidance on the job, employees' OBSE will increase (Pierece, 1989 as cited in Yang & Wang, 2022). Yan and Huang (2012, as cited in Yang & Wang, 2022) argue that employees' perception of their own importance and role in the organization is shaped by their perception of their value also, servant leaders who show servant behaviors enhance employees' sense of worth and encourages them to exert more effort.

However, there is limited study focused on the mediating role of OBSE in relation to SL and WLB, understanding this mediating role is crucial as it offers valuable insights both theoretically and practically (Prasetyo et al., 2022; Kuo & Wu, 2022). In addition, self-esteem likewise influences work outcomes, while OBSE is specifically being examined as servant leaders can improve their employees' OBSE by recognizing their value to the organization which in turn positively influences employees' personal lives and profession (Gordon & Hood, 2020). Yang and Wang (2022) urge the researcher to explore how OBSE might mediate the relationship between servant leadership and OBSE itself as this can help to have a better grasp of how these two mechanisms interact. In this study, researchers examine how the mediator (OBSE) influences the relationship between SL and WLB in the Malaysian logistics industry.

The gender moderating effect is another area where the knowledge of SL is lacking. Several studies have explored gender as a moderating effect such as in transformational leadership but there is a lack of clarity and consistency in the research studying the gender gap in servant leadership style (Diehl, 2015; Barbuto & Gifford, 2008, as cited in Politis & Politis, 2018; Reynolds, 2011). Besides, Washington et al. (2006) recommend future research on the relationship between

gender and SL. Thus, the role of gender as a moderator between OBSE and SL is suggested to examine in this study.

1.2 Research Objectives and Research Questions

1.2.1 Research Objectives

RO1: To examine the relationship between SL and OBSE.

RO2: To examine the relationship between OBSE and WLB.

RO3: To examine the mediation of OBSE between SL and WLB.

RO4: To examine the moderation of gender on the relationship between SL and OBSE.

1.2.2 Research Questions

RQ1: Do SL and OBSE have a positive relationship?

RQ2: DO OBSE and WLB have a significant relationship?

RQ3: Does OBSE mediate the relationship between SL and WLB in the Malaysian logistics industry?

RQ4: Does gender moderate the relationship between SL and OBSE in the Malaysian logistics industry?

1.3 Research Significance

From an academic perspective, this study allows the researchers to explore how SL affects WLB through the mediating role of OBSE in the Malaysian logistics industry. While previous studies only examined these concepts separately, researchers decide to research them together. Furthermore, by assessing gender as a moderator, this study allows the researchers to understand whether male or female employees experience these relationships differently and affect the research outcome. This study not only fills the gap in studying the relationship between OBSE, SL and WLB but also contributes to understanding the role of gender in shaping these relationships within the Malaysian logistics industry.

From a practical point of view, this study helps employers to understand how full-time employees of different genders perceive their supervisors and managers, as well as the impact of SL on OBSE and work life balance in the Malaysian logistics industry. By understanding the relationships between these variables, employers can adapt their leadership styles to improve employee well-being.

1.4 Scope of the Study

The study focuses on examining the concepts of SL, OBSE, and WLB within the Malaysian logistics industry. This research aims to investigate the perceptions of these variables among full-time employees in this sector.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical and empirical literature related to SL, OBSE and WLB. In addition, it also covers the theory on the study.

2.1 Situational Strength Theory

As Lewin (1939, as cited in Alaybek et al., 2017) suggests, the situation in which a behavior is performed is a key predictor of that behavior. An important feature of a situation is its "strength." Developed by Mischel (1977), situational strength refers to "implicit or explicit cues from external sources reflecting the desirability of potential behaviors" (Meyer et al., 2010; Sengupta, 2022). In other words, situational strength is the concept that human social environments signal which behaviors are appropriate or inappropriate (Calderwood et al., 2023). Strong situations exert pressure on individuals to behave similarly by offering clear guidance on appropriate actions, whereas weak situations allow the subject freedom to decide and act (Mischel, 1968; Meyer et al., 2010, as cited in García-Arroyo et al., 2021). Meyer et al. (2010, as cited in Alaybek et al., 2017) state that situational strength is perceived as a multifaceted construct in the workplace, comprising four elements which are (1) the *clarity* of situational cues, (2) the *consistency* of these cues, (3) the *constraints* on an employee's actions and decision-making, and (4) the *consequences* of those actions or decisions taken at work.

Situational strength is often characterized by job formality and features such as policies, procedures, and close supervision (Meyer et al., 2009, as cited in Milam, 2015). Instances of strong situations within organizational settings may consist of very specific instructions from a supervisor on executing a task, a formal dress code, and a company slogan such as "The Customer is King/Queen" (Alaybek et al., 2017). Additionally, a study by Eva et al. (2019) suggests that situational strength

should be considered in understanding how servant leadership affects followers. While there are different perspectives on situational characteristics, situational strength is the only one that emphasizes how human behavior is mainly shaped by external situational factors (Meyer et al., 2009, as cited in Milam, 2015). This theory aims to solve the concern of the lack of boundary conditions and context in research on SL, as highlighted by Mumford and Fried (2014, as cited in Eva et al., 2019). Besides, Eva et al.'s (2019) review found that few studies have explored factors that moderate the impact of servant leadership. Therefore, this study contends that situational strength theory best explains how SL affects WLB in different industries and employment contexts.

2.2 The Notion of Work Life Balance

The discourse on WLB began in the 1990s (Lewis et al., 2007, as cited in Rashmi & Kataria, 2022) and has since evolved significantly in response to demographic, social, and workplace changes. These transformations have been driven by several factors, including shifts in the labor market, lengthier working hours, a focus on enhancing quality of life, a rise in single parents, and greater female workforce engagement (Rashmi & Kataria, 2022). As these changes have unfolded, individuals' responsibilities in both work and personal life have expanded, leading to a greater incidence of work-life “imbalance.” As a result, the concept of WLB has become increasingly significant in modern society (Le et al., 2020; Rashmi & Kataria, 2022). Le et al. (2020) suggest that individuals are increasingly prioritizing the balance between personal, work, and family responsibilities to achieve a well-rounded state of well-being, encompassing mental wellness, family satisfaction, and overall life fulfillment.

More importantly, the COVID-19 pandemic has significantly impacted the notion of WLB for millions, causing sudden changes in work nature and operational activities (Palumbo, 2020; Utoft, 2020, as cited in Rashmi & Kataria, 2022). These changes have caused significant stress on workers, who are now working remotely and engaging in telecommuting practices, impacting their work life balance (Bhumika, 2020). Rashmi and Kataria (2022) mention that employees in varied

professions are now juggling increased workloads and multiple responsibilities, including paid work, household duties, eldercare, and childcare. Therefore, balancing work and personal responsibilities is now considered a critical global concern.

In today's context, WLB has become a dynamic concept that influences how individuals view and evaluate the compatibility between their work and non-work activities, helping them align with their current life priorities (Rashmi & Kataria, 2022). WLB reflects the balance between work and personal life which includes leisure time and social life (Casper et al., 2018; Chan et al., 2020; Weale et al., 2020, as cited in Rashmi & Kataria, 2022). Rashmi and Kataria (2022) also point out that WLB also encompasses a wider range of personal obligations, reflecting the diverse non-work activities individuals participate in beyond just family. Hence, it is crucial for researchers to recognize the importance of balancing work and non-work obligations.

2.2.1 Measuring Work Life Balance

The WLB has several meanings, while some definitions of WLB stress the permeability and interconnection between these domains, others concentrate on how time is allocated and separated between work and non-work domains (Kanter, 1989; Kalliath & Brough, 2008; Kirby et al., 2022). Given the diverse perspectives on the subject, there is no single, universally accepted definition or terminology for WLB in the literature. Instead, various definitions and metrics exist, such as WLB being defined in terms of multiple roles, the relationship between fairness, satisfaction, role salience, conflict, and facilitation among these roles, and so on. (Alameddine et al., 2023). Alameddine et al. (2023) also state that these different concepts have had varying degrees of success in the literature. Nevertheless, this also creates conceptual ambiguity, as the different meanings affect the measurements and hence the remedies taken (Rashmi & Kataria, 2021).

Moreover, the majority of studies have examined people’s capacity to balance work and home obligations, as well as the degree of conflict between roles and

responsibilities (Adisa et al., 2021; Rashmi & Kataria, 2021). In addition, how to lessen the conflict between work and family responsibilities has been the focus of additional research. In past research, Greenhaus et al. (2003) develop a work-family balance measure that incorporates time, participation, and satisfaction as core components, aiming to distinguish "balance" from work-family conflict. However, this definition, characterized by the objective equivalence of time, participation, and satisfaction across various roles, has been criticized (Kalliath & Brough, 2008, as cited in Brough et al., 2014). For instance, employees who are highly engaged in their work and voluntarily work long hours might still perceive their life as "balanced," despite spending less time on non-work activities. Furthermore, Fisher et al. (2009) develop a comprehensive 17-item, four-dimensional measure to assess work/non-work interference and facilitation. Yet, its complex terminology may pose challenges for some employees (Brough et al., 2014).

In addition, Kalliath and Brough (2008) emphasize the subjective perception of compatibility between work and non-work activities, as well as the contribution of this compatibility to current life priorities, rather than relying solely on objective measures of time and satisfaction. They note that WLB can improve performance and health and suggest that to enhance the validity of the research, balance should be assessed by directly asking about "balance." Building on this, Brough et al. (2014) further develop the theoretical definition proposed by Kalliath and Brough (2008) and develop a unidimensional four-item measure for assessing WLB, whose structure, reliability, and validity were confirmed in four independent heterogeneous samples, making it widely applicable in WLB research. Given its focus on subjectivity, suitability for unidimensional measurement, and comprehensive validation. Hence, this study adopts the unidimensional four-item WLB questionnaire identified by Brough et al. (2014).

2.3 Servant Leadership

SL is defined as the servant leader serves first, a lifestyle that starts with a willingness to serve first (Greenleaf 1977, as cited in Franco & Antunes 2020). Greenleaf (1977) is the most frequently referenced author in the field of SL as he

established the concept and provided the first definition of the term (Pawar et al., 2020). Employers prioritizing employees' emotional needs and helping them feel cared for are essential to servant leadership (Spears 1998, as cited in Qiu & Dooley, 2022). In addition, a revised definition of SL has been formulated defining it as "an other-oriented approach to leadership, manifested through one-on-one prioritizing of follower individual needs and interests, and outward reorienting of their concern for self towards concern for others within the organization and the larger community", with key features including motive, manner, and mindset as the essence of servant leadership (Eva et al., 2019, as cited in Qiu & Dooley, 2022; Franco & Antunes, 2020).

SL is initially presented by Greenleaf (1977) and subsequently examined by researchers van Dierendock and Nuijten (2011, as cited in Franco & Antunes, 2020), prioritizing employee needs, social responsibility, and the mutual benefit of a community. According to Kauppila et al. (2021), leaders provide a good example for their teams and employees by their actions and leadership styles, making them credible role models. This style of leadership can influence employees by guiding them toward cultivating a servant mentality and ethical behavior (Franco & Antunes, 2020). The traditional view of leaders as being self-centered, egotistical, and authoritarian is in contrast with the servant leaders who prioritize the development of their followers, helping others, shared objectives, and moral excellence (Graham, 1991; Avolio, Walumbwa & Weber, 2009, as cited in Kauppila et al., 2021). This leads to a positive outcome on employee work attitude, behavior, and performance (Panaccio et al., 2015, as cited in Franco & Antunes, 2020). For example, the type of outcome of servant leadership from the previous studies such as job satisfaction, organizational commitment, organizational citizenship behavior (OCB), and others (Lemoine et al., 2019; Franco & Antunes, 2020). In summary, servant leaders value the objectives and best interests of all parties involved, are forward-thinking, and place the needs of others before their own also, it is argued besides the organizations' success, moral responsibility extends to employees, consumers, and other stakeholders (van Dierendonck, Stam, Boersma, de Windt, & Alkema, 2014; Lemoine et al., 2019, as cited in Kauppila et al., 2021; Ehrhart, 2004; Eva et al., 2018, as cited in Lee et al., 2019).

2.4 Organizational-Based Self-Esteem

Based on researchers, employees' self-esteem and OBSE are similar but have distinct differences. Employee self-esteem plays a crucial role in shaping how people understand and interact with organizational behavior at work, and this is heavily influenced by their experience within the organization (Tetteh et al., 2019, as cited in Takhsha et al., 2020). According to Chen et al. (2016, as cited in Takhsha et al., 2020), self-esteem refers to an individual's self-worth in general, whereas OBSE pertains to how capable and valuable they feel based on how their colleagues see them within the organization.

The earlier concept developed of OBSE emphasizes the emotional and evaluative elements that describe to what extent workers feel valued, important, competent, and appreciated in their workplace (Pierce et al., 1989, as cited in Oguegbe & Edosomwan, 2021) whereas Bao et al., 2015; Costantini et al. (2019, as cited in Takhsha et al., 2020) define OBSE as how employee perceive their own significance and contribution to the organization. According to Oguegbe and Edosomwan (2021), employees' OBSE is a critical component in their behavior on the job and can significantly affect other areas of the organization. For instance, employees align with their negative self-view such as a lack of confidence in self-worth, abilities, competence, and meaningfulness resulting in low OBSE (Williams, 1997; Swann et al., 1987; Bowling et al., 2010, as cited in Kuo & Wu, 2022). Overall, OBSE relies on how employees perceive their value and engagement including feedback and signals conveyed by the organization (Erkutlu & Chafra, 2016, as cited in Takhsha et al., 2020).

2.5 Conceptual Framework

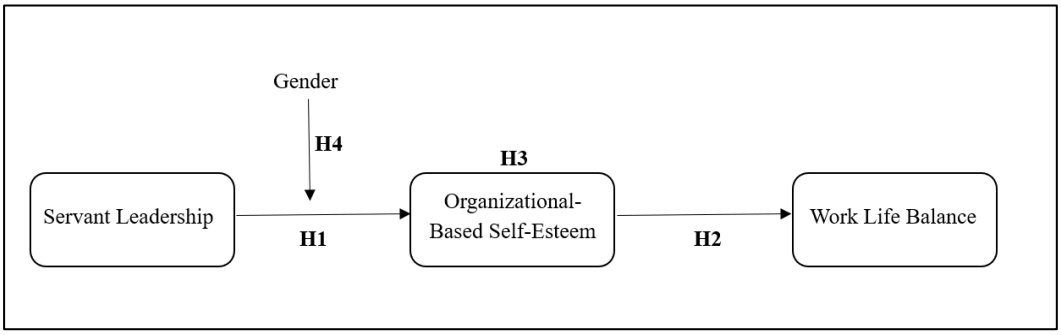

Figure 1: Conceptual Framework of OBSE, SL, WLB in Malaysian Logistics Industry: The Moderating Role of Gender

Figure 1 illustrates the conceptual framework that aims to establish the relationship between SL, OBSE, WLB, and gender. The theory for this study is SST. **Section 2.1** of the literature provides the context for SST which describes how environmental factors can influence human behavior and the workplace culture particularly leadership influences situational strength. The literature on SST highlights the following factors that contribute to strong or weak situations in the workplace such as clarity, consistency, constraints, and consequence, and these factors could impact an individual's behavior.

High situational strength can be established when servant leaders effectively apply SST's four factors (clarity, consistency, constraints, and consequence) within the organization (García-Arroyo et al., 2021). For example, servant leaders that provide their employees with detailed instructions and consistent support in the workplace help to guarantee employees clearly define their duties and satisfy the expectations of the leader which in turn can motivate the employees to perform their tasks (Eva et al., 2019; Freudenstein et al., 2023). In addition, servant leaders devote their time to empowering their employees by providing them with the expertise and resources required to cultivate their personal and professional development, and present skills rather than impeding them thus, this can result in a high level of OBSE in employees (Eva et al., 2019; Alam et al., 2023). Consequently, servant leaders who advocate for favorable organization conditions can improve OBSE and WLB for their employees through providing great leadership direction. The SST could further

indicate gender differences, as indicated before cultural factors impact situational strength in different social settings. As cited in Miao et al. (2021) by Eagly and Johnson (1990) and Duff (2013), females have better SL due to their innate tendency and upbringing with an emphasis on helping others while males are more likely to be directive. Thus, the situational strength of the organization and employees' behavior might be impacted by these gender variances.

Therefore, the application of SST supports the framework and helps to provide insights into how the relationship between servant leadership, OBSE, work life balance, and gender is.

2.6 Hypothesis Development

2.6.1 Servant Leadership and Organizational-Based Self-Esteem

According to Bantha and Sahni (2021), there is a positive relationship between SL and OBSE. When servant leaders develop trust and express empathy and consideration toward employees, the employees feel valued and competent as the organization appreciates their contributions, therefore the appreciation and acknowledgment enhance employees' OBSE (Pierce & Gardner, 2004; Ferris et al., 2009; Bowling et al., 2010 as cited in Bantha & Sahni, 2021). The study by Elsaied (2021, as cited in Cui, 2023) also found a positive relationship between SL and OBSE among employees. Furthermore, this leadership style motivates employees to achieve performance beyond expectations (e.g. servant leaders help employees enhance their skills and ability to achieve what is expected within the organization) which is expected to create a favorable work environment, therefore employees experience higher OBSE and more likely to commit more effectively which in turn improves job performance and benefits the organization (Hahn & Mathews, 2018; Liao et al., 2021, as cited in Prasetyo et al., 2022).

However, literature on the negative relationship between SL and OBSE could not be found, as past research focuses on the positive effects of SL and OBSE.

According to Farak and Zainal (2017, as cited in Cui, 2023), servant leaders can improve employees' skills and competency by prioritizing their needs and supporting them to succeed, thereby elevating their OBSE. Research by Elsaied (2021, as cited in Cui, 2023) also found that a positive organizational atmosphere is cultivated when servant leaders express devotion to their employees and inspire them into the growth of leadership roles as a result, employees gain a sense of competence, self-assurance, valuable, and confident.

Consistent with the findings from the authors mentioned above, effective servant leadership within an organization raises employees' OBSE, thus this research hypothesizes the following hypothesis:

H1: There is a positive relationship between SL and OBSE.

2.6.2 Organizational-Based Self-Esteem and Work Life Balance

Based on past research, there is a lack of studies focused on how OBSE affects WLB. However, the researchers find research about how OBSE influences work life conflict and work life enrichment (Gordon & Hood, 2020). These concepts are critical to understanding WLB because they reflect opposite aspects of how work and personal life interact. How exactly OBSE relates to WLB remains unknown. Therefore, researchers hereby make the following assumption:

H2: There is a significant relationship between OBSE and WLB.

2.6.3 The mediation of organization-based self-esteem between servant leadership and work life balance

Based on H1, SL has a positive impact on mediator, OBSE. Servant leaders motivate their followers by inspiring them to pursue their goals and feel inspired, which can enhance their OBSE (Yang et al., 2015). Based on H2, OBSE is said to have a positive effect on WLB if work life conflict is reduced and work life enrichment is increased (Gordon & Hood,2020). Additionally, SL has a positive impact on WLB as Liden et al. (2008) further point out that servant leaders prioritise

their followers' needs, create a supportive and empowering environment that recognizes the inherent value of each employee, leading to improved well-being and a better balance between work and personal life.

However, SL can also negatively impact work life balance. According to Eva et al. (2019), SL can lead to increased job demands and expectations on their employees, resulting in stress and disrupting the balance between work and life. Gordon and Hood (2020) indicate that OBSE is negatively associated with work-life conflict, meaning that higher OBSE supports work life balance, while lower OBSE may linked to an increase in work-life conflict and a decrease in WLB.

Although there is a lack of studies specifically examining the mediation of OBSE between SL and WLB, existing research suggests that there is a linkage between SL, OBSE, and WLB. Thus, consistent with the findings from Yang et al. (2015), Gordon and Hood (2020), Liden et al. (2008), and Eva et al. (2019), we hereby hypothesize as follows:

H3: The relationship between SL and WLB is mediated by OBSE.

2.6.4 The moderation of gender between servant leadership and OBSE

Past research has focused on the moderation of genders between servant leadership and other variables such as work-to-family facilitation (Li et al., 2021), team effectiveness (Schaubroeck et al., 2011; Walumbwa et al., 2010, as cited in Duff, 2013), and follower performance (Eslamdoust & Mahmoudinazlou, 2023) but there is a lack of study conducted by examining the moderating effect of gender on servant leadership and OBSE. How exactly the moderation of gender between servant leadership and OBSE remains unknown. We hereby postulate as follows:

H4: The relationship between SL and OBSE is moderated by gender.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This chapter begins with an explanation of the research design, followed by a detailed description of the data collection methods, sampling design, and the questionnaire. Finally, the proposed data analysis methods are outlined.

3.1 Research Design

The study adopts a quantitative approach, using survey questionnaires to explore the relationships among SL, OBSE, and WLB. Gender is also included as a moderator. Hypothesis testing is employed to analyze these relationships, offering a thorough and systematic understanding of the variables being studied.

3.2 Data Collection Methods

In this study, data will be collected online using Google Forms distributed via Gmail. The utilization of online data collection methods ensures a broader reach and allows for easy data management and interpretation.

3.3 Sampling Design

3.3.1 Target Population

The target population of this study encompasses full-time employees within the logistics industry in Malaysia. As per the Port Klang Authority 2023 report, the total workforce within the Malaysian logistics industry surpasses 667,000 individuals (Gateway, 2023).

3.3.2 Sampling Frame and Sampling Location

This study's sampling frame includes logistics companies registered under the Federation of Malaysian Freight Forwarders (FMFF,2023). According to the Federation of Malaysian Freight Forwarders (FMFF, 2023), there are 1,421 FMFF-registered logistics companies in Malaysia.

Table 3.1

Number of Company Members in FMFF

FMFF Members	Number of Company Members
Selangor Freight Forwarder & Logistics Association	761
Johor Freight Forwarders Association	265
Penang Freight Forwarders Association	147
Sarawak Forwarding Agencies Association	160
Sabah Freight Forwarder & Logistics Association	56
Labuan Freight Forwarders Association	32
Total	**1421**

Based on Table 3.1 above, Selangor (761 companies), Johor (265 companies), Penang (147 companies), and Sarawak (160 companies) have a particularly high concentration, with more than 100 companies in each state. Selangor, home to 761 logistics companies, benefits from the strategic location of Port Klang at the northern end of the Strait of Malacca, providing key connections between Kuala Lumpur and the South China Sea (Joshi, 2022). Additionally, Johor, with 265 companies, is crucial for cross-border logistics due to its proximity to Singapore, allowing direct access to Singapore Port, the largest in Southeast Asia (Crane Worldwide Logistics, 2024). In addition, Penang, hosting 147 companies, serves as a vital logistics hub for northern Malaysia, connecting the country with southern Thailand through Penang Port (Joshi, 2022). Lastly, Sarawak, with 160 companies, plays a key role as a strategic logistics hub in East Malaysia, supported by six ports (Bintulu, Kuching, Miri, Samalaju, Tanjung Manis, and Rajang), facilitating

diverse logistics activities in the region (Suhaidi, 2023). These states are chosen as sampling locations due to the high concentrations of logistics companies within them and their strategic locations.

3.3.3 Sampling Elements

The target respondents for this study are full-time employees who have worked in Malaysian logistics companies. This study excludes part-time employees, and those in supervisory or managerial roles because the study focuses on operational-level employees who are directly involved in daily logistics activities, which aligns with the study's objectives.

3.3.4 Sampling Technique

A suitable sampling technique for this study is judgment sampling, a non-probability sampling method where the sample size is selected from the population of interest based on the researcher's judgement (Moss, 2020). The researchers choose four states including Selangor, Johor, Penang, and Sarawak out of five states (Selangor, Johor, Penang, Sarawak, Sabah) and one federal territory (Labuan) represented by FMFF's six-member associations. The researchers chose these four states due to their high concentrations of logistics companies (over 100 companies per state) and strategic importance as outlined in Section 3.3.2. This study excludes Sabah and Labuan as the company members of Sabah Freight Forwarder & Logistics Association and Labuan Freight Forwarders Association are below 100.

3.3.5 Sampling Size

3.3.5.1 G*Power

A power analysis is conducted using G*Power following Cohen's principles to estimate the appropriate sample size for this study (Cohen, 1988). This method helps to minimize the sampling errors (Type I and Type II errors) by calculating the

minimum sample size needed to detect a significant effect. The analysis is based on the principle that increasing the sample size reduces sampling error (Type I error). However, a larger sample size can also increase measurement error (Type II error). In other words, a larger sample size decreases the likelihood of Type I error but raises the risk of Type II error, and vice versa. To balance these errors in determining the sample size, the Type I error rate (α) is typically set at 0.05, while the Type II error rate (β) is set at 0.2, resulting in a power level of 0.8 (calculated as $1 - \beta = 1 - 0.20$). The reason for setting the power as 0.8 is because it is the standard threshold for behavioural and social sciences research based on Cohen (1988). The effect size is set as 0.5, indicating a moderate effect based on Cohen's d, as shown in Figure 2 (Bhandari, 2020). Additionally, the number of predictors in the study is set to 1 because the model focuses on examining the effect of a single independent variable on the dependent variable (Tabachnick & Fidell, 2014).

Effect size	Cohen's *d*	Pearson's *r*
Small	0.2	.1 to .3 or -.1 to -.3
Medium	0.5	.3 to .5 or -.3 to -.5
Large	0.8 or greater	.5 or greater or -.5 or less

Figure 2 : Cohen's d Interpretation. Note. From Bhandari (2020). *https://www.scribbr.com/statistics/effect-size/*

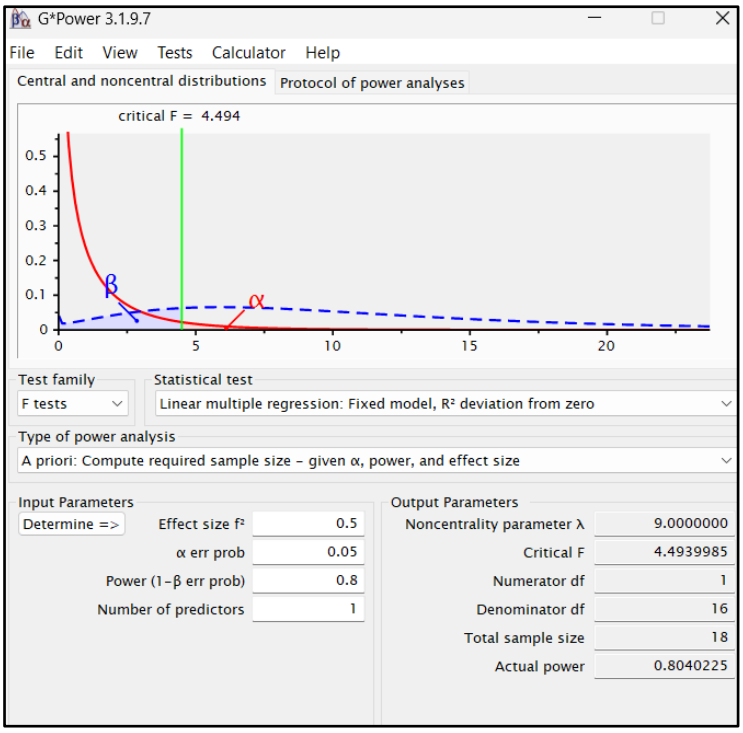

Figure: 3: F Test Multiple Regression Analysis Minimum Sampling Size. Note. From Faul, F., Erdfelder, E., Lang, A.-G. & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. Behavior Research Methods, 39, 175-191. http://www.psycho.uni-duesseldorf.de/abteilu ngen/aap/gpower3

Based on Figure 3, the minimum sampling size for the study is 18. However, given the large population of the Malaysian logistics industry and the need for statistical reliability, it is common practice to inflate the sample size to ensure greater precision and reduce potential sampling errors. According to Memon et al (2020), Roscoe's (1975) guidelines state that the recommended sample size for behavioral science research is between 30 and 500. In this study, taking into consideration the small sampling size calculated from Figure 3, the researchers decide to inflate the above sample size (N=18) by 10, given a minimum sample size of 180.

3.4 Data Collection

Data collection is a crucial stage in a research study that allows the researcher to address the research questions. In this research, both primary and secondary data

collection methods are utilized to enhance the study's depth, reliability, and ability to draw well-rounded conclusions.

3.4.1 Primary Data

Primary data refers to first-hand, factual, and original information collected directly by the researcher, specifically to address the problem at hand (Ajayi, 2023). It provides firsthand information from participants, allowing to gather specific insights directly related to the constructs in this study. The source of primary data in this study is by using questionnaires.

3.4.2 Secondary Data

Secondary data, sourced from existing literature and studies (Ajayi, 2023), supports the research by providing background information, theoretical frameworks, and past findings, which help contextualize and validate our results. In this study, the secondary data collection sources include websites, books, and journal articles.

3.5 Research Instruments

3.5.1 Data reliability and validity

Validity and reliability are two indispensable characteristics of any research measurement instrument. Reliability refers to the consistency of the findings, while validity indicates the accuracy or truthfulness of the results (Sürücü & Maslakçı, 2020). Without evaluating these two features, it will be challenging to account for the effects of measurement errors on the theoretical relationships being studied.

3.5.1.1 Data Analysis

During primary data collection, data pre-screening is conducted to ensure that all questionnaire responses are complete. Each response is checked so that no questions are left incomplete. The SPSS version 27.0 is used in this study, where all questions are coded with numeric values, and the primary data (i.e. demographic information) is entered for analysis. Additionally, PLS-SEM is employed to test all variables in the study. This approach enables researchers to examine the relationships between observed and latent variables within a complex model, conduct various robustness assessments, and account for measurement errors when evaluating abstract concepts (Memon et al., 2021).

Measurement theory provides two primary methods for measuring latent variables, namely reflective and formative models (Hair et al., 2022). This study uses a reflective model. Specifically, SL, WLB, and OBSE are treated as latent variables and measured using reflective indicators. In this model, each variable (SL, WLB, OBSE) is represented by specific items in the questionnaire, which reflect the variable's influence. This means the relationship flows from the variable to the items. For example, changes in perceived SL would result in changes in its related items. Reflective indicators should be highly related and interchangeable because they represent different aspects of the same concept. Removing one indicator shouldn't change the meaning of the variable, as long as the remaining indicators are reliable (Hanafiah, 2020; Hair et al., 2022). This aligns with the reflective measurement approach.

3.5.2 Questionnaire

The survey questions used in this study to collect data are closed-ended questions, which enable survey respondents to select from a predetermined range of alternatives and this method expedites the collection and processing of data (Jain, 2021; Olsen, 2012, as cited in Taherdoost, 2021). There are four sections in the survey. Section A represents demographic questions (see **Appendix 1.1**), Section

B represents SL (see **Appendix 1.2**), Section C represents OBSE (see **Appendix 1.3**), and Section D represents WLB (see **Appendix 1.4**).

3.5.2.1 Demographic Information

This section of the instrument is designed to collect demographic information from respondents. It includes questions about personal details such as position, gender, age, and marital status and so on. Additionally, respondents are asked to rank five aspects: leisure/entertainment, family, sport, work, and professional development in order of importance from 1 to 5. This ranking allows for the analysis of patterns and preferences across different demographic groups, such as gender.

3.5.2.2 Servant Leadership

In this study, servant leadership in Section B is assessed using a 14-item scale adapted from Ehrhart (2004). Sample items include statements such as "My supervisor creates a sense of community among department employees."

3.5.2.3 Organizational-Based Self-Esteem

OBSE was measured using a 10-item adapted from Pierce et al. (1989) in Section C. Sample items include "I am trusted in my company."

3.5.2.4 Work Life Balance

Brough et al. (2014) 4-item was adopted to measure WLB in Section D, with one question in Q2 involving reverse scoring: "I have difficulty balancing my work and non-work activities."

3.5.2.5 Operationalization of Variables

The questionnaire consists of four sections. Section A includes 8 nominal scale questions, 3 ordinal scale questions, and 1 interval scale question. Sections B to D use a 5-point Likert scale, which is classified as an interval scale. A standard 5-point Likert scale assigns values from 1 ("Strongly Disagree") to 5 ("Strongly Agree") to represent levels of agreement.

Table 3.2

Operationalization of Variables: Section A

Section	Variable	Measurements	Scale Technique
A	Position	Nominal	Close-ended
	Gender	Nominal	Close-ended
	Age	Ordinal	Close-ended
	Marital Status	Nominal	Close-ended
	Ethnicity	Nominal	Close-ended
	Organizational Tenure	Ordinal	Close-ended
	Working location (State)	Nominal	Close-ended
	Average Working Hour (Week)	Ordinal	Close-ended
	Work Loaded	Nominal	Close-ended
	Spend enough time with family	Nominal	Close-ended
	Work Life Balance is Important	Nominal	Close-ended
	Aspects Ranking	Interval	5-points Likert scale

Table 3.3

Operationalization of Variables: Section B to D

Section	Variable	No. of items	Measurements	Scale Technique
B	SL	14	Interval	5-points Likert scale
C	OBSE	10	Interval	5-points Likert scale
D	WLB	4	Interval	5-points Likert scale

3.5.3 Pilot study

The subsequent phase involves carrying out a pilot study which serves to collect the initial information on the phenomenon under investigation, and the purpose of the study is to test and evaluate the study's direction, validate assumptions, and determine the effectiveness of the developed questionnaire and research methods in addressing the problem (Mutz & Müller, 2016; Kaur et al., 2017; Thomas, 2017 as cited in Dźwigoł, 2020). According to Bujang et al. (2024), the reliability of the questionnaire is often assessed with a minimum of 30 responses in the pilot study.

Table 3.4

Gantt Chart: The process of conducting a pilot study

Week	1	2	3	4	5	6	7	8&9	10
Research Journal Article									
Design Survey items									
Review and modify survey items									
Generate survey on platform									
Decide survey distribution and target population									
Approval from supervisor and ethical clearance									
Distribute the questionnaires									

Follow-up with respondents									
Obtain completed questionnaires									

3.5.3.1 Cronbach's Alpha Result for pilot study

As shown in Table 3.4, Cronbach's alpha values for the pilot study indicate that most constructs meet the reliability criteria. Specifically, the Cronbach's alpha values for OBSE, SL, and WLB are 0.938, 0.958, and 0.832, respectively. These values exceed the recommended threshold of 0.60, as outlined in **Section 3.7.2**, suggesting satisfactory internal consistency across these constructs.

Table 3.5

Cronbach's Alpha Result for pilot study

Latent Variable	Cronbach's alpha
Organizational-Based Self-Esteem	0.938
Servant Leadership	0.958
Work Life Balance	0.832

3.6 Data Processing

Data processing is essential for ensuring the validity, accuracy, and reliability of research findings. It provides the necessary tools to effectively address the research goals and draw meaningful conclusions in this study.

3.6.1 Data Checking

In the 30 responses received for the pilot study, there were no illogical answers, missing data, or invalid codes. Therefore, the collected data are both valid and reliable.

3.6.2 Data Coding

The SPSS has been used to code each response option for all the demographic questions in the questionnaire. Following this, PLS-SEM is employed to test all variables to facilitate the data entry process and ensure accuracy in this study.

3.6.3 Data transcribing

Once all data has been collected, it is transcribed in the SPSS and PLS-SEM to advance the analysis process.

3.7 Proposed Data Analysis Tool

3.7.1 Descriptive Analysis

This analysis covers the demographic profile questions, which include twelve questions in total. Pie charts generated from SPSS are utilized to represent the demographic profiles for questions 1 to 11. For question 12, a stacked bar chart that created by Excel is employed to illustrate the proportional contribution of individual data points relative to the total. This stacked bar chart also includes a breakdown by gender, providing a clear comparison between male and female groups. Additionally, SPSS is also used to generate indicators such as mean, standard deviation, skewness, kurtosis, and others.

3.7.2 Reliability Analysis

To evaluate the reliability of the study, a reliability test is conducted using Cronbach's alpha (α) as the indicator. This test assesses the extent to which the items within the questionnaire are internally consistent and positively correlated. Specifically, as shown in Table 3.2, "Excellent" for values of 0.9 or higher, "Very

Good" for 0.8 to 0.9, "Good" for 0.7 to 0.8, "Moderate" for 0.6 to 0.7, and "Poor" for values below 0.6. These categories reflect the level of internal consistency and reliability.

Table 3.6

Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Very Good
$0.8 > \alpha \geq 0.7$	Good
$0.7 > \alpha \geq 0.6$	Moderate
$0.6 > \alpha$	Poor

Note. Adapted from Hair et al. (2016, as cited in Nawi et al., 2020). A Review on the Internal Consistency of a Scale: The Empirical Example of the Influence of Human Capital Investment on Malcom Baldridge Quality Principles in TVET Institutions. *Asian People Journal*, 3(1), 19 – 29.

3.7.3 Inferential Analysis

In this study, PLS-SEM is used to examine the relationships between all the variables. As noted in **Section 3.5.1.1**, this study applies SmartPLS with a reflective measurement model, requiring a structured inferential analysis in Chapter 4. According to Chua, (2024) it includes four primary steps.

3.7.3.1 Factor Loadings

According to Hair et al. (2022), outer loadings are examined to determine the extent to which each item reflects its underlying construct. The variance explained by the construct for an item is shown by the square of the standardized indicator's outer loading, indicating the item's contribution to measuring the intended construct.

3.7.3.2 Consistency Reliability

Cronbach's alpha is commonly used to examine consistency reliability. However, as stated in Hair et al. (2022), it has limitations, particularly in PLS-SEM, where indicators may have different loadings. Thus, composite reliability also employed in this study as a more accurate measure of reliability, as it considers variations in indicator outer loadings.

3.7.3.3 Convergent Validity

Convergent Validity (CV) is used to confirm whether there is a strong correlation between the different items of a construct, i.e., whether these items are all measuring the same concept. By calculating the Average Variance Extracted (AVE), this study can confirm whether the items share enough common variance to determine whether they consistently reflect the same conceptualisation (Hair et al., 2022).

3.7.3.4 Discriminant Validity

To ensure each construct is distinct, discriminant validity will be verified. Initially, the Fornell-Larcker criterion will be used, which involves comparing the square root of each construct's AVE to its correlations with other constructs (Hair et al., 2022). Additionally, the heterotrait-monotrait (HTMT) ratio, as recommended by Henseler et al. (2015), will be applied for a more robust assessment of discriminant validity.

3.7.3.5 Path Coefficients, T Statistics and P value

After conducted above four steps, bootstrapping is applied to perform R-Square Analysis (R-square and R-square adjusted), which indicates the explanatory power of the model for each endogenous construct (Hair et al., 2022). Additionally, bootstrapping generates path coefficients, t-statistics, and p-values to evaluate the significance and strength of the hypothesized relationships. As stated in Hair et al.

(2022), these values provide insights into the model's predictive accuracy and help determine the statistical support for each hypothesis.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter presents and describes the results obtained from the survey. Descriptive analysis was conducted using SPSS statistical software, while inferential analysis was performed using SmartPLS.

4.1 Descriptive Analysis

In this study, a total of 404 questionnaires were collected. After screening, 30 invalid responses were excluded for the following reasons, 3 participants did not consent to share personal data, 19 were part-time employees, 4 were managers, 1 was a supervisor and thus outside the study's scope, and 3 exhibited straight-lining responses. As a result, 374 valid questionnaires were retained, with a valid response rate of 92.57 percent.

4.1.1 Respondent Demographic Profile

Table 4.1

Frequency Distribution of Question 1 in Demographic Profile

I am a _	Frequency	Percent	Valid Percent	Cumulative Percent
Full-time employee	374	100	100	100
Total	374	100	100	100

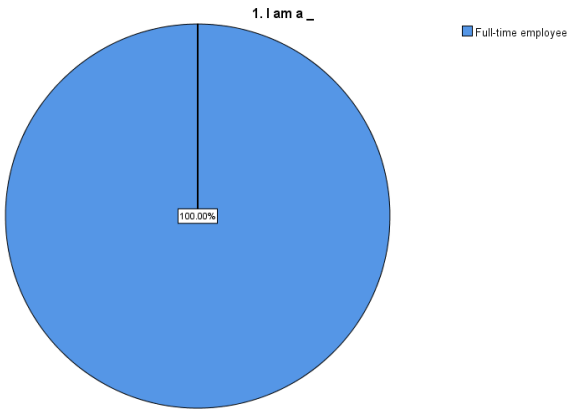

Figure 4: Position

The data presented in Table 4.1 and Figure 4 reveal that all respondents (100 percent) are full-time employees in Malaysian logistics companies. There are no part-time employees, managers, or supervisors among the respondents.

Table 4.2

Frequency Distribution of Question 2 in Demographic Profile

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	207	55.3	55.3	55.3
Female	167	44.7	44.7	100
Total	374	100	100	

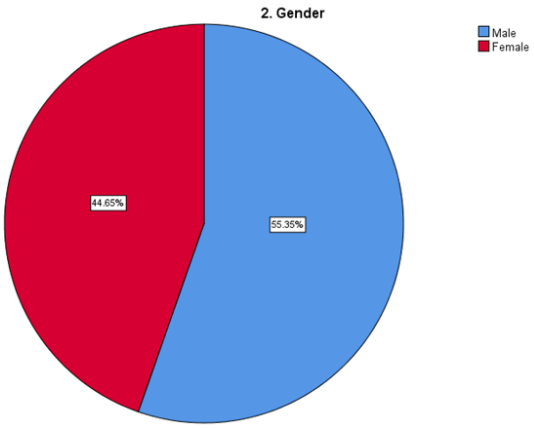

Figure 5: Gender

Table 4.2 and Figure 5 illustrate that 55.30 percent of respondents are male while 44.70 percent of respondents are female, indicating a gender distribution with a majority of male employees. This difference also indicates that although male representation remains higher, female participation in the logistics industry is also significant.

Table 4.3

Frequency Distribution of Question 3 in Demographic Profile

Age	Frequency	Percent	Valid Percent	Cumulative Percent
30 or below	151	40.4	40.4	40.4
31 to 40 years old	155	41.4	41.4	80.8
41 to 50 years old	53	14.2	14.2	96
51 to 60 years old	15	4	4	100
Total	374	100	100	

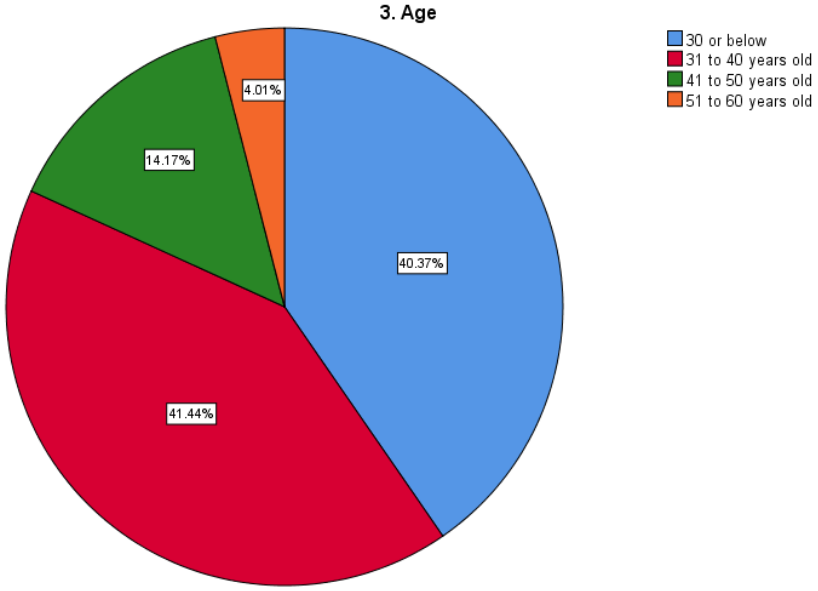

Figure 6: Age

The age distribution of respondents shown in Table 4.3 and Figure 6 reveals that 41.4 percent are between 31 and 40 years old, while 40.4 percent are under 30. A smaller proportion, 14.2 percent, are between 41 and 50 years and only 4 percent

fall within the 51-60 age range. These figures indicate that the majority of respondents are relatively young, with nearly half aged 40 or below.

Table 4.4

Frequency Distribution of Question 4 in Demographic Profile

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	182	48.7	48.7	48.7
Married	192	51.3	51.3	100
Total	374	100	100	

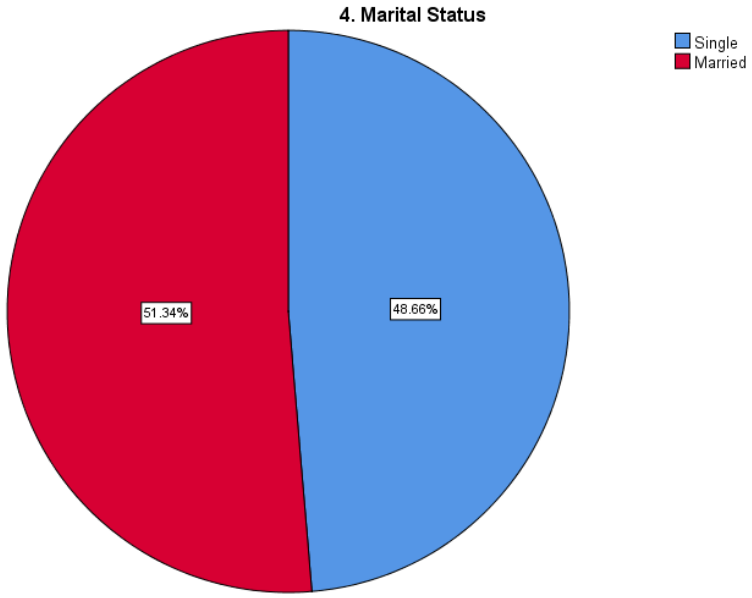

Figure 7: Marital Status

Table 4.4 and Figure 7 have illustrated that 48.7 percent of respondents are married, while 51.3 percent are single, indicating a slight majority of married individuals.

Table 4.5

Frequency Distribution of Question 5 in Demographic Profile

Ethnicity	Frequency	Percent	Valid Percent	Cumulative Percent
Malay	104	27.81	27.81	27.81
Chinese	152	40.64	40.64	68.45
Indian	113	30.21	30.21	98.66
Others	5	1.34	1.34	100
Total	374	100	100	

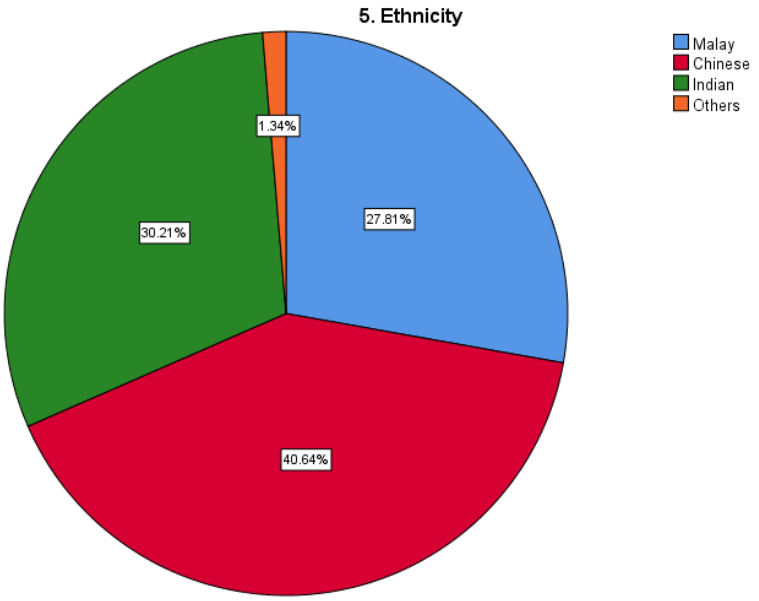

Figure 8: Ethnicity

Table 4.5 and Figure 8 show the ethnic distribution of respondents with 40.64 percent identifying as Chinese, 30.21 percent as Indian, 27.81 percent as Malay, and 1.34 percent from other ethnic groups. The ethnic composition of the sample reflects the diverse demographic landscape of the workforce in the logistics industry.

Table 4.6

Frequency Distribution of Question 6 in Demographic Profile

Organizational Tenure	Frequency	Percent	Valid Percent	Cumulative Percent
2 to less than 4 years	151	40.374	40.374	40.374
4 to less than 6 years	136	36.364	36.364	76.738
6 to less than 8 years	52	13.903	13.903	90.641
10 years and above	35	9.359	9.359	100
Total	377	100	100	

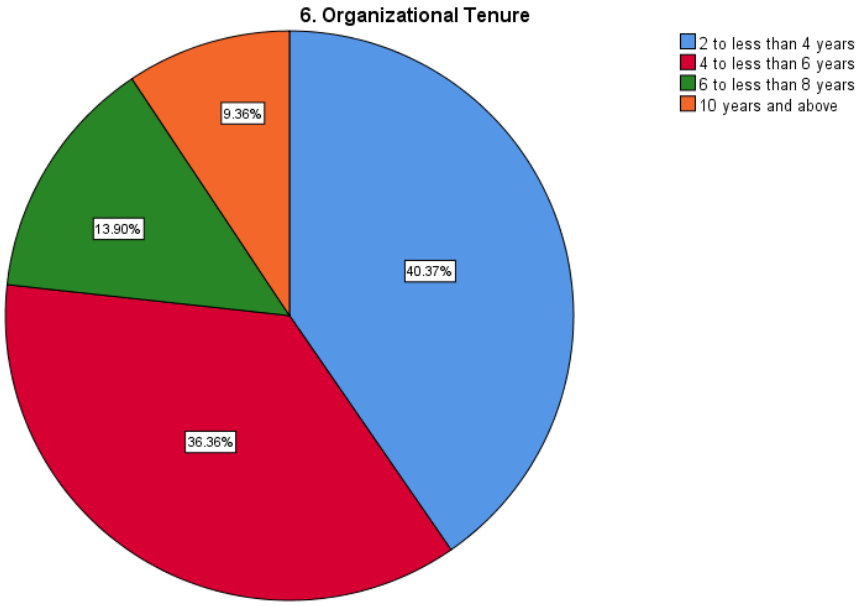

Figure 9: Organizational Tenure

Furthermore, Table 4.6 and Figure 9 show that 40.374 percent of respondents have worked 2 to 4 years in their current companies, 36.364 percent have worked 4 to 6 years, 13.903 percent have worked 6 to 8 years, and 9.359 percent have worked more than 10 years. This indicates that the majority of respondents only work 2 to 4 years in their current working companies.

Table 4.7

Frequency Distribution of Question 7 in Demographic Profile

Working Location	Frequency	Percent	Valid Percent	Cumulative Percent
Selangor	108	28.88	28.88	28.88
Johor	87	23.26	23.26	52.14
Penang	127	33.96	33.96	86.1
Sarawak	52	13.90	13.90	100
Total	374	100	100	

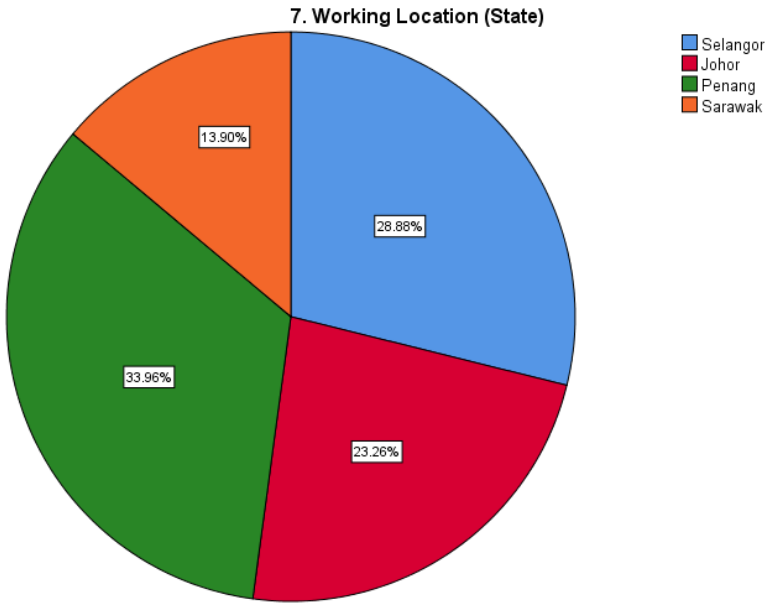

Figure 10: Working Location (State)

In addition, Table 4.7 and Figure 10 show that 33.96 percent of respondents are from Penang, 28.88 percent of respondents are from Selangor, 23.26 percent of respondents are from Johor while the remaining 13.90 percent of respondents are from Sarawak. This demonstrates that the majority of respondents work in logistics companies located in West Malaysia, as the percentages for selecting Penang, Selangor and Johor is much higher than selecting Sarawak.

Table 4.8

Frequency Distribution of Question 8 in Demographic Profile

Average Working Hour (week)	Frequency	Percent	Valid Percent	Cumulative Percent
40 hours or less	98	26.2	26.2	26.2
41-45 hours	109	29.1	29.1	55.3
46-50 hours	141	37.7	37.7	93.0
51-55 hours	22	5.9	5.9	98.9
56-60 hours	4	1.1	1.1	100
Total	374	100	100	

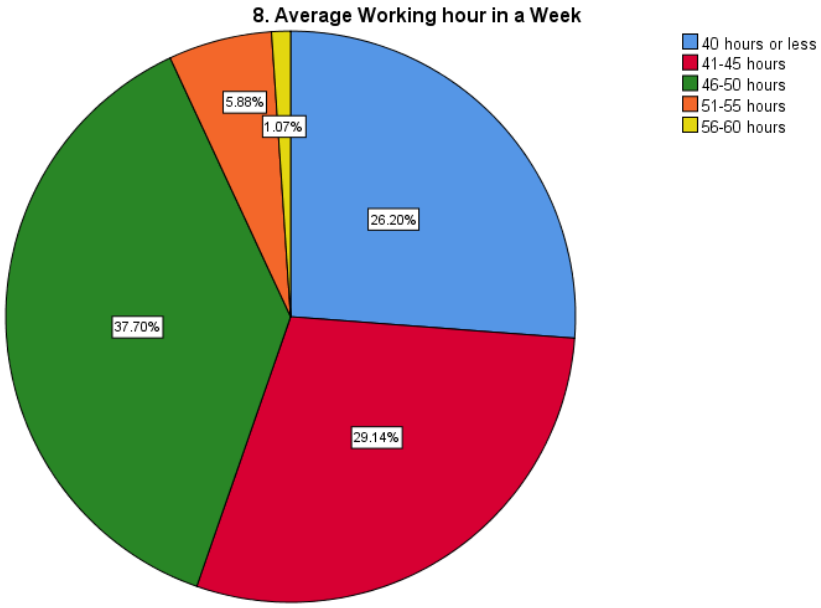

Figure 11: Average Working Hour in a Week

Moreover, Table 4.8 and Figure 11 show that 37.7 percent of respondents work 46 to 50 hours per week, 29.1 percent of respondents work 41 to 45 hours per week, 26.2 percent of respondents work 40 hours or less, 5.9 percent of respondents work 51 to 55 hours per week and 1.1 percent of respondents work 55 to 60 hours per week. This indicates that the majority of respondents work 46 to 50 hours per week, followed by 41 to 45 hours, less than 40 hours, 51 to 55 hours, and 56 to 60 hours.

Table 4.9

Frequency Distribution of Question 9 in Demographic Profile

Heavily Workload	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	201	53.7	53.7	53.7
No	173	46.3	46.3	100
Total	374	100	100	

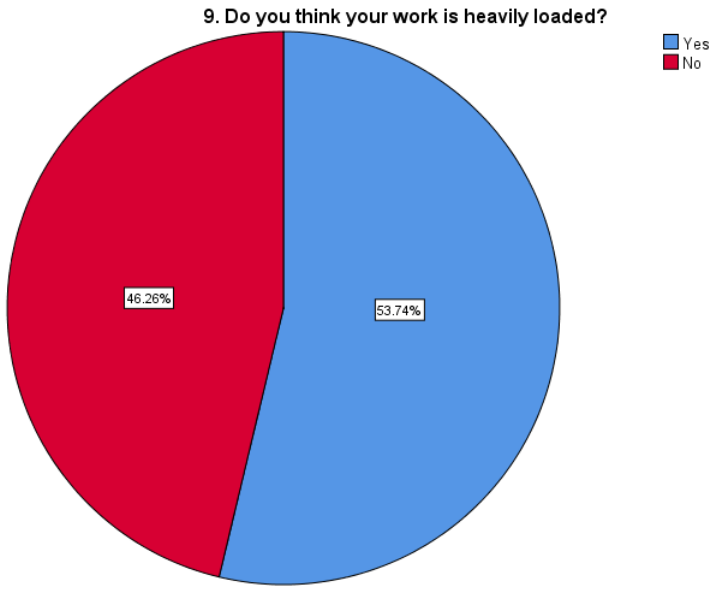

Figure 12: Do you think your work is heavily loaded?

In Table 4.9 and Figure 12, 53.7 percent of respondents think that their work is heavily loaded while 46.3 percent of respondents do not think their work is heavily loaded. This indicates that the majority of full-time employees think that their work is heavily loaded in the Malaysian logistics industry.

Table 4.10

Frequency Distribution of Question 10 in Demographic Profile

Enough Family Time	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	154	41.2	41.2	41.2
No	220	58.8	58.8	100
Total	374	100	100	

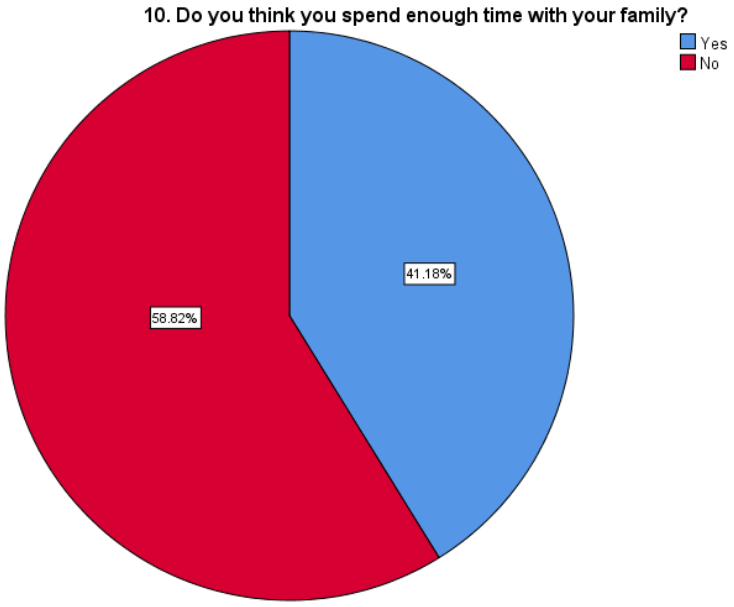

Figure 13: Do you think you spend enough time with your family?

According to Table 4.10 and Figure 13 above, 41.2 percent of respondents think that they spend enough time with their family and 58.8 percent of respondents think that they do not spend enough time with their family. This indicates that majority of respondents think that they have not enough time to spend with family even though their work is heavily loaded.

Table 4.11

Frequency Distribution of Question 11 in Demographic Profile

Is work-life balance important?	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	350	93.6	93.6	93.6
No	24	6.4	6.4	100
Total	374	100	100	

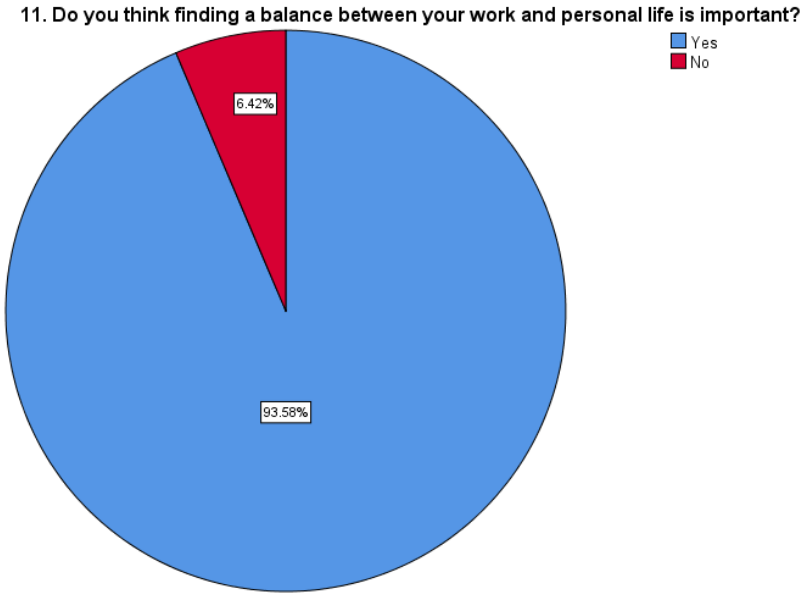

Figure 14: Do you think finding a balance between your work and personal life is important?

Based on Table 4.11 and Figure 14, 93.6 percent of respondents think that finding a balance between work and personal life is important, while 6.4 percent of respondents think that finding a balance between work and personal life is not important. This indicates that the majority of respondents place high importance on balancing work and personal life.

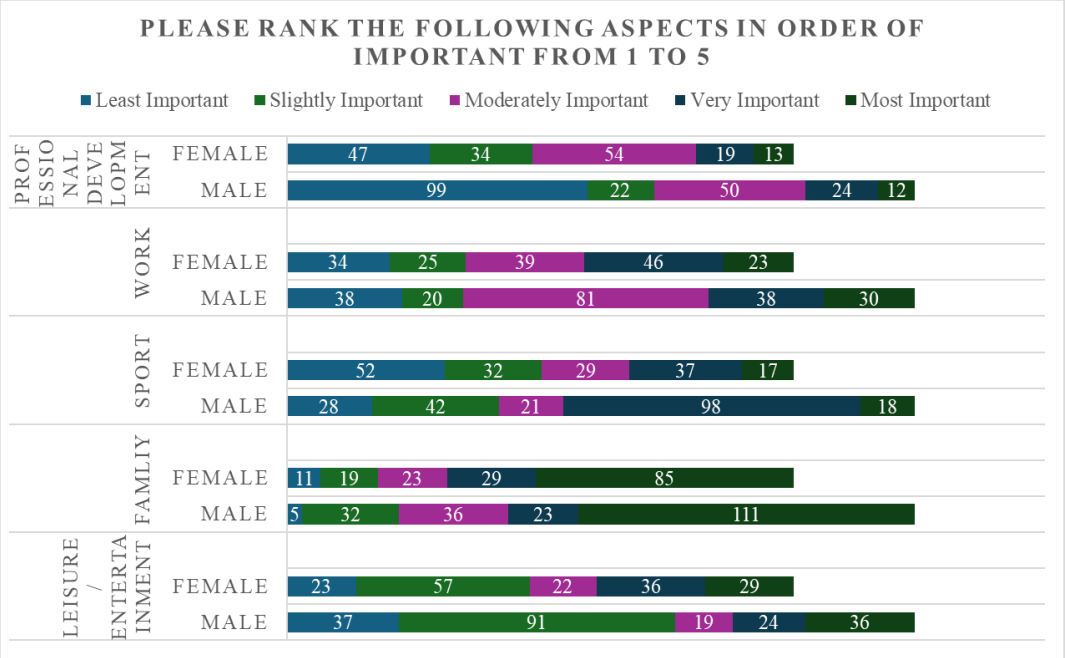

Figure 15: Please rank the following aspects in order of importance from 1 to 5.

Figure 15 illustrate the differences in prioritization of life aspects among females and males in the Malaysian logistics industry. Both genders prioritize family above all other aspects, with 22.73 percent of females and 29.68 percent of males marking it as "Most Important." Professional development is ranked the least important for both, with 12.57 percent of females and 26.47 percent of males rating it as "Least Important."

However, remarkable gender differences emerge in other domains. Males place significantly more emphasis on sports (26.20 percent "Very Important") compared to females (9.89 percent), and also prioritize leisure/entertainment slightly higher, with 24.33 percent of males considering it "Slightly Important" compared to 15.24 percent of females. In contrast, females display a more balanced focus on work, professional development, and family, while males show a polarized pattern, prioritizing family and sports while deprioritizing professional development and leisure.

These findings suggest that while family remains a universal priority, males and females differ in their emphasis on WLB aspects. Based on the results, researchers

argue that organizations should recognize the different outcomes for males and females when offering support to them, as different genders have different perspectives. Hence, it highlights the importance of conducting our research.

4.1.2 Central Tendencies Measurement of Constructs

Table 4.12

Descriptive Statistics of SL, OBSE, and WLB

Variable		**Min**	**Max**	**M**	**SD**
SL		1.00	5.00	3.9032	0.64868
Overall SL					
Median	4.0000				
Range	4.00				
Skewness	-1.400				
Kurtosis	4.057				
OBSE		2.00	5.00	4.0545	0.57614
Overall OBSE					
Median	4.000				
Range	3.00				
Skewness	-0.665				
Kurtosis	1.123				
WLB		1.00	5.00	3.4234	0.96925
Overall WLB					

Median	4.0000
Range	4.00
Skewness	-0.380
Kurtosis	-0.902

Note. N=374

In the data of Table 4.12, OBSE has the highest mean score (M = 4.0545), suggesting that respondents generally report a strong sense of self-esteem within their organizational roles. This is followed by SL with a mean of 3.9032, indicating a moderately high perception of SL within the organization. WLB has the lowest mean (M = 3.4234), pointing to moderate levels of perceived WLB.

In terms of variability, WLB shows the highest standard deviation (SD = 0.96925), suggesting greater diversity in responses regarding WLB among participants. This is followed by SL (SD = 0.64868) and OBSE (SD = 0.57614), indicating that perceptions of self-esteem and SL are relatively more consistent across the sample.

The skewness and kurtosis analysis of the variables SL, OBSE, and WLB provides valuable insights into respondents' perceptions. Both SL, with a skewness of -1.400, and OBSE, with a skewness of -0.665, exhibit left-skewed distributions. This indicates a positive bias among respondents, with OBSE showing a slightly larger skewness. This suggests that respondents generally have a positive bias towards these two variables. The skewness of WLB is smaller (-0.380), and although it is also left-skewed, the tendency is weaker, reflecting a moderate positive preference.

In terms of kurtosis, SL has a value of 4.057, which is significantly higher than the normal value of 3. This indicates that the distribution of SL is leptokurtic, or more peaked than a normal distribution, with fewer extreme values (outliers). This suggests that respondents are relatively consistent in their views of SL, with most responses concentrated around the mean. Considering excess kurtosis, which

subtracts 3 from the raw kurtosis, the value would be 1.057, further reinforcing that SL has a more peaked distribution.

The kurtosis of OBSE is 1.123, slightly higher than SL, implying a more focused distribution. This suggests that respondents' views on OBSE are more concentrated, with fewer deviations from the mean. In contrast, the negative kurtosis value of -0.902 for WLB indicates a platykurtic distribution, meaning it is flatter and more spread out. This implies that respondents' views on WLB are more varied and less consistent, with a wider range of perceptions. In short, SL and OBSE show more consistent perceptions, reflecting a convergence of respondents' views on these variables. In contrast, WLB exhibits a wider range of perceptual differences, suggesting greater diversity in respondents' views on WLB.

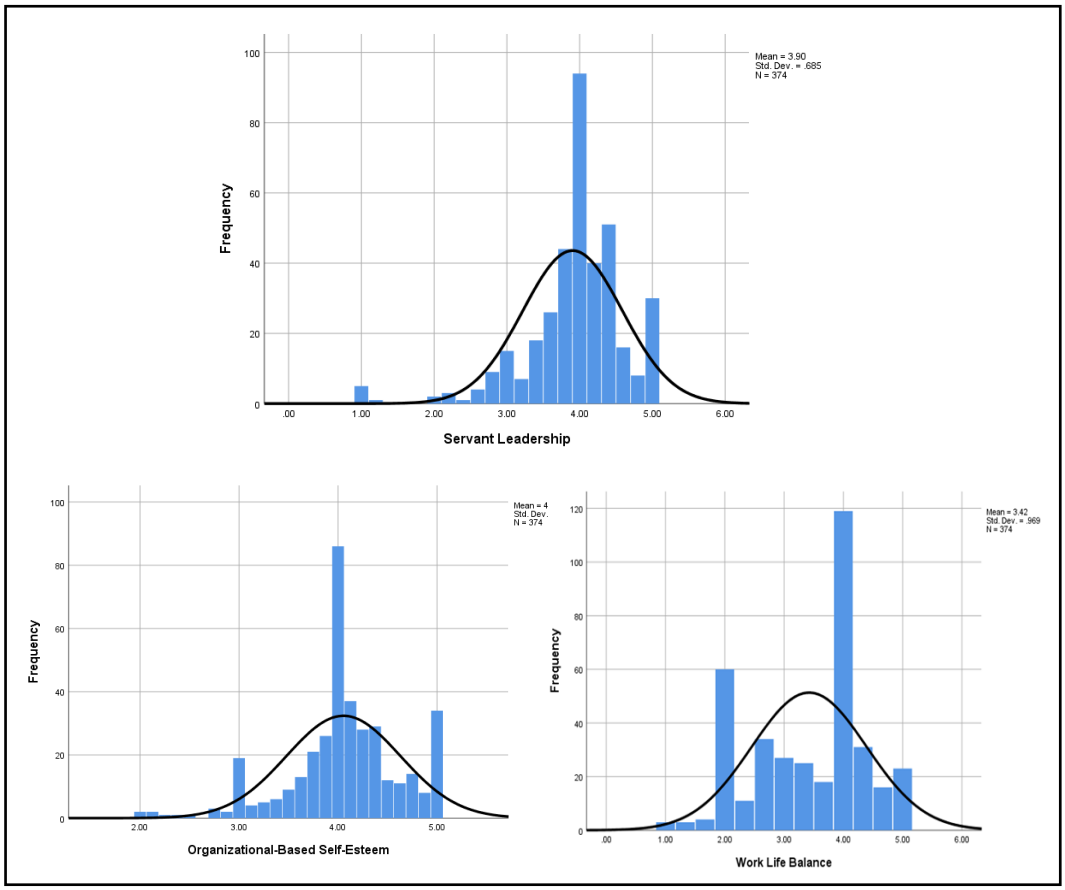

Figure 16: Skewness and Kurtosis in the Frequency Distributions of SL, OBSE, and WLB

4.2 Inferential Analysis

4.2.1 PLS-SEM Bootstrapping Procedures

In this study, a bootstrapping approach with 5,000 subsample iterations was used to strengthen the robustness of parameter estimates. To improve computational efficiency, parallel processing was applied throughout the bootstrapping procedure. Confidence intervals were calculated using the percentile bootstrap method, enhancing the reliability of interval estimates. A two-tailed test with a 0.05 significance level was used to determine statistical significance.

4.2.2 Measurement Model Assessment

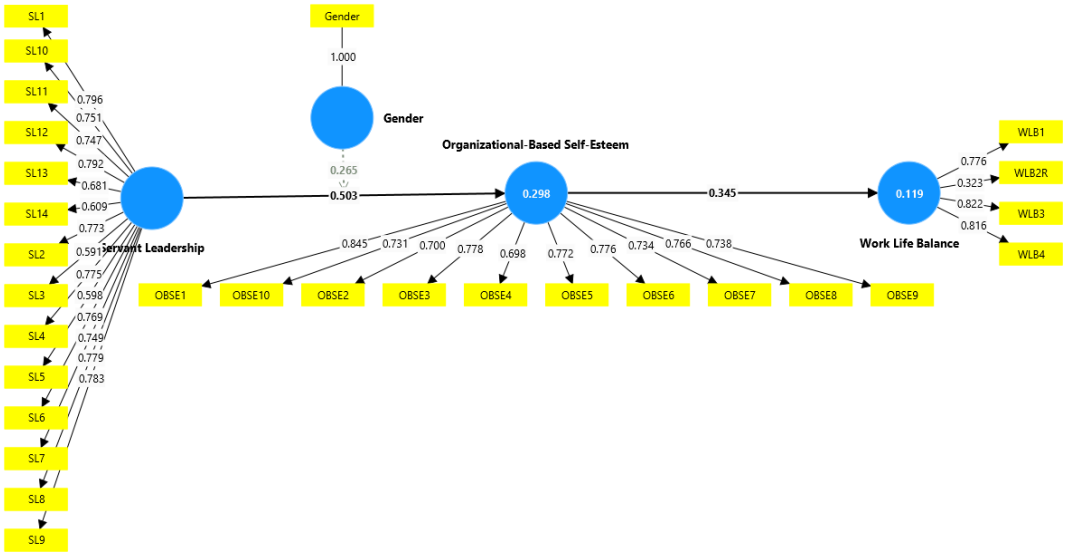

Figure 17: PLS-SEM Model

According to the conceptual framework developed with SmartPLS, the results are illustrated in Figure 17 and this framework was thereafter analyzed to determine the hypotheses' reliability, validity, correlations, and significance. The beta values are denoted on the arrowheads between the blue circles and the R-square values are indicated by the values within the blue circles. SL and OBSE have a positive beta

value which means that when SL practices are increased, OBSE also increases among employees within the organization. The beta value between OBSE and work life balance is positive as well, indicating that when OBSE increases, employees may feel more fulfilled in their jobs which in turn improves their work life balance.

4.2.2.1 Factor Analysis

Based on Table 4.13 results, this study identifies seven items, OBSE2 (0.700), OBSE4 (0.698), SL3 (0.591), SL5 (0.598), SL13 (0.681), SL14 (0.609) and WLB2R (0.323) with outer loadings fall below the recommended threshold. Researchers suggest that standardized factor loadings should fall between 0.5 to 0.7 hence, it is suggested to eliminate low loading items like OBSE2, OBSE4, SL3, SL5, SL13, SL14, and WLB2R for better reliability and convergent validity (Hair et al., 2019). Figure 18 illustrates the results after removing the loadings that were below 0.7.

Table 4.13

Outer Loadings Results

	Gender	OBSE	SL	WLB	Gender x SL
Gender	1.000				
OBSE1		0.845			
OBSE10		0.731			
OBSE2		0.700			
OBSE4		0.698			
OBSE5		0.772			
OBSE3		0.778			
OBSE6		0.776			
OBSE7		0.734			

OBSE8	0.766			
OBSE9	0.738			
SL1		0.796		
SL10		0.751		
SL11		0.747		
SL12		0.792		
SL13		0.681		
SL14		0.609		
SL2		0.773		
SL3		0.591		
SL4		0.775		
SL5		0.598		
SL6		0.769		
SL7		0.749		
SL8		0.779		
SL9		0.783		
WLB1			0.776	
WLB2R			0.323	
WLB3			0.822	
WLB4			0.816	
Gender x SL				1.000

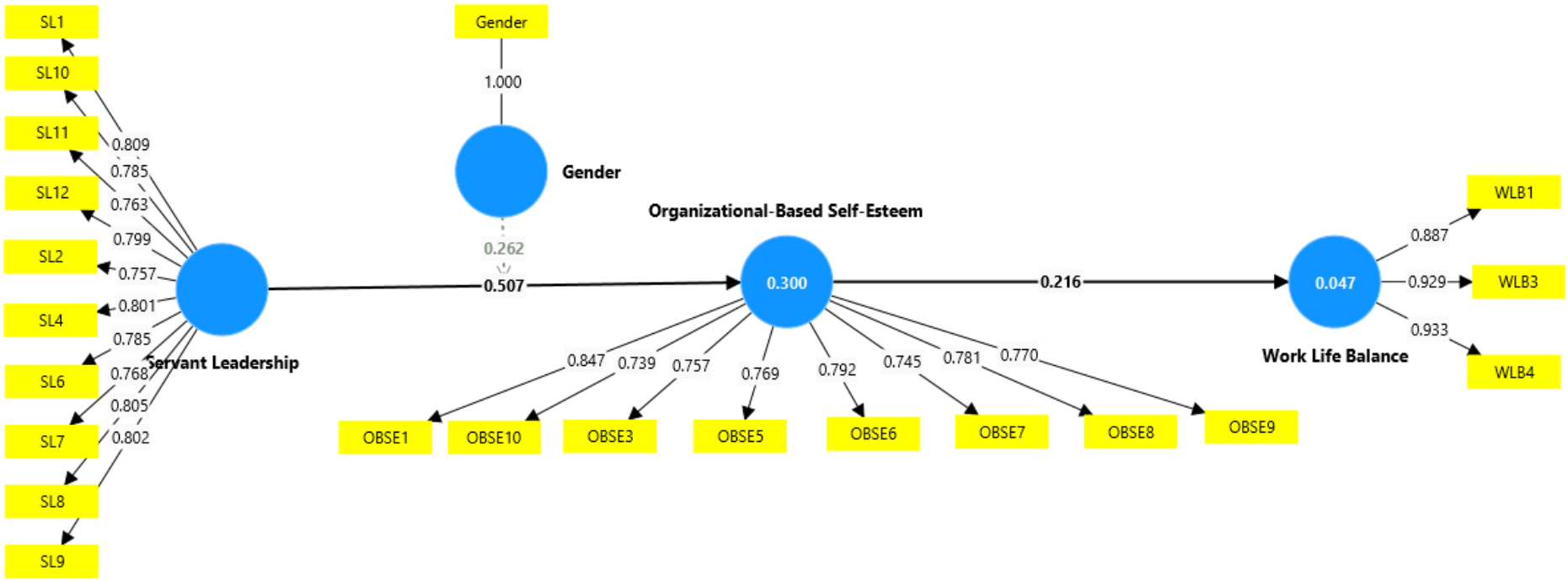

Figure 18: PLS-SEM Model with Removed Low Loading Factor

4.2.2.2 Reliability and Convergent Validity Analysis

Cronbach's alpha is a conservative measure of internal consistency, while composite reliability is more suitable for SEM with reflectively measured constructs (Hair, 2019; Haji-Othman & Yusuff, 2022). This study uses both measures, with composite reliability providing a more precise assessment by considering the different outer loadings of items in the construct, both with a threshold of 0.70. Convergent validity can then be supported, and discriminant validity is subsequently assessed.

Table 4.14

Results of the Reliability and Convergent Validity Analysis

	α	CR	AVE
OBSE	0.905	0.923	0.602
SL	0.932	0.942	0.620
WLB	0.908	0.941	0.841

Note: α = Cronbach's Alpha, CR = Composite Reliability, AVE = Average Variance Extracted

Table 4.14 shows the results of the reliability and convergent validity analysis for the full study after item modifications. The α values for OBSE, SL, and WLB are 0.905, 0.932, and 0.908, respectively, all exceeding the threshold of 0.9, indicating excellent reliability. Additionally, the CR values for OBSE, SL, and WLB are 0.923, 0.942, and 0.941, all well above the 0.70 threshold, confirming good construct reliability (Hair et al., 2019). Furthermore, the AVE values for OBSE, SL, and WLB are 0.602, 0.620, and 0.841, respectively, all exceeding the 0.50 benchmark, indicating that each construct accounts for more than 50 percent of the variance in its items, which satisfies the criteria for convergent validity (Hair et al., 2019).

4.2.2.4 Discriminant Validity

Table 4.15

Discriminant Validity – Fornell-Larcker Criterion

	Gender	OBSE	SL	WLB
Gender	1.000			
OBSE	-0.121	0.776		
SL	-0.028	0.472	0.788	
WLB	-0.134	0.216	0.117	0.917

Table 4.16

Results of discriminant validity – Heterotrait-monotrait ratio (HTMT)

	Gender	OBSE	SL	WLB	Gender x SL
Gender					
OBSE	0.126				
SL	0.045	0.503			
WLB	0.143	0.228	0.127		
Gender x SL	0.006	0.192	0.151	0.129	

Results in Tables 4.15 and 4.16 confirm that each latent variable in the measurement model is distinct and adequately separated.

According to Fornell and Larcker (1981, as cited in Hair, 2019), discriminant validity is confirmed when the square root of the AVE for each latent variable is greater than the inter-construct correlation coefficients. Table 4.15 demonstrates that all diagonal values (square root of AVE) surpass the off-diagonal correlation coefficients, satisfying the Fornell-Larcker criterion and indicating that each construct is distinct.

Additionally, the HTMT Ratio, another measure of discriminant validity in PLS-SEM, evaluates the actual correlations between constructs (Hair, 2019). Table 4.16 shows that all HTMT values are below the recommended threshold of 0.90, indicating that the constructs are sufficiently distinct and thus confirming discriminant validity.

4.2.3 Structural Model Analysis

4.2.3.1 R-Square Analysis

Table 4.17

R-Square Value

	R^2	R^2 (adj)
Organizational-Based Self-Esteem	0.300	0.294
Work Life Balance	0.047	0.044

The explanatory power of the structural model in PLS is measured by the coefficient of determination, or R^2, which ranges from 0 to 1 (Hair et al., 2019). A higher R^2 value signifies a better prediction of endogenous constructs. The R^2 values show the percentage of change in the dependent variable that the model can explain. As shown in Table 4.23, the analysis revealed that the model could account for approximately 30% of the variations in OBSE and 4.7% of the variations in WLB. This relatively low explanatory power suggests that additional predictors, beyond SL, should be considered to better capture the factors influencing WLB.

4.2.3.3 Path Coefficients, T Statistics and P value

Table 4.18

Path Coefficients, T Statistics and P value

	β	*t*	*p*	**Bootstrapped Confidence Interval**	
				95% LL	95% UL
Servant Leadership→ BSE	0.507	9.312	0	0.395	0.609
OBSE→WLB	0.216	4.223	0	0.112	0.311
Servant Leadership → OBSE → WLB	0.057	2.347	0.019	0.055	0.163
Gender x Servant Leadership → OBSE	0.262	3.284	0.001	0.098	0.407

According to Table 4.18, there is a significant positive relationship between servant leadership and employees' OBSE (β = 0.507, *t* = 9.312, and *p* = 0.000). This is due to its p-value is within the threshold of 0.05, indicating high significance between the relationships. Thus, ***H₁*** (i.e., There is a positive relationship between SL and OBSE) is supported.

Following this, the relationship between OBSE and WLB is also positive (β = 0.216, t = 4.223, and p = 0.000), with p-value lower than 0.05. This suggests that higher OBSE is associated with better WLB, supporting ***H₂*** in this study (i.e., There is a significant relationship between OBSE and WLB). Consequently, ***H₃*** (i.e., The relationship between SL and WLB is mediated by OBSE) is also supported.

Lastly, the interaction between gender and servant leadership shows a positive coefficient (β = 0.262, t = 3.284, p = 0.001), suggesting a potential moderating effect of gender on the relationship between SL and OBSE. Similarly, the p-value falls within 0.05, hence ***H₄*** (i.e., gender moderates the relationship between SL and OBSE) is supported. Findings will be discussed in detail in the following chapter.

4.2.4 Analysis: The Moderating Effect of Gender

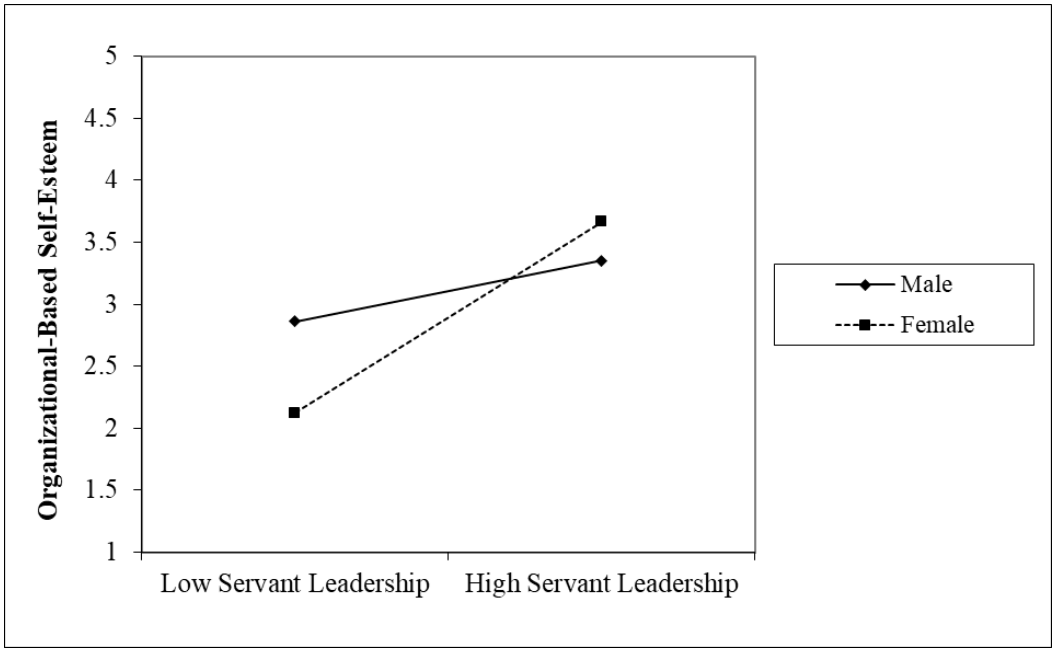

Figure 19: Interaction effect of SL and gender on OBSE.

Figure 19 illustrates how gender moderates the relationship between SL (x-axis) and OBSE (y-axis), indicating that gender moderates the influence of SL on OBSE. Specifically, OBSE increases more strongly for females than for males as SL rises. The dashed line indicates that females experience a stronger positive relationship between SL and OBSE, whereas the flatter solid line denotes a weaker relationship for males. Therefore, this study finds a gender difference in the relationship between SL and OBSE, where higher levels of SL have a stronger positive influence on OBSE for females. A detailed exploration of this will be discussed in the following chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter delves into the implications and limitations of the study, followed by recommendations for future research. The objective is to provide readers with a comprehensive understanding of our research subject.

5.1 Discussion of Major Findings

The results demonstrate that SL has a positive and significant relationship with OBSE, suggesting that when people receive their leaders as the servant, they can obtain higher OBSE. This finding is consistent with the conclusion of Farok and Zainal (2017), Chunghtai (2018), Bantha and Sahni (2021), and Elsaied (2021). Servant leaders who support employees, give them empowerment, involve them in decision-making, show care and concern, and foster a trusting environment in the organization can demonstrate to employees that they are valued, significant, and capable members in their workplace. These messages are likely to improve OBSE as a result (Chughtai, 2018; Elsaied, 2021). Pierce et al. (1989) note that individuals who possess high OBSE aim to uphold a positive self-perception through diligence, achievement, and meeting obligations, while those with low OBSE tend to doubt their skills and steer clear of tasks that could lead to success out of fear of failing. This provides insight into how leaders like managers and supervisors can incorporate servant behaviors, like ethical conduct and care for their subordinates, to enhance the WLB of employees in an organization.

Next, to the best knowledge of the researchers, no previous study has examined the relationship between OBSE and WLB thus far. Astonishingly, the researchers find stark result which reveals that OBSE is significantly related to WLB indicating that employees' perception on OBSE is important to elicit their ability to balance their work and life at the same time. OBSE reflects an individual's perception of their worth and competence within an organization. Employees with high OBSE often feel valued and supported, which enhances their job satisfaction and emotional

well-being, allowing them to better handle work demands without negatively impacting their personal life. This positive self-perception also helps reduce work-related stress and role conflicts, enabling employees to set boundaries and maintain a healthier balance between work and personal responsibilities (Gordon & Hood, 2021; Elsaied, 2021). Such finding contributes to the extant literature of work life balance by revealing that employees' self-esteem is considered as a vital element to increase the employees' ability to balance their work and life.

Additionally, this study also find OBSE mediates the relationship between SL and WLB. Such finding exponentially contributes to the scant literature of SL pertaining to how exactly OBSE bridges the gap between SL and WLB, offering deeper insights into the mechanisms through which leadership styles influence employees' ability to balance between work and personal responsibilities. When employees are respected, appreciated, and confident in their contributions, they experience less stress and greater job satisfaction, enabling them to manage work and personal responsibilities effectively. By fostering recognition, empowerment, and meaningful engagement, organizations can strengthen OBSE, promoting a healthier balance between professional and personal life.

The proposed relationships among SL, OBSE, and WLB are supported in this study from the data gathered in Malaysian logistic companies. The results indicate that SL is positively related to OBSE, while OBSE is significantly related to WLB. As such, this study finds that OBSE is a significant mediator for the relationship between SL and WLB. This finding indicates that the demonstration of SL by the superiors to the employees significantly increases the employees' OBSE that directly impacts their ability to adjust their work and life at the same time. Such finding contributes to the scant literature of SL pertaining to how employee's perception towards superior's SL style that potentially influence their OBSE to increase their ability to find balance in work and life. The researchers believe, from the psychological perspective, SL is regarded as concentrate of needs, empowerment (Elsaied, 2021), that ultimately inflate their self-esteem inside the organization. Hence, when employees perceive their leaders as servant leaders, they are more likely to balance their work and personal lives through perceived OBSE.

Surprisingly, this study finds that gender has a moderating effect on the relationship between SL and OBSE. To the researchers' best knowledge, this study is among the first studies to examine the moderating effect of gender on the aforementioned relationship. The moderating influence of gender is consistent with the arguments from Li et al. (2021) that gender has potential moderating influence on the SL enactment and self-esteem outcome. Females tend to be more sensitive to the availability of workplace environmental resources that support their family roles, aligning with the findings from Carlson et al. (2010, as cited in Li et al., 2021) as compared with their counterpart – male who has a less steep slope, indicating that females are more likely than male to have higher OBSE when the superiors demonstrate SL style on them. SL provides employees with access to resources essential for managing family responsibilities. Female employees, in particular, are more likely to benefit from these resources, which boost their OBSE and, in turn, help them achieve a better balance between work and family roles, enhancing their overall well-being in both domains.

5.2 Implications of the Study

5.2.1 Practical Implications

The findings of this study provide practical implications for practitioners and organizations, specifically to the Malaysian logistics industry such as supervisors and managers, by identifying key factors that influence employee WLB and proposing actionable insights for the practitioners. The study highlights the significance of servant leaders adopting SL behaviours which enhance employee OBSE. Consequently, it suggests that organizations in the Malaysian logistics industry may establish a culture in which employees perceive themselves as valued and supported. Sugiartha et al., (2021) explained that SL typically engages directly within the organization to foster and motivate employee development. When organizational leaders prioritize employee well-being through emotional support and benevolence, employees are likely to experience increased OBSE, which fosters their professional development. Such inspiration from leaders can enhance

productivity and alleviate workload stress and ultimately improve employee's overall WLB (Sugiartha et al., 2021).

Furthermore, this study indicates that the relationship between SL and OBSE is moderated by gender, emphasizing the importance of considering individual differences when evaluating the impact of leadership styles within organizations. The results of this study revealed that SL is more beneficial for female employees in achieving OBSE. Therefore, it is suggested that leaders implement a SL style for employees, particularly female employees, to enhance their sense of value and support in their roles, thereby improving overall performance in the logistics industry (Li et al., 2021; Sugiartha et al.,2021).

5.2.2 Theoretical Implications

Theoretically, this study contributes to SST by applying it to the context of SL and underscoring how strong situational cues shape employee behaviour and outcomes (Mischel, 1977 as cited in Alaybek et al., 2017). In line with Mischel (1977), the findings show that SL creates a strong situation that enhances employees' OBSE, which eventually influences WLB positively. In addition, this study also contributes to the moderating effect of gender suggesting that male and female employees may interpret and respond to leadership cues differently therefore impacting their WLB outcomes. Incorporating leadership styles and gender dynamics into the theory, this study addresses gaps in the literature and provides a more nuanced understanding of how situational strength operates within the organization. This study helps provide insights into how external factors such as servant leadership and internal factors such as employee perceptions interact to influence WLB.

5.3 Limitations of the Study

The first limitation of this research is related to age representation as the researchers cannot control the age of respondents. Age can influence respondents' selection during the survey as different age groups may have distinct perspectives, and

experiences regarding OBSE and WLB. As a result, the findings may be biased towards the main age groups, potentially limiting the representativeness of the findings.

The second limitation is the sampling location. In this study, the researchers only focus on four selected states which are Penang, Selangor, Johor and Sarawak. Since the sample size represents only a small portion of the overall population, there are differences between the states that can influence the responses such as work cultures, level of infrastructure development in the logistics industry and stress levels among logistics employees. These variations may cause inconsistencies and may affect the reliability of the results.

Last, the third limitation of this research is related to gender representation. Due to the online distribution of the questionnaire via email, the researchers cannot control who responds to the questionnaire leading to potential gender imbalances. As a result, one gender may be overrepresented in the sample which could skew findings. This imbalance response will affect the overall validity and reliability of the research conclusion.

5.4 Recommendations for Future Research

A few recommendations are suggested for future researchers when conducting similar studies. To address the limitation related to age and gender representation, researchers can set quotas by using the Qualtrics survey platform. Before setting quotas, researchers should first limit the total number of respondents to ensure manageable data collection. Next, using Qualtrics, they can set quotas for each age group to ensure a balanced representation of respondents between different age ranges. For instance, future researchers can create four age groups with 25 percent of respondents from each. Similarly, future researchers can also use Qualtrics to require that 50% of respondents are male and 50% of respondents are female to ensure an equal proportion of male and female respondents.

For the limitation related to sampling location, future researchers can expand research to include more states in Malaysia. This can help to obtain more diverse and representative responses, leading to more accurate survey outcomes. Thus, reducing the potential bias caused by focusing only on a few locations.

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APPENDICES

Appendix 1.1: Questionnaire Section A - Demographic profile

Please select one for each for the following:

No.	Items	Indicators	Sources
1	I am a _	o Full-time employee o Part-time employee o Manager o Supervisor	Adapted from Tan et al. (2022)
2	Gender	o Male o Female	Adapted from Ehrhart (2004)
3	Age	o 30 or below o 31 to 40 years old o 41 to 50 years old o 51 to 60 years old o More than 60	Adapted from Ehrhart (2004)
4	Marital Status	o Single o Married	Adapted from Ehrhart (2004)
5	Ethnicity	o Malay o Chinese o Indian o Others	Adapted from Berg et al. (2003)
6	Organizational Tenure	o 2 to less than 4 years o 4 to less than 6 years o 6 to less than 8 years o 10 years and above	Adapted from Ehrhart (2004)
7	Working Location (State)	o Selangor o Johor o Penang o Sarawak	
8	Average working hour in a week	o 40 hours or less o 41-45 hours o 46-50 hours o 51-55 hours o 56-60 hours	Adapted from Ehrhart (2004)
9	Do you think your work is heavily loaded?	o Yes o No	Adapted from Shukla and Srivastava (2016)

10	Do you think you spend enough time with your family?	○ Yes ○ No						Adapted from Borowiec and Drygas (2022)
11	Do you think finding a balance between your work and personal life is important?	○ Yes ○ No						Adapted from Shukla and Srivastava (2016)
No.	Items	Indicators	1 (MI) → 5 (LI)					Sources
12	Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option	Leisure/ Entertainment	1	2	3	4	5	Adapted from Borowiec and Drygas (2022)
		Family	1	2	3	4	5	
		Sport	1	2	3	4	5	
		Work	1	2	3	4	5	
		Professional Development	1	2	3	4	5	

Appendix 1.2: Questionnaire Section B - Independent Variables

Servant leadership is a leadership philosophy where the leader's primary goal is to serve others, empowering and prioritizing their needs to help them develop and perform at their best.

Level of agreement

1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

The following statement indicates the level of servant leadership. The number 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Servant Leadership

No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Sources
1	My supervisor spends the time to form quality relationships with department employees.	1	2	3	4	5	Adapted from Ehrhart (2004)
2	My supervisor creates a sense of community among department employees.	1	2	3	4	5	Adapted from Ehrhart (2004)
3	My supervisor decisions are influenced by department employees' input.	1	2	3	4	5	Adapted from Ehrhart (2004)

4	My supervisor tries to reach consensus among department employees on important decisions.	1	2	3	4	5	Adapted from Ehrhart (2004)
5	My supervisor is sensitive to department employees' responsibilities outside the work place.	1	2	3	4	5	Adapted from Ehrhart (2004)
6	My supervisor makes the personal development of department employees as a priority.	1	2	3	4	5	Adapted from Ehrhart (2004)
7	My supervisor holds department employees to high ethical standards.	1	2	3	4	5	Adapted from Ehrhart (2004)
8	My supervisor does what she or he promises to do.	1	2	3	4	5	Adapted from Ehrhart (2004)
9	My supervisor balances concern for day-to-day details with projections for the future.	1	2	3	4	5	Adapted from Ehrhart (2004)
10	My supervisor displays wide-ranging knowledge and interests in finding solutions to	1	2	3	4	5	Adapted from Ehrhart (2004)

	work problems.						
11	My supervisor makes me feel like I work with him/her, not for him/her.	1	2	3	4	5	Adapted from Ehrhart (2004)
12	My supervisor works hard at finding ways to help others be the best they can be.	1	2	3	4	5	Adapted from Ehrhart (2004)
13	My supervisor encourages department employees to be involved in community service and volunteer activities outside of work.	1	2	3	4	5	Adapted from Ehrhart (2004)
14	My supervisor emphasizes the importance of giving back to the community.	1	2	3	4	5	Adapted from Ehrhart (2004)

Appendix 1.3: Questionnaire Section C - Mediating Variables

Employee self-esteem plays a crucial role in shaping how people understand and interact with organizational behaviour at work. It refers to an individual's self-worth in general, whereas OBSE pertains to how capable and valuable they feel based on how their colleagues see them within the organization.

Level of agreement

1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

The following statement indicates the level of organizational-based self-esteem. The number 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Organizational-based self-esteem

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Sources
1	I count in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
2.	I am taken seriously in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
3.	There is faith in me in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
4.	I am trusted in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)

5.	I am helpful in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
6.	I am a valuable part of my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
7.	I am efficient in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
8.	I am an important part of my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
9.	I make a difference in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)
10.	I am cooperative in my company.	1	2	3	4	5	Adapted from Pierce et al. (1989)

Appendix 1.4: Questionnaire Section D - Dependent Variables

Work-life balance refers to the equilibrium an individual seeks between their professional responsibilities and personal life activities. It involves managing time effectively to meet work commitments while also allocating sufficient time and energy to family, social activities, hobbies, and personal well-being.

Level of agreement

1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

The following statement indicates the level of work life balance. The number 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Work Life Balance

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Sources
1	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	1	2	3	4	5	Adopted from Brough et al. (2014)
2	I have difficulty balancing my work and non-work activities.	1	2	3	4	5	Adopted from Brough et al. (2014)

3	I feel that the balance between my work demands and non-work activities is currently about right.	1	2	3	4	5	Adopted from Brough et al. (2014)
4	Overall, I believe that my work and non-work life are balanced.	1	2	3	4	5	Adopted from Brough et al. (2014)

Appendix 1.5: Frequency Distribution of Question 1 in Section A

1. I am a _

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time employee	374	100.0	100.0	100.0

Appendix 1.6: Frequency Distribution of Question 2 in Section A

2. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	207	55.3	55.3	55.3
	Female	167	44.7	44.7	100.0
	Total	374	100.0	100.0	

Appendix 1.7: Frequency Distribution of Question 3 in Section A

3. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 or below	151	40.4	40.4	40.4
	31 to 40 years old	155	41.4	41.4	81.8
	41 to 50 years old	53	14.2	14.2	96.0
	51 to 60 years old	15	4.0	4.0	100.0
	Total	374	100.0	100.0	

Appendix 1.8: Frequency Distribution of Question 4 in Section A

4. Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	182	48.7	48.7	48.7
	Married	192	51.3	51.3	100.0
	Total	374	100.0	100.0	

Appendix 1.9: Frequency Distribution of Question 5 in Section A

5. Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	104	27.8	27.8	27.8
	Chinese	152	40.6	40.6	68.4
	Indian	113	30.2	30.2	98.7
	Others	5	1.3	1.3	100.0
	Total	374	100.0	100.0	

Appendix 1.10: Frequency Distribution of Question 6 in Section A

6. Organizational Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to less than 4 years	151	40.4	40.4	40.4
	4 to less than 6 years	136	36.4	36.4	76.7
	6 to less than 8 years	52	13.9	13.9	90.6
	10 years and above	35	9.4	9.4	100.0
	Total	374	100.0	100.0	

Appendix 1.11: Frequency Distribution of Question 7 in Section A

7. Working Location (State)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Selangor	108	28.9	28.9	28.9
	Johor	87	23.3	23.3	52.1
	Penang	127	34.0	34.0	86.1
	Sarawak	52	13.9	13.9	100.0
	Total	374	100.0	100.0	

Appendix 1.12: Frequency Distribution of Question 8 in Section A

8. Average Working hour in a Week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40 hours or less	98	26.2	26.2	26.2
	41-45 hours	109	29.1	29.1	55.3
	46-50 hours	141	37.7	37.7	93.0
	51-55 hours	22	5.9	5.9	98.9
	56-60 hours	4	1.1	1.1	100.0
	Total	374	100.0	100.0	

Appendix 1.13: Frequency Distribution of Question 9 in Section A

9. Do you think your work is heavily loaded?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	201	53.7	53.7	53.7
	No	173	46.3	46.3	100.0
	Total	374	100.0	100.0	

Appendix 1.14: Frequency Distribution of Question 10 in Section A

10. Do you think you spend enough time with your family?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	154	41.2	41.2	41.2
	No	220	58.8	58.8	100.0
	Total	374	100.0	100.0	

Appendix 1.15: Frequency Distribution of Question 11 in Section A

11. Do you think finding a balance between your work and personal life is important?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	350	93.6	93.6	93.6
	No	24	6.4	6.4	100.0
	Total	374	100.0	100.0	

Appendix 1.16: Frequency Distribution of Question 12 in Section A (Leisure/Entertainment)

12. Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option [Leisure / Entertainment]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	60	16.0	16.0	16.0
	Unimportant	148	39.6	39.6	55.6
	Neutral	41	11.0	11.0	66.6
	Important	60	16.0	16.0	82.6
	Most Important	65	17.4	17.4	100.0
	Total	374	100.0	100.0	

Appendix 1.17: Frequency Distribution of Question 12 in Section A (Family)

12. Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option [Family]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	16	4.3	4.3	4.3
	Unimportant	51	13.6	13.6	17.9
	Neutral	59	15.8	15.8	33.7
	Important	52	13.9	13.9	47.6
	Most Important	196	52.4	52.4	100.0
	Total	374	100.0	100.0	

Appendix 1.18: Frequency Distribution of Question 12 in Section A (Sport)

12. Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option [Sport]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	80	21.4	21.4	21.4
	Unimportant	74	19.8	19.8	41.2
	Neutral	50	13.4	13.4	54.5
	Important	135	36.1	36.1	90.6
	Most Important	35	9.4	9.4	100.0
	Total	374	100.0	100.0	

Appendix 1.19: Frequency Distribution of Question 12 in Section A (Work)

12. Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option [Work]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	72	19.3	19.3	19.3
	Unimportant	45	12.0	12.0	31.3
	Neutral	120	32.1	32.1	63.4
	Important	84	22.5	22.5	85.8
	Most Important	53	14.2	14.2	100.0
	Total	374	100.0	100.0	

Appendix 1.20: Frequency Distribution of Question 12 in Section A (Training Program)

12. Please rank the following aspects in order of importance from 1 to 5 [Scale 5 = most important (MI); Scale 1 = least important (LI)] Note: The same number must not be repeated on each option [Professional Development (e.g. training program)]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	146	39.0	39.0	39.0
	Unimportant	56	15.0	15.0	54.0
	Neutral	104	27.8	27.8	81.8
	Important	43	11.5	11.5	93.3
	Most Important	25	6.7	6.7	100.0
	Total	374	100.0	100.0	

Appendix 1.21: Summary of Descriptive Analysis from question 1 to question 11

Variable	Frequency	Percent	Total
I am a_			
Full-time employee	374	100	100
Gender			
Male	207	55.3	55.3
Female	167	44.7	100
Age			
30 or below	151	40.4	40.4
31 to 40 years old	155	41.4	81.8
41 to 50 years old	53	14.2	96.0
51 to 60 years old	15	4	100.0
Marital Status			
Single	182	48.7	48.7
Married	192	51.3	100.0
Ethnicity			
Malay	104	27.81	27.81
Chinese	152	40.64	68.45
Indian	113	30.21	98.66
Others	5	1.34	100.0
Organizational Tenure			
2 to less than 4 years	151	40.374	40.374
4 to less than 6 years	136	36.364	76.738
6 to less than 8 years	52	13.903	90.641

10 years and above	35	9.359	100
Working Location			
Selangor	108	28.88	28.88
Johor	87	23.26	52.14
Penang	127	33.96	86.1
Sarawak	52	13.90	100
Average Working Hour (per week)			
40 hours or less	98	26.2	26.2
41-45 hours	109	29.1	55.3
46-50 hours	141	37.7	93.0
51-55 hours	22	5.9	98.9
56-60 hours	4	1.1	100.0
Heavily Workload			
Yes	201	53.7	53.7
No	173	46.3	100.0
Spend Enough Time with Family			
Yes	154	41.2	41.2
No	220	58.8	100.0
Is work-life balance important?			
Yes	350	93.6	93.6
No	24	6.4	100.0

Appendix 1.22: Frequency Distribution of Question 12 in Demographic Profile (Male)

Aspect	1	Percentage	2	Percentage	3	Percentage	4	Percentage	5	Percentage
Leisure/ Entertainment	37	9.89%	91	24.33%	19	5.08%	24	6.42%	36	9.63%
Family	5	1.34%	32	8.56%	36	9.63%	23	6.15%	111	29.68%
Sport	28	7.49%	42	11.23%	21	5.61%	98	26.20%	18	4.81%
Work	38	10.16%	20	5.35%	81	21.66%	38	10.16%	30	8.02%
Professional Development	99	26.47%	22	5.88%	50	13.37%	24	6.42%	12	3.21%

Note. 1=Least Important, 2=Slightly Important, 3=Moderately Important, 4= Very Important, 5=Most Important

Appendix 1.23: Frequency Distribution of Question 12 in Demographic Profile (Female)

Aspect	1	Percentage	2	Percentage	3	Percentage	4	Percentage	5	Percentage
Leisure/ Entertainment	23	6.15%	57	15.24%	22	5.88%	36	9.63%	29	7.75%
Family	11	2.94%	19	5.08%	23	6.15%	29	7.75%	85	22.73%
Sport	52	13.90%	32	8.56%	29	7.75%	37	9.89%	17	4.55%
Work	34	9.09%	25	6.68%	39	10.43%	46	12.30%	23	6.15%
Professional Development	47	12.57%	34	9.09%	54	14.44%	19	5.08%	13	3.48%

Note. 1=Least Important, 2=Slightly Important, 3=Moderately Important, 4= Very Important, 5=Most Important

Appendix 1.24: Descriptive Statistics of SL, OBSE, and WLB

Descriptives

			Statistic	Std. Error
Servant Leadership	Mean		3.9032	.03540
	95% Confidence Interval for Mean	Lower Bound	3.8336	
		Upper Bound	3.9728	
	5% Trimmed Mean		3.9504	
	Median		4.0000	
	Variance		.469	
	Std. Deviation		.68468	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-1.400	.126
	Kurtosis		4.057	.252
Organizational-Based Self-Esteem	Mean		4.0545	.02979
	95% Confidence Interval for Mean	Lower Bound	3.9959	
		Upper Bound	4.1131	
	5% Trimmed Mean		4.0802	
	Median		4.0000	
	Variance		.332	
	Std. Deviation		.57614	
	Minimum		2.00	
	Maximum		5.00	
	Range		3.00	
	Interquartile Range		.50	
	Skewness		-.665	.126
	Kurtosis		1.123	.252
Work Life Balance	Mean		3.4234	.05012
	95% Confidence Interval for Mean	Lower Bound	3.3248	
		Upper Bound	3.5219	
	5% Trimmed Mean		3.4337	
	Median		4.0000	
	Variance		.939	
	Std. Deviation		.96925	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.33	
	Skewness		-.380	.126
	Kurtosis		-.902	.252

Appendix 1.25: Person Correlation Coefficient

Correlations

		Servant Leadership	Organizational-Based Self-Esteem	Work Life Balance
Servant Leadership	Pearson Correlation	1	.463**	.118*
	Sig. (2-tailed)		.000	.022
	N	374	374	374
Organizational-Based Self-Esteem	Pearson Correlation	.463**	1	.209**
	Sig. (2-tailed)	.000		.000
	N	374	374	374
Work Life Balance	Pearson Correlation	.118*	.209**	1
	Sig. (2-tailed)	.022	.000	
	N	374	374	374

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 1.26: Test of Multicollinearity

Coefficients[a]

Model		Collinearity Statistics: Tolerance	Collinearity Statistics: VIF
1	Servant Leadership	1.000	1.000

a. Dependent Variable: Work Life Balance

Appendix 1.27: Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Construct reliability and validity - Overview

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational-Based Self-Esteem	0.905	0.911	0.923	0.602
Servant Leadership	0.932	0.934	0.942	0.620
Work Life Balance	0.908	0.958	0.941	0.841

Appendix 1.28: Discriminant Validity - Fornell-Larcker Criterion

Discriminant validity - Fornell-Larcker criterion

	Gender	Organizational-Based Self-Esteem	Servant Leadership	Work Life Balance
Gender	1.000			
Organizational-Based Self-Esteem	-0.121	0.776		
Servant Leadership	-0.028	0.472	0.788	
Work Life Balance	-0.134	0.216	0.117	0.917

Appendix 1.29 : Discriminant Validity - Heterotrait-monotrait ratio

Discriminant validity - Heterotrait-monotrait ratio (HTMT) - Matrix

	Gender	Organizational-Based Self-Esteem	Servant Leadership	Work Life Balance	Gender x Servant Leadership
Gender					
Organizational-Based Self-Esteem	0.126				
Servant Leadership	0.045	0.503			
Work Life Balance	0.143	0.228	0.127		
Gender x Servant Leadership	0.006	0.192	0.151	0.129	

Appendix 1.30: R-Square Value

R-square - Overview

	R-square	R-square adjusted
Organizational-Based Self-Esteem	0.300	0.294
Work Life Balance	0.047	0.044

Appendix 1.31: Path Coefficients

Path coefficients - List

	Path coefficients
Gender -> Organizational-Based Self-Esteem	-0.105
Organizational-Based Self-Esteem -> Work Life Balance	0.216
Servant Leadership -> Organizational-Based Self-Esteem	0.507
Gender x Servant Leadership -> Organizational-Based Self-Esteem	0.262

Appendix 1.32: Indirect Effect

Indirect effects - Specific indirect effects

	Specific indirect effects
Gender -> Organizational-Based Self-Esteem -> Work Life Balance	-0.023
Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.110
Gender x Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.057

Appendix 1.33: T Statistics and P Value

Path coefficients - Mean, STDEV, T values, p values

Copy to Excel/Word

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Gender -> Organizational-Based Self-Esteem	-0.105	-0.105	0.045	2.330	0.020
Organizational-Based Self-Esteem -> Work Life Balance	0.216	0.221	0.051	4.223	0.000
Servant Leadership -> Organizational-Based Self-Esteem	0.507	0.515	0.054	9.312	0.000
Gender x Servant Leadership -> Organizational-Based Self-Esteem	0.262	0.256	0.080	3.284	0.001

Appendix 1.34: Specific Indirect Effects - T Statistics and P Value

Specific indirect effects - Mean, STDEV, T values, p values

Copy to Excel/Word

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Gender -> Organizational-Based Self-Esteem -> Work Life Balance	-0.023	-0.024	0.013	1.822	0.069
Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.110	0.114	0.028	3.903	0.000
Gender x Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.057	0.057	0.024	2.347	0.019

Appendix 1.35: Path Coefficients: Confidence Intervals Bias Corrected

Path coefficients - Confidence intervals bias corrected

	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%
Gender -> Organizational-Based Self-Esteem	-0.105	-0.105	0.000	-0.193	-0.015
Organizational-Based Self-Esteem -> Work Life Balance	0.216	0.221	0.005	0.112	0.311
Servant Leadership -> Organizational-Based Self-Esteem	0.507	0.515	0.008	0.395	0.609
Gender x Servant Leadership -> Organizational-Based Self-Esteem	0.262	0.256	-0.006	0.098	0.407

Appendix 1.36: Specific indirect effects: Confidence Intervals bias corrected

Specific indirect effects - Confidence intervals bias corrected

	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%
Gender -> Organizational-Based Self-Esteem -> Work Life Balance	-0.023	-0.024	-0.001	-0.052	-0.003
Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.110	0.114	0.004	0.055	0.163
Gender x Servant Leadership -> Organizational-Based Self-Esteem -> Work Life Balance	0.057	0.057	0.001	0.017	0.113