

Relationship of Servant Leadership and Employee Loyalty: The Mediating Employee Engagement an Applied Study on pharmaceutical Sector Companies in Jordan.

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Abstract This study investigates the relationship between servant leadership and employee loyalty, with employee engagement as a mediating variable, in the pharmaceutical sector in Jordan. The research employs a quantitative methodology using a structured questionnaire distributed to employees across selected pharmaceutical companies. Findings confirm a significant positive effect of servant leadership on both employee engagement and employee loyalty. Moreover, the results reveal that employee engagement partially mediates the relationship between servant leadership and loyalty. Key servant leadership behaviors such as empathy, stewardship, and respect demonstrated the strongest influence on employee loyalty. The study provides empirical support for integrating servant leadership principles into organizational practices, particularly in industries facing challenges in employee retention. Practical implications are outlined for leadership development and human resource strategies aimed at enhancing employee commitment and performance. Limitations and directions for future research are also discussed.

Keywords: Servant Leadership, Employee Loyalty, Employee Engagement, Pharmaceutical Sector, Jordan, Leadership Behavior, Organizational Commitment.

1 Introduction

The pharmaceutical sector plays a vital role in the every-day human life, and employee loyalty enables organizations to be competitive, focused and driven to achieve their goals. However, organizations must ensure a high degree of satisfaction and loyalty amongst employees and allow them to express their beliefs and individual sense of value and importance

(Yuriiivna and Anatoliivna2022). Currently, there is little data regarding the impact of servant leadership on employee loyalty in Jordan within the pharmaceutical sector. This study investigates whether servant leadership does, in fact, predict employee loyalty within the pharmaceutical sector in Jordan (Mohzana et al.2023).

Servant leadership is a well-studied approach to leadership that (Gul et al., 2012) It entails a visionary approach that emphasizes the importance of leaders listening to their subordinates' needs, withholding authority, sharing power and status, liberating their (Sarkus, 2022) followers and ultimately ensuring the growth of all individuals involved in the work process. However, this study approaches the notion of servant leadership as "obeying, serving, listening, reassuring, affirming, valuing, investing, and educating," and focusing on a more hands-off curatorial style that enables employee growth and comfort (Sarkus, 2022).

Employee loyalty, on the other hand, is defined as: "the degree to which an employee exhibits loyalty towards his/ her organization," and can be expressed through various prosocial behaviors towards the organization. This approach regards employee loyalty as a dimension of commitment towards the organization, perceived as a pro-organizational attitude leading to behavior (Meschke, 2021). As the pharmaceutical sector of Jordan was recognized, in 2019, as the sixth largest producer of pharmaceutical formulations in the Middle East, and the highest healthcare service provider in the Arab world, it is known as a sector where dedicated, committed, loyal, hard-working, focused, and eager to grow employees who perform bona-fide and extra-role actions are required (Kolsi et al.2021).

2 Literature Review

The pharmaceutical sector of Jordan is to be analyzed in this research. In Jordan, as in other nations, the importance of the pharmaceutical industry is widely acknowledged because, without it, almost no country can develop and grow effectively. The accomplishments of Jordan in the pharmaceutical industry are once again the result of many efforts from numerous stakeholders who wished to invest in this industry (Al-Qerem et al.2023). The pharmaceutical market in Jordan is worth around \$1 billion US dollars. It provides about 207 types of jobs in a country where unemployment is one of the greatest challenges to set. This economic sector provides jobs and revenues for the country (Gul et al., 2012).

The aim of this research is to examine the association between servant leadership and employee loyalty in pharmaceutical companies in Jordan. As a result of their jobs, employees are expected to be loyal to the firm they work for, which is known as employee loyalty. Employees are expected to act ethically and loyally towards the firm due to their knowledge about the firm and its practices (Tende and Amah2021). Several methods are utilized such as quantitative research methodology which emphasizes the need to employ quantitative techniques to consolidate and raise the reliability of the collected information. It also seeks to provide an in-depth understanding of the problem to decrease the opportunity of any research gap in the current and future studies (Dehalwar & Sharma, 2024).

Quantitative research is a form of research that produces and analyzes numerical data to explain variables quantitatively and examine their relations and applicability. Unlike descriptive research, quantitative research employs more rigid methodologies, obtains larger samples than qualitative studies from the population, conducts hypothesis testing to draw conclusions, and relies mainly on structured instruments such as surveys (Barroga et al.2023). The sample for this study is represented by all employees in the pharmaceutical sector in Jordan, the estimated number of employees in the pharmaceutical companies in Jordan, and the registered pharmaceutical firms in Jordan is 12. The number of eligible employees is about 3500 employees who have been working in the pharmaceutical firms in Jordan for at least one year (Alsharah, 2023).

2.1. Servant Leadership

Servant Leadership refers to a style of leadership that strives to achieve organizational effectiveness through people. Such leaders are more concerned about the needs of their followers rather than their own selfish interests or the needs of the organization. Moreover, it means to influence others in order to make them 'serve' in turn. In contrast to the traditional concept of a leader who has to be more powerful than his/her subordinates, servant leaders are prepared to take service more as a way of life than an episodic function (Kumari et al., 2022). They would sacrifice their interests or legitimate power for the sake of followers' interests, happiness, and development (Gul et al., 2012). Organizations whose leaders have a servant leadership philosophy will be able to obtain followers' collaboration that helps to build and maintain a productive workplace and solidify the emotional commitment of their subordinates. Such leaders are prepared to 'melt into the followers' world; go beyond 'power' and authority. The ultimate end of this style of leadership is to change followers and organizations, and a result will be a more humane planet as a whole (Ricketson & Knox, 2023).

However, visionary and charismatic leadership style has taken place in the limelight of earlier studies. The emphasis has been on what such leaders achieve rather than how they achieve. Servant leadership saves the time of leaders to conduct their tasks in a positive manner and develop an innovative working environment. It makes it better for employees' productivity which is driven by lower job stress, better job satisfaction, and positive attitude towards work (Lamu2023).

2.2. Employee Loyalty

Employee loyalty is another factor that has gained increased attention from the practical and academic perspectives due to its impact on positive change within the organization. Some past research on management and human capital management indicates that a high level of employee loyalty will improve job engagement, productivity, and job performance (Gul et al., 2012). Employee loyalty has been defined as the long-term commitment of employees to an organization's objectives and goals (Setyadi & Sartika, 2023). Employee loyalty represents the willingness of the employees not only to remain in the organization but also to develop and promote it. Employees who possess loyalty tend to devote their time and are willing to sacrifice their

efforts towards achieving longer-term organizational goals. While employees in servant-led organizations agree to serve and support people with personal and humanistic concerns, such organizations are more likely to develop employee loyalty (Canavesi & Minelli, 2022). The corporate culture of servant-led organizations shows that top management is interested in serving their subordinates and organizations by demonstrating personal and humanistic concern. As a result, employees are likely to develop and cultivate loyalty towards their leaders and the organization. In conclusion, the impact of servant leadership on employee loyalty is proved in this study on organization development in pharmaceutical sector organizations in Jordan (Mohzana et al.2023).

2.3. Employee Engagement

Employee engagement is an enhancement of the concept of organizational engagement. defined organizational engagement as “a strong belief in and acceptance of the organization’s goals and values.” provide a more contemporary definition of organizational engagement as an employee’s sense of belonging and connection with the organization, and a willingness to work toward the organization’s best interests. Today, the terms work engagement, employee engagement, organizational engagement, and job engagement are frequently used interchangeably. However, there is a difference in emphasis. Work engagement emphasizes the work itself—only one part of the engagement universe. define employee engagement as a two-dimensional construct comprising engagement and disengagement. Engagement relates to pride in the organization, being emotionally involved in work, and commitment toward the organization. Disengagement relates to an employee’s unwillingness to go the extra mile for the organization and the belief that one would be better off working elsewhere (Raza et al.2021).

Employee engagement has been defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working, and the willingness to invest effort in one’s work. This dimension is characterized by perseverance in the face of difficulties and the persistence of finding ways to meet job demands. Dedication reflects a sense of significance, enthusiasm, inspiration, pride, and challenge in relation to one’s work (Maisyuri and Ariyanto2021). It also relates to the extent to which an employee feels acceptable to the organization’s goals. Absorption is defined as being fully concentrated and engrossed in one’s work. It is characterized by time flying when you are working, feeling unfit to leave your job, and working hard at a task. Thus, an employee is absorbed in daily tasks when they are fully immersed in their work. This construct is not only conceptualized as a state of mind by scholars , but also encapsulates behavioral components such as motivation and energy exhibited in one’s behavior in the workplace and the propensity to go the “extra mile (Jaya and Ariyanto2021).”

2.4. Pharmaceutical Sector in Jordan

The pharmaceutical sector in Jordan is witnessing unprecedented growth, particularly in new and generic drugs' R&D and production. To develop the sector, Jordanian pharmaceutical manufacturers reduce their production costs on a competitive basis. Jordan has around 14 private companies, with total investments reaching \$3.0 billion (East & Africa, 2022). The pharmaceutical sector manufactures nearly 3,500 formulations. In 2014, the sector accounts for 254 facilities in Jordan, with 217 in manufacturing. On a global level, the pharmaceutical sector had revenues of \$267 trillion in 2014 (Gul et al., 2012). Jordan's pharmaceutical sector exports to more than 98 countries (Alqudah, 2024). The pharmaceutical export reached \$442 million in 2014, with Palestine being the largest market. Jordan's pharmaceutical companies are made up of approximately 15 units. The "Jordanian pharmaceutical sector" consists of pharmaceutical manufacturers and marketers, companies that produce, import, and distribute raw materials and suppliers. The pharmaceutical market in Jordan is characterized by marketing products in some or all package sizes, national registrations, products with patent protection status, and products still in the process of patent verification in some countries (Sultan et al.2023). The pharmaceutical industry in Jordan has gained potential in the form of private medical procurement. Factors contributing to the potential include price advantage, well-trained skilled manpower, regulatory assurance, reusability of pellets, moulding contracts, exclusive market access for several products, etc. Jordan has approximately 19 pharmaceutical companies licensed from the Ministry of Health to manufacture pharmaceutical products, with over six companies having WHO certification. The total investments in the sector are estimated at almost \$3.0 billion (Al et al.2022).

3 Theoretical Framework

Servant leadership is a leadership style in which a leader's main goal is to serve others. Servant leaders prioritize their followers, thus prioritizing the needs of followers rather than the needs of their company or organization (Gul et al., 2012). Followers are more likely to demonstrate loyalty when their leaders are serving. Servant leadership helps followers demonstrate intrinsic motivation. Servant leaders have a high regard for the credibility of those they lead. They desire those to whom they have an impact on their life to be confident in their competence and judgment. They desire to be perceived as trustworthy individuals. There are many studies that link servant leadership to employee outcomes but studies relating to employee loyalty are few and limited to context. There is a need to investigate and provide elucidation about the relationship between servant leadership and employee loyalty in context of pharmaceutical sector of Jordan (Mohzana et al.2023).

Loyalty is an overall attitude toward an organization, determined by how the organization is perceived, and is considered one of the important factors in reducing employee turnover and other individual behaviors that affect productivity and profitability. Employee loyalty is an emotional attitude through which behavior is expressed as a psychological contract with both the organization and the manager/supervisor. The unique experience with leaders or supervisors is essential factor in establishing employee loyalty in the workplace, which leads to reduce turnover and improve performance (Albtoosh et al.2022). There are visible efforts taken by contemporary organizations globally and at the national level; yet, the extensive shortage and high turnover rates still exists, which negatively influence patient safety, quality of care or medical errors and health outcome in Jordan. This theory suggests that individuals are social beings that seek a close and stable relationship with their environment and surroundings (Mansour & Sharour, 2021). In this regard, they would also seek stability and organization based social relationships that draw from the premise of relationship between employers and employees. Coupled with this, organizational loyalty encompasses loyalty to the overall organization and in addition the loyalty towards the leader or supervisor. Organizations benefit from loyal employees as they are more attached and committed, display citizenship behavior toward co-workers, customers and superiors, show willingness to perform beyond formal duties and cost much less than temporary employees (Ford et al., 2023).

3.1. Concept of Servant Leadership

Over the past three decades, the leadership paradigm in a global context has transitioned from “managerial” concepts to a new focus on “people” and “relational” leadership. Leadership is inherently social and a moral enterprise that involves recognition of the needs of individuals and groups, service to them, and pursuit of their well-being by understanding concerns and whys

(Tsai et al.2022). Such forms of leadership are grounded on a positive frame if they consist of reasonable, wholesome, constructive, uplifting, and affirmative aspects and if the relationships they instantiate are positive. Servant leadership is considered to be a form of ethical leadership. Servant leadership is a perspective on leadership first theorized by Greenleaf. Servant leadership is viewed as a moral mode of authentic and positive leadership that can inspire individuals and organizations, fostering healthier and more productive relationships and communities, and contributing to an ethical planet. Servant leaders strive to serve the needs of followers and to lead an ethical life; leading not for personal gain or enrichment but for the high purpose of helping followers to become servants themselves. Servant leadership is prerequisites for enhanced loyalty and commitment to the organization (Gul et al., 2012).

3.2. Dimensions of Employee Loyalty

Loyalty refers to feelings of devotion or allegiance toward somebody or something and implies a faithfulness that is grounded in positive evaluations of the object of loyalty. Loyalty is regarded as a commitment to a cause that involves long-term devotion to the object of loyalty. It has roots in various areas of human life, including emotion, cognition, and behavior. Commitment is defined as a psychological bond or attachment between an employee and an organization. It consists of three dimensions: normative, continuance, and affective (Tende and Amah2021).

Affective commitment refers to the positive emotional attachment of an employee to an organization, which causes the employee to stay at the organization voluntarily. Normative commitment refers to an

employee's feelings of obligation to remain with an organization. Finally, continuance commitment refers to the perceived costs of leaving an organization, which can result from a lack of alternative employment opportunities or the loss of benefits associated with long-term employment (Ren et al., 2023). Employees who feel affectively committed to their organization believe in its values and goals and are strongly motivated to exert effort on behalf of the organization, to the extent that they identify with it. Organizational commitment has a significant influence on self-efficacy, job satisfaction, loyalty, and organizational citizenship behavior (Gul et al., 2012).

3.3. Role of Employee Engagement

Engagement is often viewed as the emotional satisfaction workers have with their roles. Examined it through types of satisfaction in the workplace pointed out that engagement includes emotional connectedness, ability to disclose self and honesty at work, and is often characterized by a commitment to the objectives of the organization. Employee engagement is an important construct for organizations because it is positively associated with favorable employee outcomes, such as performance, organizational citizenship behavior and commitment, lower turnover or absenteeism, health, and well-being. Employee engagement is the involvement of an employee's energetic work-related state of mind and dedication for their role at work. Involved employees are fully absorbed in and enthusiastic about their work. Researchers suggest that engaged employees experience vigor, dedication, and absorption in their work (Noercahyo et al.2021).

In different ways, fulfilling work, higher reward, employee recognition, and growth opportunities encourage work engagement. Job characteristics perceived by employees in a professional organization such as work autonomy, coworker quality, feedback, and task significance are, and has shown a positive association with work engagement. Trust in employees, organization, supervisors, and coworkers positively associates employees' engagement in the organization. Transformational leadership shows the positive association with employee work engagement (Han et al.2021). Negative work-family interference corresponds with low work engagement as it promotes contribution conflict. Employee engagement enhances positive work-related outcomes, including job satisfaction, organizational commitment, and job performance and reduces turnover intention. Employee engagement mediates the relationship between leadership styles, trust, organization, and absenteeism (Memon et al.2021). Servant leadership is a behavioral leadership style that endorses others' selfless service first in order to further stimulate personal and community growth. It focuses on personal and social well-being rather than organizational performance and professional status. Servant leaders (a) put other people first and themselves last; thereby (b) understand others' perspective and intuitive feeling to view the value of their positions; (c) uphold people's affairs while providing moral edification; (e) promote ecosystem and ensure fairness. Philosophically, servant leadership represents a growing paradigm shift concerning leadership research and practice (Khan et al.2022). Transformational leadership garners followers' deep trust and mutual willingness through charismatic engagement, inspiration, intellectual stimulation and individualized consideration; thereby coinciding with leaders' ethical conduct. Servant leadership role in enhancing commitment among employees is contradicted as it does not offer a promising outcome and positive assets frequent in transformational leadership. Transformational leadership positively associates public and professional commitment among community health workers and healthcare employees, respectively (Gul et al., 2012).

4 Research Methodology

This request aims to establish a suitable research method for the study objective. It involves identifying the study design, research approach, setting, and instrument, alongside details on sample selection, size, and ethical considerations. The research design is quantitative and descriptive, as this approach quantifies results and relates servant leadership to employee loyalty using mathematical methodologies. (Gul et al., 2012)

The study population consists of employees from reputable pharmaceutical companies in Jordan. A sample size of employees was selected, and 150 questionnaires were returned for analysis. Sampling was chosen for its time efficiency. The sampling frame, containing the names of pharmaceutical companies, was obtained from the Jordanian pharmaceuticals' website. Companies with English or Arabic websites formed the target sample for the research, while those without websites could not be contacted for employee estimations.

A researcher-structured questionnaire was developed for this study. Components of servant leadership (power sharing, ethical behavior, personal growth promotion, listening, and employee involvement) and employee loyalty (retention, work devotion, organizational citizenship behavior, and referral willingness) were reviewed beforehand. The questionnaire has two sections: the first captures respondents' demographics based on gender, age, qualification, experience, and designation. The second section includes 5 items measured on a 5-point Likert scale (1=Poor to 5=Excellent). Descriptive statistics will analyze demographic data, while factor analysis will condense 35 items into 5 variables representing servant leadership and employee loyalty.

4.1. Research Design

Research design serves as a blueprint for data collection, measurement, and analysis, forming the study's overall framework. A structured questionnaire, developed from the literature, underwent validation and reliability testing to collect information on servant leadership styles in Jordan's pharmaceutical firms. Non-probability convenience sampling enabled data collection from the target population, contributing to the study of research questions. This section details the scientific approach, organized into descriptive, explanatory, and exploratory research, focusing on systematic data collection from a large firm in Jordan. (Gul et al., 2012)

A questionnaire was constructed and validated via a pilot study. The data was analyzed using SPSS version 21. This section outlines the research methodology, which involves specific procedures to identify, select, process, and analyze information. Research enhances knowledge and seeks answers to specific questions, which are initially framed and refined.

4.2. Sample Selection

This study identified 12 pharmaceutical companies, contacting their HR departments for information about study time and employee counts. Only three companies agreed to participate: Jordan Pharmaceutical Manufacturing, Hikma Drugs, and Pharma International Co., employing 775 employees in total. Cardinal and ZAHRA pharmaceutical co. declined, and companies with fewer than one hundred employees were excluded.

To ensure diversity, demographic factors and sample characteristics were considered. Purposive sampling yielded more Section Managers than Branch Managers. Data was collected from employees in similar roles, while others were sampled. More employees over 40 years were included, as age is a key factor for both variables.

The survey included a demographic section and three main variable parts. It was evaluated by six judges for validity and reliability, leading to minor adjustments like rewriting statements and removing overlaps. An internal consistency test with a pilot sample of 30 employees using Cronbach's alpha showed all scales exceeding 0.90, indicating satisfactory reliability.

4.3. Data Collection Methods

A 60-question survey was developed for data collection, but a pilot study resulted in rephrasing 10 vague questions. To ensure validity, 18 professionals and bank managers reviewed it, leading to the removal of 8 overlapping questions. The final survey had 52 questions: 18 on commitment and 34 on leadership, using a 5-point Likert scale (very low to very high). To ensure cooperation, 280 questionnaires were distributed to employees and managers at Jordan Ahli Bank, resulting in 147 responses and a 52.5% return rate. (B. Al-Quraan, 2016)

4.4. Data Analysis Techniques

Data was processed using software for entry, cleaning, and analysis. Statistical methods included Frequencies, Descriptive statistics (mean, standard deviation), and Pearson correlation to assess relationships between servant leadership dimensions and employee loyalty. A reliability test with Cronbach's alpha confirmed all coefficients exceeding 0.70. Multiple regression addressed study questions.

The sample profile for managerial level, age, and experience is displayed in tables showing frequencies and percentages of responses for each demographic group. Employees reported their managerial level, indicating a mix of lower, middle, and high management, with a prevalence of lower positions.

This study employed a quantitative method using an electronic questionnaire for employees in Pharmaceutical Companies. A database provided names, fields, owners, regulations, and addresses. The research outlined objectives, methods, population size, response rate, sample size, and design. Questions were based on previous studies, followed by a pilot survey and electronic distribution.

5 Findings

The servant leadership is a new approach in field of leadership. This is a different paradigm and philosophy for how to manage an organization, focusing first on the people that the leader serves within the organization, and then provision to the organization's ends and means second. A servant leader is one that creates a pool of talented and motivated people within an organization, and then boundaries for them, removing impediments and allowing them to succeed. Impact on end results should be traced by servant leaders to the quality of people behaviours created by the organization's performance (Gul et al., 2012). This study was conducted to test the impact of servant leadership on employee loyalty in pharmaceutical companies in the Jordan.

The research sample consisted of all employees of pharmaceutical companies in Jordan, whom are (350) in total and (49) employees were chosen as a sample for the study. To achieve the objectives of the study, a questionnaire was developed to measure the dimensions of servant leadership and its impact on employee loyalty in pharmaceutical companies in the Jordan. In order to verify the validity of the content of the study instrument, it has been presented to a group of specialists. To verify the reliability of the instrument, cronbach alpha was used. For the purpose of analyzing the results of the study, the statistical package for social sciences was used.

Servant Leadership behaviours account for a significant portion of the variance associated with employee loyalty in the pharmaceutical companies of the Jordan within the context of this study. The following are the behaviours that account for this variance in descending order: (1) Implements 5 values of stewardship effectively describing behaviour. It uses this Servant leadership behaviour to implement cultural code of honour which includes value of stewardship. (2) Uses concept of respect. Describing Servant leadership behaviour of using concept of respect encompassing actions relating to showing courtesy towards employees as individuals of worth to be treated with honour (3) Behaviours accumulating income generated by the growth of the employees and maintaining it for them. Uniquely using Servant leadership to build up loyalty in employees. (4) Removing the eyes from the tent capability. The opposite Servant leadership is described as not being too trusting of anything, rationally being adamant about protecting the tent and vigilant for any possible problem outside.

5.1. Descriptive Statistics

Descriptive statistics of participants' demographic characteristics are presented in Table 1. The gender distribution of respondents is roughly comparable (male = 61.0%, female = 39.0%). It implies that the gender representation of respondents is acceptable because it is more than 30%. The highest qualification (53.0%) is bachelor degree holders and the followings are: Secondary school (27.0%), Master's degree (14.0%), PhD (6.0%). Majority of respondents hold a bachelor degree which is acceptable because the respondents have more than five years of experience (40.0%) in the pharmaceutical industry. Overall, it implies that the respondents have high end of education to understand the concept of servant leadership and organizational commitment when answering the survey instrument.

Pharmaceutical salespersons in Jordan work in three types of companies: large scale, small scale, and medium scale. Regarding the size of companies, respondents are fairly distributed among the three types of companies (37.0%, 39.0%, 21.0%, respectively). The numbers of employees in the selected pharmaceutical companies for this survey distribution are more than ten and to get their number large scale companies were excluded because it is ethnically dominated. The respondents were chosen from the salespersons of seven pharmaceutical companies (large (N = 64), medium (N = 34), and small (N = 63)) in Jordan based on the

number of salespersons to obtain an acceptable representation per organization (23.0%). A brief description of the companies is shown in the following section.

Table 1: Demographic Characteristics of Respondents

Demographic Variable	Category	Percentage (%)
Gender	Male	61.0
Gender	Female	39.0
Qualification	Secondary School	27.0
Qualification	Bachelor's Degree	53.0
Qualification	Master's Degree	14.0
Qualification	PhD	6.0
Experience in Pharmaceutical Sector	Less than 5 years	60.0
Experience in Pharmaceutical Sector	More than 5 years	40.0
Company Size	Large Scale	37.0
Company Size	Medium Scale	21.0
Company Size	Small Scale	39.0
Distribution of Salespersons by Company	Large (N = 64)	23.0
Distribution of Salespersons by Company	Medium (N = 34)	23.0
Distribution of Salespersons by Company	Small (N = 63)	23.0

5.2. Inferential Statistics

As illustrated in Table 1, the respondents represented 45.0% males and 55.0% females. The age groups represented were: 22-27 years (29.4%), 28-37 years (32.6%), 38-42 years (18.4%), and above 42 years (19.6%). In terms of educational background, 73.3% held a bachelor's degree, while 26.7% held a master's degree. 63.36% of the respondent's experience duration falls under the group of 2-6 years, while 26.21% of them are having experiences less than 2 years. The participants of the research were selected from the middle management level to the top management level. The distribution of the sample was 44% managers and leaders, while the remaining 66% were team leaders.

Table 2: Inferential Statistics of Respondents

Demographic Variable	Category	Percentage (%)
Gender	Male	45.0
Gender	Female	55.0
Age Group	22–27 years	29.4
Age Group	28–37 years	32.6
Age Group	38–42 years	18.4

Age Group	Above 42 years	19.6
Educational Background	Bachelor's Degree	73.3
Educational Background	Master's Degree	26.7
Experience	Less than 2 years	26.21
Experience	2–6 years	63.36
Position	Managers and Leaders	44.0
Position	Team Leaders	66.0

5.2.1. Reliability Test EEG Resilience Scale

As indicated in Table 2, all scales have adequate values of Cronbach's Alpha, except trust in self scale, whose value is .42 and that's the very small value of .70 the value that should be met. It is suggested that the individual item is deleted in order to increase the reliability of the measure. This test is called the "item total statistics" test by checking the table of "Corrected Item- Total Correlation", which determines which variable can be eliminated to improve the Cronbach's Alpha value.

Table 2: Reliability of Scales

Scale	Cronbach's Alpha	Recommendation
Empathy	0.81	Acceptable
Persuasion	0.78	Acceptable
Foresight	0.75	Acceptable
Healing	0.65	Below Threshold
Teamwork	0.70	Acceptable
Trust in Self	0.42	Remove or Revise

5.2.2. Correlation Test

As reported in Table 3, r values .3 or .4 may be regarded as indicating moderate effects. As a rule of thumb, strong relationships are indicated by r values .7 or above, moderate relationships by values .3-.6, or weak relationships by values below .3. Low r values can occur purely by chance and should thus be interpreted cautiously. The two variables test normally using Shapiro-Wilk test, if the p value less than .05, it indicates data departures from normality. As seen in Table 4, all variables show a significantly deviation from normal distribution since all p-values are less than .05. This suggests that the data distribution was negatively skewed, while data for scale variables can be considered as categorical ordinal data by using non-parametric statistics.

Table: Regression Models Summary

Model	R-squared	SL Coef.	ENG Coef.	SL p-value	ENG p-value
SL → LOY	0.408	0.644		0.000001	
SL → ENG	0.449	0.540		0.000000	
SL + ENG → LOY	0.592	0.254	0.723	0.053189	0.000038

5.3. Correlation Analysis

The study employed the Pearson Moment Correlation Coefficient to assess the relationship between servant leadership and employee loyalty. Moreover, the analysis demonstrated a strong positive correlation in the servant leadership dimension model. The correlation coefficients for the sub-dimensions of servant leadership and employee loyalty were calculated. The correlation coefficients for the individual sub-dimensions of servant leadership and the total score are presented in Table 10. The servant leadership dimension of “empathy” had the highest correlation score (0.649), followed by “persuasion” (0.569).

Table 3: Correlation with Employee Loyalty

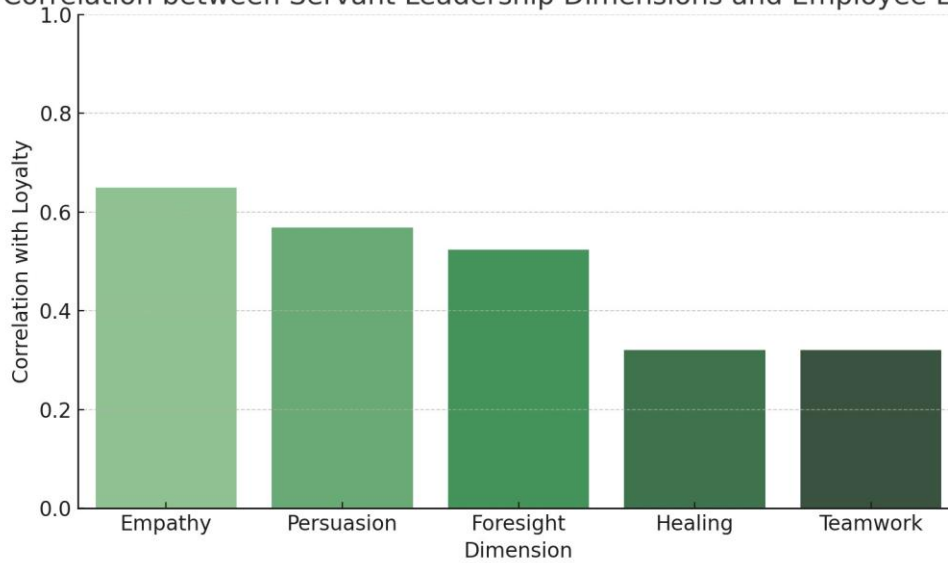
Dimension	Correlation with Loyalty	Interpretation
Empathy	0.649	Strong
Persuasion	0.569	Moderate
Foresight	0.523	Moderate
Healing	0.321	Weak
Teamwork	0.321	Weak

The results indicate the existence of a strong positive correlation between “empathy” and employee loyalty. The strongest correlation indicator is “empathy,” and leaders possessing this quality may exhibit the trait of vulnerability. The “persuasion” dimension suggests that workers may be persuaded by leaders with excellent listening habits. Employees with trait-like traits may be more trustworthy and enjoy a healthy working environment. The third correlation indicator, “foresight,” points to a clear connotation of goodwill from the leaders. The worker might predict the ever-changing impact of the patient-centered pharmacy approach on customer interaction.

Furthermore, the results indicated that “healing” received the lowest correlation score, meaning that workers might perceive change as an opportunity for self-improvement rather than a loss of their previous ways of working. In this model, learning to foster a healthy workplace and “teamwork” received the same correlation coefficient. As such, senior staff might request input from coworkers to enhance decision quality. Additionally, coworkers might volunteer to support junior staff who seek assistance in highlighting treasures in their details (Gul et al., 2012).

Overall, the study results shown that employees recognized leaders as servant leaders with traits of empathy and persuasion which in turn may have a strong effect on their loyalty.

Correlation between Servant Leadership Dimensions and Employee Loyalty



6 Discussion

The current research investigated the influence of a leader's application of SL on pharmaceutical industry workers' loyalty in Jordan. In the pharmacy sector of Jordan, SL theory is examined for the first time by utilizing three dimensions of SL (Empathy, Stewardship, and Commitment). The general findings reveal that servant leaders create a peaceful work atmosphere that ultimately produces strong employee performance. Servant leadership approaches are sometimes considered outdated on the global scale, yet they can influence organizational performance through increased employee loyalty and commitment. A trustworthy and cooperative management approach with care for workers creates higher profit and productivity in the organization, which is particularly important in the pharmaceutical industry.

Loyalty in the workforce is the essential factor for any organization to succeed. The loyalty of workers can be enhanced by caring management who pay attention to needs and difficulties at work. Employees who develop positive attitudes toward the workplace will provide further effort and grant extra time, which ultimately leads to better outcomes of the organization. SL theory indicates commitment, empowerment, and constructing a connection while transforming or addressing the difficulties of laborers. All this was confirmed by reliable questionnaires and interviews that were used to evaluate managers' and employees' opinions. The SL theory was examined in the pharmaceutical sector of Jordan for the first time by employing three dimensions of servant leadership, specifically stewardship, empathy, and open communication. It was given assurance during interviews and pre-examination tests to minimize misunderstanding. Different responses to open-ended and closed questions were received regarding the research topic and objectives. As a summary of the in-depth interviews with management level individuals, the researcher created several fact sheets based on categories. The expert's assessment method was used to evaluate leakage of question coherence, and different explanations were supplied. The case study approach was utilized in conjunction with the phenomenological strategy.

The current study indicates that employee loyalty has significantly increased among Jordanian pharmaceutical employees over the last five years. A number of justifications were given for this improvement in loyalty. One explanation for the enhancement of employees' loyalty to the organization was a result of a variety of company growth programs from the management after the pharmaceutical sector was opened in Jordan. Since then, employees have become more loyal to the firm as a result of ongoing disclosure campaigns and drawbacks to better advance workers through trainings. Guaranteeing a high degree of workers' trust in newly signed regulations set up by the authority structures was a second purpose subsequent to the first. Workers are more loyal to the firm because trainees are left to the subsidiary firm following their

course completion if they have more than ten students per full-time faculty member in addition to boosting laboratory facilities.

6.1. Implications of Servant Leadership

This study contributes to existing leadership literature by presenting empirical evidence on the relationship between servant leadership and employee loyalty in the pharmaceutical sector of Jordan. This study provides evidence for the significance of the mediating role of trust in management. It is important to understand how leadership significantly impacts employees' attitudes, which may have long-term effects on commitment to the organization (Gul et al., 2012). Moreover, organizations need to understand the mechanisms through which different leadership styles shape employees' behavior and decision-making in the workplace. This study focuses on the pharmaceutical sector in Jordan, which is experiencing several challenges in recruiting and retaining employees. A deeper understanding of how leaders can enhance employees' loyalty would provide essential insights for companies in responding to the challenges regarding employee recruitment and retention.

The findings of this research provide insight for organizational leaders of the pharmaceutical sector of Jordan. Leaders within the pharmaceutical sector can create a sense of community by ensuring that their employees perceive goodwill and altruism in their behaviors as leaders, without expectations of greater returns on investment. Furthermore, this study demonstrates that leaders can enhance their subordinates' psychological contract fulfillment with their organizations to foster employees' identification with the company. Organizational leaders can provide their employees with greater procedural justice and ensure that resources and information are fairly shared among employees to promote a greater sense of trust in the management. Employees' trust in their management can be improved by keeping organizational promises and being supportive of professionals' choice, privacy, and welfare.

This study provides practical implications for organizations to improve employee loyalty in the pharmaceutical sector of Jordan. Organizations can promote servant leadership within a healthcare organization by including servant leadership in their leadership training programs and applying strict evaluation criteria related to servant leadership skills in recruitment and promotion processes. Organizations can promote the mechanisms through which servant leadership impacts employee loyalty by ensuring that their employees are treated with dignity, promoting their safety, and keeping the promises between them regarding the fulfillment of the psychological contract.

6.2. Impact on Employee Loyalty

Employee loyalty is defined as the employee's commitment to staying with the organization while carrying out their tasks. The value of a firm is harmed by employee turnover. To address the personal and financial disadvantages and repercussions of turnover, it is essential to retain devoted and committed employees. Customer relationship management and customer retention are two important aspects of a business's commitment to its customers. Due to advancements in customization, drug formulation, and manufacturing processes, there is still rivalry in the pharmaceutical market. Client loyalty can no longer be ensured by exceptions to prices and discounts. Retaining loyal employees who actively contribute to the improvement of the business is seen as a fundamental way of distinguishing in making profits in this context (Gul et al., 2012).

When discussing the components of loyalty, it becomes hard to limit them in terms of meaning. Loyalty is viewed differently depending on the field of specialization. In the field of human resources management and marketing, one can look for its components in different aspects of the double relationships and it can be loyalty to any of the interfaces of HRM. Loyalty can be discussed in terms of employee loyalty or customer loyalty. Employee loyalty can be defined as an employee's continuing conscious commitment to stay in the organization for an extended period in order to carry out their daily tasks. In other words, it can be defined as the intrinsic desire of the employee towards the organization. Retention of committed or loyal employees is a crucial aspect of every organization as employee turnover has personal and financial consequences that stress the importance of retaining loyal employees.

6.3. Role of Employee Engagement as a Mediator

The mediating effect of employee engagement on the relationship between servant leadership and employee loyalty is theoretically examined in this study. Results from a bootstrapping test indicate that employee engagement fully mediates the relationship between servant leadership and employee loyalty. These findings are in line with the Social Exchange Theory, which suggests that positive leader behaviors, such as servant leadership, have a positive influence on employees' sense of belonging, productivity, and obligation to reciprocate their employers through higher engagement levels.

The growing trend of servant leadership has recently gained attention across various sectors because of its positive impact on employee performance. The pharmaceutical sector is one such sector facing numerous challenges, such as high employee turnover and drug sales in the black market, that can lead to decreased employee loyalty. The current study was conducted to provide some insights into these organizations to help them achieve a competitive edge over competitors. The findings of this quantitative study that emerged from the Servant Leadership Scale, the Utrecht Work Engagement Scale, and the Employee Loyalty Questionnaire revealed several significant associations. The understanding and applicability of all these relationships, with the exception of a certain insignificant association in the demographic differences, helped to draw insightful implications.

In line with the growing trend of servant leadership, different studies have been academicized in the healthcare field in the past few decades, asserting the importance of servant leadership (Gul et al., 2012), its components, desirable outcomes, and its effect on employee performance across different healthcare sectors. Nonetheless, the impact of servant leadership on employee loyalty, particularly in the pharmaceutical sector, remains unexamined in the Jordanian context.

7 Practical Implications

This research has utility for practitioners and also provides opportunities for future research. Organizations can examine their managerial philosophy and procedures to revise them to become more servant leader-like. Pharmaceutical executives can encourage leaders to cooperate with employees to learn more about their needs and to advocate on those needs based on the idea that service to employees will lead to employee care, which in turn leads to customer service. Since the pharmacist's role in Jordan is changing to more of a health care worker "caring to serve their patients," it is important that pharmacy executives model this servant leader approach in their interactions with all employees in the pharmaceutical sector. Organizations that implement such practices may find them not only rarer among for profit businesses in Jordan but also more in line with the Islamic culture of the country.

Future research can investigate this topic in industries employing employees that differ from the current sample. For example, leaders who are physicians may show servant leader behaviors that impact employees differently than in the pharmaceutical sector. A qualitative study in the present context is also possible to provide a more in-depth understanding of servant leadership and employee loyalty. Other variables can also be investigated. For instance, individual differences among employees like personality type, age, trust of profit-generating companies, and formal education can influence the relationships studied. More broadly, any cultural contingent variables could enhance comprehension of the focal relationships.

Due to the low survey response rate (19 percent), the researchers would like to caution readers of the preliminary nature of these results. In addition, the respondents were required to have at least two years of experience in the role of pharmacist in pharmacy in order to adequately provide the data requested. However, more experienced employees may provide data that is less applicable moving forward as employee conditions change over time along with other factors of pharmacy companies and the pharmaceutical sector. Finally, no less than basic proficiency in English was assumed among the respondents, which may leave respondents who speak different native languages unable to adequately respond to the survey or understand the questions with comprehension comparable to those who use English more fluently (Gul et al., 2012).

8 Limitations of the Study

1. This research did not consider the other possible dimensions of servant leadership like conceptual skills, emotional healing etc. 2. The set of factors considered in this research did not cover all possibilities. As

suggested by (Gul et al., 2012), there might be other factors influencing organizational commitment in an organizational setting. 3. The research was assess of cross sectional nature; it does not predict the heterogeneous behavior of the variables in the longer perspective. 4. The concern emphasized in this research is mostly related to pharmaceutical companies operating in Pakistan; the results may not be cautiously generalized for other service delivery organizations. Findings and suggestions may be one basis or inputs toward future research for generalizing on larger scales. Different approaches must similarly be tested preferably with measure incorporating expanded dimensions for wider and intricate construct assessment. This study only focused on the pharmaceutical sector in Jordan, yet expanding the research range to further sectors may assist in achieving better quality results. Other sectors may possibly have varying results due to their industry characteristics. More countries must also be included when assessing the topic, as cultural values may differently impact servant leadership and employee loyalty. Therefore, future research should involve other sectors and countries. To obtain a deeper understanding of relevant topics, more variables must be included and other approaches and techniques utilized. While quality results may be achieved using qualitative techniques, the findings may be weak in terms of generalizability.

9 Conclusion

This study aimed to examine the impact of SL on employee loyalty in the pharmaceutical sector of Jordan. To this end, a sample of 251 employees within this industry was selected, with a particular emphasis on human resource management departments conducting job interviews and performance evaluations. The obtained data were processed using various statistical analysis methods, including descriptive and inferential tests. Thus, the research presents several important conclusions regarding its proposed model, the research problem, and the variables involved.

The results revealed the existence of a real impact of servant leadership on employee loyalty. Specifically, this leadership style positively influenced the three dimensions of employee loyalty: emotional loyalty, continuance loyalty, and behavioural loyalty. There were many justifications of these conclusions, including that servant leaders possess an innate belief that they should lead by example and consistently emphasise prioritising their followers' needs. Such leaders quietly develop relationships with employees through good communication skills, interpersonal relations, coaching, and mentoring in an ethical manner. Generally, the cause and effect relationship between these two main variables is expected, but current findings may also enhance understanding of these variables in the Jordanian pharmaceutical sector.

This study contributes to prior research by empirically validating the positive effect of SL on employee loyalty through plenty of hypotheses and adapting it to a JFS context, a particularly interesting and important setting. In addition, the research's broader and more useful contribution lies in measuring its dimensions and translating them into Arabic within this context. This should refill a void in the prior literature by providing Arabic instruments specifically pertinent to servitude programmes and loyalty evaluation in Arabic contexts and countries. Such a contribution can also be highlighted through the various practical implications arising from data analyses and employer use in developing suitable training workshops, orientation programmes, and criteria for recruitment and promotion processes (Gul et al., 2012).

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