

# Exploring the Influence of Servant leadership on Employee performance: A study of Indian IT sector

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## Abstract

This study investigates how servant leadership influences employee performance in the Indian Information Technology (IT) sector, focusing on the sequential mediating roles of employee engagement and well-being. It also explores the moderating role of employee cultural intelligence (ECQ) in these relationships. Data was gathered using a quantitative study design and structured online questionnaires that were sent to IT experts from different hierarchical levels and organizational types through google forms from different companies, and analysis was conducted using SPSS and Smart PLS 4 to test the proposed hypotheses. The study employed purposive and snowball sampling techniques. Findings reveal that servant leadership significantly enhances employee engagement and well-being, which subsequently lead to improved performance. Employees with higher cultural intelligence show a stronger positive response to servant leadership, further amplifying engagement and well-being. By integrating servant leadership principles with cultural intelligence, organizations can create more inclusive, adaptive, and high-performing work environments. The study contributes to the existing leadership and organizational behavior literature by highlighting how different components of cultural intelligence-cognitive, metacognitive, motivational, and behavioral-distinctly affect the servant leadership and well-being link. This research offers the valuable insights for IT organizations aiming to boost employee performance through inclusive leadership and a culturally intelligent workforce.

**Keywords:** Employee Cultural Intelligence, Employee Engagement, Employee Wellbeing, IPMA Analysis, Servant Leadership.

## Introduction

In the current dynamic and competitive business landscape, organizations are increasingly prioritizing leadership styles that improve employee performance and organizational success (1). Leadership reflects an enormous effect over the achievement or failure to achieve an organization. Effective leadership can promote collaboration and creativity, motivate and stimulate workers, to establish a great work environment (2). The organization's most important resource could be its employees. Researchers consequently strive for factors that have an impact on workers performance. The approach to leadership serves a crucial factor The effectiveness of the job that workers do for the company is determined by their abilities, behaviors, and decisions (3). However, ineffective leadership can end up in negative morale, a lack of direction, and an imbalance in interaction (4). In recent years, leadership research has moved away from the widely recognized transformational leadership model, that focuses solely on the leader, towards relational and shared perspectives, where

the concentration lies on the trading relationships among leaders and followers (5).

Servant leadership is a people-centered leadership style that prioritizes the growth and welfare of followers. Servant leadership has garnered considerable attention among many leadership styles due to its focus on the leader's responsibility to serve people and cultivate a supportive work environment (6). In contrast to conventional hierarchical leadership paradigms, servant leadership emphasizes the welfare, growth, and development of employees, resulting in enhanced job satisfaction and performance (7). It improves connections, aids in overcoming the difficulties faced by contemporary businesses, and fosters an empowered work environment (8). However, although extensive research has now confirmed that servant leadership can be an effective leadership style. It has been found that servant leadership, which includes humility, empathy, and a strong commitment to employee growth, is a good way to boost employee performance through engagement and well-being. Servant

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leaders emphasize ethical conduct, empathy, and stewardship, fostering trust and psychological safety among employees, which results in increased engagement and productivity (9).

Limited attention has been given to exploring how, and in what circumstances, servant leadership promotes positive employee attitudes and behaviors (6). Servant leaders cultivate a work environment characterized by trust, motivation, and a profound sense of belonging among employees through their ethical, empowering, and empathic attitude, hence improving engagement levels (10).

Organizations in the Indian IT field have trouble keeping employees at a high level of performance because of issues like work-related stress, disengagement, and cultural diversity (11). Traditional leadership styles, which are often transactional and hierarchical, don't meet the needs of workers as a whole, which makes them less engaged and unhappy (12, 13). Also, fast globalization has created a workforce that is culturally varied, which is why leaders need to have cultural intelligence (14). However, not much research has been done on how cultural intelligence can improve the effectiveness of leadership styles, especially servant leadership, in the Indian IT environment (15). Although other studies have examined the impact of servant leadership on employee outcomes, there is a paucity of research addressing its indirect effects (16).

This current research investigates the influence of servant leadership on employee performance by incorporating the serial mediating roles of employee engagement and employee well-being, as well as the moderating effect of employees' cultural intelligence within the Indian IT sector. It elucidates how servant leadership cultivates a more engaged and healthier workforce by integrating employee engagement as an initial mediator and employee well-being as a subsequent mediator, hence boosting performance. Moreover, the use of cultural intelligence as a moderator highlights employees' capacity to navigate across varied work settings, introducing a unique contextual aspect. This research offers essential insights for executives to develop an inclusive and high-performing workforce within the dynamic and multicultural Indian IT business. The results provide actionable

insights for HR strategies, highlighting the importance of leadership development, employee engagement efforts, and wellness programs to improve overall company effectiveness. Measures of organizational performance like productivity, employee turnover, and job satisfaction are all correlated with employee well-being (17).

### **Social Exchange Theory**

Social Exchange Theory (SET) is a sociological and psychological framework that elucidates social behavior via cost-benefit analysis and reciprocity. Prior research suggests that human relationships are motivated by a rational assessment of benefits and costs (18-20). Individuals participate in social interactions when the anticipated advantages surpass the disadvantages, rendering the relationships mutually advantageous. Fundamentally, SET is predicated on the notion of reciprocity, wherein individuals anticipate a return for their efforts to a relationship. This may manifest in diverse forms, such as emotional support, financial resources, information, or social standing. The theory contends that partnerships last when there is equitable exchange, resulting in satisfaction and commitment. Conversely, if an individual senses a disparity—where expenses surpass rewards—they may disengage from the relationship.

SET is extensively utilized across various domains, including organizational behavior, marketing, leadership, and interpersonal interactions (21). In the workplace, employees feel motivated when they believe their efforts are justly compensated through salary, recognition, or career advancement (22). In marketing, consumer loyalty is frequently cultivated through value exchange mechanisms, such as discounts, rewards programs, or tailored experiences (23). An essential element of SET is the notion of power dynamics, wherein one side may exert greater control over exchanges, hence affecting decision-making and the stability of relationships (24). Moreover, trust and commitment are essential in sustaining long-term relationships, mitigating the perceived hazards linked to social contacts (21). Although SET offers significant insights into human behavior, it has faced criticism for its excessively analytical viewpoint, neglecting emotional, ethical, and altruistic reasons (25). Notwithstanding its constraints, SET continues to be a fundamental framework for comprehending human relation-

ships in both personal and professional spheres.

### **Job Demands-Resources (JD-R theory)**

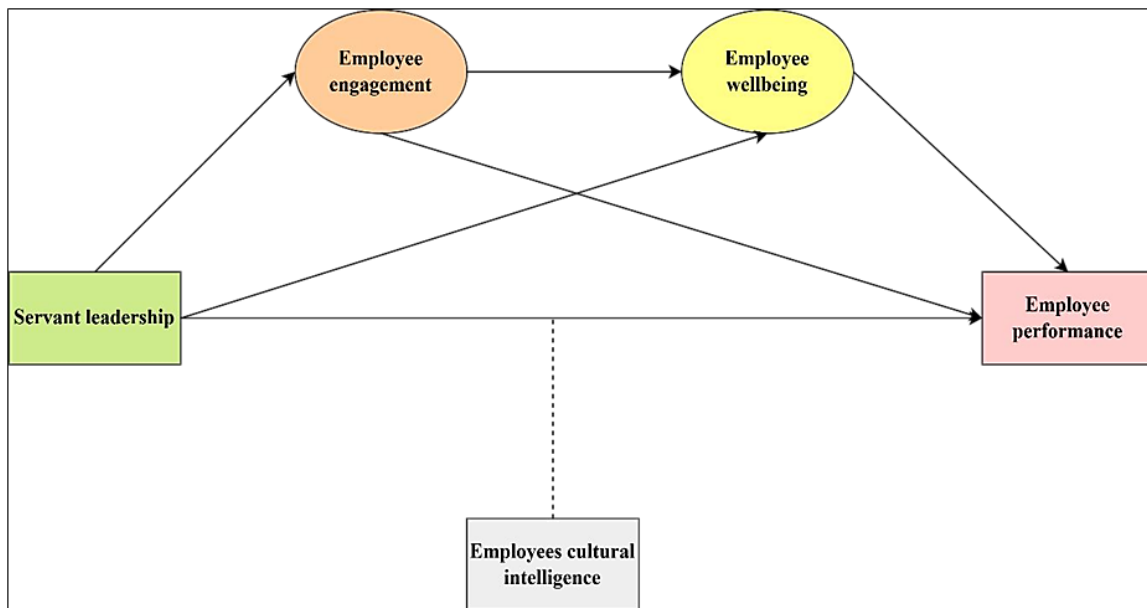
The Job Demands-Resources (JD-R) hypothesis is a prevalent framework in organizational psychology that elucidates the impact of workplace features on employee well-being, motivation, and performance. The JD-R model, classifies workplace elements into two primary categories: job demands and job resources. Job Demands denote the physical, psychological, social, or organizational elements of a job that necessitate continuous effort, potentially resulting in strain and burnout. The Job Demands-Resources (JDR) Theory offers an alternative perspective to comprehend this relationship. JDR posits that job resources, including leadership support, autonomy, and acknowledgment, assist employees in managing job demands, thereby improving motivation and performance (26). Examples encompass workload, time constraints, emotional demands, and role conflict. Job resources are elements of employment that assist individuals in attaining work objectives, alleviating job demands, and fostering personal development and motivation (27). Job resources and demands are the foundation for two fundamental psychological processes—strain and motivation—that influence organizational outcomes (such as employee well-being, turnover intention, and engagement (28). These encompass autonomy, social support, feedback, and possibilities for career development. The theory proposes that excessive job expectations without sufficient resources result in burnout, whereas ample job resources promote engagement, hence improving performance and well-being. It also emphasizes the dual mechanism: a health deterioration process (where elevated demands result in stress and fatigue) and a motivating process (where resources enhance engagement and productivity). The JD-R model has been utilized across multiple industries to enhance work environments, elevate employee satisfaction, and optimize organizational results.

### **Linking Theory to Context**

SET posits that workplace relationships are founded on reciprocal transactions between

leaders and employees. Servant leadership, characterized by ethical conduct, empowerment, and prioritizing employees' needs, cultivates superior leader-employee relationships. The moderating function of ECQ is essential in this approach. Employees with elevated ECQ exhibit superior adaptability to varied work situations and leadership approaches. In the Indian IT sector, characterized by cultural variety, ECQ affects employees' perceptions and reactions to servant leadership (29-30). When employees view their leaders as helpful and altruistic, they feel appreciated and are more inclined to respond with increased engagement and dedication. Employee engagement fosters well-being, since engaged employees report enhanced job satisfaction, less stress, and heightened psychological resilience. A positive work atmosphere eventually enhances employee performance. Servant leadership serves as a vital job resource by cultivating psychological safety and equipping employees with essential tools and support to excel. Heightened employee engagement, as a psychological asset, enables employees to handle their tasks efficiently, while improved well-being mitigates burnout and stress, so enhancing performance. Figure 1 shows conceptual framework Figure 1. Conceptual framework showing the hypothesized relationships among servant leadership, employee engagement, employee well-being, and employee performance, with employee cultural intelligence acting as a moderating variable.

Employees possessing elevated employee cultural intelligence (ECQ) are more inclined to comprehend and align with the leader's vision, hence enhancing the engagement-well-being-performance continuum. In contrast, individuals with diminished cultural intelligence may find it challenging to establish connections, so diminishing the efficacy of servant leadership. Consequently, the integration of SET and JDR theories offers a thorough comprehension of how servant leadership improves employee performance via engagement and well-being, tempered by cultural intelligence within the Indian IT sector.



**Figure 1: Conceptual Framework**

## Hypothesis Development

**Servant Leadership (SL) on Employee Performance (EP):** Servant leadership, a leadership ideology that prioritizes the leader's function as a servant to employees, has garnered considerable interest in organizational study. Based on work, servant leadership promotes a people-centric methodology, emphasizing employee welfare, empowerment, and growth (31). This leadership style is associated with improved employee performance via several mediating and moderating factors. Empirical research demonstrates that servant leadership favorably influences employee performance by cultivating a supportive work environment, improving job satisfaction, and augmenting organizational commitment (32). Moreover, servant leadership promotes proactive behaviors and inventive thinking among employees, hence enhancing overall performance (32).

Numerous studies emphasize the mediating influence of characteristics like organizational support and job engagement on the relationship between servant leadership and employee performance discovered that servant leadership boosts employee motivation, which in turn promotes task performance and corporate citizenship behavior (33-34). Furthermore, servant leadership has proven to be especially beneficial in knowledge-intensive sectors, where employee well-being and empowerment substantially impact performance results (35). Servant leadership cultivates a culture of trust,

collaboration, and ongoing development, hence enhancing employee performance. Future research may investigate the contextual and cultural determinants affecting the efficacy of servant leadership across various industries and organizational environments (36-37).

### **H1: SL positively influences on EP**

**Servant Leadership on Employee Engagement (EE):** Servant leadership, a leadership approach that emphasizes the welfare and growth of people, has been progressively associated with employee engagement developed the concept of servant leadership, highlighting the obligation of leaders to serve and strengthen their subordinates (38-39). Leaders demonstrating humility, empathy, and stewardship foster an environment that promotes intrinsic drive, work satisfaction, and organizational commitment (36). Moreover, servant leaders prioritize ethical conduct and a collective vision, enhancing employees' emotional commitment to their firms (40). Servant leadership markedly enhances employee engagement by cultivating a friendly, ethical, and empowered workplace atmosphere. Subsequent research ought to investigate contextual elements, including cultural effects and industrial disparities, to enhance comprehension of this link.

### **H2: SL positively influences on EE**

**Servant Leadership on Employee Wellbeing (EWB):** Servant leadership, defined by a leader's dedication to helping others, has garnered much attention for its beneficial effects on employee well-being (41-42). This leadership approach

cultivates a nurturing and empowering workplace, prioritizing ethical conduct, emotional recovery, and individual development (13). Employee well-being includes psychological, emotional, and physical dimensions of professional life. Servant leaders mitigate burnout and enhance engagement by addressing employees' needs (43–44). Empirical studies underscore the significance of psychological safety and emotional intelligence in moderating the connection between servant leadership and well-being (15). Leaders exhibiting empathy and ethical direction augment employees' resilience and job effectiveness. Furthermore, research in healthcare and service sectors confirms that servant leadership enhances mental well-being and job satisfaction (45). Servant leadership cultivates a work climate that promotes employee well-being, mitigates workplace stress, and enhances engagement. Future research ought to investigate cross-cultural variances and the enduring impacts of servant leadership on well-being.

### **H3: SL positively influences on EWB**

**Employee Engagement and Employee Wellbeing:** Employee engagement and well-being are essential determinants of both individual and organizational success. Employee engagement denotes an employee's emotional commitment, passion, and dedication to their work and organization (46). Employee well-being comprises physical, psychological, and emotional health, profoundly influencing job performance and overall quality of life (33). An affirmative work environment, defined by ethical leadership, equitable treatment, and robust social support, promotes well-being while mitigating stress and burnout (47–48). Servant leadership is associated with enhanced well-being since it fosters empathy, work-life balance, and emotional support (49). Employees exhibiting elevated well-being are generally more engaged, resilient, and productive, hence fostering a self-reinforcing loop of favorable performance outcomes (50). Employee engagement and well-being serve as serial mediators that elucidate the connection between servant leadership and employee performance. Employees that are engaged and possess high well-being are more inclined to demonstrate new behaviors, interact efficiently, and maintain commitment to company objectives, so enhancing overall success.

### **H4: EE positively influences on EWB**

**Employee Engagement and Employee Performance:** Employee engagement is a vital determinant of business performance, as engaged individuals demonstrate elevated levels of commitment, motivation, and productivity. Employee engagement as the psychological involvement of individuals in their professional duties, which includes cognitive, emotional, and physical dimensions (51). Engaged employees exhibit excitement, vigor, and commitment, resulting in improved job performance (52). Research indicates a robust positive correlation between employee engagement and employee performance. Engaged personnel are more inclined to take initiative, exhibit creativity, and beyond their job descriptions to further company objectives (53). Organizations that use engagement measures including recognition programs, meaningful work, and supportive leadership, experience enhanced employee productivity and decreased turnover rate (54).

Servant leadership is essential in promoting employee engagement. Servant leaders foster a work atmosphere that promotes commitment and proactive behavior by emphasizing employee well-being, development, and ethical behaviors (55). Engaged employees are more inclined to demonstrate elevated job performance, benefiting both the individual and the organization. Consequently, employee engagement functions as a crucial instrument in improving performance, highlighting the necessity for leadership strategies that foster an engaged workforce for enduring organizational success.

### **H5: EE positively influences on EP**

**Employee Wellbeing on Employee Performance:** Employee well-being is a vital factor affecting performance, as it directly impacts motivation, job satisfaction, and productivity. Well-being includes physical, psychological, and emotional health, allowing employees to perform adequately in their professional capacities. Organizations that emphasize employee well-being foster a constructive work atmosphere, alleviating stress and burnout while enhancing engagement and commitment (56). Studies demonstrate that employees with elevated well-being have more job satisfaction, inventiveness, and resilience, hence improving their performance (57–58).

The Indian IT sector, characterized by its rigorous

work environment and elevated job-related stress, warrants an investigation into the correlation between well-being and performance. Research indicates that work-life balance, mental health support, and workplace flexibility substantially promote employee well-being, resulting in improved job performance (59). Servant leadership is crucial in enhancing well-being by cultivating a supportive, inclusive, and growth-oriented work environment, consequently improving employee performance. By acknowledging the relationship between well-being and performance, firms may execute focused strategies to improve employee satisfaction, engagement, and overall productivity, so ensuring sustained success.

**H6: EWB positively influences on EP.**

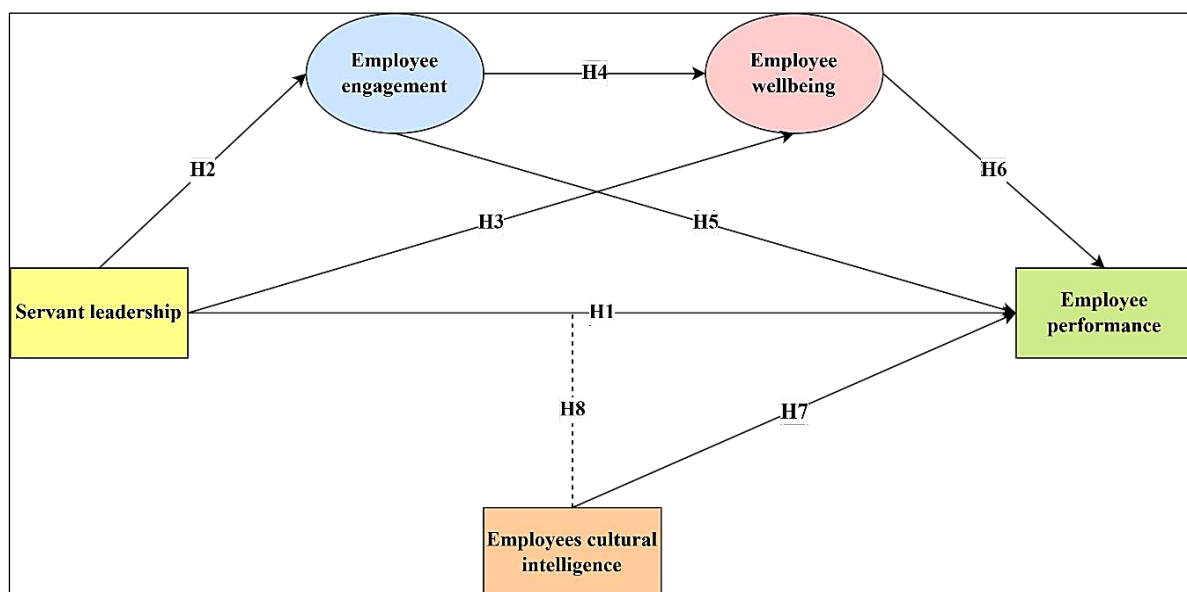
**Moderating Role of Employee Cultural Intelligence (ECQ):** Cultural intelligence moderates the relationship between servant leadership and well-being by shaping employees' interpretations and reactions to leadership practices. Employees possessing elevated Cultural intelligence are more likely to adopt servant leadership principles, resulting in enhanced psychological safety, trust, and Conversely, employees with limited cultural intelligence may find it challenging to comprehend the leader's goal, so diminishing the beneficial impacts on well-being (60). Furthermore, personnel with high cultural intelligence are more adept at managing

varied team dynamics, hence enhancing the beneficial impacts of servant leadership on emotional and psychological well-being (61). Future study should investigate how various components of Cultural Intelligence (e.g., cognitive, metacognitive, motivational, and behavioral) distinctly influence the relationship between servant leadership and well-being. Furthermore, cross-cultural research can offer profound insights into the manner in which cultural intelligence of employees augments leadership efficacy in globalized work settings (62).

**H7: ECQ positively influences on EP**

**H8: ECQ moderates the relationship between SL and EP.**

**Hypothesized Framework:** Figure 2. Hypothesized structural model depicting direct, mediating, and moderating relationships among the study variables. It considers the roles of Employee Engagement, Employee Well-being as the mediators and Cultural Intelligence as moderator. A supportive and moral workplace is created by servant leadership. This increases employee involvement, which in turn improves health and performance. Cultural intelligence also affects this relationship by figuring out how well workers can work in different environments. This study provides a complete plan for increasing the productivity of the IT staff in a globalized business environment.



**Figure 2:** Hypothesized Framework

## Methodology

### Context

The South Indian IT industry has become an important part of India's technology-driven economic growth. Bengaluru, Hyderabad, Chennai, and Kochi are some of the country's most well-known IT hubs. Many international companies, IT service providers, and startups have their headquarters in these cities. This makes the area an important part of the global digital transformation. The fast growth of the sector has created more job possibilities, but it has also made problems at work more serious when it comes to employee engagement, health, and performance (63). The unique work culture in the South Indian IT sector, which combines traditional Indian values with modern business practices, is one of the main reasons people choose to work there (64).

Furthermore, these companies operate clients all across the world, on offshore projects, and on diverse teams, South Indian IT workers often work with people from other cultures. This means that workers need to have a lot of ECQ to do their jobs well in multicultural settings. People with higher ECQ may react better to servant leadership, which encourages trust, personal growth (65). Concerns about the health and safety of workers in the South Indian IT industry are also becoming more and more important. Stress and burnout have gotten worse because of more work, longer hours, and a high turnover rate leads to a negative effect on output (31). This study looks at how servant leadership affects employee engagement and well-being. It gives IT companies in South India useful information they can use to create leadership styles that encourage long-term workforce success. In order to find out how servant leadership, employee engagement, well-being, and cultural intelligence affect employee performance in this fast-paced and tough business, this study focuses on the South Indian IT sector.

### Data Collection and Sampling

#### Technique

A structured survey questionnaire is used to get information from people who work in the Indian IT business as part of a quantitative research method. Standardized scales are used in the inquiry to measure Cultural Intelligence, Servant Leadership, Employee Engagement, and Employee Well-Being. Google forms were used to collect the data. This will

reach a wider audience and promote increased participation. Before collecting all the data, a pilot study with 30 people has done to make sure that the instrument is reliable and true. In order to ensure that a diverse group of employee's responses, the final survey was sent out through professional networks like LinkedIn, HR departments, and IT associations. The data collection was from 15 November 2024 to 15 January 2025.

For the study, IT workers with at least one year of experience working in the Indian IT sector were chosen using a non-probability purposive sampling method. All respondents met the criterion of at least one year of total work experience; however, Table 1 presents their tenure in the organization where they are currently employed. This makes sure that the people who answer have experience with leadership styles, employee involvement, health and wellness, and cultural intelligence at work. To make sure there is enough power for structural equation modeling (SEM) analysis, at least 390 responses is to be collected that for a strong SEM analysis, you should get 10 responses for each measured variable (66). This is how the sample size was decided. Respondents for the data collection is considered by taking the inclusion criteria of Indian IT workers who has been working in full time and have at least one year of work experience. For the statistical analysis, we used IBM SPSS Statistics version 26 to conduct descriptive statistics and reliability tests, and SmartPLS version 4.0 to perform confirmatory factor analysis (CFA) and structural equation modeling (SEM) to test the proposed hypotheses. Measurement scale

The Servant leadership scale was adopted from (67). The employee engagement scale was adopted from (68). The employee wellbeing scale was adopted from (69). The employee cultural intelligence scale was adopted from (70). The employee performance scale was adopted from other study (55). This study Utilized five Point likert scale (1= strongly disagree, 5= strongly agree). Sample Items of the study is My supervisor prioritizes my professional growth. My supervisor and coworkers check in with me frequently to see how I'm doing. I feel optimistic while I am working aggressively etc.,

### Common Method Bias (CMB) Test

The amount of variation that could be described by a single factor was 42%, which is less than the important level of 50%). There is general method variance, but it doesn't seriously threaten the validity of the study. Due to the fact that the data was self-reported, there may be some bias. To lower the impact of CMB even more, steps were taken to protect respondents' privacy, use different scale forms, and do statistical checks (for example, Harman's single-factor test), which made sure the results were reliable.

### Data Analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a powerful way to look at complex links between latent variables. Smart PLS 4 is advanced statistical software used for PLS-SEM. It works especially well for exploratory study, developing theories, and looking at models with small sample sizes (71). One of the best things about Smart PLS 4 is that it can handle both formative and reflective measurement methods well. There are strong tools in the software for checking validity and reliability, such as CA, CR, AVE, and the HTMT ratio for discriminant validity. With confidence intervals, the bootstrapping function lets researchers test the significance of a hypothesis.

Smart PLS 4 can handle more complex modeling methods, like mediation and moderation analysis, higher-order variables, and multi-group analysis. It also uses predictive modeling methods like PLS predict, which lets researchers check the accuracy

of predictions made outside of samples. A big improvement in Smart PLS 4 is that it has a better user interface that makes it easier for experts to understand and use. It has better path models, more reporting options, and seamless data visualization. The software also works with IPMA, which helps managers decide what steps to take by connecting performance scores to path coefficients. Smart PLS 4 is a useful tool for experts doing real-world studies in management, marketing, the social sciences, and other fields. It is an important tool for structural equation modeling because it can deal with non-normal data, small sample sizes, and complicated models (72).

### Demographic Profile

Table 1 represents demographic profile of the respondents. The demographic profile of 390 respondents indicates a virtually even gender distribution, with males [49.48%] somewhat surpassing females (44.35%). A majority of responders [57.83%] are aged between 30 and 50 years, signifying a seasoned workforce. A majority has postgraduate degrees [42.56%], followed by graduates [40.76%], while 16.66% hold a PhD. The most diverse group of people, are 42.82%, who has 1–10 years of experience, suggesting an evenly distributed workforce in the early to mid-career stages. Significantly, 33.84% possess less than one year of experience, underscoring a substantial surge of novice professionals. The comprehensive profile indicates a varied amalgamation of experiences and educational qualifications.

**Table 1:** Demographic Profile of the Respondents

Description	Frequency (N=390)	Percentage
Male	193	49.48
Female	173	44.35
Age - Less than 30 years	102	26.15
30-40 years	123	31.53
41-50 years	87	22.30
Above 50 years	68	17.43
Education – Graduation	159	40.76
Post-Graduation	166	42.56
Doctorate	65	16.66
Organization Tenure < 1 year	132	33.84
1-10 years	167	42.82
11-20 years	45	11.53
21-30 years	30	7.69
Above 31 years	16	4.10

Note:

1. Percentages are based on total respondents (N=390).

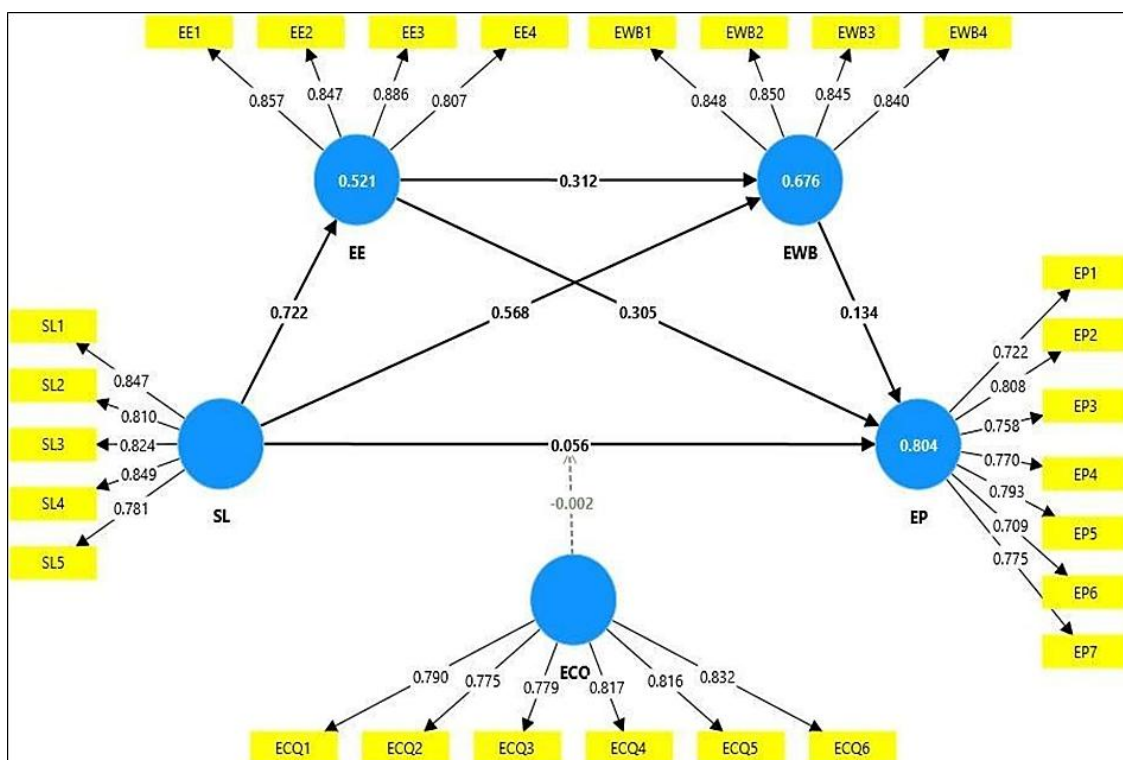
2. All respondents met the inclusion criterion of having at least one year of total work experience in the Indian IT sector. The categories reported above represent tenure in the respondents' current organization.



## Results

**Measurement Model:** In the measurement model, factor loadings were used to figure out how strongly each item was linked to its own construct. The PLS-SEM measurement model is depicted in Figure 3, which also shows the correlations between the latent constructs and the observed indicators that are used to evaluate validity and reliability preceding structural model analysis. Values above 0.70 were considered good, which means the relationships were strong. The Average Variance Extracted (AVE) number shows how much of the average variation is accounted for by the items. Values above 0.50 are considered good. Composite reliability (CR) and Cronbach's alpha (CA) were used to test reliability. Both scores were higher than 0.70, which means the reliability was good. The Fornell-Larcker (FL) standards were used to check discriminant validity. The square

root of the AVE for each construct was higher than its correlations with other constructs. This proved that the constructs were empirically different. Additionally, convergent validity was proven, with all markers having AVE values above 0.50 and outer loadings above 0.65. Cross-loading values above 0.70 further supported discriminant validity, which is important to make sure that reflective indicators properly measure the variables they're supposed to measure and not others. Also, the FL criteria showed that the square root of the AVE for each variable, shown diagonally, was greater than the relationships between variables, which proved discriminant validity. It was proven that the tool used in this study was reliable and valid because the CR and CA values for all constructs were higher than 0.70.



**Figure 3: Measurement Model**

Table 2 represents the Measurement Model. It indicates loadings, reliability, convergent validity, and VIF values demonstrate satisfactory measurement properties for all constructs. All factor loadings are higher than 0.70, which shows that the indicators are reliable. High internal consistency is shown by Cronbach's alpha [ $\geq 0.868$ ] and composite reliability [ $\rho_a$  and  $\rho_c$  0.872]. The AVE numbers [ $\geq 0.58$ ] are higher than the 0.50

level, which means that the results are convergent. Variance inflation factors ( $VIF < 5$ ) show that there aren't many problems with multicollinearity. The model is statistically sound because these results back up the construct measurement. The measurement model meets the psychometric standards for reliability, validity, and robustness, so the study can move on to structural model analysis.

**Table 2:** Measurement Model

Variable	Item code	Loadings	Cronbach' s alpha	Composite reliability (rho a)	Composite Reliability (rho c)	Average variance extracted (AVE)	VIF
Servant leadership	SL1	0.847	0.88	0.881	0.913	0.676	2.355
	SL2	0.81					2.229
	SL3	0.824					2.135
	SL4	0.849					2.459
	SL5	0.781					1.884
Employee engagement	EE1	0.857	0.871	0.872	0.912	0.722	2.239
	EE2	0.847					2.132
	EE3	0.886					2.588
	EE4	0.807					1.797
Employee wellbeing	EWB 1	0.848	0.868	0.868	0.91	0.716	2.179
	EWB 2	0.85					2.215
	EWB 3	0.845					2.273
	EWB 4	0.84					2.178
Employee cultural Intelligence	ECQ1	0.79	0.889	0.89	0.915	0.643	2.176
	ECQ2	0.775					2.294
	ECQ3	0.779					2.131
	ECQ4	0.817					2.528
	ECQ5	0.816					2.429
	ECQ6	0.832					2.777
Employee Performance	EP1	0.722	0.88	0.882	0.907	0.582	2.382
	EP2	0.808					3.004
	EP3	0.758					2.629
	EP4	0.77					2.227
	EP5	0.793					2.401
	EP6	0.709					1.766
	EP7	0.775					2.183

**Fornier Larcker Criterion:** Table 3 shows Diagonal values ( $\sqrt{\text{AVE}}$ ) are greater than inter-construct correlations, indicating satisfactory discriminant validity. The Fornell-Larcker criterion evaluates discriminant validity by confirming that the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlations with other constructs. This signifies that each construct exhibits a stronger correlation with its respective indicators than with other factors. This study demonstrates that the square root of the Average Variance Extracted (AVE) for each construct (bold diagonal values) exceeds the corresponding inter-correlations, hence affirming

robust discriminant validity. For instance, Servant Leadership [0.822] exhibits a more robust correlation with its own measures compared to Employee Engagement [0.722] and Employee Well-being [0.793]. Employee Performance [0.763] is distinct from related dimensions, although its moderate connection with Employee Well-being [0.718]. Although certain correlations are notably high (e.g., 0.722 between Employee Engagement and Servant Leadership), the Fornell-Larcker criterion continues to be upheld. The results affirm that all constructs in the measuring model are conceptually unique, hence validating the study's validity.

**Table 3:** Forner Larcker Criterion

Variables	Employee cultural intelligence	Employee engagement	Employee performance	Employee well being	Servant leadership
Employee cultural intelligence	0.802				
Employee engagement	0.444	0.850			
Employee performance	0.406	0.695	0.763		
Employee well being	0.561	0.722	0.718	0.846	
Servant leadership	0.498	0.722	0.666	0.793	0.822

**Table 4:** HTMT Criterion

Variable	Employee cultural intelligence	Employee engagement	Employee performance	Employee well being	Servant leadership
Employee cultural intelligence					
Employee Engagement	0.503				
Employee performance	0.802	0.801			
Employee well Being	0.638	0.832	0.824		
Servant leadership	0.558	0.824	0.762	0.805	

**Heterotrait-Monotrait:** The Heterotrait-Monotrait (HTMT) ratio evaluates discriminant validity by contrasting the correlations among components. Table 4 HTMT values fall within acceptable limits, confirming discriminant validity. A well-recognized criterion is  $HTMT < 0.90$  for conceptually distinct constructs (73). This study reveals that the majority of HTMT values are below 0.90, signifying adequate discriminant validity. Nonetheless, the correlation between Employee Well-being and Employee Engagement [0.832] and between Employee Performance and Employee Well-being [0.824] is very strong. Nonetheless, while they remain below 0.90, discriminant validity is significantly satisfied.

**Structural Model:** The structural model evaluates the interrelations among constructs and the model's overall explanatory capacity. The route coefficients ( $\beta$  values) signify the magnitude and orientation of correlations, and the  $R^2$  values represent the proportion of variance elucidated in the dependent variables. An elevated  $R^2$  indicates robust forecasting capability. Furthermore, effect sizes ( $f^2$ ) evaluate the influence of each predictor, and  $Q^2$  values measure predictive relevance by blindfolding methods. Bootstrapping (5,000 resamples) guarantees statistical significance by yielding t-values and p-values for hypothesis testing. If VIF values are less than 5, multicollinearity is negligible. The model's robustness substantiates legitimate conclusions on

the impact of servant leadership on employee performance through engagement, well-being, and cultural intelligence.

The model fit indicators demonstrate the degree to which the structural model corresponds with the observable data. The Standardized Root Mean Square Residual (SRMR) is 0.073, below the 0.08 standard, signifying a satisfactory model fit. The Chi-square values [1898.399 and 1907.347] are considerably elevated, however anticipated in extensive sample SEM models. The Normed Fit Index (NFI) of 0.666 is just below the suggested threshold of  $\geq 0.90$ , indicating potential for enhancement. The model demonstrates a satisfactory moderate fit, warranting additional structural study. The R-square values represent the percentage of variance accounted for by the independent variables in the model. Employee engagement possesses an R-square value of 0.521, signifying that 52.1% of its variance is elucidated, which denotes a moderate effect. Employee performance exhibits the greatest R-square value of 0.804, indicating that 80.4% of its variance is accounted for, demonstrating robust predictive capability. Table 5 shows  $R^2$  values indicate the model's explanatory strength for the endogenous constructs and 6 shows Positive  $Q^2$  values confirm the predictive relevance of the model. The R-square for employee well-being is 0.676, indicating that 67.6% of its variance is accounted for, which implies a significant impact. The modified R-

squared values, marginally reduced, validate model reliability by considering the number of predictors. The model exhibits significant explanatory strength, especially for employee performance.

The  $Q^2_{\text{predict}}$  values demonstrate the predictive importance of the model for each endogenous variable, evaluated by the blindfolding technique in PLS-SEM (Table 6). A  $Q^2_{\text{predict}}$  value exceeding zero indicates that the model possesses predictive capability. The employee engagement model [ $Q^2_{\text{predict}} = 0.519$ ] indicates that the predictors, including servant leadership, account for a substantial percentage of its variation, signifying robust predictive accuracy. The predictive relevance for employee well-being [ $Q^2_{\text{predict}} = 0.629$ ] signifies a notably robust correlation. This indicates that factors like servant leadership and employee engagement are effective predictors of employee well-being, underscoring the significance of workplace leadership and

engagement in improving psychological well-being.

The model exhibits a robust predictive capacity for employee performance outcomes, evidenced by the highest  $Q^2_{\text{predict}}$  value of 0.736. This indicates that servant leadership, employee engagement, and well-being substantially account for differences in employee performance. The RMSE (Root Mean Square Error) and MAE (Mean Absolute Error) metrics corroborate model accuracy, with diminished values signifying superior fit. Employee performance exhibits the lowest RMSE [0.519] and MAE [0.399], signifying a high level of predictive accuracy. The  $Q^2_{\text{predict}}$  values substantiate the model's robustness, affirming that servant leadership, engagement, and well-being significantly predict employee performance. Table 7 Structural path estimates and significance levels support the proposed hypotheses.

**Table 5: R Square**

Variables	R-square	R-square adjusted
Employee engagement	0.521	0.520
Employee performance	0.804	0.800
Employee well being	0.676	0.673

**Table 6: Q Square**

Variables	$Q^2_{\text{predict}}$	RMSE	MAE
Employee engagement	0.519	0.702	0.546
Employee performance	0.736	0.519	0.399
Employee well being	0.629	0.616	0.484

**Table 7: Hypothesis Testing**

Hypothesis	Path	Original sample (O)	Sample mean (M)	Standard deviation (STD EV)	T statistics ( O/STD EV )	P values	Decision	F square	Size
H1	Servant leadership -> Employee performance	0.383	0.383	0.039	9.87	0	Supported	0.005	Small
H2	Servant leadership -> Employee engagement	0.722	0.721	0.04	18.254	0	Supported	1.09	Large
H3	Servant leadership -> Employee well being	0.793	0.792	0.031	26.01	0	supported	0.476	Large
H4	Employee engagement -> Employee well being	0.312	0.312	0.069	4.536	0	supported	0.144	Large
H5	Employee engagement -> Employee Performance	0.347	0.347	0.043	8.158	0	supported	0.194	Large
H6	Employee wellbeing -> Employee performance	0.134	0.134	0.063	2.146	0.032	supported	0.027	Small
H7	Employee cultural intelligence -> Employee performance	0.567	0.567	0.038	14.767	0	supported	1.105	Large
H8	Employee cultural intelligence x Servant leadership -> Employee Performance	-0.002	-0.002	0.017	0.092	0.927	Not Supported	0	No effect

Note(s): \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001

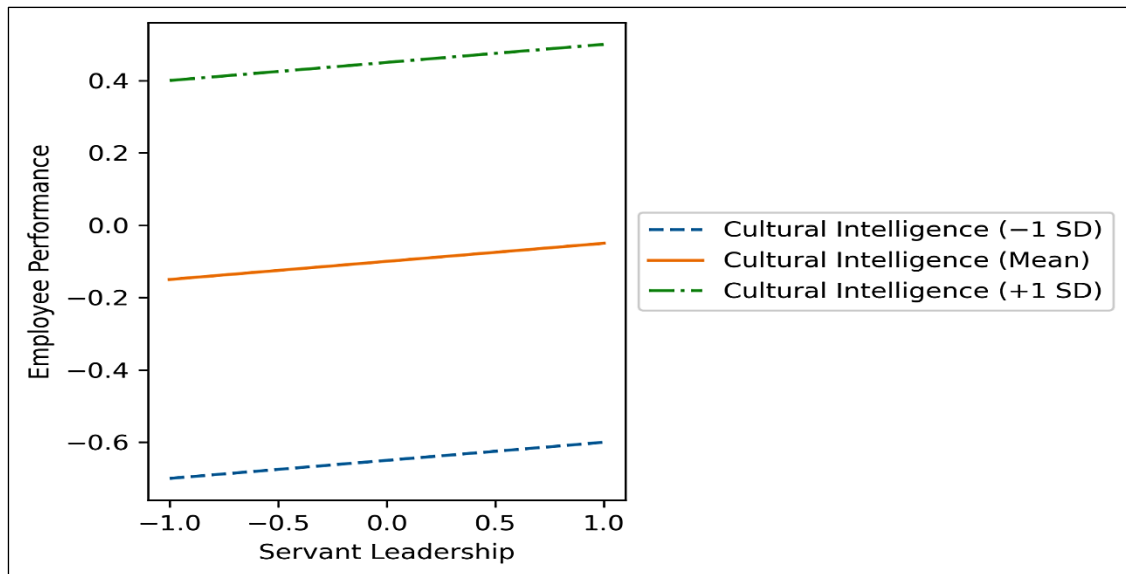


Figure 4: Moderation Analysis

### Mediation Analysis

The mediation research indicates that employee engagement and employee well-being significantly moderate the association between servant leadership and employee performance. The indirect influence of servant leadership on employee performance via employee engagement and well-being is statistically significant [ $\beta = 0.038$ ,  $p = 0.026$ ], validating a twofold mediation effect. Furthermore, servant leadership significantly

enhances employee well-being [ $\beta = 0.076$ ,  $p = 0.033$ ] and employee engagement [ $\beta = 0.22$ ,  $p < 0.001$ ], so affirming its contribution to cultivating a supportive workplace atmosphere. Table 8 shows specific indirect effect. The sequential mediation of employee engagement and well-being [ $\beta = 0.042$ ,  $p = 0.05$ ] underscores the significance of psychological well-being in improving performance. Figure 4 shows structural model results.

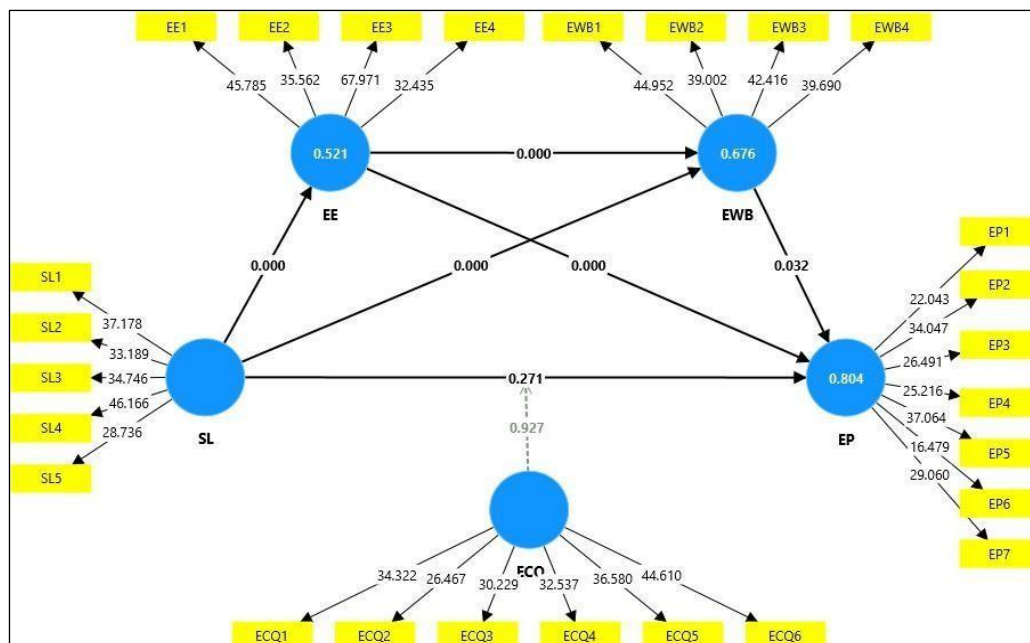


Figure 5: Structural Model

**Table 8:** Specific Direct Effect

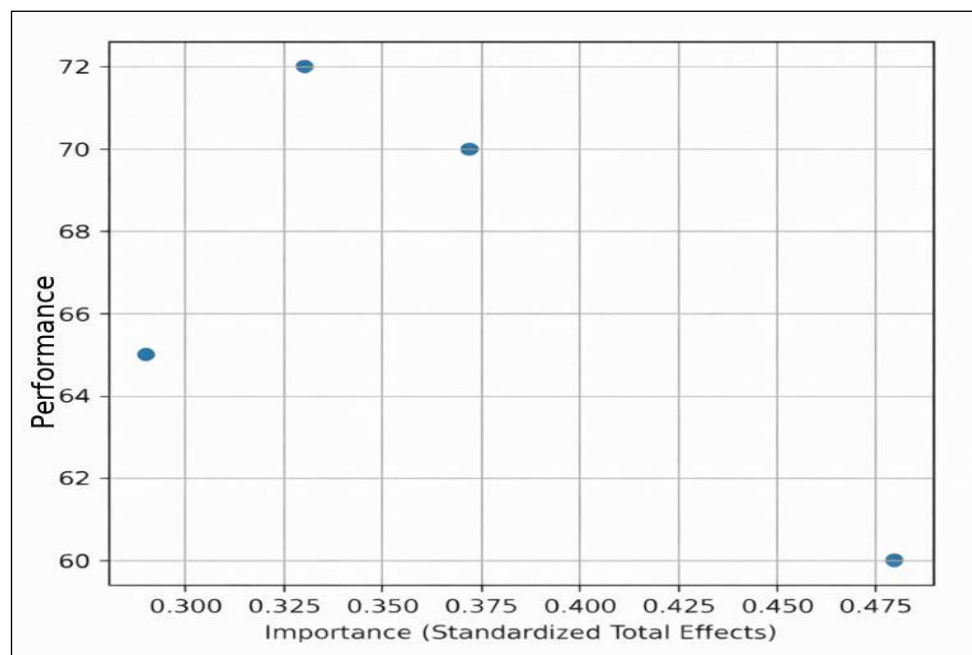
Hypothesis	Original (O)	sampleStandard deviation (Stdev)	0.025	0.975	T statistics ( O/STDEV )	P value	Decision
Servant leadership -> Employee engagement -> Employee well being -> Employee performance	->0.038	0.017	0.00	0.07	2.235	0.02	Accepted
Servant leadership -> Employee wellbeing -> Employee Performance	->0.076	0.036	0.00	0.14	2.129	0.03	Accepted
Servant leadership -> Employee engagement -> Employee Performance	->0.22	0.038	0.14	0.29	5.749	0	Accepted
Servant leadership -> Employee engagement -> Employee well being -> Employee performance	->0.226	0.051	0.12	0.32	4.439	0	Accepted
Employee engagement -> Employee wellbeing -> Employee Performance	->0.042	0.021	0.00	0.09	2.000	0.05	Accepted

Note(s): \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001

### IPMA Analysis

IPMA (Importance-Performance Map Analysis) is a sophisticated method inside Partial Least Squares Structural Equation Modeling (PLS-SEM) that enhances conventional path modeling by including a performance factor. It assesses both the interrelations across constructs and their respective significance and efficacy in affecting a target variable. This method identifies areas for

managerial focus by emphasizing conceptions of high significance and low performance. IPMA is extensively utilized in business, healthcare, and education to enhance decision-making and resource allocation. Figure 5 shows IPMA map. Visualizing important drivers enables businesses to refine tactics and better overall outcomes, rendering it an invaluable resource for both scholars and practitioners.

**Figure 6:** Importance Performance Map

The Importance-Performance Map Analysis (IPMA) offers critical insights by correlating the significance of latent variables (LVs) with their performance metrics, enabling companies to identify essential areas for enhancement. Figure 6. Importance-Performance Map Analysis (IPMA) illustrating importance (standardized total effects) and performance (index values ranging from 0 to 100) for the study constructs. This analysis indicates that Servant Leadership [72.248] demonstrates superior performance, implying that leadership techniques prioritizing service, empathy, and ethical conduct are well entrenched. Nonetheless, its influence on total employee performance must be assessed to guarantee enduring efficacy. Employee Engagement [69.985] and Employee Well-being (68.299) demonstrate robust performance, signifying that employees are actively engaged and enjoy a favourable work environment. These elements presumably play a substantial role in organizational success. Employee Cultural

Intelligence [60.371] has the lowest performance, indicating a critical area requiring strategic attention. Table 9 represents Latent variable metrics indicate satisfactory reliability and validity. Cultural intelligence is essential in heterogeneous workplaces, affecting collaboration, flexibility, and overall efficacy. Improving cultural intelligence via focused training and inclusive activities may produce substantial advantages. Employee performance (63.242) is modest, indicating potential for enhancement via improved engagement tactics or leadership interventions. From an IPMA standpoint, firms ought to target the enhancement of Employee Cultural Intelligence while sustaining elevated degrees of Servant Leadership and Employee Engagement. Investments in cultural competency training and employee development programs may improve performance outcomes, resulting in a more unified and efficient work environment.

**Table 9:** LV Performance

Variables	LV performance
Employee cultural intelligence	60.371
Employee engagement	69.985
Employee performance	63.242
Employee well being	68.299
Servant leadership	72.248

## Discussion

The results of this research offer empirical evidence to support the hypothesis that servant leadership, employee engagement, employee well-being, and employee cultural intelligence all have a major impact on employee performance. These findings are consistent with the current body of knowledge and provide important insights into the manner in which organizations behave and the effectiveness of leadership. The findings of the study provide more evidence that servant leadership has a favorable impact on employee performance [ $\beta = 0.383$ ,  $p < 0.001$ ], but with a relatively small effect size [ $f^2 = 0.005$ ]. In line with the findings of previous research conducted in which it discovered that servant leadership creates a supportive working atmosphere, which ultimately results in improved job performance, this is appropriate. While servant leadership does contribute to performance, the very small effect size shows that other elements, such as employee engagement and cultural intelligence, may have a more important impact. This is because the effect size is rather small.

According to the findings, servant leadership has a significant impact on employee engagement [ $\beta = 0.722$ ,  $p < 0.001$ ,  $f^2 = 1.09$ ] and employee well-being [ $\beta = 0.793$ ,  $p < 0.001$ ,  $f^2 = 0.476$ ], with effect sizes that are rather considerable. These findings are consistent with the findings of past research where it emphasizes that servant leaders place an emphasis on the growth of their employees, hence fostering an engaged workforce (73). A similar point was made, who underlined that servant leadership helps to cultivate psychological safety, which in turn improves the well-being of employees. Because of the close relationship, it appears that firms that place an emphasis on servant leadership can greatly boost the level of happiness and motivation experienced by their employees.

The level of employee involvement has a significant impact on both employee well-being [ $\beta = 0.312$ ,  $p < 0.001$ ,  $f^2 = 0.144$ ] and employee performance [ $\beta = 0.347$ ,  $p < 0.001$ ,  $f^2 = 0.144$ ] in a statistically significant manner. According to this model, engaged employees report higher levels of job satisfaction and better performance outcomes.

In a similar vein, previous research discovered that engaged employees exhibit a higher level of dedication, which has a good impact on both their well-being and the outcomes of their work.

According to the findings, there is a positive correlation between employee well-being and employee performance [ $\beta = 0.134$ ,  $p = 0.032$ ], even with a very small impact size [ $f^2 = 0.027$ ]. In spite of this, the fact that the effect size is very small suggests that well-being alone is not sufficient to fully explain variances in performance, which suggests that there are other factors that have an impact. There is a significant beneficial influence of employee cultural intelligence on employee performance, as evidenced by the statistical analysis [ $\beta = 0.567$ ,  $p < 0.001$ ,  $f^2 = 1.105$ ], with a substantial effect size. This finding is consistent with the findings of research which imply that cultural intelligence improves flexibility and effectiveness in a variety of work situations (57). When employees have a high level of cultural intelligence, they are better equipped to handle multicultural contexts, which improves both collaboration and performance.

It is worth noting that the interaction impact between employee cultural intelligence and servant leadership on employee performance does not exhibit statistical significance [ $\beta = -0.002$ ,  $p = 0.927$ ,  $f^2 = 0$ ]. In contrast to the findings of some earlier studies, which imply that the efficacy of leadership can be modulated by the cultural intelligence of employees our data suggests that the opposite is true. One of the probable explanations is that both servant leadership and cultural intelligence contribute to performance. but they do not necessarily combine in a way that either amplifies or minimizes the impact that they have. There is also the possibility that employees who possess a high level of cultural intelligence may not rely as heavily on the backing of leadership, which would result in a reduction in the interaction effect. The research underscores the substantial indirect impact of servant leadership on employee performance via engagement and well-being. The mediation route of servant leadership  $\rightarrow$  employee engagement  $\rightarrow$  employee well-being  $\rightarrow$  employee performance [ $\beta = 0.038$ ,  $p = 0.026$ ] indicates that engagement is a vital strategy for improving well-being, which subsequently enhances performance. This study aligns with who assert that engaged employees exhibit enhanced motivation and job

satisfaction, resulting in superior outcomes (56). In a similar vein, servant leadership positively influences employee well-being, which in turn enhances employee performance [ $\beta = 0.076$ ,  $p = 0.033$ ], so supporting the notion that a nurturing leadership approach promotes psychological well-being, leading to improved performance (3). Leaders who emphasize employee well-being foster an environment that enhances productivity and job satisfaction.

The direct mediation pathway of servant leadership leading to employee engagement and subsequently to employee performance [ $\beta = 0.22$ ,  $p < 0.001$ ] is consistent with the findings (58) who contend that servant leaders foster robust relational engagement with employees, hence enhancing commitment and job performance. The mediation pathway of servant leadership leading to employee engagement and subsequently employee well-being [ $\beta = 0.226$ ,  $p < 0.001$ ] underscores the psychological advantages of engaged employees, supporting the (59). The mediation of employee engagement, employee well-being, and employee performance [ $\beta = 0.042$ ,  $p = 0.05$ ] substantiates the job demands-resources (JD-R) (30) indicating that engagement serves as a catalyst for well-being, which subsequently improves job performance.

**Making an Investment in Servant Leadership Training** In light of the significant influence that servant leadership has on employee engagement and well-being, companies ought to give priority to leadership development programs that place an emphasis on the principles of servant leadership. **Enhancing Employee Engagement Strategies** In light of the fact that employee engagement has a substantial impact on both well-being and performance, businesses should establish a working environment that encourages motivation and involvement by means of recognition programs and participatory decision-making.

**Developing Programs for Cultural Intelligence** Given the significant impact that cultural intelligence has on performance, it is reasonable to assume that training programs that concentrate on cross-cultural competences can enhance both teamwork and flexibility in working environments that are varied. **Recognizing the Limited Interaction Between Cultural Intelligence and Leadership:** It is important for organizations to recognize that cultural intelligence and servant



leadership operate separately rather than synergistically in terms of their influence on employee performance.

### Implications

**Theoretical Implication:** SET says that social ties are based on two-way exchanges, where people respond well to being treated well by their leaders. A good relationship between a boss and an employee is based on servant leadership, which includes being humble, giving employees power, and focusing on their growth. Employees see servant leadership as a way for the company to help them, which makes them more engaged and improves their health. When workers feel appreciated and supported, they show that appreciation by being more dedicated, productive, and performing at their best. Engaged and healthy employees are psychological ways that servant leadership improves performance, which supports the idea that social trade works both ways. JDR theory says that job resources (like leadership support and autonomy) and job need (like workload and role ambiguity) affect how well and how well employees do their jobs. Servant leadership is an important job resource because it helps people deal with stress, creates a good work environment, and offers emotional support. This then improves the health and happiness of employees, both of which are important for success. This relationship is moderated by cultural intelligence, which changes how workers see and react to servant leadership. People who are more culturally intelligent may be able to use servant leadership more successfully, which could lead to better engagement, health, and performance. By combining SET and JDR theories, this study adds to the body of research on leadership by showing that servant leadership improves worker performance through psychological and emotional channels. It shows how cultural intelligence can help make these relationships stronger and gives IT companies ideas on how to make their leaders and workers more culturally intelligent.

**Managerial Implications:** The results of this study have important implications for managers and HR professionals in the Indian IT industry. Employee involvement and well-being are two important factors that affect how well employees do their jobs. Because of this, companies should actively promote a leadership style that values service, empathy, and giving employees power. IT

companies should put their efforts into leadership development programs that teach leaders how to be humble leaders. This includes things like mentorship programs, active listening, and training in emotional intelligence. These will help leaders build trust and relationships with their workers. Because employee participation is important, managers need to make rules that make workers more interested in their jobs, motivated, and committed. Flexible work schedules, open communication, and recognition programs can help employees be more involved, which can lead to better work. To make sure their employees are healthy, businesses should put money into mental health programs, wellness projects, and workshops on how to deal with stress. Work-life balance, counseling services, and wellness rewards can help keep people from getting burned out, make them happier at work, and ultimately improve their performance.

Employee Cultural intelligence plays a moderating part in this study. This shows how important it is for companies to teach their workers cross-cultural skills. IT companies should offer intercultural training, diversity awareness programs, and global collaboration classes to help people become more culturally adaptable. This will lead to better teamwork and new ideas. When hiring people, judging their performance, and giving them training, HR teams should all follow a servant leadership strategy. Creating policies that are open to everyone and support a people-centered approach will improve engagement and well-being, which will eventually lead to more productivity and new ideas in the IT sector. By using these tactics, IT companies can make the workplace a good place to work where people feel valued, engaged, and able to do their best work, which will ensure the long-term success of the company. By creating a culture of empowerment, support, and ethical leadership, organizations in the Indian IT industry can use servant leadership to get their workers to do a better job. Leaders who put the growth, health, and happiness of their employees first can make the workplace a good place to be that encourages great performance. IT companies should tell their leaders to listen actively, give their workers chances to learn and grow, and acknowledge the work they do. This can make people more interested, which can make them more motivated and productive. Work-life

balance programs, mental health programs, and stress control workshops need to be a top priority for businesses. A workforce that is well-supported is less likely to burn out, which leads to higher job satisfaction and long-term good performance. Because Indian IT companies hire people from a wide range of backgrounds, their leaders need to improve their cultural intelligence (ECQ) in order to manage workers well.

Customized leadership styles that take national differences into account can help people communicate, work together, and stick together as a team. As part of programs to help people become better leaders, HR departments should teach servant leadership. Organizations can also include measures of employee well-being in performance reviews to make sure they look at output from all angles. IT companies can build a long-lasting and productive work environment by incorporating servant leadership principles, which will eventually lead to greater organizational success.

### **Limitations and Future Directions**

This study contains the certain limitation. It uses employee engagement and well-being as mediators and cultural intelligence as a moderator, which may limit generalizability, introduce measurement biases, and overlook other potential influencing factors. The study starts with self-reported data, which could lead to common method bias and social preference bias, future research could incorporate multiple data sources, use statistical controls for bias, ensure anonymity, and collect multi-wave or longitudinal data. Second, the study only looks at the Indian IT industry, so the results might not be applicable to other fields or cultures, further research could expand the study to include diverse industries and cultural contexts to enhance the generalizability of the findings. Third, the study uses a cross-sectional methodology, which makes it harder to draw conclusions about what caused certain variables to change, subsequent studies could adopt a longitudinal or experimental design to better assess causal relationships and track changes over time. Fourth, outside factors that might affect employee success, like company rules, job design, and the way the industry works, were not fully thought through. Lastly, the study doesn't look into the possibility of the opposite effect, which is that good employee performance may also make them happier and more engaged. Experimental methods

can be used in future studies to find stronger causal links. Findings can be used in more situations by doing more study in more industries and cultural settings. Adding qualitative information from conversations can also help us understand the effects of servant leadership better. Researchers can also look at other moderators, like the climate of the workplace or the shift to digital, to see how they affect employee success. Cross-lagged panel models and other advanced analytical methods can help you get a better understanding of reverse causality or mutual effects.

### **Conclusion**

This study investigated how servant leadership affected employee performance in the Indian IT sector. It looked at how employee involvement, well-being, and cultural intelligence affected the relationship between servant leadership and performance. The results make it clear that servant leadership makes employees much more engaged, which in turn improves their health. Higher employee success is another result of better well-being, which shows how these mediators have a domino effect. The study shows that servant leadership is very important for creating a supportive work atmosphere that helps employees be self-motivated and happy with their jobs. Leaders who put their workers' needs first, show empathy, and encourage a culture of trust and empowerment help to get more people involved. Engaged workers are more likely to be happy and healthy, which has a direct effect on how well they do their job. The moderating effect of cultural intelligence also shows how important it is for workers to be able to work in diverse settings.

Employees with high cultural intelligence are better able to deal with problems at work, get help from leaders, and get the most out of their motivation and health, all of which lead to better performance. In a field as diverse and changing as IT, this shows how important it is to be able to adapt to different cultures. If you are a boss, your company should pay for training in servant leadership to help you develop a style of leadership that makes employees happier and more engaged. paraphrase Increasing employees' cultural intelligence through diversity training and interactions with people from other cultures can also make them more flexible and open to leadership ideas. To sum up, servant leadership is a key factor in how well employees do their jobs in the Indian IT industry. Organizations

can use specific strategies to improve leadership effectiveness, employee motivation, and total workplace productivity by understanding how engagement and well-being are mediated in a sequential way and how cultural intelligence plays a moderating role.

### Abbreviations

CMB: Common Method Bias, ECQ: Employee Cultural Intelligence, EE: Employee Engagement, EP: Employee Performance, EWB: Employee Well-being, IPMA: Importance performance analysis, JD-R: Job Demands-Resources theory, SET: Social Exchange Theory, SL: Servant leadership, SRMR: Standardized Root Mean Square Residual.

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### Author Contributions

The authors have equally contributed to methodology, conceptualisation, data collection, formal analysis, initial draft preparation.

### Conflict of Interest

The authors have no conflict of interest.

### Declaration of Artificial Intelligence (AI) Assistance

The authors declare that no generative artificial intelligence or AI-based techniques were used in the planning, writing, or editing of this work.

### Ethics Approval

This study adheres to strict ethical guidelines to safeguard the confidentiality and accuracy of participant data. Before any data is gathered, all interviewees will provide their informed consent, ensuring that they are participating voluntarily. Given that the survey on which the study is based doesn't harm anyone, this study follows the institution's ethical standards and any related guidelines. This makes sure that all procedures are in line with principles of academic honesty, fairness, and respect.

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