

Table S1. Results: Servant leadership characteristics.

Result Theme	Keywords Cited	Article Code	Total Article Codes	Count	Evidence
Authenticity	Self-awareness, self-identity	LIT02, QNT32	LIT02, QNT05, QAL01, QNT14, QNT20, QNT32, LIT05, LIT12, MIXED03, LIT22, LIT23, QNT50, QNT53, QNT40, LIT13, QNT42, QNT47	17	Strong
	Authentic self, authenticity, authentic, leading authentically	LIT02, QNT05, QAL01, QNT14, QNT20, QNT32, LIT05, LIT12, MIXED03, LIT22, LIT23, QNT50, QNT53, QNT40, LIT13, QNT42, QNT47			
Humility	Humility	LIT02, QAL01, QNT04, MIXED01, QNT07, QNT14, LIT05, LIT07, LIT08, QNT18, QNT20, QNT30, QNT32, QNT33, QNT35, LIT12, MIXED03, LIT23, LIT22, LIT23, QNT50, QNT53, QNT26, LIT13, QNT15, QNT48, LIT24	LIT02, QAL01, QNT04, MIXED01, QNT07, QNT14, LIT05, LIT07, LIT08, QNT18, QNT20, QNT30, QNT32, QNT33, QNT35, LIT12, MIXED03, LIT23, LIT22, QNT50, QNT53, QNT26, LIT13, QNT15, QNT48, LIT24, LIT05	27	Strong
	Voluntary subordination	LIT05			
Compassion	Emotional healing	QNT02, LIT02, LIT03, LIT09, QNT18, QAL02, LIT11, QNT29, QNT30, QNT32, MIXED02, LIT12, LIT17, QNT52, QNT44, QNT48, QNT49, QNT56	QNT02, LIT02, LIT03, LIT07, LIT09, LIT11, LIT12, LIT13, LIT16, LIT17, LIT19, LIT21, LIT22, LIT23, LIT24, MIXED01, MIXED02, QAL01, QAL02, QNT04, QNT05, QNT06; QNT07, QNT14, QNT18, QNT20, QNT21, QNT24, QNT29, QNT30, QNT31, QNT32, QNT33, QNT35, QNT36, QNT40, QNT43, QNT44, QNT48, QNT49, QNT52, QNT56	42	Strong
	Compassion	QNT02, QAL01, QNT35, QNT40			
	Forgiveness	QNT05			
	Empathy, empathize, empathetic listeners	LIT02, LIT03, QNT04, MIXED01, QNT06; QNT14, LIT07, QAL02, LIT11, QNT30, QNT32, QNT35, LIT12, LIT17, LIT21, QNT52, QNT44, QNT48			
	Agape love, unconditional love	LIT02, MIXED01, QNT07, LIT07, QNT18, QNT32, QNT33, LIT16, LIT21, LIT22, LIT23			
	Care, concern, kindness	QNT21, LIT07, QNT20, QAL02, QNT30, QNT33, QNT43, LIT19, LIT22, QNT24, QNT31, LIT13, LIT24			
	Others orientated, benefit of others, service orientated, put others first, value people, appreciating others, good to others	MIXED01, QNT18, QAL02, QNT32, MIXED02, LIT12, LIT16, LIT22, QNT36, QNT44			
Interpersonal acceptance	LIT12				
Accountability	Responsibility, delegating responsibilities, responsible for results	QAL01, LIT13, QNT42, QNT15	QAL01, LIT13, QNT42, QNT15, QNT14, LIT05, QNT50	7	Strong
	Accountability, accountable practices	QNT14, LIT05, QNT50			
Courage	Courage (take risks), moral courage	QNT05, QNT14, QNT50, QNT24, QNT42	QNT05, QNT14, QNT50, QNT24, QNT42, QNT26	6	Strong
	High ethical conduct	QNT26			
Altruism	Altruistic calling, altruism, altruism mind-set, altruistic	QNT05, QAL07, QNT04, MIXED01, QNT07, LIT08, QNT18, QNT32, MIXED02, LIT12, LIT17; LIT23, QNT53, QNT36, QNT40, QNT48	QNT05, QAL07, QNT04, MIXED01, QNT07, LIT08, QNT18, QNT32, MIXED02, LIT12, LIT17; LIT23, QNT53, QNT36, QNT40, QNT48, QAL01	17	Strong
	Serving others first	QAL01			
Integrity	Behave ethically, ethical work climate, ethical models	QNT02, LIT02, QNT22, QNT29, QNT30, QNT24, QNT26, QNT39; QNT40, QNT44, QNT49, QNT56	QNT02, LIT02, QNT22, QNT29, QNT30, QNT24, QNT26, QNT39; QNT40, QNT44,	30	Strong

	Responsible morality, moral integrity, moral, moral compass	LIT02, LIT05, QNT32, QNT35, QNT41; MIXED03, QNT24, QNT40, QNT47	QNT49, QNT56, LIT05, QNT32, QNT35, QNT41; MIXED03, QNT47, QNT05, LIT07, LIT09, QAL02, MIXED02, LIT12, QNT41, QNT43, QNT52, QNT48, LIT24, QNT33		
	Integrity, personal integrity	QNT05, LIT05, LIT07, LIT09, QAL02, MIXED02, LIT12, QNT41, QNT43, MIXED03, QNT52, QNT24; QNT26, QNT44, QNT48, LIT24			
	Honesty	QNT33, LIT12, QNT24, QNT26			
Listening	Listening, active listening, listen respectfully, listen first	QAL07, QNT04, MIXED01, QNT14, LIT05, LIT07, LIT09, QNT32, MIXED02, QNT35, LIT12, LIT19, LIT22, QNT44, LIT03, LIT11, QNT48	QAL07, QNT04, MIXED01, QNT14, LIT05, LIT07, LIT09, QNT32, MIXED02, QNT35, LIT12, LIT19, LIT22, QNT44, LIT03, LIT11, QNT48, LIT03, LIT13, QNT36	20	Strong
	Deep commitment	LIT03, LIT19			
	Need for silence, reflection, meditation	LIT03, LIT11, LIT19			
	Ask questions, knowledge creation	QAL07, LIT13			
	Feels human condition, hearing inner voice, listen what is unsaid	QNT36, LIT19			

Table S2. Results: Servant leadership competencies.

Result Theme	Keywords Cited	Article Code	Total Article Codes	Count	Evidence
Empowerment	Empowering employees, empowerment, psychological empowerment, empower,	QNT02, LIT02, QNT05, QNT21, QNT07, QNT13, QNT14, LIT07, LIT08, LIT09, QNT18, QNT29, QNT30, MIXED02, QNT35, QNT37, LIT12, QNT43, LIT16, LIT22, LIT23, QNT50, QNT53, QNT25, QNT26, LIT13, QNT44, QNT47, QNT15, QNT48, QNT56	QNT02, LIT02, QNT05, QAL01, QANT09, QNT11, LIT03, QNT21, QAL07, QNT23, LIT01, QNT04, MIXED01, QNT06, QNT07, QNT13, QNT14, LIT07, LIT08, LIT09, QNT18, QNT22, QNT29, QNT30, QNT32, MIXED02, QNT35, QNT37, LIT12, QNT43, LIT16, LIT17, MIXED03, LIT19, LIT22, LIT23, QNT50, QNT53, QNT24, QNT25, QNT26, QNT31, QNT36, LIT13, QNT42, QNT44, QNT47, QNT15, QNT48, QNT49, LIT42, QNT55, QNT56	54	Strong
	Commitment to growth of people, developing people, employee growth, personal growth, learning, growing followers, enhance skills, provide opportunities, personal needs and growth, enable potential, make servant leaders, moral development, develop others, prioritize growth, healthy growth, follower development, helping subordinates grow and succeed, personal, professional, and spiritual growth, training, enable employees, strengthen capability, prosper	LIT02, QNT05, QAL01, QNT09, QNT11, LIT03, QNT21, QAL07, LIT01, QNT04, MIXED01, QNT06, LIT07, QNT18, QNT22, LIT11, QNT32, MIXED02, QNT35, QNT37, LIT12, LIT17, LIT19, LIT22, LIT23, QNT50, QNT53, QNT24, QNT25, QNT26, QNT31, QNT36, LIT13, LIT13, QNT44, QNT47, QNT48, QNT49, LIT24, QNT55			
	Transforming influence	LIT02, QNT18, MIXED03, QNT53			
	Transfer responsibility, when and how to complete tasks, clear expectations	QNT05, QNT29			

	Encouraging talents, help use personality and passion	QNT06, QNT14			
	Entrust authority, give personal power	QNT23, QNT50, QNT42			
	Autonomous decision-making, identify and solve problems	QNT14, QNT29, LIT19, LIT22, LIT13, QNT15			
	Sharing information	QNT14, MIXED02, LIT22, QNT50, QNT15			
	Coaching, mentoring, support	QNT14, LIT22, QNT50, LIT13, QNT15			
	Good work environment, fostering environment	MIXED02, QNT35			
	Proactive behaviour, self-confident attitude, self-esteem, self-worth, strengthen wellbeing, feel safe	QNT35, QNT50, QNT31, LIT13, QNT42, QNT55			
	Mature vocationally, emotionally, intellectually, and ethically.	QNT47			
Stewardship	Greater good of society, good of the whole, community development, social responsibility, both organisation and members,	LIT02, QNT05, QNT04, LIT09, LIT11, MIXED02, LIT22, LIT23, QNT53, QNT24, QNT34, QNT36, QNT38, LIT13, QNT15, QNT48, QNT49	LIT02, QNT05, LIT03, QNT23, LIT01, QNT04, QNT14, LIT07, LIT08, LIT09, QNT18, QNT19, QAL02, LIT11, QNT32, MIXED02, QNT35, LIT12, LIT17, LIT18, LIT19, LIT22, LIT23, QNT50, QNT53, QNT24, QNT34, QNT36, QNT38, QNT40, LIT13, QNT42, QNT44, QNT15, QNT48, QNT49, LIT15	37	Strong
	Stewardship, organisational stewardship, steward of environment, not owner, caretaker, entrusted,	LIT02, QNT05, LIT01, QNT04, QNT04, LIT07, LIT08, LIT09, QNT08, QNT19, QAL02, LIT11, QNT32, MIXED02, LIT12, LIT17, LIT18, LIT19, LIT22, LIT23, QNT34, QNT36, QNT38, QNT40, LIT13, QNT42, QNT44, QNT15, QNT48,			
	Ownership, accountable without control, serving needs of others, shared responsibility, common interest,	LIT03, QNT23, LIT12, LIT22, QNT42, QNT15,			
	Leave positive legacy	QNT04, MIXED02			
Building Relationships	High trust, organizational trust, mutual trust	QNT02, QNT11, QNT21, QAL07, QNT23, QNT06, QNT07, LIT07, LIT09, QNT18, QNT19, QNT20, QAL02, QNT30, QNT32, MIXED02, LIT12, LIT16, MIXED03, LIT22, QNT50, QNT53, QNT24, QNT26, QNT31, QNT34, QNT40, LIT13, QNT44, QNT48	QNT02, LIT02, QNT05, QAL01, QNT09, QNT11, QNT21, QAL07, QNT23, LIT01, QNT06, LIT05, LIT07, LIT08, QNT18, QNT20, QNT22, QAL02, QNT29, QNT32, QNT35, QNT37, LIT20, LIT22, QNT53, QNT24, QNT26, QNT31, QNT38, QNT40, LIT13, QNT44, QNT47, QNT48, LIT15, LIT02, QNT04, MIXED01, QNT07, QNT14, LIT09, QNT19, QNT30, QNT32, MIXED02, QNT33, LIT12, LIT16, MIXED03, LIT19, QNT50, QNT53, QNT31, QNT34	54	Strong
	Long-term relationships, conventional relationship, quality relationship, interpersonal bonds, range of organisations and people, internal and community relationships, long term commitment, relational power, relationship with customers, followers and community, social exchange relationships, high quality dyadic relationship, various stakeholders	QNT02, LIT02, QNT05, LIT02, QNT09, QNT11, QNT21, LIT01, MIXED01, QNT06, LIT05, LIT07, LIT08, QNT18, QNT19, QNT20, QNT22, QAL02, QNT29, QNT32, QNT35, QNT37, MIXED03, LIT20, LIT22, QNT50, QNT53, QNT26, QNT31, QNT38, LIT13, QNT47			

	Interpersonal acceptance, nourishing followers, concern for welfare, forgiveness, patience	LIT02, QAL07, MIXED02, LIT12, LIT23, QNT50, QNT44, MIXED03, QNT40, LIT13, QNT50, QNT33				
	Building confidence, positive feelings, self-concept-based motivation, encouragement, inspire, encourage	QAL01, QNT20, QAL02, LIT22, QNT31, QNT31				
	Understand, understand needs and aspirations, know, understand abilities, desires, goals and potential, understand mental models	QAL01, QAL07, MIXED01, QNT29, LIT22, QNT31, QNT40, LIT13				
	Quality time, availability	QNT09, QNT22, MIXED03				
	Share information, share frustrations, knowledge sharing and creation	QAL07, MIXED01, QNT31, LIT13				
	Effective communication, listening, interaction, one-on-one communication, provide feedback, engage with, open-ended communication, reflection	LIT05, LIT07, LIT08, LIT09, QNT20, QNT20, QNT32, MIXED02, QNT35, LIT12, MIXED03, LIT19, LIT22, QNT31, QNT44				
	Provide resources, support, feel safe, loyalty	QNT20, QNT29, QNT37, LIT22, QNT50, QNT31,				
	Influence, persuasion	MIXED02, LIT12, LIT19, LIT22, LIT13,				
	Respect, appreciation, acceptance, equality, equal partners, intrinsic individual value, acknowledgement, recognition, realising abilities	QNT33, LIT16, MIXED03, LIT22, QNT47				
	Shared values	MIXED03, QNT40				
	Collaboration, build consensus	MIXED03, LIT19, LIT22				
Compelling Vision	Providing direction, conceptual skills, conceptualisation, intuitive mind, vision, preoccupation with future, visioning, goal setting, plan for future opportunities, creative, visionary	LIT02, QNT21, LIT07, QNT22, QAL02, LIT11, QNT32, MIXED02, QNT35, LIT12, QNT43, LIT16, LIT19, LIT22, LIT23, QNT53, QNT26, QNT36, QNT44, QNT48, LIT24	LIT02, QNT09, LIT03, QNT21, LIT07, QNT22, QAL02, LIT11, MIXED02, QNT35, QNT37, LIT12, QNT43, LIT16, LIT17, LIT19, LIT21, LIT22, LIT23, QNT53, QNT26, QNT36, QNT38, LIT13, QNT44, QNT15, QNT48, QNT49, LIT24, LIT15	31	Strong	
	Foresight, understand past, present and future, balancing daily work with future vision, likely outcome, system thinker, foreseeing likely events, wisdom, knowledge of industry and organisation, conscious about present and future events, gathering information from environment, predict future, sound judgement	LIT02, QNT09, LIT03, LIT07, QNT22, QAL22, LIT11, MIXED02, QNT35, LIT12, LIT17, LIT19, LIT22, QNT38, QNT44, QNT48, QNT49, LIT24				
	Create value for community, creating external value	LIT02, QNT37, LIT12, QNT53, QNT26, QNT44, QNT49				

Table S3. Results: Servant leadership measures.

Characteristic / Competence	Laub (1999)	Page and Wong (2000)	Dennis and Bocarnea (2005)	Ehrhart (2004)	Barbuto and Wheeler (2006)	Hale and Fields (2007)	Wong and Davey (2007)	Liden, Wayne, Zhao, and Henderson (2008)	Sendjaya, Sarros and Santora (2008)	Van Dierendonck and Nuijten (2011)
Authentic	Display authenticity						Modelling authenticity		Authentic self	Authenticity
Humility	Shares leadership	Humility	Humility			Humility	Humility and selflessness		Authentic self	Humility
Compassion	Valuing people	Caring for others	Agape love		Emotional healing			Emotional healing	Conventional relationship	Forgiveness
Accountability									Authentic self	Accountability
Courage										Courage
Altruism		Servanthood		Putting subordinates first	Altruistic calling	Service	Humility and selflessness	Putting subordinates first	Voluntary subordination	Standing back
Integrity		Integrity		Behaving ethically			Modelling integrity	Behaving ethically	Authentic self	
Listening										
Empowerment	Developing people	Empowering others / Developing others	Empowerment	Empowering subordinates / Help subordinates grow and succeed			Serving and developing others	Empowerment / Help subordinates grow and succeed	Transforming influence	Empowerment
Stewardship	Builds community				Organizational stewardship				Responsible Morality	Stewardship
Building Relationships		Leading / Modelling / Team-building / Shared decision-making	Trust	Forming relationships with subordinates			Inspiring and influencing others		Conventional relationships / Transforming influence	
Compelling Vision	Providing leadership	Visioning / Goal setting	Vision	Conceptual skills / Create value for community	Persuasive mapping / Wisdom	Vision		Conceptual skills / Creating value for community	Transcendental spirituality / Transforming influence	
Used	QNT35	QNT29, QNT52	QNT18	QNT20, QNT22, QNT29, QNT37, QNT51, QNT24, QNT25, QNT26, QNT31, QNT34,	MIXED01, QNT12, QNT29, MIXED02, QNT28, QNT31, QNT38, QNT55			QNT08, QNT13, QNT30, QNT41, QNT45, QNT53, QNT31, QNT39, QNT49	QNT06, QNT40, QNT47	QNT14, QNT16, QNT19, QNT42

				QNT36, QNT54, QNT56						
Cited	LIT02, QNT32, QNT37, MIXED03, LIT22, QNT50	QNT07, LIT12, MIXED03, LIT22, QNT50, QNT53, LIT13	QNT32, LIT12, LIT22, QNT50, QNT53, QNT48	QNT37, LIT12, LIT22, QNT50, QNT31	QNT04, MIXED01, QNT37, LIT12, MIXED03, LIT22, QNT53, QNT31, QNT48	QNT53	LIT22, QNT50	QNT37, LIT12, LIT22, QNT53, QNT31, LIT13, QNT48, QNT49, QNT55	QNT06, QNT37, LIT12, MIXED03, LIT22, QNT50, LIT13, QNT47	LIT02, QNT05, LIT12, LIT22, QNT53, LIT13, QNT15
Actual					QNT04			QNT29	MIXED03	QNT50
Evidence	Strong	Strong	Strong	Strong	Strong	Insufficient	Strong	Strong	Strong	Strong

Table S4. Results: Servant leadership outcomes.

Impact Level	Result Theme	Research Result	Quality	Article Code	Total Article Codes	Count	Evidence
Individual	Burnout	Servant leadership reduce burnout	High	QNT01	QNT01, QNT05, QNT49	3	Strong
		Servant leadership negative related to cynicism	High	QNT05			
		Servant leadership negative related to emotional exhaustion	High	QNT49			
		Person-job fit mediates servant leadership and burnout	High	QNT01			
	Work Engagement	Servant leadership enhance work engagement	High, High, High, High	QNT13, QNT14, QNT15, QAL01	QNT13, QNT14, QNT22, QAL01	4	Strong
		Goal congruence and social interaction moderated servant leadership and work engagement	High	QNT13			
		Organisational identification and psychological empowerment mediates servant leadership and work engagement	High	QNT14			
		Servant leadership negative related to disengagement	High	QNT22			
	Turnover Intention	Servant leadership reduce turnover intention	High, High	QNT22, QNT27	QNT01, QNT22, QNT26, QNT27, QNT30, QAL05	6	Strong
		Burnout mediates servant leadership and turnover intention	High	QNT01			
		Person-job fit mediates servant leadership and turnover intention	High	QNT01			
		Person-job fit and person-organisational fit mediate servant leadership and turnover intention	High	QNT26			
		Employer brand perception and trust in leader mediate servant leadership and turnover intention	High	QNT27			
Serving culture mediates servant leadership and turnover intention		High	QNT30				
Servant leadership enhances employee retention	Low	QAL05					

Dyadic Communication Style Agreement	Servant Leadership related to dyadic communication style agreement	High	QNT02	QNT02	1	Insufficient
Emotional Intelligence (EQ)	EQ not related to servant leadership behaviour	High	QNT03	QNT03	1	Insufficient
Organizational Citizenship Behaviour (OCB)	Servant leadership positive related to OCB	High, High	QNT05, QNT38	QNT05, QNT20, QNT37, QNT38, QNT39, QNT51, QNT54	7	Strong
	Servant leadership positive related to service-orientated OCB (positive psychological capital mediates relationship)	High	QNT20			
	Servant leadership positive related to customer-orientated OCB (LMX mediates relationship)	High	QNT54			
	Servant leadership positive related to OCB (LMX mediates relationship)	High	QNT37			
	Servant leadership enhances OCB (individual initiative and loyal boosterism) (psychological contract mediates relationship)	High	QNT39			
	Servant leadership positive related to OCB (commitment to supervisor, self-efficacy, procedural justice climate, service climate partially mediate relationship)	High	QNT51			
Helping Behaviour	Servant leadership enhances helping behaviour (mediated by promotion focus)	High	QNT36	QNT36	1	Insufficient
Creativity and Innovative	Servant leadership positive related to serving culture. Serving culture enhances creativity	High	QNT30	QNT30, QNT36, QNT39	3	Strong
	Servant leadership enhances creative behaviour (mediated by promotion focus)	High	QNT36			
	Servant leadership enhances innovative behaviour (psychological contract mediates relationship)	High	QNT39			
Organisational Commitment	Servant leadership positive related to organisational commitment	High, Medium, High	QNT05, QNT09, QNT26	QNT05, QNT09, QNT26, QNT34, QNT56	5	Strong
	Servant leadership positive related to affective and normative commitment (not continuance commitment)	High	QNT34			
	Servant leadership positive related to affective commitment (organisational support mediates relationship)	High	QNT56			
	Affective trust mediates servant leadership and affective and normative commitment	High	QNT34			
Supervisor Commitment	Servant leadership positive related to supervisor commitment	High	QNT51	QNT52	1	Insufficient

Trust	Significant relationship between servant leadership and interpersonal trust	High	QNT06	QNT06, QNT09, QNT34, QAL02	4	Strong
	Servant leadership positive related to employee trust	Medium	QNT09			
	Servant leadership positive related to affective trust	High	QNT34			
	Servant leadership enhances trust and organisational trust	High	QAL02			
Eudaemonic Wellbeing	Servant leadership positive related to eudaemic wellbeing	High	QNT07	QNT07	1	Insufficient
	Autonomy of motivation mediate servant leadership and eudaemic wellbeing	High	QNT07			
Self-efficacy	Servant leadership positive related to self-efficacy	High, High	QNT08, QNT50	QNT08, QNT50	2	Strong
Job Satisfaction	Servant leadership positive related to job satisfaction	High, High, Low	QNT32, QNT38, QAL05	QNT11, QNT32, QNT38, QAL02, QAL05	5	Strong
	Servant leadership positively related to job satisfaction (partially mediated by procedural justice)	High	QNT11			
	Servant leadership positively related to job satisfaction (mediated by psychological climate)	High	QNT38			
	Servant leadership increase employee satisfaction	High	QAL02			
Person-job Fit and Person-organisational Fit	Servant leadership enhances person-job fit	High	QNT01	QNT01, QNT26	2	Strong
	Servant leadership enhances person-organisational fit	High	QNT26			
Organisational Support	Servant leadership positive related to organisational support	High	QNT56	QNT56	1	Insufficient
Employee performance	Servant leadership positive related to serving culture. Serving culture enhances employee performance	High	QNT30	QNT30	1	Insufficient
Public service Motivation	Servant leadership positive related to public service motivation	High	QNT31	QNT32	1	Insufficient
Psychological Empowerment	Servant leadership positive related to psychological empowerment	High	QNT37	QNT37	1	Insufficient
Psychological Climate	Servant leadership positive related to psychological climate	High	QNT38	QNT38	1	Insufficient
Psychological Contract	Servant leadership positive related to psychological contract	High	QNT39	QNT39	1	Insufficient
Leader-Member Exchange (LMX)	Servant leadership positive related to LMX	High, High, High	QNT19, QNT37, QNT54	QNT19, QNT37, QNT54	3	Strong
Personal Learning	Servant leadership positive related to personal learning	High, Low	QNT49, QAL05	QNT49, QAL05	2	Insufficient
Work-life Balance	Servant leadership positive related to work family positive spill-over	High	QNT49	QNT49, QNT55	2	Strong

		Servant leadership negative related to work-family conflict	High	QNT49			
		Servant leadership positive related to work-to-family enrichment (mediated by organisational identification)	High	QNT55			
Team / Group	Organizational Citizenship Behaviour (OCB)	Dyadic communication style agreement mediates servant leadership and group OCB	High	QNT02	QNT02, QNT21	2	Strong
		Servant leadership enhances team potency. Team potency enhances team OCB	High	QNT21			
	Group Identification	Servant leadership positive related to group identification	High	QNT08	QNT08, QNT30, QNT55	3	Strong
		Servant leadership enhances employee identification with store (mediated by serving culture)	High	QNT30			
		Servant leadership positive related to organisational identification	High	QNT55			
	Collaboration	Servant leadership positive related to collaboration	High, Low	QNT17, QAL05	QNT17, QAL05	2	Insufficient
	Team Performance	Servant leadership enhances team potency. Team potency enhances team performance	High	QNT21	QNT21	1	Insufficient
	Workplace Spirituality	Servant leadership positive related to workplace spirituality	Medium	QNT28	QNT28	1	Insufficient
		Organisational culture moderates servant leadership and workplace spirituality	Medium	QNT28			
	Service Culture and Climate	Servant leadership positive related to serving culture	High	QNT30	QNT30, QNT51	2	Strong
Servant leadership positive related to service climate		High	QNT51				
Procedural Justice Climate	Servant leadership positive related to procedural justice	High, High	QNT11, QNT51	QNT11, QNT51	1	Insufficient	
Organisational	Customer Service	Servant leadership positive related to customer service performance	High	QNT08	QNT08, QNT20, QNT23, QNT25, QNT30, QNT45, QAL02	7	Strong
		Social identity mediated servant leadership and customer service performance	High	QNT08			
		Servant leadership positive related to service-orientated OCB (positive psychological capital mediates relationship). Psychological capital enhances customer value co-creation (service-orientated OCB mediates relationship)	High	QNT20			
		Servant leadership positive related to customer's trust in the firm (employee trust moderates relationship)	High	QNT23			
		Servant leadership positive related to customer satisfaction (employee trust moderates relationship)	High	QNT23			
		Servant leadership positive related to customer orientation	High	QNT25			

	Servant leadership enhances serving culture. Serving culture enhances customer serving behaviours	High	QNT30			
	Servant leadership enhances value enhancing behaviour performance (moderated by caring ethical climate)	High	QNT45			
	Servant leadership increase profits via reduced customer turnover	High	QAL02			
Organisational Learning	Servant leadership positively related to organisational learning. Organisational learning enhance organisational performance	Medium	QNT10	QNT10	1	Insufficient
Organisational Performance	No direct relationship between servant leadership and organisational performance	High	QNT16	QNT16, QNT41	2	Insufficient
	CEO servant leadership predicted subsequent firm performance (measured as return on assets)	High	QNT41			
Sales Performance	Servant leadership enhances sales performance (mediated by ethical climate)	High	QNT24	QNT24, QNT25, QNT30, QNT41, QNT45	5	Strong
	Servant leadership enhances customer orientation. Customer orientation enhances outcome performance	High	QNT25			
	Servant leadership enhances outcome sales performance	High	QNT45			
	Servant leadership positive related to serving culture. Serving culture enhances organisational performance	High	QNT30			
Employer Brand Perception	Servant leadership positive related to employer brand perception	High	QNT27	QNT27	1	Insufficient