"Servant leadership and employee well-being: Mediating role of job burnout, role overload, and anxiety in the Jordanian hospitality sector"

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SERVANT LEADERSHIP AND EMPLOYEE WELL-BEING: MEDIATING ROLE OF JOB BURNOUT, ROLE OVERLOAD, AND ANXIETY IN THE JORDANIAN HOSPITALITY SECTOR

Abstract

The objective of this study is to investigate the impact of servant leadership on employee well-being in the Jordanian hospitality sector. Furthermore, it attempted to explore the potential mediation effects of job burnout, role overload, and anxiety on this relationship. The data in this study were obtained from a sample of 341 individuals who were employed in five-star hotels located in Amman using a simple random sample. For analysis, the study employed the SEM-AMOS software. The results indicated a noteworthy and favorable influence of servant leadership on the well-being of employees (p = 0.001), emphasizing its crucial meaning in creating a nurturing work atmosphere that promotes enhanced well-being among employees. Additionally, the study has identified anxiety and job burnout as a mediator (p = 0.001), indicating that servant leadership has an impact on well-being by reducing levels of anxiety and job burnout. Nevertheless, the hypothesized mediating effect of role overload was not supported (p = 0.070) in the specific setting under investigation. The study's theoretical implications contribute to the broader comprehension of the complex connections between servant leadership, employee well-being, and mediating variables. Furthermore, it provides empirical insights within the specific context of the Jordanian hospitality business.

Keywords	leadership, psychological outcomes, well-being, Jordan, five-star hotels
JEL Classification	M10, M12, M54

INTRODUCTION

In the contemporary dynamic and competitive business environment, organizations are consistently seeking new approaches to enhance the well-being of their employees, while concurrently ensuring optimal levels of efficiency and performance (Mert et al., 2021). Recently, there has been a noteworthy growth in the attention given to the importance of employee well-being, owing to its substantial impact on the success of businesses and the overall quality of employees' lives (Enas et al., 2022; Mendoza-Ocasal et al., 2022). In addition, the notion of servant leadership (SL) has garnered attention as a leadership style that places emphasis on the well-being and growth of employees (Jiménez-Estévez et al., 2023; Kaltiainen & Hakanen, 2022), with the objective of fostering a supportive and empowering workplace environment (Zada et al., 2022). This leadership style places significance on both the requirements of employees and their ability for growth.

In recent decades, the hotel industry in Jordan has undergone substantial growth and transformation, leading to increased demands and pressures on its workforce (Almomani & Som, 2021; Al Fahmawee & Jawabreh, 2022). The significance of proficient management, which can have a positive effect on the well-being, has been underscored in light of issues stemming from elevated turnover rates, burnout, and work-related stress experienced by employees (Baquero, 2023; Niinihuhta & Häggman-Laitila, 2022). SL, which places significant importance on qualities such as empathy, humility, and empowerment, is highly compatible with the core values of the hotel industry (Bavik, 2020). The concept of employee well-being in the context of the service sector is a complex and multidimensional construct that goes beyond mere job satisfaction (Pelly, 2023). It encompasses various factors, including but not limited to work-life balance, job security, possibilities for professional growth, and a sense of meaning and fulfillment in one's work (Nabawanuka & Ekmekcioglu, 2022; Zheng et al., 2016). Numerous studies have demonstrated that when employees perceive a sense of support and appreciation, they tend to display heightened levels of engagement, dedication, and job satisfaction (Maan et al., 2020; Zheng et al., 2016). Consequently, this positive employee experience contributes to enhanced productivity and overall performance within the organization.

The objective of this research is to investigate the relationship between SL and employee well-being and to explore the mediating role of job burnout, role overload, and anxiety within the hotels sector in Jordan. Gaining a comprehensive understanding of how SL affects the well-being of employees in Jordanian five-star hotels. Due to their demanding jobs, staff experience job burnout, which causes emotional tiredness, depersonalization, and decreased personal accomplishment. Within the fiercely competitive and arduous environment of Jordan's hospitality industry, employees frequently find themselves contending with formidable obstacles that possess the potential to impede their well-being. Through the development of an in-depth understanding of these complicated interconnections, this scholarly investigation endeavors to proffer invaluable discernments and counsel that can prove pivotal in raising an encouraging and beneficial professional milieu, thereby augmenting satisfaction with work and the overarching efficacy in Jordan's hospitality sector.

1. LITERATURE REVIEW AND HYPOTHESES

SL promotes the cultivation of empathy, compassion, and support towards individuals who are being led (Gersh, 2006). This particular leadership style facilitates the development of both personal and professional growth, fosters trust among team members, and empowers employees (Gotsis & Grimani, 2016). The enhancement of employee well-being is observed through the cultivation of empathy, compassion, humility, and ethical decision-making within the framework of SL (Van Dierendonck & Patterson, 2015). The concept of employee well-being encompasses both psychological and physical dimensions (Ghaith, 2020; Scheier & Carver, 1992). Psychological well-being encompasses various dimensions such as employee satisfaction, engagement, life happiness, and mental health (Ruggeri et al., 2020). Physical well-being encompasses various aspects such as an individual's well-being, the balance between work and personal life, as well as the management of stress levels (Conversano et al., 2010). Research indicates that there is a positive correlation between well-being and several aspects of job performance, such as reduced absenteeism, increased job satisfaction, and enhanced organizational commitment (Abdullah et al., 2021; Grawitch et al., 2006; Peccei & Van De Voorde, 2019).

SL is an approach to management that prioritizes the well-being and growth of followers, wherein the leader assumes the position of a servant to the team inside the organization (Meuser & Smallfield, 2023). The concept has garnered attention as a potential catalyst for enhancing the well-being of employees in several business contexts, therefore receiving considerable recognition. For example, Coetzer et al. (2017) argue that leaders who exhibit characteristics of SL have the ability to establish a work atmosphere that is conducive to fostering employee well-being through the provision of support, empowerment, and genuine concern. In

addition, der Kinderen et al. (2020) indicated that the implementation of SL was associated with the enhancement of employees' well-being, fostering pleasant relationships, and cultivating a respectful and inclusive organizational climate. While Maula-Bakhsh and Raziq (2016) found SL attributes, such as empathy and empowerment, enhance the overall well-being of employees. There exists a claim that SL possesses the capability to augment the well-being of employees by fostering autonomy, purpose, and meaningful interactions.

In Kaltiainen and Hakanen's (2022) study, which revealed that the implementation of SL had a positive impact on both task performance and contextual performance, this was mainly due to the augmentation of well-being for staff members. The results also indicated that SL practices, such as offering support and promoting the development of individuals both personally and professionally, had a beneficial effect on the overall well-being of employees. Furthermore Zhang et al. (2023) showed that the exhibition of SL behaviors by leaders, including the provision of emotional support and the demonstration of empathy, exerted a positive impact on the overall well-being of employees. The collective results emphasize the importance of SL as a strategy for improving employee well-being and cultivating a more effective and supportive work environment. The significance of SL in fostering employee well-being is underscored by the findings. The implementation and advocacy of SL practices can serve as a valuable approach for organizations in their ongoing pursuit of successful tactics to enhance the well-being of their personnel. These approaches encompass leadership that prioritizes service over self-interest (Alzghoul et al., 2018).

Emotional support plays a vital role in SL, this is demonstrated by leaders' sympathetic involvement, attentive listening, and sincere concern for their colleagues. The establishment of a supportive workplace environment has been found to mitigate emotional weariness, which is a key component of burnout (Bannay et al., 2020; Coetzer et al., 2017; Ghaith et al., 2021; Liden et al., 2008; Van Dierendonck et al., 2014). Empowerment and autonomy, which are fundamental aspects of SL, provide employees with enhanced authority over their work processes and decision-making, consequent-

ly mitigating the sense of powerlessness frequently linked to burnout-induced stress (Hu & Liden, 2011). Similarly, the dedication of SL to open and honest communication, as well as the establishment of explicit expectations, significantly reduces the presence of role ambiguity, so promoting a thorough understanding of responsibilities and objectives. The adoption of a proactive approach significantly decreases the probability of experiencing burnout resulting from feelings of ambiguity and job confusion (Bai et al., 2023; Greenleaf, 1977; Rivkin et al., 2014). Simultaneously, SL fosters an environment that emphasizes collaboration and teamwork, thereby establishing strong social support systems and fostering positive interpersonal connections among employees. These factors serve as protective measures against burnout, providing avenues for collective problem-solving and emotional comfort (Dierendonck et al., 2004; Maslach et al., 2001).

Role overload, which emerges as a result of an excessive number of duties and tasks, is progressively becoming more widespread in contemporary work environments (Ahmad & Saud, 2016; Austen, 2022). An excessive workload has the potential to result in a decline in performance, the experience of burnout, and disengagement. As SL, characterized by its emphasis on the provision of resources, effective communication, and support, has promise in alleviating role overload among employees by facilitating their ability to efficiently prioritize duties and achieve a harmonious work-life balance (Ahmed et al., 2023). Furthermore, SL aims to foster an environment where team leaders prioritize the growth and welfare of their subordinates. The commitment to nurturing the personal and professional development of employees results in heightened job satisfaction, heightened engagement, and enhanced mental well-being, all of which are integral aspects of overall wellness (Baykal et al., 2018).

However, the potential for role overload to serve as a mediating factor introduces an additional level of intricacy to this phenomenon (Hoare & Vandenberghe, 2022). Role overload, characterized by an excessive amount of work and onerous responsibilities, has the potential to diminish the positive effects mentioned above (Fogarty et al., 2000). This is due to the fact that role overload

can induce stress, deplete resources, and impede employees' capacity to fully capitalize on the supportive environment fostered by SL (Wang et al., 2022). The Conservation of Resources (COR) theory elucidates the manner in which the burden of role overload diminishes the essential resources required for overall well-being (Kim et al., 2017), hence impeding the endeavors of servant leaders to provide resources and assistance to their subordinates. The onerous obligations placed on personnel may compromise the protective effects of servant leadership, resulting in poor well-being outcomes.

The establishment of a work climate that fosters enhanced well-being can be achieved through implementing SL based on the qualities of empathy, humility, and a commitment to promoting the development and satisfaction of employees (Welty Peachey & Burton, 2017). Leaders that adhere SL prioritize the well-being of their employees over their own, leading to increased levels of satisfaction, engagement, and overall psychological well-being (Ghaith et al., 2018; Ortiz-Gómez et al., 2022; Zargar et al., 2019). However, the positive impact of SL on employee well-being may be somewhat diminished when they experience heightened anxiety due to an excessive amount of pressures and demands (Das & Pattanayak, 2022). The strain of anxiety may impede the efforts of servant leaders to establish a helpful and empowering climate, as elevated stress levels deplete employees' emotional resources and impede their ability to fully use good leadership approaches (Chi & Chi, 2014; McClellan, 2012). It can be attributed to the potential influence of anxiety as a contributing component that may impede these endeavors.

Job burnout is a condition that arises from extended exposure to demanding work conditions, leading to chronic stress and emotional exhaustion (Győri & Perpék, 2022; Knani, 2013). This phenomenon can have a harmful impact on employees' physical and psychological well-being, as well as their satisfaction and overall performance (Capone et al., 2022). The expected effect of servant leaders' empathic and supporting traits on mitigating job burnout lies in their ability to diminish pressures and foster an encouraging work environment (Lamprinou et al., 2021). Wang et al.

(2022) examine the sequential mediating effects of psychological safety and employee well-being in the context of SL and creativity. The study offers indirect implications for understanding the potential impact of SL on job burnout, despite the absence of a direct investigation of job burnout within their study. It has been determined that the implementation of SL can enhance well-being of employees, hence potentially mitigating the occurrence of job burnout. This correlation underscores the notion that leadership approaches characterized by support and empathy may potentially mitigate the adverse effects of burnout on individuals' overall well-being. Moreover, Lamprinou et al. (2021) provide empirical evidence on the potential impact of SL, which prioritizes the well-being and interests of subordinates, in mitigating job burnout. SL has the potential to mitigate burnout by cultivating feelings of empowerment and support among the staff, thereby enhancing employees well-being.

Moreover, anxiety, a pervasive psychological ailment observed in contemporary occupational settings, can be exacerbated by diverse factors such as employment ambiguity, circumstances characterized by excessive strain, and a dearth of psychological safety (Afonso et al., 2022; Awan et al., 2022). Through the cultivation of an atmosphere characterized by trust and support, servant leaders have the potential to establish a conducive setting for the mitigation of employee anxiety and the advancement of emotional well-being. In their recent study, Clarence et al. (2021) found that there is a potential for SL to mitigate the adverse outcomes associated with duty overload and foster enhanced employee well-being. The aforementioned objective is accomplished via the cultivation of psychological capital and empowerment among the workforce. Ma et al. (2021) indicate that the implementation of SL may potentially mitigate the occurrence of burnout. The known association between burnout and anxiety suggests that SL has the potential to enhance well-being indirectly by mitigating anxiety through decreased levels of burnout. This would result in enhancing the overall state of well-being. Furthermore, Zhang et al. (2023) emphasized emotional well-being rather than anxiety in particular. Nevertheless, this implies that SL could potentially contribute to the mitigation of adverse emotional conditions, such

as anxiety. The use of SL approaches promises to help reduce a decrease in anxiety levels and improve overall well-being by establishing a supportive and empathetic organizational climate.

The amalgamation of results derived from multiple studies provides insight into the potential involvement of job burnout, role overload, and anxiety as mediators in the intricate relationship between SL and employee well-being. Previous studies suggest that SL has a positive impact on employee well-being, potentially resulting in reduced levels of job burnout, role overload, and anxiety. However, there is a lack of comprehensive analysis on these mediating variables. Servant approaches to leadership have been found to positively affect well-being outcomes by fostering a work environment that is characterized by encouragement and empowerment for employees.

The purpose of this study is to examine SL and employee well-being in the hotels sector in Jordan, focusing on job burnout, role overload, and anxiety as mediating variables. The following hypotheses were presented to expand understanding of this relationship:

H1:   *SL will influence well-being.*

H2:   *Job burnout will mediate the relationship between SL and well-being.*

H3:   *Role overload will mediate the relationship between SL and well-being.*

H4:   *Anxiety will mediate the relationship between SL and well-being.*

2. METHODOLOGY

According to Saunders et al. (2012), the present study used a quantitative methodology to examine various links among independent variables, mediating variables, and dependent variables. The participants in the study primarily consisted of individuals of five-star hotels in Amman, the capital of Jordan. In Amman, there are 21 five-star hotels, although only 13 of these hotels have demonstrated a willingness to participate in this research endeavor. Consequently, 462 question-

naires were distributed among the 13 hotels, yielding a response of 346. After excluding incomplete and significantly incomplete responses, the total count of legitimate responses totaled to 341. The study gathered data regarding staff perceptions of SL and its impact on employee well-being, specifically in relation to job burnout, role overload, and anxiety. Stratified random sampling is a method employed to enhance the representativeness of a sample and mitigate the potential for bias, hence yielding findings that are more robust and enabling inferences that are more conclusive.

A systematic questionnaire has been constructed to gather data pertaining to the significant components of the proposed framework. This study utilized pre-existing questions to examine the different variables, as recommended by Mishra et al. (2022). These items have previously demonstrated validity in earlier research investigations. The survey was adopted to ensure the accuracy of the gathered data and to mitigate the potential for erroneous measurements. Subsequently, some modifications were happened to ensure that they conformed to the specific aim of the research; in addition, the items have been translated to Arabic. See Table 1 for information regarding the origin of the measuring instruments.

Table 1. Measurement instruments

No.	Variable	Items	Adapted from
1	Servant leadership	22	Liden et al. (2008)
2	Employee well-being	11	Langlois et al. (2014)
3	Job burnout	9	Jones (2007)
4	Role overload	10	Jones (2007)
5	Anxiety	8	Morley (1996)

2.1. Profile of demographics

A total of 341 five-star hotel employees were participated in this study. The research respondents' socio-demographic characteristics were examined as showed in Table 2. The results showed that about 264 participants were males and 77 females, and in terms of age, about 39% of the respondents were between 31 and 40 years of age. As for education, the respondents who were bachelor holders were 86.2% and 11.4% had a master's degree. As the socio-demographic statistics show, around 81.5% of the respondents were experienced 8 years and above. The results reflect that the employees

working in five-star hotels had various socio-demographic characteristics, which offer further perspectives about the research key issue with different socio-demographics.

Table 2. Sample characteristics

Socio-demographic statistics		N (341)	Percent %
Gender	Male	264	77.4
	Female	77	22.6
Age	20-30 years	40	11.7
	31-40 years	135	39.6
	41-50 years	89	26.1
	Over 50 years	77	22.6
Education	Bachelor	294	86.2
	Master	39	11.4
	PhD	8	2.3
Marital status	Single	114	33.4
	Married	227	66.6
Experience	1-3 years	22	6.5
	4-7 years	41	12.0
	8 years and above	278	81.5

3. RESULTS

3.1. Descriptive statistics

The study used a two-step approach proposed by Anderson and Gerbing (1988) to assess model validity. This procedure includes Confirmatory Factor Analysis (CFA) and the Structural Equation Modelling (SEM) approach. Chen (2008) stated that CFA assists the research to define the ability of measuring items to measure particular suggested latent constructs, whereas the SEM technique helps to analyze these latent constructs of the hypothesized model to define the extent of consistency among the model as well required data. Furthermore, the reliability of variables was tested using Cronbach alpha to assess the research instrument reliability (Table 3). Moreover, the study has conducted confirmatory factor analysis (CFA) for construct assessment and measured validity of

servant leadership, employee well-being, job burnout, role overload, and anxiety.

The CFA approach was conducted by using AMOS version 21. The study considered some important mode fitness indices with minimum values that met the required threshold such as $\chi2$ /df less than 3.00, Tucker-Lewis index (TLI) and Comparative fit index (CFI) more than 0.9, and Root mean square error of approximation (RMSEA) less than 0.08 (Hoyle, 1995). Regression analysis furthermore was performed by using SPSS version 21. The study selected the significance level of $\alpha \leq 0.05$ for research hypotheses testing. The study also tested the variable correlations and descriptive statistics, including mean, M, and standard deviation, SD, before testing the study hypotheses.

The results found the SL was significantly correlated with all research key variables with positive direction; also, employee well-being was significantly positively correlated with all mediated variables. The study applied the approach of CFA on the measurement model since the constructs of servant leadership, employee well-being, job burnout, role overload, and anxiety were modelled with sets of measuring items derived and adapted from previous related literature. The CFA significant values included all items in standardized factor loadings; they were significant and initially loaded on their latent constructs and ranged above 0.50. Moreover, the initial model fit was not adequate ($\chi2$ = 3418.976, df = 494, CFI = 0.88, TLI = 0.87, RMSEA = 0.076). Moreover, the model was examined through the modification indices that highly suggested enhancing the model once they got poor results with adding covariances between the item errors that have large covariance. After that, covariances were conducted to improve the measurement model, and the results showed a better fit to the data: $\chi2$ = 964.44, df = 312, CFI = 0.93, TLI = 0.92, and RMSEA = 0.07, p < 0.001. Since the study

Table 3. Descriptive statistics, reliability and correlations

	Variables	M	SD	Cronbach	1	2	3	4	5
1	Servant leadership	3.56	0.76	0.97	1				
2	Employee well-being	3.36	0.79	0.90	0.779**	1			
3	Job burnout	3.68	0.76	0.92	0.818**	0.833**	1		
4	Role overload	3.48	0.79	0.94	0.974**	0.763**	0.778**	1	
5	Anxiety	3.40	0.88	0.95	0.937**	0.769**	0.776**	0.943**	1

Note: ** p < 0.001 (two-tailed).

Table 4. Convergent and discriminant validity

	Variable	Alpha	AVE	CR	1	2	3	4	5
1	Servant leadership	0.971	0.58	0.79	0.761				
2	Employee well-being	0.902	0.53	0.77	0.542	0.728			
3	Job burnout	0.924	0.60	0.72	0.462	0.362	0.774		
4	Role overload	0.943	0.61	0.69	0.611	0.218	0.288	0.781	
5	Anxiety	0.954	0.59	0.70	0.420	0.382	0.372	0.654	0.768

used existing and validated scales, it concluded that the measurement model supported the variables' convergent validity.

3.2. Measurement model

The study conducted confirmatory factor analysis (CFA) to assess constructs and measure validity of servant leadership, employee well-being, job burnout, role overload, and anxiety. In this study, the CFA approach was conducted by using AMOS version 21. In addition, the study examined the measurement model through this approach and considered some important model fitness indices with minimum values that met the required threshold such as $\chi2$ /df less than 3.00, (TLI) and (CFI) more than 0.9, and (RMSEA) less than 0.08 (Hoyle,

1995). The CFA significant values included all item standardized factor loadings; they were significant and initially loaded on their latent constructs and ranged above 0.50. Moreover, the initial model fit was not adequate ($\chi2$ = 3418.976, df = 494, CFI = 0.88, TLI = 0.87, RMSEA = 0.076). The findings of the measurement revealed a better fit to the data: $\chi2$ = 964.44, df = 312, CFI = 0.93, GFI = 0.90, TLI = 0.92, and RMSEA = 0.07, p < 0.001. Since the study used existing and validated scales, it concluded that the measurement model supported the variables' convergent and discriminant validity through the values of average variance extracted AVE and composite reliability CR, which exceeded the minimum acceptable values of 0.50 and 0.60, respectively, the root of AVE was then squared to test discriminant validity supporting this aspect.
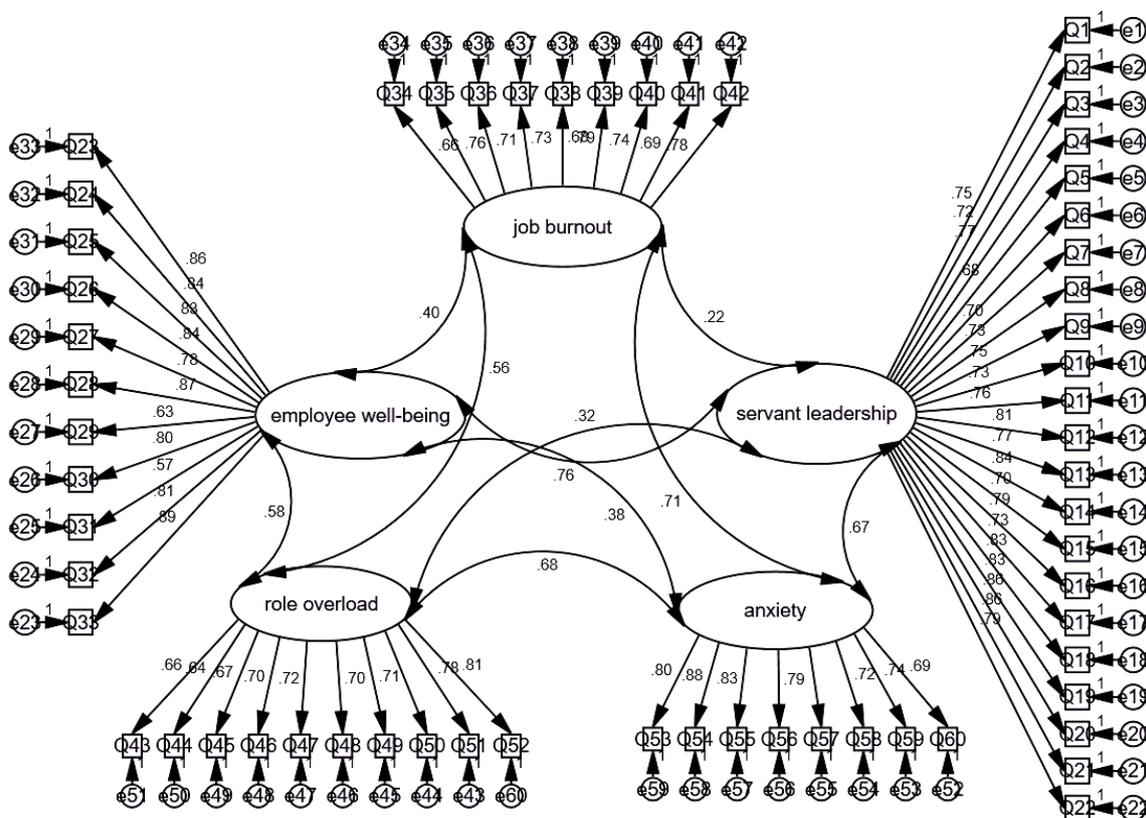

Figure 1. Confirmatory factor analysis

Table 5. SEM path analysis results

Hypothesis	Path	Estimate	C.R	Sig.	Decision
H1	Servant leadership → employee well-being	0.843	3.514	0.000	Confirmed
Model fit	CMIN/df	RMSEA	TLI	CFI	Sig.
	964.44	0.07	0.92	0.93	0.000

3.3. Hypotheses testing and structural model

To test the research hypotheses, which stated that SL influences employee well-being and mediation effects of job burnout, role overload, and anxiety on the relationship between SL and employee well-being, structural equation modeling (SEM) was conducted and estimated for this purpose. Estimation of model 1 of the relationship between SL and employee well-being (H1) (Table 5) allowed us to estimate the total effect of SL on employee well-being, and the fitness index values, including CMIN/df, RMSEA, TLI, and CFI ranged with acceptable values. Therefore, the fitness indices confirmed the model fit, and this implied that the data adequately supported *H1*. The findings confirmed the main hypothesis of the study on the influence of SL on employee well-being. It can be said that SL has a direct effect on employee well-being in five-star hotels, which confirmed a statistically significant effect at $p = 0.001$.

3.4. Mediation results

Research Hypothesis 2 suggests that the phenomenon of job burnout serves as a mediating factor in the intricate interplay between SL and the overall state of well-being experienced by employees in five-star hotels. To examine the mediation effect of job burnout on this association, the study employed the bootstrapping technique, specifically utilizing the approach of bias-corrected percentile at a 95% confidence interval with a total of 5,000 bootstrap samples. Hayes (2009) found support for the mediation effect of job burnout if the findings from the 95% bias-corrected percentile and 95% percentiles exhibit a lack of "zero values," as posited. The findings have unveiled that the consequential impact of job burnout holds considerable significance. The results, as presented in Table 6, indicate that the social leader (SL) exerted an indirect and favorable impact $[\beta = 0.064 \ (0.211 \times 0.302), p < 0.001]$ on the well-being of employees by means of its mediating effect on job burnout. The lower and upper bounds of

the 95% bias-corrected percentile and 95% percentile were determined to be [0.107, 0.054] and [0.115, −0.034], respectively. Given the observed statistical significance ($p < 0.05$), it can be concluded that a clear and noteworthy association exists between SL (supervisory leadership) and employee well-being. Furthermore, it was determined that job burnout partially mediates the relationship between SL and employee well-being, with a high level of statistical significance ($p < 0.001$). Consequently, *H2* has been validated.

The third study hypothesis proposes that role overload serves as a mediator in the association between SL and employee well-being in the context of five-star hotels. To examine the mediation impact of role overload on this connection, a bootstrapping technique with bias-corrected percentile at a 95% confidence interval was used, using 5,000 bootstrap samples. The findings indicated that there was no substantial indirect impact of role overload. The results presented in Table 6 show that SL did not have an indirect impact and had a negative effect ($\beta = -0.067, p > 0.05$) on employee well-being when mediated by role overload. The bottom and upper boundaries of the 95% bias-corrected percentile and 95% percentile were determined to be [−0.114, −0.076] and [−0.200, −0.043], respectively. The absence of a statistically significant association ($p > 0.05$) between SL and employee well-being suggests that *H3* is not supported. However, it was found that role overload partially mediated the relationship between SL and employee well-being.

Hypotheses 4 proposes that anxiety serves as a mediator in the link between servant leadership (SL) and employee well-being in the context of five-star hotels. To examine the mediating role of anxiety, the study used the bootstrapping method with bias-corrected percentile at a 95% confidence interval, using 5,000 bootstrap samples. The findings indicated that there was a considerable indirect impact of anxiety. The results from Table 6 indicate that there was a significant indirect beneficial effect of SL on employee well-being ($\beta = 0.084, p < 0.001$).

Table 6. Standardized effects of the model

Variables	Estimate	Percentile95%		Bias-corrected percentile 95%		Two-tailed significance	Decision
		Lower	upper	Lower	upper		
Standardized direct effect servant leadership → well-being	0.843	0.240	0.341	0.287	-0.298	0.000	Confirmed
Standardized indirect effect servant leadership → job burnout → well-being	0. 064	0.107	0.054	0.115	-0.034	0.001	Confirmed
Standardized indirect effect servant leadership → role overload → well-being	0.067	-0.114	-0.076	−0.200	-0.043	0.070	Not Confirmed
Standardized indirect effect servant leadership → anxiety → well-being	0.084	0.126	-0.046	0.275	-0.052	0.003	Confirmed

This effect was mediated by the presence of role overload. The lower and upper ranges of the 95% bias-corrected percentile and 95% percentile were calculated to be [–0.126, 0.046] and [0.275, –0.052], respectively. The findings of this study indicate a statistically significant association ($p < 0.05$) between SL (supervisor leadership) and employee well-being. Furthermore, the results suggest that anxiety partially mediates the relationship between SL and employee well-being ($p < 0.001$), hence supporting *H4*.

4. DISCUSSION

The objective of this study was to investigate the link between SL, well-being, and three intermediary factors, such as job burnout, role overload, and anxiety, in the specific setting of the hotel industry in Jordan. The first hypothesis, which proposed that SL would have an impact on well-being, was validated. This finding is consistent with the previous study conducted by Coetzer et al. (2017), which found a positive relationship between SL and work-related well-being. In addition, Rivkin et al. (2014) found that there exists a favorable correlation between SL and the psychological well-being of employees. Therefore, this study contributes to the current body of literature by providing confirmation that SL plays an important role in improving the overall well-being in the specific context of Jordan's hotel sector.

The confirmation of the second hypothesis indicates that there is a mediating effect of job burnout on the link between SL and well-being. The aforementioned result aligns with the study conducted by Wang et al. (2022), which showed that these is a link between psychological well-being of employees

and mitigating job burnout. In addition, the study finding aligns with Chi and Chi (2014), who showed that the perceived integrity of executive leaders had an impact on job burnout among healthcare service providers. The present study enhances the existing literature by presenting empirical data on the role of job burnout as a mediator in the hospitality sector of Jordan. This study deepens the comprehension of the intricate interplay between leadership, well-being, and burnout within this particular industry. In contrast to the third hypothesis, which suggested that the relationship between SL and well-being would be mediated by role overload, the results of this study did not provide support for this mediation. The present outcome diverges with the research conducted by Clarence et al. (2021) and Hoare and Vandenberghe (2022), which established a correlation between role overload and the state of well-being. Barling and Frone (2017) emphasized the possible negative consequences of passive leadership on employee well-being, which is consistent with the non-confirmatory finding. This study contributes to the ongoing discourse by proposing that, within the specific context of SL in the hospitality industry of Jordan, the influence of role overload as a mediator may not be substantial. This finding highlights the intricate nature of the several elements that contribute to outcomes related to well-being.

The assumption that anxiety acts as a mediator in the connection between SL and well-being is accepted as the fourth hypothesis of the study. Zhang et al. (2023) and Ma et al. (2021) concluded that anxiety is a significant mediating variable in their investigations, which is similar with the findings that the current study obtained. This study makes a significant contribution to the existing body of academic literature by presenting

empirical findings that support the assertion that SL is possible for those employed in five-star hotels in Jordan and that it has a beneficial influence on the wellbeing of those individuals. The outcomes of this study offer support to the concept that job burnout and anxiety are factors that reduce the positive influence that SL practices have on the well-being of employees. This helps us gain a deeper knowledge of the mechanisms by which SL practices affect the overall well-being of employees in organizations. Despite the absence of evidence supporting mediation in relation to role overload, the non-confirmation underscores the necessity for additional research on contextual factors that influence relationships with leaders, role overload, and the well-being associated with specific tasks and contexts.

The findings of this study have important theoretical implications that contribute to the enrichment of the current knowledge in leadership field. The confirmation of the positive impact of SL on employee well-being is consistent with previous scholarly investigations, so enhancing the theoretical underpinnings of SL as a phenomenon that transcends cultural and industrial boundaries. The empirical validation of SL emphasizes its universal applicability, demonstrating its relevance in various organizational contexts. This study enhances existing theory by experimentally examining the mediating role of psychological outcomes in the relationship between SL and employee well-being. By doing so, the study seeks to contribute to a deeper understanding of the complex mechanisms via which SL influences employee well-being. The enhanced theoretical comprehension of this subject holds significant consequences, offering vital insights for scholars, practitioners, and educators in the field of leadership who aim to grasp the complex dynamics that underlie successful leadership practices.

CONCLUSION

This study aims to provide insights into the complex connections among servant leadership, employee well-being, and the mediating factors of job burnout, role overload, and anxiety in the specific setting of five-star hotels in Jordan. The impact of servant leadership highlights the crucial role played by leaders in fostering a work climate that is both supportive and empowering. The use of servant leadership style allows leaders to establish a cultural environment in which the growth, development, and overall well-being of employees are of utmost importance, resulting in an eventual improvement in well-being. The implementation of focused approaches designed to mitigate burnout and anxiety has the capacity to not only improve individual well-being, but also generate a series of positive outcomes, such as increased work satisfaction, engagement, and overall organizational success. The non-existence of confirming evidence regarding the mediating effect of role overload highlights the significance of considering contextual variables that affect the association between leadership practices and well-being outcomes. Organizations can derive advantages by implementing customized strategies that effectively meet the distinct demands and problems inherent to this business.

Notwithstanding the useful insights garnered from this study, it is imperative to consider several limitations. The lack of ability to establish causal links between variables is attributed to the cross-sectional nature of the data. Longitudinal studies have the potential to offer a more comprehensive and rigorous comprehension of the impact of servant leadership on well-being and the mediating variables, as they allow for the examination of these relationships over an extended period. Furthermore, the utilization of self-report measures presents a potential source of common method bias, which has the potential to influence the accuracy of participants' responses. The study's emphasis on the hotel sector in Jordan may restrict the generality of the results to different businesses or cultural settings. Moreover, the omission of specific variables, such as workplace climate, organizational culture, and individual characteristics, enhances the comprehensiveness and extent of the analyzed associations. Additionally, it would be beneficial to explore the possibility of investigating ethical leadership, as it has been shown to have a significant influence on employee well-being. This would contribute to a more nuanced understanding of the correlations under investigation.

AUTHOR CONTRIBUTIONS

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