

**THE MEDIATING ROLE OF COMPASSION IN THE RELATIONSHIP BETWEEN  
SERVANT LEADERSHIP AND JOB PERFORMANCE: AN EMPIRICAL ANALYSIS  
OF HIGHER EDUCATION INSTITUTES OF QUETTA CITY**

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**Abstract:** *Servant leadership due to astonishing results on the performance of the organizations has remained an area of interest for the researchers over the years. However, very little is known, about the mechanism through which it affects the job performance, particularly, in the context of Quetta, Pakistan. Drawing on social identity theory, the current study examines the mediating role of compassion in the relationship between servant leadership and job performance. Furthermore, the study was quantitative and explanatory in nature, where the survey method was used to collect the data from the five universities of Quetta city, using a dyadic sample of 150 faculty members and their Heads of departments. The results of bootstrapping confirmed a positive association between servant leadership and job performance. Moreover, compassion emerged as a mediator between the two constructs. Furthermore, the study contributes to the field of knowledge and suggests directions for future research in the area.*

**Key words:** *Servant Leadership, Compassion and Job Performance.*

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## **1. Introduction**

Leadership has been a very famous topic for researchers in many fields over the years. The prime reason for its importance is the level of influence it has on the performance of both individuals and organizations (Zhao & Li, 2019). Today, there are as many definitions of leadership as the amount of research work on the construct (Stogdill, 1974; Stanley, 2017). Since, one of the most famous leadership expert, Maxwell (2002) defines leadership, as an influence, nothing more, and nothing less. Furthermore, studies on leadership started from trait-based theories and now have entered in contemporary theories. Thus, researchers are exploring and searching for leadership styles/approaches that benefit the organizations (Zhao & Li, 2019; Esen, Bellibas & Gumus, 2020; Wart, 2013).

Moreover, for the countries to grow and compete with the challenges of globalization, it is necessary for their nations to prosper in education. Hence, the key stakeholders, which contribute to developing nations in education, are the higher education institutes of that country (Esen et al., 2020). In addition, the performance of higher education institutes, like the other sector, is dependent on good and visionary leadership, which has the ability to guide and motivate its staff towards the vision of the organization.

Furthermore, the higher education sector in developing countries like Pakistan is facing many issues and its leadership has been challenged with getting a place in the international ranking of universities worldwide, to handle the shifts of funds from traditional sources to research-based, abroad study opportunities for students, and many more. Scholars believe that, like in

other sectors, one of the factor of the downfall of the higher education sector is traditional leadership (Esen et al., 2020).

While despite the prominent role of the mentioned sector in building societies, researchers believe that limited focus has been given to it (Samad, 2015). Likewise, Blase and Blase (2006) claimed that leaders in education settings sometimes use an in-appropriate style of leadership styles that not only affects the organization but also employees and students. Additionally, effective leadership is required in universities to keep teaching staff motivated (Quinn & Andrews, 2010). Similarly, very little is known about which leadership style is most suitable for the mentioned sector (Yasir, Imran, Irshad, Mohamad &, Khan, 2016). Therefore, researchers have asked for future studies to explore leadership styles, which help in improving the performance of the higher education sector (Haider & Ahmed, 2017; Esen et al., 2020).

However, the leadership approach which has gained very attention in recent part is the servant leadership (Lee, 2019), which works on the principles of serving first (van Dierendonck, 2011; Graham, 1991). Servant leadership has been studied in many setting and has been proved very successful in predicting positive individual and organizational outcomes (Liden, Wayne, Zhao, and Henderson, 2008; Amah, 2018; Lapointe, Vandenberghe, 2018). Thus, researchers believe that like in other sectors servant leadership might have a positive impact on the performance of the higher education sector too (Zhang, Lin, Bin &, Foo, 2012). Therefore, further studies should be conducted on

servant leadership in the higher education sector, particularly in Pakistan (Abid, Gulzar, & Hussain, 2015).

Furthermore, Marques (2007) believes that today's leadership lacks compassion, and suggest that compassion should also be studied along with leadership, to see its impact on followers. Additionally, today people spend most of their time in their organizations; hence, they take their worries, pain, stresses of home to the workplaces, in the end that affects their job performance. Thus, in situations, it is must that compassionate culture should be promoted in the organization. Because, if in the difficult circumstances' employee get a compassionate response from their leaders, this not only helps in the reduction of their grief level but will improve the employee and leadership relationship, which in turn, will impact their performance at work.

Besides, the theory of servant leadership matches the concept of compassion, as the prime purposes are to serve the people around you. Similarly, Spears (1996) posits that for servant leaders to be effective, it is imperative that they should practice compassion. Likewise, Dierendonck and Patterson, (2015) posit that servant leaders are more effective if the component of compassion is added into their behaviors. Additionally, compassion matches with the theory of servant leadership, as the purpose of both compassion and serving leadership is to take care of others and serve others (Dierendonck and Patterson, 2015; Alvi, et al., 2020). Therefore, we believe that if servant leaders practice compassion, the certainly would help in positive association between them and their followers.

Thus, as per our best of knowledge no studies have been conducted to see the role of compassion in the relationship between servant leadership and job performance, particularly, in Pakistan's context.

Therefore, drawing on the social identity theory, which states that a person's self-concept is drawn from their perception of their membership to that relevant social group (Chen, Zhu & Zhou, 2015). We believe, as the theory of servant leadership is to serve the followers and focus on the serving first, therefore, servant leaders are in a better position to build a good relationship with their followers, to build the perception of belongingness. In this regard, compassion may further help in building a good relationship between follower and leadership, in dyadic relationship between follower and leader, which in turn, will have positive impact on follower's job performance. Thus, the present study tries to fill the research gap by "Incorporating the compassion as a mediator between servant leadership and job performance".

## **2. Theoretical Background and Hypothesis**

### **2.1 Servant Leadership**

Robert Greenleaf (1977) coined the concept of servant leadership. As per Greenleaf, a servant leader is a servant first then a leader. Additionally, servant leadership relies less on hierarchical position, more on unity, collaboration, empathy, and trust (Liden et al., 2008; Alvi, et al., 2019). Similarly, servant leaders give much attention to their followers' needs, so that they can be helped, developed, and felt valued in the workplace. Moreover, servant leaders are different than the other styles of leadership, like transformational and transactional leadership, where the prime purpose is to get better output

from the employees (Dierendonck, 2011). Furthermore, servant leadership does not compromise on the serving value of its followers. Additionally, servant leadership also believes that organizational goals must be achieved, but not by compromising on the needs of followers (Greenleaf, 1977). Likewise, servant leadership acknowledges that the leaders' prime purpose is to get the job done from employees, but also leaders should not forget that he/she should have a caring attitude towards the employees, customers, and organization's key stakeholders (Ehrhart, 2004; Alvi, et al., 2016).

Furthermore, traditional leadership approaches have been failed to deal with the challenges of globalization, and workforce diversity. All these challenges demand leaders be more honest, ethical, and serving in nature (Liden et al., 2008; Safdar, et al., 2020). Hence, servant leadership relies on leading on the principles of values, ethics, and honesty (Graham, 1991). Likewise, servant leadership is differentiated among other leadership styles, because of the nature of prioritizing followers' needs (Lee, 2019; Haider & Ahmad, 2017).

Therefore, servant leadership has been studied with many organizational and individual performance outcomes, and proved to be a successful predictor of performance, across many cultures and work settings (Eva, Robin, Sendjaya, Dierendonck & Liden, 2019; Liden et al., 2015). Hence, scholars suggest that servant leadership should be practiced in different contexts and cultures (Chen et al., 2015; van Dierendonck, 2011; Sendjaya, Sarros & Santora, 2008).

Moreover, in higher education settings where the prime purpose is to serve the nations, servant leadership should be adopted (Zhang et al., 2012). Likewise, conceptually, servant leader-

ship matches the education sector too much, because where the situation demands leaders to be welcoming and supportive (Spear, 1996). Therefore, this study focuses on examining the role of servant leadership in the higher education sector. Secondly, building on social identity theory, where followers imitate their role model (Chen et al., 2015). Hence, servant leaders can create a serving culture by prioritizing the needs of their followers, which increases the follower's identification with the organizations, and then followers will ultimately repeat the serving attitudes, which in turn will help the performances of followers in organizations.

## **2.2 Servant Leadership and Job Performance.**

Job performance is the amount of the energy and performance followers put on their job. Leadership has a significant role in improving the follower's performance. Considering the importance of servant leadership in many work settings, multiple studies have confirmed the role of servant leadership in increasing job performance (Graham, 1991; Eva et al., 2019; Liden et al., 2008; Li-den et al., 2015; Butt, et al., 2016). Particularly, servant leadership role on the performance of an individual (Eva et al., 2019), on the organizational level (Peterson, Galvin, & Lange, 2012), and the role of servant leadership on the team's performance (Liden et al., 2015).

Similarly, servant leadership predicted and job innovative behaviors (Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). Servant leader's impact on followers' creativity (Yang, Liu, & Gu, 2017). Likewise, servant leadership's role in developing customer value creation (Hsiao, Lee, & Chen, 2015; Alvi, et al., 2015). Similarly, servant leadership predicted firm performance (Huang, Li, Qiu, Yim, &

Wan, 2016). Additionally, the role of servant leadership in improving the job performance of followers (Schwarz, Newman, Cooper, & Eva, 2016).

Thus, after successful results of servant leadership in many sectors, researchers are of the opinion, that servant leadership encourages many jobs related positive outcomes in the higher educator sector, too. Like, Zhang et al., (2012) highly recommended the servant leadership in higher education's context, should be explored as cited by (Samad, 2015). Furthermore, it is believed that servant leadership has been considered a famous theory that suits the education settings, due to its nature of serving first, which helps in the motivation of the teaching staff (Haider & Ahmad, 2017).

However, besides the number of studies in western countries, which have shown the positive impact of servant leadership on job performance (Zhao & Li, 2019). However, as per our best of knowledge, no studies have been conducted to explore the role of servant leadership in the higher education sector in Pakistan.

To fill this gap, we hypothesis that,

H1: Servant Leadership has significant positive impact on job performance.

### **2.3 Compassion**

Compassion is an emotional and empathic response to other's suffering, grief, and pain that forces people to respond in a way that will ease the person's worse condition (Kanov, Maitlis, Worline, Dutton, Frost, & Lilius, 2004). Similarly, Lilius et al., (2008) posit that compassion is all about caring about the people around you, showing sympathy to other's grievances, and responding to relieve their sufferings. Moreover, compassion has the following characteristics; valuing others at a fundamental level, giving others the freedom, understanding the needs

and feelings of others, being emotionally engaged with others, and practicing a welcoming attitude.

Scholars believe that having the violent conditions of today's' workforce, there is much need for compassion in the workplace then before, therefore, a specific amount of focus should be given to it (Davenport, 2015). As, the basic notion of compassion is to feel others' pain, as the word compassion means to suffer together, it encourages unity and kindness (Lilius et al, 2008). Which is a key requirement of today's organization. Furthermore, today's organizations lack caring about others, therefore, compassion teaches leaders your willingness to respond to reduce that pain, Like, Boyatzis and McKee (2005) believe that compassion is not only to understand other's pain but acting eagerly to reduce and alleviate that pain.

Furthermore, the role of compassion has been very positive in terms of maintaining employee and employer relations, and studies have shown that compassion has a positive influence on many individual and organizational outcomes (Dutton et al., 2007; Lilius, 2012; Lilius et al., 2008; Madden et al., 2012). For example, previous studies suggest that compassion is likely to have an impact on the gratitude, inspiration, and positive emotions of employees (Lilius et al., 2008). Likewise, compassion helps employees by maintaining work-life balance and helps in the reduction of conflicts; the result would be to increase the employee contribution to work (Lilius et al., 2008).

### **2.4 Servant Leadership and Compassion**

Servant leadership is all about serving and putting followers first, similarly, the concept of compassion is to feel other's grief and sorrow and try to help in the reduction of their pain. Conceptually, both concepts are interrelated

with each other, as leaders cannot survive until they have a compassionate attitude, likewise, someone cannot practice compassion, until having the serving mindset. Therefore, both are interrelated and needed in the workplace. Furthermore, servant leaders prioritize their followers' needs and are ready to sacrifice their personal needs when there is a clash between the needs of their followers, thus, this sacrifice can be taught by compassion. As, one of the key writers of servant leadership, Spears (1996) suggests that *aga'pao* love, which is a dimension of servant leadership, incorporates the thought of compassion, which is an unconditional love that prioritizes others' benefits.

Moreover, compassionate mindset helps servant leaders to address their followers' problems (Davenport, 2015). Likewise, Dierendonck and Patterson (2015) posited that compassion inculcates empathic attitude in servant leaders. Likewise, compassion is vital for servant leaders to be more effective; therefore, there is a further need to explore the relationship between servant leadership and compassion (Davenport, 2015).

Particularly, in higher education institutes where the role of teaching faculty is not only to teach but also to supervise the scholars, where too much workload puts much stress on them, therefore, their leaders can help them by practicing serving and compassionate attitude.

Therefore, drawing from social identity theory, we believe that follower considers their leaders as role models and they identify themselves in terms of relationship with servant leaders. Since being the role model for their followers, followers' copy, learn, and practice the behaviors of servant leadership and compassion from their leaders, thus, they become servant leaders and

compassion-ate themselves. Thus, we propose that if leaders in the higher education sector practice the behaviors of servant leadership and compassion more, the more compassionate and serving they would be.

Thus, it is hypothesized that,

**Hypothesis 2:** Servant leadership will have a positive association to compassion.

### **2.5 Servant Leadership, Compassion and Job Performance.**

Servant leadership has played an effective role in increasing job performance, in many settings (Eva et al., 2019). Since servant leadership operates on the principles of serving others, believes in morality, ethics and emphasized on practicing on the sense of empathy towards the employees (Greenleaf, 1977; Davenport, 2015; Liden et al., 2015).

Likewise, compassion is all about reducing others' suffering and grief (Madden et al., 2012). Therefore, a close association exists between the two constructs. Servant leaders focus on the followers' development, but they can't develop their follower until they have the serving mindset, while, the sense of serving mindset comes from the notion of feeling other's grief and sorrow, and helping others to reduce the suffering, which is compassion (Lilius et al., 2008). Additionally, once the employees feel that their leaders are having a compassionate attitude towards them, they feel more energized and they start owing that organization, which interns will have a positive impact on the performance of employees. Similarly, in the work settings where leaders practice compassion, employees have been reported to exhibit higher efforts, and higher levels of commitment (Lilius et al., 2008). Likewise, servant leadership not only

helps the followers to achieve their personal goals, but also helps them in maintaining the work-life balances, and reduce their conflict level and stress; similarly, compassion deals in a reduction in mental hurdles and tensions, which in turns have a positive impact on their job performance (Lilius, 2012).

Furthermore, based on social identity theory, where followers copy their role models. We propose that if servant leaders show compassion in their workplace, address the follower's psychological issues, and provide help in order to reduce their problem and worries, this would help in followers' motivations and creates a

**Hypothesis 4.** Compassion mediates the relationship between servant leadership and job performance.

compassionate culture in organizations, which in turn, will have a positive impact on their job performance.

Thus, the prime focus of servant leadership and compassion is to care about employees, addressing their concerns, preparing to respond to alleviate their pain (Davenport, 2015). Therefore, we propose that if servant leaders practice compassion, this not only help them grow as a leader but it will positively influences the followers' performance.

Therefore, it is hypothesized that;

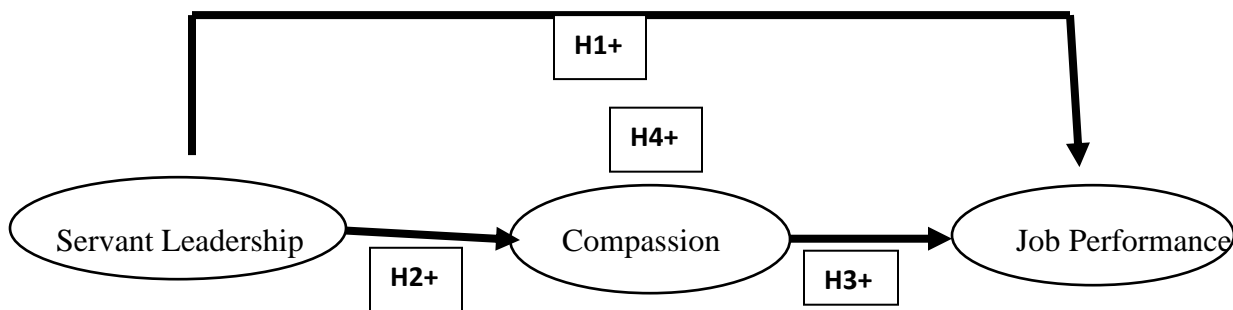


Figure 1: Hypothesized Research Model

### 3. Methodology

#### 3.1 Research Design

The present study was quantitative, descriptive and casual in nature, where cross sectional surveys were used to get the data from the participants.

#### 3.2. Sampling and Data collection

The present study's population was teaching faculty and their head of departments (HoDs), in five universities of Quetta Pakistan. Using the convenience-sampling technique, the survey method was used for data collection. A total

of 250 questionnaires were distributed in which teachers were asked to rate themselves on compassion and their head of the department on servant leadership, while their leaders were asked to rate their followers on job performance. The sample respondents comprised of 150 subordinates and 50 HoDs. Information regarding participants was collected from concerned departments, later participants were contacted and requested to take part in the study, and made sure that their responses will be kept confidential. Teaching faculty were asked to rate themselves on compassion while

their head of departments of servant leadership, whereas their HoDs, were requested to rate their followers on job performance. Hence, respondents who were ready to take part in the study were handed over the questionnaire; while, questionnaires were marked in order to match each set of subordinates' responses to his/her superior and vice versa. While out of 250 questionnaires, we received 200 matched usable data for our study. The response rate was 80%.

### **3.2 Measures**

Likert scale (1 strongly agree to 7 strongly disagree) was used for the measurement of all items.

To measure Servant Leadership, a 28 items scale developed by liden et al, 2008; was used. The sample question is “My leader puts my best interests ahead of his/her own.” with a Cronbach’s alpha of 0.93.

Similarly, to measure compassion the Santa Clare brief compassion scale, five items was adapted. The sample items was “I tend to feel compassion for people, even though I do not know them” (Hwang,Plante & Lackey, 2008). The alpha value was 0.80.

Job Performance: the job performance scale was comprised on the five items; sample item is “I often perform better than what can be expected” (Kuvaas, 2007). The alpha value of the scale was 0.86.

### **3.3 Data analysis**

For data analysis, SPSS V23 was used. After checking for missing data, all data was inserted

into the software. Descriptive statistics were calculated, and a later correlation between the variable was checked. Furthermore, before running multiple regressions, assumptions for multiple linear regressions were assessed (Hayes, 2013). Moreover, to test the mediation model, the SPSS process macro model 4 was applied. The bootstrapping method was used to check the mediating role of compassion in the relationship between servant leadership and job performance. Bootstrapping is a method to test the hypothesis, by looking at the indirect effect whether it is different from zero or not, (Hayes, 2013). In the bootstrapping method, mediation is accepted to be significant when using a 95% confidence interval, where the lower limit and upper limit for indirect effect should not include zero.

## **4. Results**

### **4.1 Descriptive statistics and Correlations Analysis**

Table 1 shows our sample respondents, comprised of 150 subordinates and 50 HoDs. The sampled subordinates included 90 males, and 60 Female. About job title, 60 were Lecturers, 40 were assistant professor, 30 were associate professors, and 20 were professors. Their ages were from 25 to 60 years (M =35, SD =11).

Whereas 50 HoDs include; 32 males and 18 Female, their age ranged from 28 to 60 years (Mean = 44, SD = 10). About job title, 02 Lecturers, 08 were associate professors, 18 were assistant professors, and 22 were professors.



**Table 1: Demographic details of the study**

	N	Age		Gender		Job Title			
		Mean	Standard Deviation	Male	Female	Lecturer	Assistant Professor	Associate Professor	Professor
Followers	150	35	11	90	60	119	41	26	14
Leaders	50	44	10	32	18	2	08	18	22

Result in Table 2, shows that the servant leadership is positively correlated with job performance and compassion, similarly, compassion has also positively correlation with servant leadership, and job performance, likewise, job

performance is positively correlated with servant leadership and compassion.

Moreover, Table 2 also contains means, standard deviation, skewness, kurtosis, and collinearity statistics.

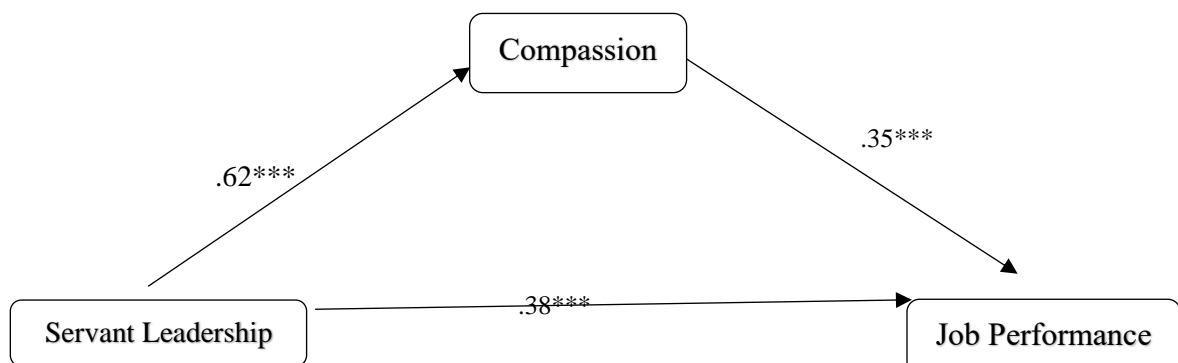
**Table: Descriptive and correlation analysis**

	1	2	3
<i>Job Performance</i>	—	.559**	.380**
<i>Compassion</i>	.559**	—	.407**
<i>Servant Leadership</i>	.380**	.407**	—
<i>Collinearity Statistics</i>	<i>Tolerance</i>	0.61	0.61
	<i>VIF</i>	1.63	1.63
<i>Mean</i>	5.9	5.8	5.4
<i>SD</i>	.62	.68	.63
<i>Skewness</i>	-1.03	-.97	-.49
<i>Kurtosis</i>	.92	.99	.87

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

**Structural Model**

Figure 2 shows the results of the model. Coefficients showed are standardized regression weights. \*p<.05, \*\*p<.01, \*\*\*p<.001



## 4.2 Hypothesis

Hypothesis 1, servant leadership predicts job performance, was retained because the ( $\beta = .38$ ,  $t = 5.53$ ,  $p < 0.001$ ), which states that servant leadership has a significant positive influence on job performance. Likewise, the second hypothesis is accepted that servant leadership predicts compassion ( $\beta = .62$ ,  $t = 11.18$ ,  $p < 0.001$ ). Similarly, the third hypothesis accepted that compassion is positively associated with job performance. ( $\beta = .35$ ,  $t = 5.17$ ,  $p < 0.001$ ).

### Mediation Model (Indirect effect)

The fourth hypothesis of mediation that compassion mediates the relationship between servant leadership and job performance was also accepted. As using the 5000-bootstrapping sample, where indirect effects were calculated. The result showed that the indirect effect in the path from servant leadership to job performance through compassion,  $\beta = .2150$  (95% CI .1277 to .2165), was above than zero; or zero does not fall between upper and lower limits of confidence level, suggesting that compassion partially mediates between servant leadership and job performance.

## 5. Discussion

The present study examined the mediating role of compassion in the relationship between servant leadership and job performance. The study has focused on servant leadership's impact on job performance, servant leadership's relationship with compassion, and compassion as a mediator between servant leadership and job performance.

The first hypothesis, that servant leadership has a positive influence on the job the performance was accepted, and findings suggested that if servant leadership behavior is practiced in higher education institutes that ultimately will

help in increasing the teachers' performance. Moreover, the finding is in line with past studies, and literature proves that more than 100 companies (like Southwest Airlines, Starbucks) ask for guidance from the Greenleaf Centre of Servant Leadership (Parris & Peachey, 2013). Besides this, servant leadership has shown very positive results in many outcomes (Liden et al., 2015), on the performance of employees (Liden et al., 2008), servant leadership's impact on the team's performance (Sousa & Dierendonck, 2016), and servant leadership's influence on organizational productivity (Choudhary, Akhtar, & Zaheer, 2013). Similarly, its impact on innovation-related outcomes (Panaccio, Henderson, Liden, Wayne, & Cao, 2015).

Similarly, the second hypothesis of our study, that there is a positive association between servant leadership and compassion was proved right, which suggested the close linkage between the construct. Hence, the leaders who exhibit a higher level of servant leadership behaviors are highly compassionate. Additionally, findings suggested that servant leaders are more effective where the organizational culture facilitates a compassionate attitude, and employees practice compassion. Similarly, servant leaders make a more positive impact on followers when they add compassion to their behaviors. Hence, our findings agree with the studies like servant leaders can forget the grudges, move ahead and forgive their followers and maintain friendly culture (Dierendonck, 2011). Similarly, compassion works as a key ingredient for servant leaders. Thus, the serving behavior of leaders in the higher education sector helps compassionate culture to grow among their followers and in higher education institutes.

Likewise, the third hypothesis, that compassion mediates the relationship between servant leadership and job performance was also accepted and our findings showed that if servant leaders practice compassion then their level of influence would be much stronger. Hence, the leaders in higher education institutes can increase their followers' performance not only by practicing the behaviors of servant leadership but also practice compassion, show sympathy towards their followers. The study is in congruence with studies like; servant leaders with compassion have higher effect on the behavior of their followers (Davenport, 2015). Additionally, compassion acts as key relationship builders for servant leaders (Dierendonck and Patterson, 2015).

### **5.1 Theoretical and Practical Implications.**

This study will help top management, research scholars, and professionals in many ways. Theoretically, this study adds value to the literature in many ways. First, as per our best of knowledge, this is the first study that explored the role of compassion between servant leadership and job performance. Second, the majority of the studies that have been conducted on servant leadership in European countries, questions the generality of theory. Third, to avoid the chances of biasness we have included both followers and leaders in ratings.

Practically, this study would help top management in many ways. First, the study suggests that organizations while hiring leaders should look for leaders who have the behaviors of servant leadership. Secondly, the organizations should practice their current leaders the behaviors of servant leadership. Thirdly, this study suggests the practitioners if organizations

should promote serving and compassionate culture in their organizations, will have a positive impact on their followers' job performance.

### **5.2 Limitations and Future Research Suggestions.**

Like other studies, the present study also comes with some limitations. First, due to the shortage of time, we had included only the institutes of Quetta city, where there are only five universities, therefore, the sample size was too small. Secondly, generalizability remains an issue, as the study had been conducted in the context of Quetta, Pakistan.

Furthermore, the study provides suggestions for researchers that as the current study was conducted in the higher education sector of Quetta, Pakistan. The alike study can be conducted to collect data from all the higher education institutes of Pakistan. Furthermore, similar studies can be done in other sectors, like private, health, and non-profit organizations. Additionally, instead of compassion, other variables can also be examined between servant leadership and job performance. Furthermore, compassion may also be tested with other leadership styles like transactional, transformational, and ethical leadership.

### **6. Conclusion**

Many studies have been conducted to see the impact of servant leadership on organizational performance, but how servant leadership influences the job performance of followers, particularly, in the context of the higher education sector of Quetta, Pakistan, is understudied. Therefore, the present study was conducted to address that gap and to see whether the leaders of the higher education sector have the behaviors of servant leadership, and does their leadership style have an impact on the performance

of their follower? Thus, the findings of the study proved that leaders who have servant leadership behavior tend to have a higher impact on their followers' performance. Likewise, leaders with servant leadership and compassionate behaviors noted to have much influence on the follower's job performance. Additionally, our study adds value to the literature, the majority of the studies on servant leadership have been conducted in European countries and questions arise over the generalizability of the theory. Secondly, this study introduces the new mechanism through which servant leadership influences job performance. Likewise, practically, the study provides suggestions to management, that they should prefer to select leaders who have servant leaders behaviors and train their leaders the behaviors of servant leadership and promote compassionate culture in their work settings. Furthermore, the present study also provides directions for future researchers that servant leadership should be explored in other sectors too.

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