SERVING THEM RIGHT

A study into work values and servant leadership as antecedents of employee engagement

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ABSTRACT

I theorized that work values as individual differences will influence employee engagement and that servant leadership behavior can moderate this relation. The field of studies into employee engagement is growing rapidly, but apart from job characteristics and leadership styles, individual differences have not received much attention. Sixty-seven surveys for this cross sectional research design were eligible for analyses and findings showed a negative correlation between intrinsic work values and employee engagement. No other work values predicted engagement and servant leadership had no moderating relations. Nonetheless, servant leadership itself was positively related to employee engagement.

INTRODUCTION

Employee engagement was defined by Kahn in 1990 as "*the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances*" (Kahn, 1990, p. 694). Organizations benefit strongly from engaged employees. In fact, it is linked to competitive edge and business success as employees form a key strategy driver that cannot be duplicated (Anitha, 2014; Bakker & Schaufeli, 2008). In spite of the last fifteen years of multiple studies,

employee engagement is still new ground (Gruman & Saks, 2011; Saks & Gruman, 2014).

In addition to studying how employee engagement benefits organizations, scholars have also started to consider antecedents of engagement. Of the three main antecedents of engagement, job demands, resources and leadership have had received a fair amount of attention.

Macey and Schneider offer job characteristics and leadership as main antecedents of engagement, but open a door for the influence of person-organization fit on the subject of values (Macey & Schneider, 2008). Bono and Judge found that people who experience their work as being in line with their personal beliefs and values, show higher engagement and that the degree in which they experience this congruency with the self, can be influenced by leadership style (Bono & Judge, 2003). Although Kahn offered personal differences as influential on how people react to external factors on the way they engage (Kahn, 1990), up to now few studies into this subject have been done.

From the leadership perspective, especially transformational leadership has received interest from scholars in relation to the subject of employee engagement, but also charismatic, ethical and authentic leadership have had some attention. Carasco-Saul and colleagues propose the study of the effects of a leadership style that integrates the styles mentioned, based on their synthesis of twenty articles on the subject (Carasco-Saul et al., 2015). I draw on the comprehensive framework as proposed by van Dierendonck, that servant leadership combines the ethical and authentic traits of a leader on top of the charismatic characteristics of transformational leaders (van Dierendonck, 2011).

In this study, I will focus on five predefined work values and their relationship to employee engagement. Additionally, I will test if servant leadership behavior can moderate any of these relationships. I will use a cross-

sectional research design put out in an online survey. The main research question guiding this endeavor is:

How do work values relate to employee engagement and is this relation moderated by servant leadership behavior?

In the academic field, this study aims to make a contribution to the small base of research done into the possible relation between individual differences and employee engagement so we can come to understand their influence on how people engage. In addition, as an untested leadership style in this area, theoretical understanding will be extended with regard to the effects of servant leadership on employee engagement. For practitioners, this article can provide a first indication of which work values in people to recognize that might contribute or pose a threat to employee engagement and if servant leadership behavior can make a difference.

LITERATURE

Definition and antecedents of employee engagement
Studies into employee engagement really took off at the beginning of the new millennium. The interest into the subject was awakened by many claims that employee engagement forms the key element for organizations to obtain competitive advantage and increase profitability (Saks & Gruman, 2014; Rich et al., 2010; Crawford et al., 2010; Harter et al., 2002). Furthermore, it was posed as the antithesis of job burnout, directly stating it to be beneficial for employees' wellbeing (Maslach et al., 2001; Schaufeli et al., 2002).

Scholars started studying antecedents and consequences, producing a vast amount of academic articles and several meta-analyses. This led to many results, but no overall theory or understanding of the subject, let alone a unified measurement of the concept (Saks & Gruman, 2014). A variety of theoretical frameworks and definitions was proposed.

As noted, Kahn introduced engagement as "*the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances*" (Kahn, 1990, p. 695). Kahn used this definition to describe the behaviors that occur during a state of engagement. An engaged office worker for instance will work in an upright position, focusing on the spreadsheet on the laptop screen, actively altering it, maybe even speaking out loud a bit as he or she makes progress during a complex task. A disengaged office worker might drape himself over his chair, yawn, interrupt the task frequently by looking at his phone.

In his theoretical framework, Kahn describes three psychological states as prerequisites for employee engagement: psychological meaningfulness, psychological safety and psychological availability (Kahn, 1990). Psychological meaningfulness is realized when a person obtains satisfying results from investing in role performances. This can be caused by characteristics of the job or the role that are considered interesting, challenging and effective, but also by interpersonal interactions that promote inclusion, dignity and a sense of value for each other. Psychological safety also depends on interpersonal relationships as well as on group interactions, management style and organizational norms. Employees feel safe when they experience an environment in which they can be themselves without suffering negative consequences. Finally, psychological availability concerns the emotional, physical and psychological resources necessary to invest in role performance. Besides personal characteristics

providing physical and emotional energy, this availability is also influenced by levels of confidence and aspects of ones outside life such as family or personal concerns (Kahn, 1990).

Schaufeli and colleagues defined engagement by the description of a state of being and its characterizations. According to them, an engaged employee will work with vigor and dedication, showing absorption into work tasks. This state is not only described as positive and fulfilling but defines itself also by being persistent and not just a momentary occurrence (Schaufeli et al., 2002).

Maslach and team were the ones to pose engagement as being the antithesis of job burn out. They defined burnout as a long lasting state characterized by physical exhaustion, cynicism and inefficacy as a result of chronic stress experienced in the job. Engagement, as the opposite of job burn out, leads to physical energy, involvement and efficacy as characterizations of one's attitude towards work (Maslach et al., 2001). Comparing these definitions, I would like to offer that the latter two are complementary to the conceptual definition proposed by Kahn. One might say that engagement is *the harnessing of one's personal self to the work role"* (Kahn, 1990) and that this will lead to vigorous dedication, involvement and efficacy, from which a person draws energy and positivity, leaving them with a feeling of fulfillment (Schaufeli et al., 2002; Maslach et al., 2001).

A distinction made in the field of employee engagement is that of job engagement and company engagement. Saks offered that the dominant roles occupied by employees are their work roles and their roles as an organizational member and that we need to consider both roles as separate perspectives when studying engagement. He therefore suggested the distinction mentioned and found the difference to be meaningful, given his study results that procedural

justices predicted company engagement and job characteristics predicted work engagement (Saks, 2006).

Looking into other studies regarding antecedents of engagement, we find this coloring in of Kahn's lines repeated. Where Kahn offers task and role characteristics as key elements to drive psychological meaningfulness (Kahn, 1990), others find job characteristics, autonomy and learning opportunities (Saks, 2006; Joshi & Sodhi, 2011) as more specific, direct antecedents of engagement. Where Kahn, in regard to meaningfulness and safety, names work interactions and interpersonal relationships as influential (Kahn, 1990), others present co-worker relationships, team orientation, supportive co-workers and a positive workplace climate (Anitha, 2014; Joshi & Sodhi, 2011, Crawford et al., 2010; Bakker et al.,2011). Related to psychological safety, Kahn refers to interpersonal relationships as well as management styles and processes (Kahn, 1990). Antecedents found on this subject include perceived organizational support, perceived supervisor support and procedural and distributive justice (Saks, 2006; Crawford et al, 2014). So although others come to more specific factors as drivers of employee engagement, they all fit within the conceptual framework of psychological needs offered by Kahn.

Only Kahn's concept of psychological availability remains less supported by other scholars' findings. Those scholars focus on the aspects of the job and work environment, including co-workers and leadership practices. But the employee as an individual with its own characterizations, receives little attention. Most studies into engagement focused on job resources and demands and not on individual differences while we can very easily understand not every individual will respond in the same way to the same external influences.

Engagement and individual preferences

In respect to employee engagement, job resources and demands are the elements most studied by scholars. This resulted in a long list of job related antecedents that can drive engagement, but with inconsistent results regarding their relationships to engagement (Saks & Gruman, 2014). This may have to do with the fact that people are different from one another, due to their genetics as well as their cultures and the communities in which they live.

Next to these job demands, leadership also got its fair amount of attention as key driver of employee engagement. The third element believed to predict engagement, that is, individual differences, remains untouched (Saks & Gruman, 2014). Individual differences that have been investigated and linked to predicting engagement are trait-related differences such as self-evaluation, positive affect and proactive personality (Rich et al., 2010, Christian et al., 2011, Bledow et al., 2011). Moreover, individuals also have different preferences and motivations for considering certain aspects of their work and work environment to be worthwhile and engaging.

Work values as individual preferences

Work values are indicators of what people believe to be right or wrong regarding their work situations (Wey Smola & Sutton, 2002). Work values directly influence employees' behaviors and perceptions because they form the basis on which someone determines which outcomes of certain aspects of work are preferable (Dose, 1997). Less preferred outcomes could lead to less employee engagement (Bono & Judge, 2003).

Dylag and colleagues studied the relationship between individual-company value mismatch on the one hand and job-related burnout versus engagement on the other. They found burnout to be positively related to

perceived value discrepancy and negatively related to engagement (Dylag et al., 2013). They measured 23 values on a very broad dimension, varying from equality, creativity and spiritual life to obedience, honesty and health. The model might be extensive, but these values show no direct relevance to the spectrum of work and Kahn's defined psychological meaningfulness, safety and availability.

In Japan a similar study was done, using intrinsic, extrinsic and altruistic work values and their relationship to engagement/job burnout. Intrinsic work values are indicators of personal development, using skills and doing meaningful work as preferred outcomes of one's job. Extrinsic work values are indicators of financial rewards, status increase and control over others as preferred outcomes of one's job (Vansteenkiste et al., 2007). Altruistic work values indicate contributions to society and the helping of others as preferred outcomes of one's job (Twenge et al., 2010). For the Japanese study, valid responses from more than 3.200 nurses, working in hospitals, showed that higher intrinsic and altruistic work values were related to higher engagement, with people with higher intrinsic values being free of negative effects of person-organization discrepancies (Saito et al., 2016).

It seems logical to study a possible relationship between intrinsic values and employee engagement, given the importance of psychological meaningfulness posed by Kahn (Kahn, 1990). People with high intrinsic values appreciate a job that is interesting to do, challenging, offering variety and responsibility, the chance to develop and see contribution as a result (Twenge et al., 2010). Task and role characteristics formulated by Kahn, that contribute to psychological meaningfulness and thus employee engagement are: challenging, variety, autonomy and creativity. He theorizes that jobs that offer these elements, will give people the experience they are valued and add value (Kahn,

1990). Employees that give high importance to intrinsic values will appreciate a job that makes them experience being valued and adding value and as a result will consider this job worth the investment of their personal selves. Therefore, I propose the first hypothesis:

H1: Appreciation for intrinsic values is positively related to employee engagement.

As for extrinsic values, the appreciation for materialistic rewards, prestige and promotion (Twenge et al., 2010) was not directly aligned with any of Kahn's aspects driving employee engagement, but was mentioned by others and might very well be seen as a means for experiencing psychological meaningfulness. Rewards and recognition (Crawford et al., 2010) and compensation and career growth (Joshi & Sodhi, 2011) have been reported as drivers of engagement, of course still under the prerequisite they are appreciated and in line with expectations. Getting rewarded can be seen as a confirmation from the environment that someone is making a contribution that is valued and appreciated.

The main question to consider here is, if we can see extrinsic rewards as contributors to psychological meaningfulness, safety or availability. In order to answer this question positively, according to Kahn, extrinsic rewards should enhance the employees' feelings of being valued, safe and secure and capable of doing their work (Kahn, 1990).

Opposing earlier mentioned findings that rewards and recognition and compensation and career growth drive employee engagement, possibly through contributing to a feeling of being valued and appreciated, Vansteenkiste and colleagues found less positive outcomes of an extrinsic work orientation

(Vansteenkiste et al., 2007). They found people who hold extrinsic rewards in high regard will sooner experience negative outcomes as emotional exhaustion and higher turn-over intention because the satisfaction of obtaining their goals is short-lived. So it may be that receiving these extrinsic rewards contributes to a short term feeling of being valued by being rewarded, but that it will not sustain a longer investment of oneself as is considered a defining criterion for employee engagement. In the long term, it might even lead to emotional exhaustion because investments to obtain the reward need to be done again and again, possibly even to a higher extent. Given that experiencing physical and emotional energy is paramount to feeling capable of doing one's job in the perspective of psychological availability, I do not expect the appreciation for extrinsic rewards to lead to sustainable employee engagement. Therefore, I propose:

H2: Appreciation for extrinsic values is negatively related to employee engagement.

People with high altruistic work values find it rewarding to help others or contribute to society as a part of their daily job. They experience feelings of value and being worthy by helping others (Twenge et al, 2010). It is very likely that employees with high altruistic values experience psychological meaningfulness if their job offers them the ability to contribute to society or help others. This, in itself, will lead to higher employee engagement.

Tziner and Vardi found that internalized altruistic values moderated the relationship between job dissatisfaction and absenteeism amongst social workers (Tziner & Vardi, 1984). Absenteeism can be seen as a form of disengaged behavior. On the opposite, employee engagement is found to have mediating

relations toward job satisfaction (Saks, 2006). This might indicate that, although people with high altruistic values may not like their job, they will not easily show behavior of disengagement. Tziner and Vardi emphasize that their findings only offer ground to conclude that for client-oriented professionals, dissatisfaction with their job does not automatically lead to absenteeism (Tziner & Vardi, 1984). Probably, due to the close contact these professionals have with their clients, they experience a direct feedback loop of feeling valued or experience a feeling of responsibility towards those needing their help. These are feelings that do contribute to a psychological state of meaningfulness because these employees see direct results of their efforts.

Saito and colleagues found altruistic values to contribute to higher employee engagement, in the cases where the individual values aligned with organizational values (Saito, et al., 2016). In other words, if an individual with high altruistic values works in a place that offers him altruistic rewards, being able to help others or contribute to society, he will show higher employee engagement. The opposite of course being, that if someone with altruistic values doesn't have a job that offers them these possibilities, they are less likely to engage.

In this study I will not select respondents in a specific altruistic oriented job, I do, however, assume people with high altruistic values to occupy a job offering them altruistic rewards since this is a very specific characterization of several sectors such as health-care, by which selection is easily made. Therefore, I propose the hypothesis:

H3: Appreciation for altruistic values is positively related to employee engagement.

Two other values I want to add to the survey because I think they may interact with psychological meaningfulness, safety and availability, are social values and the appreciation for work/leisure balance. Workers who hold high appreciation for social rewards in the workplace, strive for long lasting relational bonds with non-aversive interactions to be gained while working (Twenge et al, 2010). This need to be connected to the social environment forms a component of intrinsic motivation and has a significant influence on a person's sense of meaningfulness (Baumeister & Leary, 1995; May et al., 2004).

Kahn found that long lasting relationships in the work environment, that are experienced as being trustworthy, supportive and open, contribute to a psychological state of safety. A psychological state of safety forms one of the supporting pillars of employee engagement. The same consequences arise from group and intergroup dynamics that allow for the safe expression of parts of the personal identity without being excluded.

People have a need to belong, but not everybody has the need for strong social relationships at work. The need for frequent, meaningful interactions on a long term basis with a vast group of individuals can very well be fulfilled outside the work environment. This does not necessarily mean relationships and group interactions at work will lack in any of the attributes contributing to psychological safety and thus engagement. I do propose that people who strive for more meaningful relations with colleagues and (partly) try to fulfill their need to belong through work relationships, are likely to pay more care and attention towards nurturing these co-worker bonds. When succeeding, they are to experience psychological safety as a grounds for further engagement. This leads us to the fourth hypothesis:

H4: Appreciation for social values is positively related to employee engagement.

The appreciation for leisure values is characterized by less work-centrality in life. Employees valuing leisure want their work to accommodate time they to spend with family and friends, go on vacation or engage in sports and are more likely to prefer a part-time job (Twenge et al., 2010). This prioritization of the personal life above working life can also lead to the need for more flexibility in working hours or the expectation to be physically present.

In his research, Kahn found that a certain looseness of boundaries between personal and working life could have positive effects on employee engagement. A certain flexibility from the employer, offering time and space to take care of personal obligations, can lead to more emotional and physical energy to invest into work because it offers people an opportunity to get these things done more easily (Kahn, 1990).

In their study testing some of Kahn's conceptual relations, May and colleagues found that the participation in outside activities showed significant but minor negative correlation to employee engagement (May et al., 2004). They measured the participation in outside activities with one item, stating the number of hours employees spent in participating in activities for another organization, other than the company they worked for. Leisure time is not necessarily spend participating in other organizations but can also be time spent with friends, family or reading a book.

With regard to psychological availability, Kahn mostly refers to emotional and psychological consequences on employees' mental availability at work due to influences from the personal life such as events happening in family life or concerns towards friends' health, falling in love, financial situations etcetera, that can have positive as well as negative effects. These effects, according to him, can be lessened by loosening strict boundaries between work and private

life. As to chosen outside activities, such as participating in other organizations or social surroundings, it may be expected that too much focus going towards these outside life experiences may very well interfere with the energy that is left to spend on the day job, leading to lessened employee engagement. I therefore propose:

H5: Appreciation for leisure values is negatively related to employee engagement.

Next to job characteristics and personal difference having an effect on the level of employee engagement, leadership is also considered to be of influence. Frequently studied concepts in this area have been: Transformational leadership, empowering leadership and LMX (Saks & Gruman, 2014). For this study I turn to Servant Leadership.

Servant Leadership

Van Dierendonck proposes servant leadership as transformational leadership with social responsibility added to it (van Dierendonck, 2011). Not offering a clear definition of Servant Leadership, it has been a studied subject since 1970 when Robert Greenleaf introduced it. According to him, the leader emerges from the need to serve and the consciousness that one is capable of having impact. He emphasizes the servant aspect should not be mistaken for servitude and that the need for initiating actions, providing directions and taking responsibilities for the outcomes, still lies with the leader. Additionally, an important characteristic of a servant leader mentioned is that this person acts beyond self-interest (Greenleaf, 1977). The servant leader's actions focus on creating opportunities for others to grow (Luthans & Avolio, 2003). Derived from results of research in

the field of Positive Organizational Behavior (POB), comes the perception that empowering leadership gives confident employees. Their confidence being built on the feeling they are up for the task and able to influence the outcome, will lead to higher engagement with the task (Luthans, 2002). Servant leadership characteristics help create a psychological climate in which fairness and trust are key components. The conceptual theorization is, this is achieved through humility, authenticity and the acceptance of other people, as they are (van Dierendonck, 2011). Several studies support this with correlations found between servant leadership behavior and trust (Reinke, 2003; Dannhauser & Boshoff, 2006; Joseph & Winston, 2005). Trust is a prerequisite for safety. Therefore, a servant leader will likely contribute to a state of psychological safety.

To make the concept comprehensible, van Dierendonck offers a conceptual framework in which he links leadership characteristics to their effects on followers' job attitudes, performance and organizational outcome (van Dierendonck, 2011). He proposes the characteristics posed by servant leaders will result in commitment, job satisfaction and engagement as follower job attitudes, but also better team performance and even influence focus on sustainability and Corporate Social Responsibility on an organizational level (van Dierendonck, 2011).

Engagement and leadership
The studies that have been done into antecedents of employee engagement focus on three pillars, being: individual preferences that people bring to work, job characteristics people meet at work and the process of leadership which they encounter at work (Saks & Gruman, 2014).

Carasco-Saul and colleagues made an integrated analysis of twenty articles studying the relationship between leadership styles and employee engagement. Transformational leadership turned out to be the leadership style that was by far the most studied in its relationship with employee engagement (Carasco-Saul et al., 2015). Servant leadership did not appear in their article. It is emphasized that boosting optimism, providing responsibility and meaningfulness but also a fair and just environment in which followers experience appreciation for their efforts, are key drivers of engagement as provided by leaders (Carasco-Saul et al., 2015).

Christian and colleagues found evidence indicating a minor relation between transformational leadership and engagement (Christian et al., 2011). Building on Kahn's theory and suggestions made by Macey and Schneider that other processes increasing trust and psychological safety can moderate the relation between leadership and engagement, they suggest further research into the matter. As mentioned, servant leadership behavior enhances trust and psychological safety and therefore poses an interesting leadership style to be studied in the context of employee engagement.

Where van Dierendock in 2011 already links the concept of servant leadership to engagement as a follower job attitude, the linkage is specified in 2014 in a comparison with transformational leadership. Scholars found both leadership styles hold a connection to employee engagement, but both for different reasons (van Dierendonck et al., 2014). The transformational leader is, in comparison to the servant leader, seen as an effective leader because he or she openly focuses on results and is placed in the center of interpersonal relationships as instigator of all actions towards the formulated goals, sometimes receiving even more credit as an individual for results gained by the group. Being seen as effective, motivates people to follow an individual and to

engage in reaching the goals the leader has set for the group (van Dierendonck et al.,2014). The servant leader is recognized, amongst other traits, by showing humility and standing back so others can take the credits. The servant leader focuses more on followers' psychological needs and is shown to enlarge engagement (van Dierendonck et al., 2014). Stating that the servant leader focuses on the individual's psychological needs and that understanding engagement depends on the nurturing of specific psychological needs, it is easy to suspect strong relations between the two concepts. Van Dierendonck continues to provided empirical evidence of this direct relation of servant leadership on work engagement. In two Portuguese studies he and Sousa found a significant positive relation with engagement for highly uncertain environments such as post-merger companies (Sousa & Dierendonck, 2014) and the stimulating effects of humility as a servant leadership behavior on follower engagement (Sousa & Dierendonck, 2017). Regarding the relation of Servant Leadership towards Employee Engagement, I propose two hypotheses to be tested, the first being:

H6: Servant leadership is positively related to employee engagement

Additionaly, I try to understand if someone with an appreciation for a certain aspect of five defined work values, will be more easily engaged at his or her job than somebody who is driven by other values. Without considering in which degree related rewards are met, I assume a moderating effect of servant leadership of these work values' relationship to engagement. I consider work values to be externally communicated signals of internalized psychological needs. Someone with high intrinsic work values, communicates through these values the strong need to be considered of meaning at work, by appreciating

characteristics of their job such as variety, responsibility and interesting tasks. By focusing on individual psychological needs, I expect the servant leader to recognize these requirements for an individual to come to a state of psychological meaningfulness and act accordingly. In this way somebody who is likely to be engaged due to intrinsic work values, will even be more engaged when working for a servant leader.

An employee with high leisure values expresses the psychological need to find balance in how he or she spends emotional and physical energy between work and private life, possibly leading to less employee engagement. Again I expect the servant leader to recognize these needs and react to them, making sure employees experience this work-life balance so they have the psychological availability to engage in their work. Therefore, I propose:

H7: Servant leadership will moderate the relations between work values and employee engagement such that these relationships are more positive (or less negative) when servant leadership is high, as opposed to low.

METHODOLOGY

Design

From literature on work values, employee engagement and servant leadership, a theoretical model (figure 1) was derived. Figure 1 visualizes the propositions that are to be tested in this research. The relations to be tested are those of the five mentioned work values as antecedents of employee engagement. As elaborated on in literature exploration, I expect that servant leadership practice can perform moderating effects on these relationships.

I collected data through a cross-sectional design in the form of an open online survey. The survey was distributed through my personal network using

social media platforms Facebook, Twitter and LinkedIn. A number of close business relationships also distributed the survey amongst co-workers.

Participants

One-hundred twenty-seven individuals of which 102 completed all questions visited the online survey. Of the 102 respondents that completed the survey, 67 worked for or under supervision of a manager. Of the 67 remaining respondents, 47 were female and 20 were male with an average age of 41 years. Fifty-four percent of respondents occupied a full time (36 hours or more a week) job. Fifteen percent of respondents enjoyed mid-level professional education, 51% higher professional education and 34% completed academic levels.

Figure 1
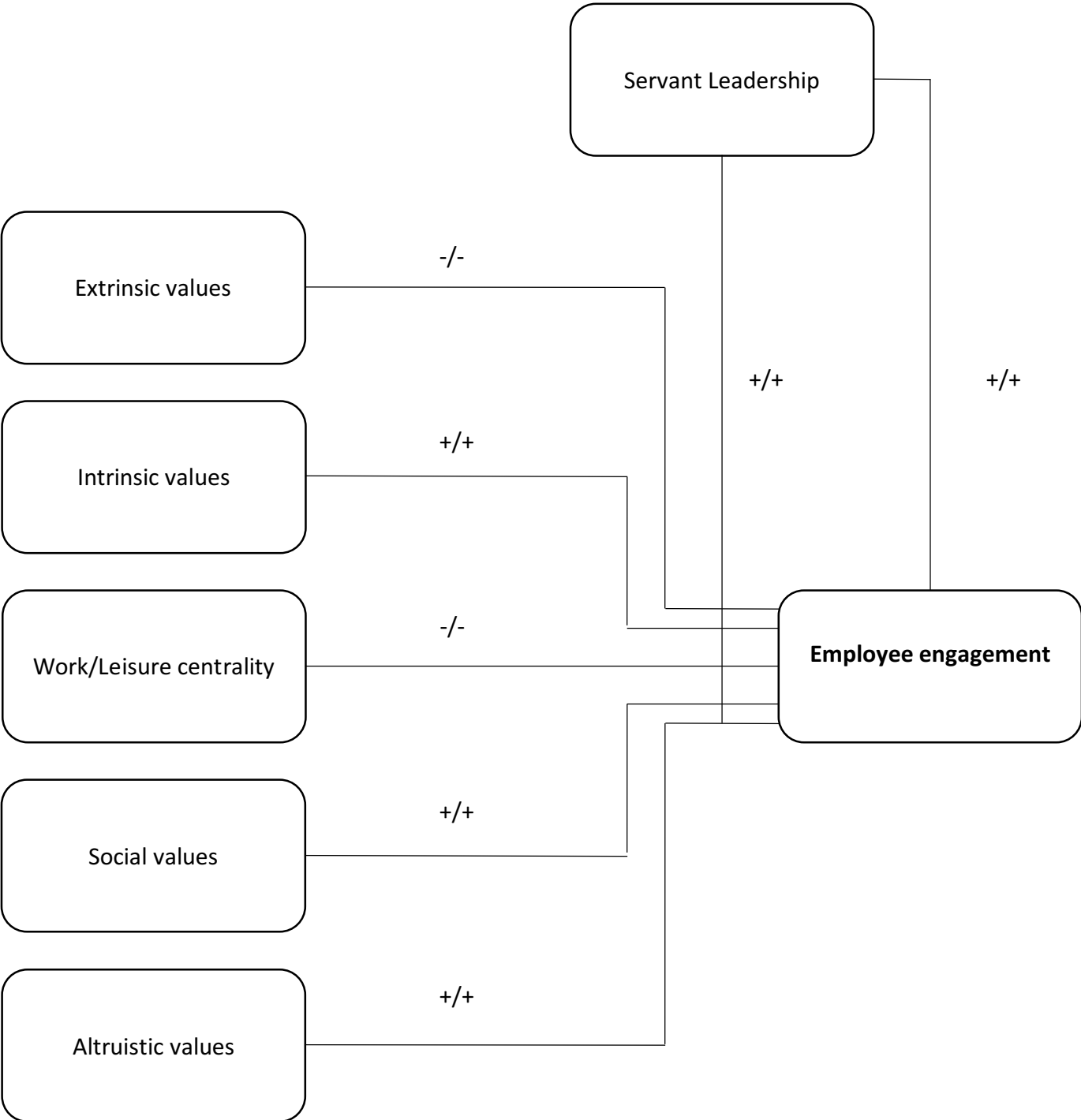
Measures

<u>Work values</u>

I used the same questionnaire Twenge and colleagues based their research on, using the five work values, they determined (Twenge et al., 2010). All answers were proposed on a five point Likert scale, varying from "very important" to "very unimportant". All questions and answers were posed in Dutch. A thesis supervisor supervised translation from English to Dutch. For the work centrality and extrinsic rewards measures, participants were asked to value for four statements how important these aspects are to them. These were statements like "A job where you can have more than four weeks' vacation" and "A job that has high status and prestige". Social and altruistic rewards were questioned with two statements each. For instance, "A job that is worthwhile to society" and "A job that gives you a chance to make friends". Intrinsic rewards measures contained 7 items, formulated like "A job where you can learn new things, new skills". A full list of all statements is presented in the attachments of this article.

For reliability purpose, a consistency check was performed by calculating Cronbach's Alpha for all work values measured. Unfortunately, the values for work/leisure centrality (alpha = 0.30) and social rewards (alpha = 0.43) showed very low consistency rating. Intrinsic rewards (alpha = 0.67) and altruism rewards (alpha = 0.66) showed higher consistency but still a bit short of the preferred 0.70. Values for extrinsic rewards showed higher consistency with alpha of 0.82. These scores need to be taken into account when interpreting findings on these items and are maybe caused by different cultural circumstances when compared to the study they originated from.

Before continuing to the servant leadership survey, participants were asked if they work for a manager or other form of supervision. Those answering "no" to this question were automatically forwarded to the questions on

engagement. Those answering "yes' continued with the servant leadership survey.

Servant leadership

The servant leadership survey used was developed and validated by van Dierendonck and Nuijten and consists of 30 items measuring servant leadership trades empowerment (7 items, example: "My manager encourages me to use my talents"), Accountability (3 items, example: "My manager holds me responsible for the work that I carry out"), humility (5 items, example: "My manager learns from criticism"), standing back behavior (3 items, example: "My manager keeps herself/himself in the background and gives credits to others"), authenticity (4 items, example: "My manager is open about his/her limitations"), courage (2 items, example: "My manager takes risks and does what needs to be done is her or his view"), forgiveness (3 items, example: "My manager finds it difficult to forget things that went wrong in the past") and stewardship (3 items, example: "My manager has a long-term vision") (van Dierendonck & Nuijten, 2011). Participants were asked to rate on a 6-point Likert scale varying from "explicitly disagree" to "explicitly agree". All questions and answers were formulated in Dutch. An English overview of all statements is enclosed as attachment to this article.

The Servant Leadership Survey is internationally validated by van Dierendonck and Nuijten and showed overall consistency in this study with an alpha of 0.94.

Employee engagement

The survey used to measure engagement was originally developed and validated by Saks and measures both Job engagement as Organization engagement using

statements which are to be valued along a five point Likert scale varying from "totally disagree" to "totally agree" (Saks, 2006). The form consists of 11 items, all statements and answers were translated from English to Dutch under supervision. The statements included "I really throw myself into my job" to measure job engagement and "Being a member of this organization is very captivating" to measure company engagement. Reliability analyses for Job engagement provided a Cronbach's alpha of 0.78 and 0.88 for company engagement. Employee engagement items in total proved to be consistent with alpha being 086. The full list of statements is attached to this article.

Results

Means, standard deviations and intercorrelations of the study variables are presented in table 1.

Table 1: Means, standard deviations and intercorrelations of the study variables

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Employee engagement	3.62	0.62	1								
2. Work engagement	3.64	0.67	0.77**	1							
3. Organization engagement	3.60	0.80	0.89**	0.40**	1						
4. Servant Leadership	4.00	0.85	0.38**	0.09	0.48**	1					
5. Intrinsic work values	1.72	0.41	-0.41**	-0.45**	-0.27*	0.13	1				
6. Extrinsic work values	3.14	0.80	-0.09	-0.04	-0.10	-0.12	0.22	1			
7. Altruism work values	2.37	0.73	-0.21	-0.22	-0.15	0.19	0.31*	-0.08	1		
8. Social work values	2.74	0.66	-0.31*	-0.23	-0.28*	0.17	0.39**	0.25*	0.46**	1	
9. Work/Leisure values	2.26	0.54	0.06	0.10	0.01	0.01	-0.16	-0.39**	0.18	-0.08	1

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

The work value most appreciated by respondents of this survey is that of extrinsic work values with a mean of 3.14 on a scale of 1 to 5. No significant relation of this work value with any of the dimensions of employee engagement was visible. A negative moderate correlation between work/leisure values and extrinsic work values was noted with r being – 0.39. Weak significant and positive correlation was found with social work values (r = 0.25).

Intrinsic work values were the least appreciated in this study, with a mean of 1.72 on a scale of 1 to 5. Significant negative correlation of appreciation for intrinsic rewards with employee engagement was noticed with r being – 0.41. The negative correlation was higher and more significant for job engagement (r = - 0.45) than for company engagement (r = - 0.27). Intrinsic work values also showed to have positive moderate correlation with altruistic work values (r = 0.31) and social work values (r = 0.39).

Social work values show moderate negative correlation with company engagement (r = - 0.28) and employee engagement (r = - 0.31). Also moderate positive correlation with altruistic values (r = 0.46) is visible. No other work values hold any relation with employee engagement.

Servant leadership behavior was shown to have significant positive and moderate correlation with company engagement (r = 0.48) but no correlation with job engagement. Positive correlation with employee engagement was found to be significant at r = 0.38.

Linear regression analysis was performed in a three step model for all three dimensions of engagement, first testing correlations of the individual work values with employee engagement, second the relation of servant leadership and engagement and last the interaction of servant leadership on any relation with engagement. Linear regression analysis for employee engagement as presented in table 2 shows only Intrinsic work values hold a fully tested negative

correlation with employee engagement. The relation is moderate. Servant leadership behavior has significant positive relation to employee engagement, but is not able to moderate the relation of any of the work values

Table 2: Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.570	-0.375	0.001**	-0.596	-0.392	0.001**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.090	0.116	0.309	0.094	0.120	0.306
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.039	0.034	0.760	0.039	0.033	0.774
Social work values (WVS)	-0.158	-0.168	0.235	-0.219	-0.234	0.058	-0.264	-0.278	0.300
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.068	-0.079	0.506	-0.054	-0.063	0.604
Servant Leadership (SL)				0.362	0.493	0.000**	0.392	0.535	0.000**
WVI x SL							-0.188	-0.115	0.386
WVE x SL							-0.060	-0.061	0.616
WVW x SL							0.101	0.065	0.601
WVS x SL							0.203	0.171	0.181
WVA x SL							0.105	0.098	0.432
Delta R Square	19.4%, 0.05 > p > 0.01			22.6%, p < 0.01			5%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
                     **Correlation is significant at the 0.01 level (2-tailed)

Regression analysis for job engagement is presented in table 3.

Table 3: Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.695	-0.422	0.001**	-0.705	-0.428	0.001**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.107	0.127	0.327	0.088	0.105	0.421
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.118	0.095	0.449	0.112	0.09	0.490
Social work values (WVS)	-0.054	-0.053	0.703	-0.080	-0.078	0.57	-0.128	-0.126	0.370
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.087	-0.095	0.486	-0.080	-0.087	0.519
Servant Leadership (SL)				0.153	0.192	0.103	0.244	0.307	0.021*
WVI x SL							0.088	0.050	0.735
WVE x SL							-0.076	-0.071	0.599
WVW x SL							0.024	0.014	0.918
WVS x SL							0.001	0.001	0.995
WVA x SL							0.327	0.280	0.047*
Delta R Square	21.5%, 0.05 > p > 0.01			3.4%, p > 0.05			9.3%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
                     **Correlation is significant at the 0.01 level (2-tailed)

The relation between intrinsic work values and job engagement remains moderate, significant and negative and is not moderated by Servant Leadership. Also Servant Leadership appears to positively moderate the relationship of

altruistic work values with job engagement. The variance in the model is not significant.
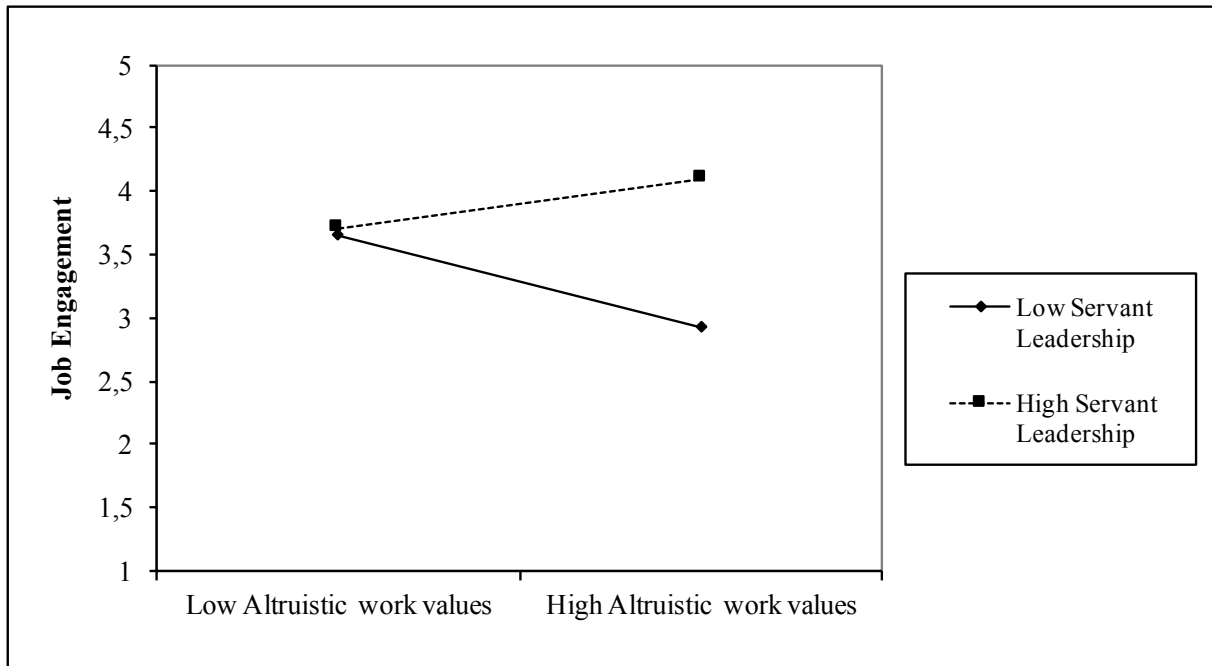
Regression analysis for company engagement is presented in table 4.

Table 4: Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.466	-0.240	0.035*	-0.506	-0.261	0.024*
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.078	0.078	0.493	0.099	0.100	0.392
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.026	-0.018	0.872	-0.021	-0.014	0.902
Social work values (WVS)	-0.244	-0.204	0.171	-0.335	-0.280	0.024*	-0.371	-0.310	0.016*
Altruistic work values (WVA)	0.017	0.016	0.914	-0.048	-0.044	0.711	-0.028	-0.026	0.830
Servant Leadership (SL)				0.536	0.572	0.000**	0.516	0.551	0.000**
WVI x SL							-0.418	-0.201	0.131
WVE x SL							-0.047	-0.038	0.755
WVW x SL							0.164	0.083	0.504
WVS x SL							0.371	0.245	0.057*
WVA x SL							-0.080	-0.058	0.639
Delta R Square	11%, p > 0.05			30.4%, p < 0.01			6%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
                              **Correlation is significant at the 0.01 level (2-tailed)

The former noted relations of intrinsic and social work values with company engagement remain significant, moderate and negative. The significant moderate positive relation of servant leadership with company engagement is also confirmed and moderates the relation between social work

values and company engagement, although the variance in the model is not significant.
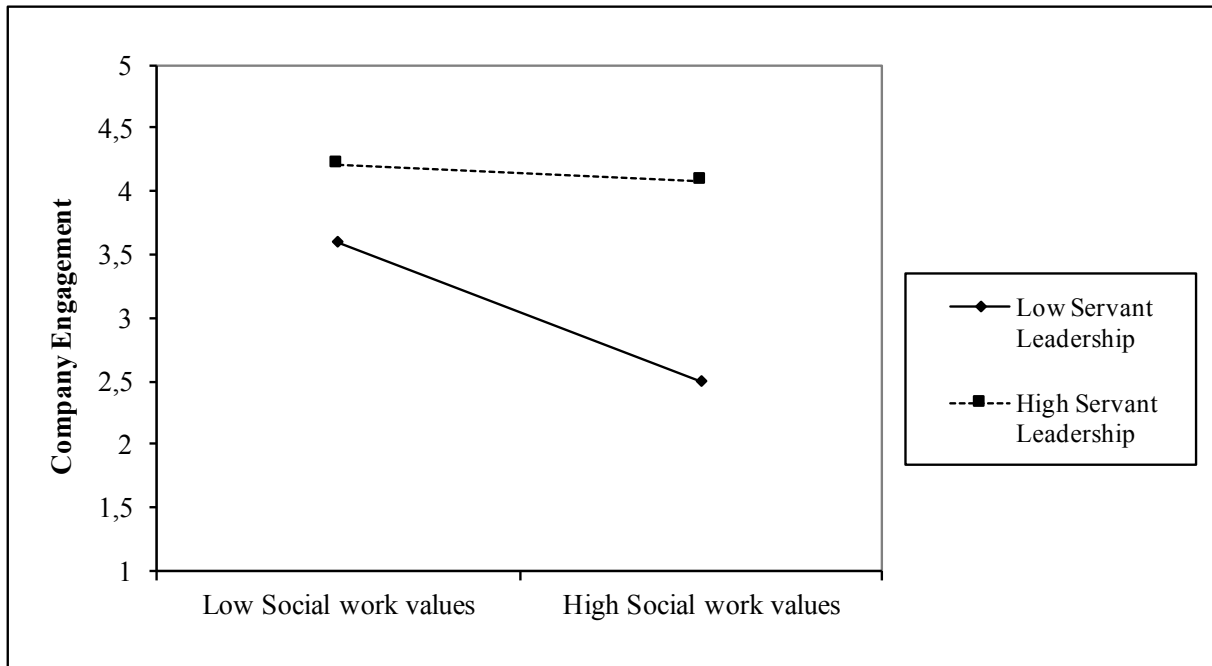
Explorative analysis

An explorative regression analysis of the eight subscales of the Servant Leadership Survey is added as a second attachment. I tested linear regression analyses of all 8 subscales of Servant Leadership for moderating effects on the relations of the five formulated work values with all three dimensions of engagement. I found that on 6 occasions subscales of the Servant Leadership Survey did show significant moderating relations towards engagement for altruistic and intrinsic work values. The six graphs presenting these relations are added as attachment three.

The relationship of altruistic values with job engagement was positively moderated by the servant leadership behaviors Humility, Authenticity and Agency, with the latter showing a significant variance of the model. The relationship of intrinsic work values on both employee engagement and job engagement was negatively moderated by the servant leadership behavior

Forgiveness. The relationship of intrinsic work values on company engagement was negatively moderated by the servant leadership behavior Humility. Except for the model testing the moderation of Agency on the relationship of altruistic work values with job engagement, no other model showed significant variance when adding a servant leadership behavior as moderating variable.

Discussion

For extrinsic, work/leisure, altruistic and social work values, the results showed no significant relation towards employee engagement. Intrinsic work values hold a moderate but significant relation to job engagement, but against expectations, a higher appreciation for intrinsic work values is related to less job engagement. These findings directly oppose the results Saito and colleagues drew in their engagement study for hospital nurses. In their study, intrinsic values not only predicted higher employee engagement, but also protected employees who inhibited these values against negative emotions related to person-organization discrepancies (Saito et al., 2016). Contemplating the reasons for this negative relation, I first come to think that people who hold a higher appreciation for interesting work that offers them a chance to learn and be creative, have a hard time finding an occupation like that. Drawing on Kahn's psychological state of meaningfulness, this could signal a mismatch between task and/or role characteristics on the one hand and a person's expectations on the other. It makes me wonder if, given the broadly spread narrative that intrinsic motivation is key to engagement and job satisfaction, we lack intrinsic rewards in the Netherlands. On the other hand, it could also be that people who are less engaged at work, as a result of lacking but wanting to achieve engagement, report higher appreciation for intrinsic work values because they long for them as not engaged employees.

The hypothesis proposing a direct relation of servant leadership towards employee engagement is confirmed. Servant leadership relates positively towards both job and company engagement, with an emphasize on the latter, which is easily understood given the aim of servant leadership to create a fair and trusting environment than makes the company a pleasant place to be, apart from how one experiences their job.

Through the significant negative relation of social work values with company engagement, that is positively moderated by servant leadership, the moderating hypothesis for servant leadership is partly confirmed. Possibly the supporting of a trustful and fair environment and culture by the servant leader can compensate for not directly finding meaningful and lasting relationships at work. The positive moderating effect of servant leadership on the relation between altruistic values and job engagement also partly confirm the moderation hypothesis of servant leadership.

Interesting to find was the negative moderation of the servant leadership behaviors Forgiveness and Humility on the relationship of intrinsic work values and engagement. Forgiveness specifically moderated the relation towards job engagement and Humility towards company engagement. Maybe people who have a need to be intrinsically motivated and have a need to deliver meaningful and excellent results can also be driven by high expectations from their leaders on working flawless. Another train of thoughts is that Forgiveness and Humility as two of the "softer" characteristics in a leader, do not align with expectations of leadership in our culture. Maybe we still expect leaders to be visible, boasting with pride, showing the way to go and standing strong for the results they deem right as outcomes of combined efforts.

If so, employees with more altruistic values might not agree with this view. Their job engagement can be positively moderated by servant leadership

behaviors Humility, Authenticity and Agency. All three traits might very well align with people who have a larger need to serve others than to gain rewards for themselves and thus motivation them more by example. People with high altruistic values would sooner serve others' needs without boosting to het credits for it and without presenting themselves in a favorable way for others because their motivations aren't self-centered. It makes sense these people are more easily motivated by a leader that also shows these traits.

Limitations

Several limitations for this study need to be considered. The first is related to the number of valid responses that were available for analyses. Sixty-seven surveys to include is a very small base to draw any conclusion upon and poses severe limitations to the generalizability of my findings. Also, findings concerning existing relations can be influenced by a smaller group of respondents with extreme outcomes.

Second, this study was challenged with low consistency findings in the provided answers for three of the five work values. Social, altruistic and work/leisure items were not consistently answered and we therefore need to doubt if the items in this survey truly represent the constructs I was trying to valuate. Although moderating relations of servant leadership traits towards the relation of altruistic values and engagement seem logical, we need to be very careful in accepting them as empirically grounded.

The third limitation to consider is that of the cross-sectional design of this study. Measurements were taken at a certain moment in time and not repeated. This gives a narrow view of the relationships between the studied concepts. A time-lagged study providing consistent finding would give a more solid confirmation of existing relations as they stand the test of time and other

changing variables that are out op scope but may be of influence. It would also limit the possibility of reversed causality as discussed regarding the relation of intrinsic values on job engagement.

As a fourth limitation I would like to mention the fact that in this study only employees' expectations towards favorable results in their job were measured. A strong influence on their level of engagement would be, if these expectations were met or not. Without taking possible person-job mismatch on these work values into consideration, it is hard contemplating as to why certain relations of work values towards engagement exist.

The last limitation is related to the larger perspective of academic research into employee engagement. As noted in the literature section, there is no consensus on definition or, theory of the concept of engagement. As a result, several methods of measuring engagement are being used and although the Job Demands-Resource model provides a fairly frequently used model, it is not comprehensive in regard to the conceptual model Kahn proposed. This makes it difficult to compare one study on engagement to another. This could be one of the reasons findings all over the world contradict each other.

Implications for further research

Until an overarching grand theory about employee engagement arrives, a lot of work is still to be done. Based on the findings in my study, I would suggest a focus on the group of employees in society that expect intrinsic rewards out of their day jobs. It would be valuable to understand why these people show lower employee engagement, at least in the Netherlands and if this might be so in other countries or specific industries perhaps. Also, understanding why leadership traits as humility and forgiveness negatively moderate the relation towards engagement for this group of people would increase understanding of

the more detailed workings of servant leadership towards leadership effectiveness.

With acknowledgement of the severe limitations of my study, I found evidence that the servant leadership style not only has a direct relation to employee engagement, but can also moderate between individualistic work values and engagement, perhaps even compensate for person-job mismatch on social and altruistic values. Since servant leadership showed to be a strong predictor of employee engagement, especially through company engagement, we might want to understand in more detail how the concepts are related. Using van Dierendonck's comprehensive measurements for servant leadership, we can easily study the effects of the separate behaviors that make up a servant leader.

Practical implications

Business leaders concerned with high engagement levels of their employees need to keep in mind that intrinsically motivated employees might be at higher risk getting disengaged, which can be a strain on their wellbeing but also a setback in competitive advantage of the company, when this occurs on larger scale.

Given the significant relation of servant leadership on employee engagement as found in this study, leadership could benefit from increasing their understanding of the practices of servant leaders and stimulate a company environment that is suitable for this type of leader to thrive in. Especially in environments where people are driven by social and altruistic values, servant leadership can be a fitting leadership style.

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WORK VALUES AND THEIR ASSOCIATION WITH BURNOUT/WORK ENGAGEMENT OF NURSES IN LONG-TERM CARE HOSPITALS. (2016). *The Gerontologist*, *56*(Suppl_3), 717–717.

Appendix 1: Questionnaire

Work values   (Twenge et al., 2010)

Leisure rewards

A.1   A job where you can have more than two weeks' vacation
A.2   A job that leaves a lot of time for other things in your life
A.3   A job with an easy pace that lets you work slowly
A.4   A job that leaves you mostly free of supervision by others

Intrinsic rewards

B.1   A job that is interesting to do
B.2   A job where you can learn new things, new skills
B.3   A job where the skills you learn will not go out of date
B.4   A job where you can see the results of what you do
B.5   A job that lets you use your skills and abilities - lets you do the things you can do best
B.6   A job where you do not have to pretend to be a type of person that you are not
B.7   A job where you have the chance to be creative

Atruistic rewards

C.1   A job that gives you the oppportunity to be directly helpful to others
C.2   A job that is worthwhile to society

Social rewards

D.1   A job that gives you a change to make friends
D.1   A job that permits contact with a lot of people

Extrinsic rewards

E.1   A job that has high status and prestige
E.2   A job that most people look up to and respect
E.3   A job that provides you with a change to earn a good deal of money
E.4   A job where the chances for advancement and promotions are good

Servant Leadership (van Dierendonck & Nuijten, 2011)

Empowerment

F.1	My manager gives me the information I need to do my work well
F.2	My manager encourages me to use my talents
F.3	My manager helps me to further develop myself
F.4	My manager encourages her/his staff to come up with new ideas
F.5	My manager gives me the authority to take decisions which make work easier for me
F.6	My manager enables me to solve problems myself instead of just telling me what to do
F.7	My manager offers me abundant opportunitues to learn new skills

Standing back

G.1	My manager keeps herself/himself in the bakcground en gives credits to others
G.2	My manager is not chasing recognition or rewards for the thins she/he does for others
G.3	My manager appears to enjoy her/his colleagues' success more than her/his own

Accountability

H.1	My manager holds me responsible for the work I carry out
H.2	I am held accountable for my performance by my manager
H.3	My manager holds me and my colleagues responsibl for the way we handle a job

Forgiveness

I.1	My manager keeps criticizing people for the mistakes they have made in their work	R
I.2	My manager maintains a hard attitude towards people who have offended her/him at work	R
I.3	My manager finds it difficult to forget things that went wrong in the past	R

Courage

J.1	My manager takes risks even when she/he is not certain of the support from her/his own manager
J.2	My manager takes risks and does what needs to be done in her/his view

Authenticity

K.1	My manager is open about her/his limitations and weaknesses
K.2	My manager is often touched by the things she/he sees happening around her/him
K.3	My manager is prepared to express her/his feelings even if this might have undesirable consequences
K.4	My manager shows her/his true feelings to her/his staff

Humility

L.1	My manager learns from criticism
L.2	My manager tries to learn from the criticism she/he gets from her/his superior
L.3	My manager admits her/his mistakes to her/his superior
L.4	My manager learns from the different views and opinions of others
L.5	If people express criticism, my manager tries to learn from it

Stewardship

M.1	My manager emphasizes the importance of focusing on the good of the whole
M.2	My manager has a long-term vision
M.3	My manager emphasizes the societal responsibility of our work

Employee Engagement

Job engagement

N.1   I really "throw" myself into my job

N.2   Sometimes I am so into my job that I lose track of time

N.3   This job is all consuming, I am totally into it

N.4   My mind often wanders and I think of other things when doing my job   R

N.5   I am highly engaged in this job

Organization engagement

O.1   Being a member of this organization is very captivating

O.2   One of the most exciting things for me is getting involved with things happening in this organization

O.3   I am really not into the "goings-on" in this organization   R

O.4   Being a member of this organization makes me come "alive"

O.5   Being a member of this organization is exhilarating to me

O.6   I am highly engaged in this organization

Appendix 2: Regression analyses for 8 SLS subscales

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.598	-0.393	0.001**	-0.637	-0.419	0.000**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.123	0.158	0.162	0.133	0.171	0.140
Work/Leisure centrality (WVW)	0.008	0.007	0.959	-0.019	-0.016	0.879	-0.006	-0.005	0.962
Social work values (WVS)	-0.158	-0.168	0.235	-0.213	-0.227	0.058	-0.243	-0.260	0.044
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.067	-0.079	0.496	-0.075	-0.088	0.459
Servant Leadership Empowerment (SL_EMP)				0.294	0.533	0.000**	0,313	0,568	0.000**
WVI x SL_EMP							-0.098	-0.075	0.558
WVE x SL_EMP							-0.033	-0.043	0.677
WVW x SL_EMP							0.110	0.083	0.449
WVS x SL_EMP							0.162	0.154	0.192
WVA x SL_EMP							0.066	0.080	0.508
Delta R Square	19.4%, 0.05 > p > 0.01			25.4%, p < 0.01			4.8%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.509	-0.335	0.007**	-0.486	-0.320	0.025*
Extrinsic work values (WVE)	0.022	0.028	0.833	0.021	0.027	0.824	0.030	-0.038	0.807
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.006	0.005	0.964	0.052	0.045	0.772
Social work values (WVS)	-0.158	-0.168	0.235	-0.161	-0.172	0.192	-0.168	-0.180	0.191
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.009	-0.010	0.936	-0.034	-0.040	0.773
Servant Leadership Accountability (SL_ACC)				0.241	0.075	0.002**	0.235	0.337	0.009**
WVI x SL_ACC							-0.216	-0.175	0.401
WVE x SL_ACC							-0.042	-0.043	0.834
WVW x SL_ACC							-0.127	-0.089	0.660
WVS x SL_ACC							0.127	0.103	0.550
WVA x SL_ACC							0.186	0.173	0.271
Delta R Square	19.4%, 0.05 > p > 0.01			12%, p < 0.01			2.4%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.521	-0.342	0.006**	-0.518	*0.341	0.007**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.076	0.098	0.427	0.083	0.107	0.391
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.077	0.067	0.578	0.058	0.051	0.681
Social work values (WVS)	-0.158	-0.168	0.235	-0.209	-0.223	0.093	-0.265	-0.282	0.040*
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.086	-0.101	0.439	-0.061	-0.072	0.587
Servant Leadership Humilty (SL_HUM)				0.229	0.377	0.001**	0.247	0.407	0.001**
WVI x SL_HUM							-0.288	-0.218	0.106
WVE x SL_HUM							-0.050	-0.068	0.604
WVW x SL_HUM							0.013	0.011	0.938
WVS x SL_HUM							0.129	0.135	0.313
WVA x SL_HUM							0.140	0.152	0.256
Delta R Square	19.4%, 0.05 > p > 0.01			12.7%, p < 0.01			6%, p > 0.05		

Notes: * Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.516	-0.340	0.011*	-0.565	-0.371	0.006**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.022	0.028	0.833	0.063	0.081	0.564
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.036	0.031	0.795	0.032	0.028	0.826
Social work values (WVS)	-0.158	-0.168	0.235	-0.170	-0.182	0.171	-0.254	-0.274	0.074
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.053	-0.063	0.631	-0.032	-0.038	0.785
Servant Leadership Standing Back (SL_SB)				0.197	0.337	0.003**	0.217	0.370	0.002**
WVI x SL_SB							-0.125	-0.098	0.533
WVE x SL_SB							-0.062	-0.085	0.561
WVW x SL_SB							0.121	0.112	0.438
WVS x SL_SB							0.126	0.162	0.395
WVA x SL_SB							0.070	0.090	0.559
Delta R Square	19.4%, 0.05 > p > 0.01			11.1%, p < 0.01			4.8%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.629	-0.414	0.001**	-0.713	-0.469	0.000**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.088	0.113	0.360	0.021	0.027	0.837
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.028	0.024	0.839	-0.112	-0.097	0.431
Social work values (WVS)	-0.158	-0.168	0.235	-0.157	-0.168	0.199	-0.147	-0.156	0.222
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.021	-0.025	0.844	0.003	0.004	0.976
Servant Leadership Authenticity (SL_AUT)				0.211	0.376	0.001**	0.231	0.411	0.001**
WVI x SL_AUT							-0.196	-0.137	0.277
WVE x SL_AUT							0.057	0.081	0.526
WVW x SL_AUT							0.294	0.269	0.036
WVS x SL_AUT							0.096	0.100	0.427
WVA x SL_AUT							0.130	0.150	0.242
Delta R Square	19.4%, 0.05 > p > 0.01			13.2%, p < 0.01			10.9%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.532	-0.350	0.009**	-0.387	-0.255	0.067
Extrinsic work values (WVE)	0.022	0.028	0.833	0.015	0.019	0.881	-0.039	-0.050	0.711
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.014	0.013	0.922	-0.012	-0.010	0.936
Social work values (WVS)	-0.158	-0.168	0.235	-0.225	-0.238	0.115	-0.160	-0.171	0.286
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.044	-0.051	0.713	-0.062	-0.073	0.603
Servant Leadership Forgiveness (SL_FORG)				0.104	0.178	0.184	0.069	0.118	0.443
WVI x SL_FORG							-0.433	-0.300	0.033*
WVE x SL_FORG							0.057	0.089	0.575
WVW x SL_FORG							0.002	0.002	0.990
WVS x SL_FORG							0.053	0.069	0.721
WVA x SL_FORG							-0.054	-0.074	0.683
Delta R Square	19.4%, 0.05 > p > 0.01			2.4%, p > 0.05			7.9%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.530	-0.348	0.007**	-0.523	-0.344	0.010*
Extrinsic work values (WVE)	0.022	0.028	0.833	0.040	0.051	0.683	-0.016	-0.021	0.882
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.048	0.042	0.736	0.085	0.074	0.599
Social work values (WVS)	-0.158	-0.168	0.235	-0.159	-0.169	0.211	-0.157	-0.167	0.239
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.058	-0.068	0.612	-0.091	-0.106	0.44
Servant Leadership Courage (SL_COUR)				0.145	0.293	0.011*	0.113	0.228	0.073
WVI x SL_COUR							-0.077	-0.064	0.631
WVE x SL_COUR							0.157	0.206	0.147
WVW x SL_COUR							0.009	0.009	0.953
WVS x SL_COUR							0.126	0.144	0.261
WVA x SL_COUR							-0.071	-0.086	0.514
Delta R Square	19.4%, 0.05 > p > 0.01			8.3%, p < 0.05			5.6%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Employee Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.516	-0.340	0.011*	-0.494	-0.325	0.006**	-0.491	-0.323	0.008**
Extrinsic work values (WVE)	0.022	0.028	0.833	0.073	0.094	0.414	0.033	0.042	0.729
Work/Leisure centrality (WVW)	0.008	0.007	0.959	0.015	0.013	0.905	0.022	0.019	0.875
Social work values (WVS)	-0.158	-0.168	0.235	-0.200	-0.213	0.087	-0.237	-0.253	0.056
Altruistic work values (WVA)	-0.023	-0.027	0.843	-0.019	-0.022	0.854	0.032	0.038	0.769
Servant Leadership Agency (SL_AGE)				0.254	0.458	0.000**	0.271	0.490	0.000**
WVI x SL_AGE							-0.187	-0.157	0.249
WVE x SL_AGE							-0.050	-0.074	0.572
WVW x SL_AGE							-0.017	-0.015	0.913
WVS x SL_AGE							0.157	0.184	0.201
WVA x SL_AGE							0.082	0.108	0.441
Delta R Square	19.4%, 0.05 > p > 0.01			20.6%, p < 0.01			4.2%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.706	-0.428	0.001**	-0.758	-0.460	0.001**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.119	0.141	0.281	0.123	0.146	0.270
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.095	0.076	0.545	0.068	0.054	0.674
Social work values (WVS)	-0.054	-0.053	0.703	-0.076	-0.075	0.587	-0.126	-0.124	0.392
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.086	-0.094	0.489	-0.063	-0.069	0.614
Servant Leadership Empowerment (SL_EMP)				0.119	0.199	0.097	0.160	0.267	0.060
WVI x SL_EMP							-0.031	-0.022	0.880
WVE x SL_EMP							-0.092	-0.111	0.348
WVW x SL_EMP							0.069	0.048	0.703
WVS x SL_EMP							0.027	0.024	0.860
WVA x SL_EMP							0.219	0.245	0.081
Delta R Square	21.5%. 0.05 > p > 0.01			3.5%. p > 0.05			8.5%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.672	-0.408	0.002**	-0.537	-0.326	0.025*
Extrinsic work values (WVE)	0.078	0.093	0.474	0.078	0.093	0.478	0.107	0.127	0.430
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.105	0.084	0.510	0.195	0.156	0.331
Social work values (WVS)	-0.054	-0.053	0.703	-0.054	-0.053	0.703	-0.085	-0.084	0.546
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.067	-0.072	0.601	-0.096	-0.104	0.455
Servant Leadership Accountability (SL_ACC)				0.033	0.044	0.700	0.05	0.066	0.607
WVI x SL_ACC							-0.219	-0.164	0.439
WVE x SL_ACC							-0.203	-0.192	0.361
WVW x SL_ACC							-0.293	-0.190	0.358
WVS x SL_ACC							0.319	0.240	0.176
WVA x SL_ACC							0.269	0.231	0.151
Delta R Square	21.5%. 0.05 > p > 0.01			0.2%. p > 0.05			9.6%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.675	-0.410	0.002**	-0.675	-0.409	0.001**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.113	0.134	0.301	0.092	0.110	0.379
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.149	0.119	0.343	0.167	0.134	0.278
Social work values (WVS)	-0.054	-0.053	0.703	-0.086	-0.085	0.537	-0.102	-0.101	0.456
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.108	-0.117	0.39	-0.115	-0.124	0.346
Servant Leadership Humilty (SL_HUM)				0.144	0.220	0.067	0.177	0.270	0.029*
WVI x SL_HUM							0.065	0.045	0.735
WVE x SL_HUM							-0.011	-0.014	0.916
WVW x SL_HUM							0.040	0.033	0.819
WVS x SL_HUM							-0.025	-0.024	0.858
WVA x SL_HUM							0.337	0.339	0.013*
Delta R Square	21.5%, 0.05 > p > 0.01			4.3%, p > 0.05			12.3%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.675	-0.410	0.002**	-0.613	-0.372	0.007**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.081	0.096	0.459	0.094	0.111	0.441
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.114	0.091	0.473	0.148	0.119	0.367
Social work values (WVS)	-0.054	-0.053	0.703	-0.058	-0.057	0.683	-0.166	-0.164	0.292
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.078	-0.085	0.539	-0.096	-0.104	0.46
Servant Leadership Standing Back (SL_SB)				0.062	0.098	0.398	0.115	0.181	0.131
WVI x SL_SB							0.176	0.127	0.429
WVE x SL_SB							-0.121	-0.154	0.306
WVW x SL_SB							0.050	0.043	0.772
WVS x SL_SB							0.030	0.036	0.854
WVA x SL_SB							0.147	0.174	0.270
Delta R Square	21.5%, 0.05 > p > 0.01			0.9%, p > 0.05			9.5%, p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.741	-0.450	0.001**	-0.823	-0.500	0.000**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.118	0.140	0.281	-0.006	-0.007	0.958
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.117	0.094	0.451	-0.025	-0.020	0.876
Social work values (WVS)	-0.054	-0.053	0.703	-0.053	-0.053	0.700	-0.031	-0.030	0.822
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.067	-0.073	0.587	-0.060	-0.065	0.637
Servant Leadership Authenticity (SL_AUT)				0.127	0.209	0.075	0.155	0.254	0.044*
WVI x SL_AUT							0.104	0.067	0.611
WVE x SL_AUT							0.026	0.035	0.797
WVW x SL_AUT							0.261	0.220	0.100
WVS x SL_AUT							-0.031	-0.030	0.821
WVA x SL_AUT							0.273	0.292	0.033*
Delta R Square	21.5%, 0.05 > p > 0.01			4.1%. p > 0.05			11.7%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.671	-0.407	0.003**	-0.500	-0.303	0.026*
Extrinsic work values (WVE)	0.078	0.093	0.474	0.079	0.093	0.475	-0.005	-0.006	0.966
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.105	0.084	0.513	0.033	0.026	0.837
Social work values (WVS)	-0.054	-0.053	0.703	-0.048	-0.047	0.751	0.043	0.042	0.788
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.067	-0.072	0.603	-0.068	-0.074	0.59
Servant Leadership Forgiveness (SL_FORG)				-0.009	-0.014	0.914	-0.084	-0.132	0.381
WVI x SL_FORG							-0.439	-0.281	0.041*
WVE x SL_FORG							0.062	0.089	0.566
WVW x SL_FORG							-0.090	-0.085	0.563
WVS x SL_FORG							-0.087	-0.104	0.581
WVA x SL_FORG							-0.058	-0.073	0.682
Delta R Square	21.5%, 0.05 > p > 0.01			0%. p > 0.05			11.3%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.677	-0.411	0.002**	-0.660	-0.401	0.005**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.085	0.100	0.442	0.040	0.047	0.752
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.119	0.096	0.456	0.137	0.110	0.461
Social work values (WVS)	-0.054	-0.053	0.703	-0.054	-0.053	0.702	-0.051	-0.051	0.737
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.081	-0.087	0.528	-0.100	-0.108	0.461
Servant Leadership Courage (SL_COUR)				0.051	0.094	0.418	0.049	0.091	0.497
WVI x SL_COUR							0.031	0.024	0.864
WVE x SL_COUR							0.081	0.097	0.515
WVW x SL_COUR							-0.001	-0.001	0.994
WVS x SL_COUR							0.107	0.112	0.408
WVA x SL_COUR							-0.012	-0.014	0.922
Delta R Square	21.5%. 0.05 > p > 0.01			0%. p > 0.05			2.1%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Job Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.673	-0.408	0.002**	-0.662	-0.402	0.002**	-0.608	-0.369	0.004**
Extrinsic work values (WVE)	0.078	0.093	0.474	0.103	0.122	0.341	0.01	0.011	0.928
Work/Leisure centrality (WVW)	0.105	0.084	0.506	0.109	0.087	0.484	0.165	0.132	0.305
Social work values (WVS)	-0.054	-0.053	0.703	-0.074	-0.073	0.595	-0.024	-0.024	0.861
Altruistic work values (WVA)	-0.069	-0.074	0.587	-0.066	-0.072	0.592	-0.033	-0.036	0.789
Servant Leadership Agency (SL_AGE)				0.123	0.204	0.075	0.188	0.313	0.008**
WVI x SL_AGE							0.149	0.116	0.411
WVE x SL_AGE							-0.063	-0.086	0.525
WVW x SL_AGE							-0.152	-0.122	0.390
WVS x SL_AGE							-0.109	-0.118	0.428
WVA x SL_AGE							0.342	0.420	0.005**
Delta R Square	21.5%. 0.05 > p > 0.01			4.1%. p > 0.05			14.3%. p < 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.510	-0.263	0.018*	-0.537	-0.277	0.015*
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.128	0.129	0.250	0.143	0.143	0.212
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.112	-0.076	0.476	-0.066	-0.045	0.686
Social work values (WVS)	-0.244	-0.204	0.171	-0.326	-0.273	0.022*	-0.340	-0.284	0.027*
Altruistic work values (WVA)	0.017	0.016	0.914	-0.049	-0.045	0.697	-0.081	-0.075	0.526
Servant Leadership Empowerment (SL_EMP)				0.439	0.624	0.000**	0.441	0.626	0.000*
WVI x SL_EMP							-0.154	-0.092	0.467
WVE x SL_EMP							0.016	0.017	0.869
WVW x SL_EMP							0.144	0.085	0.435
WVS x SL_EMP							0.274	0.204	0.084
WVA x SL_EMP							-0.062	-0.059	0.623
Delta R Square	11%, p > 0.05			35%. p < 0.01			4.4%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.375	-0.193	0.111	-0.445	-0.229	0.103
Extrinsic work values (WVE)	-0.024	-0.024	0.860	-0.025	-0.025	0.836	-0.032	-0.033	0.835
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.075	-0.051	0.669	-0.064	-0.043	0.781
Social work values (WVS)	-0.244	-0.204	0.171	-0.25	-0.209	0.111	-0.238	-0.199	0.147
Altruistic work values (WVA)	0.017	0.016	0.914	0.042	0.039	0.762	0.021	0.020	0.886
Servant Leadership Accountability (SL_ACC)				0.415	0.466	0.000**	0.389	0.437	0.001**
WVI x SL_ACC							-0.215	-0.137	0.510
WVE x SL_ACC							0.091	0.073	0.722
WVW x SL_ACC							0.010	0.006	0.978
WVS x SL_ACC							-0.033	-0.021	0.903
WVA x SL_ACC							0.118	0.086	0.580
Delta R Square	11%, p > 0.05			21.7%. p < 0.01			1.7%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.393	-0.202	0.115	-0.389	-0.200	0.111
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.048	0.048	0.713	0.077	0.077	0.542
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	0.019	0.013	0.921	-0.031	-0.021	0.867
Social work values (WVS)	-0.244	-0.204	0.171	-0.311	-0.260	0.064	-0.400	-0.334	0.018*
Altruistic work values (WVA)	0.017	0.016	0.914	-0.065	-0.060	0.665	-0.013	-0.012	0.928
Servant Leadership Humilty (SL_HUM)				0.299	0.386	0.002**	0.304	0.393	0.002**
WVI x SL_HUM							-0.582	-0.344	0.014*
WVE x SL_HUM							-0.083	-0.088	0.514
WVW x SL_HUM							-0.010	-0.007	0.963
WVS x SL_HUM							0.257	0.210	0.127
WVA x SL_HUM							-0.025	-0.021	0.875
Delta R Square	11%, p > 0.05			13.3%. p < 0.01			11.1%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.399	-0.205	0.102	-0.525	-0.270	0.046
Extrinsic work values (WVE)	-0.024	-0.024	0.860	-0.009	-0.009	0.942	0.040	0.040	0.781
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.028	-0.019	0.879	-0.062	-0.042	0.746
Social work values (WVS)	-0.244	-0.204	0.171	-0.264	-0.221	0.104	-0.333	-0.278	0.076
Altruistic work values (WVA)	0.017	0.016	0.914	-0.030	-0.027	0.836	0.025	0.023	0.869
Servant Leadership Standing Back (SL_SB)				0.309	0.413	0.000**	0.301	0.402	0.001**
WVI x SL_SB							-0.377	-0.230	0.154
WVE x SL_SB							-0.014	-0.015	0.920
WVW x SL_SB							0.178	0.129	0.381
WVS x SL_SB							0.207	0.207	0.287
WVA x SL_SB							0.003	0.003	0.983
Delta R Square	11%, p > 0.05			16.7%. p < 0.01			4.4%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.538	-0.277	0.034*	-0.623	-0.321	0.014**
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.065	0.065	0.616	0.046	0.046	0.739
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.045	-0.031	0.805	-0.181	-0.123	0.341
Social work values (WVS)	-0.244	-0.204	0.171	-0.244	-0.204	0.140	-0.243	-0.203	0.132
Altruistic work values (WVA)	0.017	0.016	0.914	0.020	0.018	0.893	0.059	0.055	0.691
Servant Leadership Authenticity (SL_AUT)				0.281	0.392	0.001**	0.295	0.411	0.002**
WVI x SL_AUT							-0.447	-0.246	0.067
WVE x SL_AUT							0.082	0.091	0.499
WVW x SL_AUT							0.32	0.229	0.087
WVS x SL_AUT							0.202	0.166	0.214
WVA x SL_AUT							0.01	0.009	0.946
Delta R Square	11%, p > 0.05			14.3%. p < 0.01			12.1%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.418	-0.215	0.112	-0.295	-0.152	0.298
Extrinsic work values (WVE)	-0.024	-0.024	0.860	-0.036	-0.036	0.787	-0.066	-0.066	0.643
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.059	-0.040	0.760	-0.049	-0.033	0.811
Social work values (WVS)	-0.244	-0.204	0.171	-0.368	-0.307	0.050*	-0.327	-0.273	0.110
Altruistic work values (WVA)	0.017	0.016	0.914	-0.021	-0.019	0.892	-0.054	-0.049	0.741
Servant Leadership Forgiveness (SL_FORG)				0.197	0.264	0.059	0.194	0.259	0.115
WVI x SL_FORG							-0.428	-0.232	0.117
WVE x SL_FORG							0.053	0.064	0.701
WVW x SL_FORG							0.079	0.063	0.691
WVS x SL_FORG							0.169	0.172	0.402
WVA x SL_FORG							-0.054	-0.057	0.765
Delta R Square	11%, p > 0.05			5.2%. p > 0.05			4.6%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.408	-0.210	0.105	-0.409	-0.211	0.117
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.004	0.004	0.974	-0.061	-0.061	0.668
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.010	-0.007	0.958	0.043	0.029	0.838
Social work values (WVS)	-0.244	-0.204	0.171	-0.246	-0.206	0.142	-0.245	-0.205	0.160
Altruistic work values (WVA)	0.017	0.016	0.914	-0.036	-0.033	0.811	-0.080	-0.074	0.601
Servant Leadership Courage (SL_COUR)				0.225	0.354	0.003**	0.167	0.263	0.043*
WVI x SL_COUR							-0.167	-0.110	0.423
WVE x SL_COUR							0.220	0.226	0.120
WVW x SL_COUR							0.017	0.013	0.933
WVS x SL_COUR							0.143	0.127	0.329
WVA x SL_COUR							-0.120	-0.114	0.400
Delta R Square	11%, p > 0.05			12.2%. p < 0.01			7.2%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Lineair regression analysis for Company Engagement

	Model 1			Model 2			Model 3		
	B	Beta	p	B	Beta	p	B	Beta	p
Intrinsic work values (WVI)	-0.388	-0.200	0.148	-0.355	-0.183	0.119	-0.395	-0.203	0.085
Extrinsic work values (WVE)	-0.024	-0.024	0.860	0.050	0.050	0.670	0.053	0.054	0.654
Work/Leisure centrality (WVW)	-0.072	-0.049	0.716	-0.061	-0.041	0.717	-0.095	-0.064	0.596
Social work values (WVS)	-0.244	-0.204	0.171	-0.304	-0.254	0.047	-0.414	-0.346	0.009
Altruistic work values (WVA)	0.017	0.016	0.914	0.024	0.022	0.861	0.09	0.082	0.515
Servant Leadership Agency (SL_AGE)				0.364	0.514	0.000**	0.341	0.482	0.000**
WVI x SL_AGE							-0.468	-0.307	0.024
WVE x SL_AGE							-0.039	-0.045	0.727
WVW x SL_AGE							0.096	0.065	0.626
WVS x SL_AGE							0.379	0.348	0.016
WVA x SL_AGE							-0.135	-0.140	0.314
Delta R Square	26%. p > 0.05			26%. p < 0.01			9%. p > 0.05		

Notes:
* Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Appendix 3: Sliding slopes