



## Examination of the Relationship between Servant Leadership and Agency Problems Gender Matters

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## Examination of the relationship between servant leadership and agency problems: Gender matters

**Table I:** Description of the female and male employees rating female and male supervisors

Female and Male Employees		Rated Female Supervisors	Rated Male Supervisors	Total Supervisors
Female employees	32	22		22
Male employees	31	18 <sup>a</sup>		
Female employees	138		36	36
Male employees	75		29 <sup>a</sup>	
Total employees	276			
Total Supervisors		22	36	58

Notes: 276 women and men employees assessed 22 female and 36 male managers/supervisors.

<sup>a</sup>Some male employees did not assess all female or male supervisors

**Table II:** Descriptive statistics and Pearson's correlations for female and male managers/supervisors

Latent Constructs	M	SD	1	2	3	4	5	6	7	8	9
<b>Servant leadership<sup>a</sup></b>											
1. Altruistic calling <sup>b</sup>	2.72	0.74	<b>0.78</b>								
2. Emotional healing <sup>b</sup>	2.72	0.70	0.54**	<b>0.76</b>							
3. Wisdom <sup>b</sup>	2.54	0.77	0.53**	0.64**	<b>0.83</b>						
4. Persuasive mapping <sup>b</sup>	2.32	0.78	0.59**	0.56**	0.67**	<b>0.83</b>					
5. Organisational stewardship <sup>b</sup>	2.58	0.80	0.79**	0.47**	0.57**	0.61**	<b>0.84</b>				
<b>Agency problems<sup>a</sup></b>											
6. Direct wealth transfer <sup>b</sup>	4.53	0.71	0.08	-0.11	-0.06	-0.02	0.08	<b>0.71</b>			
7. Asset substitution <sup>b</sup>	4.40	0.88	0.00	-0.22**	-0.22**	-0.19**	-0.03	0.52**	<b>0.81</b>		
8. Underinvestment <sup>b</sup>	4.54	0.93	0.06	-0.22**	-0.09	-0.09	0.10	0.57**	0.41**	<b>0.77</b>	
9. Overinvestment <sup>b</sup>	4.77	1.00	0.04	-0.02	-0.02	-0.01	0.03	0.61**	0.33**	0.59**	<b>0.71</b>

n = 276; n<sub>total</sub> = 58 managers/supervisors, i.e. 22 female and 36 male managers/supervisors;

Notes: <sup>a</sup>Denote second order latent constructs, <sup>b</sup>Denote first order latent constructs; Reliability coefficients are reported on the diagonal; \*p < 0.05; \*\*p < 0.01; These notes also apply to Tables III and IV

**Table III:** Descriptive statistics and Pearson's correlations for female managers/supervisors

Latent Constructs	M	SD	1	2	3	4	5	6	7	8	9
<b>Servant leadership<sup>a</sup></b>											
1. Altruistic calling <sup>b</sup>	2.67	0.72	<b>0.77</b>								
2. Emotional healing <sup>b</sup>	2.65	0.72	0.43**	<b>0.79</b>							
3. Wisdom <sup>b</sup>	2.48	0.69	0.47**	0.68**	<b>0.78</b>						
4. Persuasive mapping <sup>b</sup>	2.22	0.77	0.50**	0.46**	0.58**	<b>0.83</b>					
5. Organisational stewardship <sup>b</sup>	2.47	0.81	0.77**	0.31*	0.51**	0.60**	<b>0.86</b>				
<b>Agency problems<sup>a</sup></b>											
6. Direct wealth transfer <sup>b</sup>	4.71	0.72	-0.13	-0.18*	-0.14	-0.17	0.01	<b>0.75</b>			
7. Asset substitution <sup>b</sup>	4.81	0.86	-0.11	-0.32*	-0.26*	-0.24*	-0.03	0.70**	<b>0.86</b>		
8. Underinvestment <sup>b</sup>	4.79	0.91	-0.08	-0.33**	-0.31*	-0.36**	0.05	0.57**	0.76**	<b>0.81</b>	
9. Overinvestment <sup>b</sup>	4.95	0.79	-0.09	-0.08	-0.12	-0.19*	-0.02	0.74**	0.66**	0.68**	<b>0.62</b>

Notes: n = 276; n<sub>total</sub> = 22 female managers/supervisors

<sup>a</sup>Denote second order latent constructs, <sup>b</sup>denote first order latent constructs. Reliability coefficients are reported on the diagonal. \*p < 0.05; \*\*p < 0.01

**Table IV:** Descriptive statistics and Pearson's correlations for male managers/supervisors

Latent Constructs	M	SD	1	2	3	4	5	6	7	8	9
<b>Servant leadership<sup>a</sup></b>											
1. Altruistic calling <sup>b</sup>	2.73	0.75	<b>0.79</b>								
2. Emotional healing <sup>b</sup>	2.73	0.70	0.57**	<b>0.75</b>							
3. Wisdom <sup>b</sup>	2.56	0.79	0.55**	0.63**	<b>0.85</b>						
4. Persuasive mapping <sup>b</sup>	2.35	0.78	0.62**	0.59**	0.69**	<b>0.83</b>					
5. Organisational stewardship <sup>b</sup>	2.61	0.79	0.81**	0.51**	0.58**	0.61**	<b>0.83</b>				
<b>Agency problems<sup>a</sup></b>											
6. Direct wealth transfer <sup>b</sup>	4.47	0.70	0.14*	-0.09	-0.03	0.04	0.11	<b>0.67</b>			
7. Asset substitution <sup>b</sup>	4.27	0.85	0.05	-0.18**	-0.20**	-0.16*	-0.01	0.46**	<b>0.78</b>		
8. Underinvestment <sup>b</sup>	4.47	0.92	0.10	-0.18**	-0.03	0.00	0.14*	0.56**	0.29**	<b>0.76</b>	
9. Overinvestment <sup>b</sup>	4.71	1.05	0.07	-0.01	0.00	0.04	0.06	0.59**	0.24**	0.57**	<b>0.72</b>

Notes: n = 276; n<sub>total</sub> = 36 male managers/supervisors

<sup>a</sup>Denote second order latent constructs, <sup>b</sup>denote first order latent constructs. Reliability coefficients are reported on the diagonal. \*p < 0.05; \*\*p < 0.01

**Table V:** Goodness-of-fit indices for structural models 1, 2 and 3

Structural Model	$\chi^2/df$	P	GFI	AGFI	CFI	TLI	NFI	IFI	RMR	RMSEA	VIF
Model 1 overall	2.41	0.011	0.97	0.92	0.98	0.96	0.97	0.98	0.04	0.072	1.01
Model 2 female	1.28	0.177	0.92	0.83	0.98	0.97	0.93	0.98	0.04	0.068	1.02
Model 3 male	1.78	0.020	0.97	0.92	0.98	0.97	0.96	0.98	0.04	0.061	1.02