

Can a Serving Leader instigate a Global Mindset? Social Capital as an intervening mechanism between Servant Leadership and Global Mindset

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Article History:

Submitted: March 17, 2026

Revised: June 23, 2026

Accepted: June 28, 2026

Published online: June 30, 2026

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ABSTRACT

Purpose—Drawing from the social learning theory, this study examines the impact of servant leadership on global mindset, further, this study also investigates the mediating role of social capital between the relationship of servant leadership and global mindset.

Study Design/methodology/approach—Using a cross-sectional data collection methodology, this study collected data from 370 individuals working in different multinational organizations. The data was analyzed using SPSS, AMOS and Smart-PLS through different statistical techniques, i.e., CFA, and PROCESS-macro.

Findings—Result of this study illustrates that servant leadership have a positive impact directly on social capital and global mindset. Further, social capital, in turn, was found to have a positive influence on the global mindset of the employees. Additionally, social capital mediates the relationship between servant leadership and global mindset.

Practical Implications—Initiatives should be taken for the development of policies that aim at incorporation of serving style of leadership in the top-level management. Measures should be taken to create an environment and culture that is more conducive to the building of social capital and global mindset of employees, especially working in the MNCs.

Originality/Value—The present study was conducted with individuals of multinational organizations, with a focus on the global mindset of the employees. Further, this study contribution to leadership and organizational behavior domain explaining the impact of social capital and servant leadership to boost capabilities of the individuals working in multinational organizations to deal the challenges of globalization.

Keywords: Servant Leadership; Social capital; Global mindset; Social Learning Theory; Multinational corporations.

JEL Classification Codes: M12, M14, M16, F23, Z13

1 | INTRODUCTION

1.1 | Background and Context

As companies expand their operations internationally, there is a growing demand for employees possessing a global mindset, which is crucial for engaging with fellow employees, vendors, consumers, and government agencies across diverse political, societal, and cultural frameworks, as well as for capitalizing on international possibilities ([Andresen & Bergdolt, 2017](#); [Story, Barbuto Jr, Luthans & Bovaird, 2014](#)). An organization's success in foreign markets pivots on its capability to familiarize its contributions to the unique settings of host countries ([Cerrato & Piva, 2015](#)), and in the present era, organizations especially of multinational corporations are facing multiple challenges, such as high competition, globalization, limited knowledge, and advancement of technologies ([Child, Karmowska & Shenkar, 2022](#); [Nave & Ferreira, 2024](#)). A global mindset permits managers to notice, interpret, and respond to chances and pressures of competitive advantage that originate outside the home market and that would otherwise remain invisible to a domestically anchored worldview ([Gupta & Govindarajan, 2002](#)). Moreover, a global mindset is considered "as the capacity to function effectively within environments characterized by high cultural and business complexity" ([Andresen & Bergdolt, 2017, p. 183](#)). Individuals working especially in multinational organizations need some special mind openness and different facets of cognition and motivation to respond to these circumstances ([Yari, Lankut, Alon & Richter, 2020](#)). At the individual level, global mindset is closely linked to cross-cultural competence and cultural intelligence, which has been considered as the capacity to perform efficiently in culturally distinct backgrounds ([Earley & Ang, 2003](#)). Global mindset has evolved from a leadership buzzword into a measurable organizational and individual capability with direct performance consequences. For individuals and organizations operating in developing nations, fostering a global perspective serves as a means to enhance international entrepreneurship and export proficiency ([Roy & Islam, 2026](#)).

A leader has a fundamental role in being the influential force of ethical behavior for individuals and organizations ([Ramlawati et al., 2023](#); [Yazdanshenas & Mirzaei, 2023](#)). Leadership style shapes not only how work gets done but also how organizations think about the world and connect across it ([Chughtai & Khan, 2023](#); [Chughtai et al., 2024](#)). The idea of servant leadership been given originally by Robert Greenleaf in 1977, has attracted researchers and theorists in the leadership discipline as a sounder style for the modern organizations ([Greenleaf, 1977](#)). Servant leadership has been considered a style of leadership which give priority to the interests of their subordinates instead of their self-interest and benefits ([Hale & Fields, 2007](#)). In other words, servant leaders not only fulfill the needs of their subordinates ([Russell & Gregory Stone, 2002](#)), but also, they boost their capabilities through careful listening, using the tool of empathy and healing and by making consciousness and persuasion ([Liden & Knippenberg, 2025](#)). It is arguing that, by using the motivational communication, role modeling, servant leaders help their subordinates to cope the threats of globalization and avail the opportunities for the competitive by boosting their level of global mindset. Servant leadership style is different from other traditional leaders because traditional leaders usually involve aggregation and practices of power ([Roy & Islam, 2026](#)) while servant leader believes on power sharing and put the needs of employees first, and aim at improving their quality of life, growth and well-being along with

that of the organization to which they belong ([Roy & Islam, 2026](#)). By following these arguments, this leadership style is different from other styles, i.e., transformational leadership, charismatic leadership, ethical, authentic and spiritual leadership ([Adams, Feng & Omar, 2025](#); [Brown & Treviño, 2006](#)).

Social capital can be characterized as the potential value arising from specific psychological states, behavioral anticipations, and perceptions that social agents cultivate as a result of their involvement in social frameworks and the nature of their interactions within these frameworks ([Guo, Chen & Zhang, 2022](#); [Kostova & Roth, 2003](#)). Social capital comprised basically of three main dimensions of diplomacy, interpersonal impact, and intercultural empathy are functional in establishment of credulous relationships with others ([Bowen & Inkpen, 2009](#)). Intercultural empathy reflects a person's ability to work well with people from various parts of the world ([Zhang & Noels, 2024](#)). Interpersonal impact means a person is able to develop networks with people from different cultures and negotiate with them, in addition to making a positive image of himself ([Pitesa, Thau & Pillutla, 2013](#)). Diplomacy reflects his/her ability to listen to others and combine diverse perspectives ([Guo, Chen & Zhang, 2022](#)). Thus, a person with strong social capital will have a strong belief, trust and confidence in his followers, and would have a strong ability to communicate and connect with people at all levels in the organization ([Al-Tit et al., 2022](#)).

According to the social learning theory ([Bandura, 1977](#)), individual and organizational management is closely correlated with the character and capability of the leader to inspire other employees and distribute information and knowledge. In addition, it is argued that learning from servant leaders may boost the level of individuals' global mindset. The present study contributes to knowledge in several ways, first, it enhances the knowledge about global mindset by using servant leadership as predicting factor, also this study is using social capital as an intervening mechanism between servant leadership and global mindset by answering the call for future research by Nasaj et al. ([2025](#)). By incorporating the global mindset in the setting of multinational organizations, this study extends the knowledge by identifying the competencies for multinational firms to meet global challenges in the form of servant leadership ([Lazaris & Freeman, 2018](#)).

2 | LITERATURE REVIEW

2.1 | Theoretical Underpinning

The proposed model of this study is based on the notions of social learning theory. Bandura ([1977](#)) explains that people learn from others especially by paying the attention to the behaviors of attractive and plausible role model. He further explains that learning can also occur through attention, attitudes, emotions, and motivation. Social learning theory explains that the interaction of cognitive and environmental elements influences the learning level of the individual ([Akers & Jennings, 2015](#)). Learning happens because people perceive the values of the behavior of others, and Bandura's social learning theory ([1977](#)) moves beyond the theory of behavior, which proposes that all behaviors are learned through habituation, and intellectual theory, which deliberates psychological inspirations such as consideration and remembrance ([Overskeid, 2018](#)). Based on this notion, it is arguing that individuals can learn from their leaders by observing their attitudes and behaviors with them in the organizational setup, which may facilitate them to cope with the uncertainty of the globalization and high competition and boost the capability of the global mindset. Social capital is defined by Putnam ([1995, pp. 664-665](#)) as "features of social life – networks, norms, and trust that enable participants to

act together more effectively to pursue shared objectives”. Social learning theory is habitually termed the connection between behaviorist and cognitive learning theories because it comprises devotion, remembrance, and inspiration ([Bandura & Hall, 2018](#); [Shamim, Qazi, Khalid & Chughtai, 2023](#)). It has been observed that most human behavior is learned observationally through modelling, from perceiving others, a person forms an awareness of how new behavior is carried out, and on successive events this determined information helps as a guide to action ([Firmansyah & Saepuloh, 2022](#)). Workplace social capital is an imperceptible but a challenging source that can advance effectivity and efficiency of a workforce ([Kida, Togari, Yumoto & Ogata, 2021](#)). The significance of leadership in interpersonal relations and interactions is indisputable ([Xu et al., 2022](#)). From the inception of human civilization, numerous frameworks and ideologies of leadership have been suggested, executed, and utilized ([Xu et al., 2022](#)). By following this, it is arguing that servant leaders provide motivation and attention to their subordinates which cause of learning and increase the efficiency which resultantly increase the level of social capital of the organizations and indirectly boost the mindset level of the individuals due to increase of their capabilities. Based on this notion, this study is investigating the indirect impact of social capital between the relationship of servant leadership and global mindset.

2.2 | Servant Leadership and Global Mindset

The notion of global mindset includes several viewpoints and definitions within the scholarly literature ([Kossowska & Rosinski, 2021](#)). Fundamentally, global mindset denotes a person's ability to adeptly maneuver across intricate economic landscapes that span multiple nations ([Andresen & Bergdolt, 2017](#)). It has become an essential source of enduring competitive advantage, especially for multinational organizations ([Heredia-Portillo & Armas-Arévalos, 2023](#); [Nummela, Saarenketo & Puumalainen, 2004](#)). The significance of global mindset especially in the multinational organizations is extensively recorded, with studies emphasizing its influence on leadership efficacy, decision-making, and organizational performance ([Heredia-Portillo & Armas-Arévalos, 2023](#); [Story, Barbuto Jr, Luthans & Bovaird, 2014](#)). Effective global leaders demonstrate a capacity to harmonize local response with global integration, and research suggests that general management enhances international performance, particularly when combined with previous international experience ([Nummela, Saarenketo & Puumalainen, 2004](#)). In these scenarios, the servant leadership which hold the set of such practices which improve the quality of the individuals working in the organization by shaping the culture through which they become able to face the world's challenges ([Demeke, van Engen & Markos, 2024](#)). As a leader plays a significant role in the global arena ([Chughtai, Syed, Naseer & Chinchilla, 2024](#)), and a servant leader is more influential in taking care of subordinates' needs and development first, these leaders might be more influential in changing their minds according to the global tasks and challenges faced which ultimately makes inculcation of global mindset possible ([Bayati, Sadeghi, Jamasbi & Tapak, 2025](#)). Furthermore, the caring and kind treatment of a servant leader towards his followers makes him a role model for his subordinates ([Demeke, van Engen & Markos, 2024](#)). The social learning theory ([Bandura, 1977](#)) agrees that learning occurs due to the mediating process that takes place between stimuli and responses. It can be said that a servant leader, due to the kind, humble, and caring attitude is going to cast a positive influence on employees' behavior, and enhance their learning process, which may help to change their minds and thinking as well. Thus, employees learn and adopt the behavior of servant leaders because they look towards as their role-model, and this

continuous learning and adoption of positive behavior leads to inculcation of global mindset in the employees. Based on this discussion, we hypothesize that:

Hypothesis 1: Servant leadership has a positive relationship with employee's global mindset.

2.3 | Servant Leadership and Social Capital

Social capital refers to a resource that embodies the social connections inside an organization, facilitated by the extent of intellectual exchange, confidence, and collaborative goal-oriented understanding among its members ([De Leon & Tubay, 2020](#)). Some studies conceptualize social capital along structural, relational, and cognitive dimensions, while organizational performance is measured in terms of efficiency, sensitivity, equity, and competence ([Abdi, Hashi & Latif, 2024](#)). The first is structural capital, which is grounded in the position an individual occupies within a social structure and the number of connections they hold connections that provide access to valuable resources and information and enable the individual to carry out critical actions ([Kostova & Roth, 2003](#); [Nahapiet & Ghoshal, 1998](#)). The second is relational capital, which refers to the assets derived from the quality of relationships between individuals within a social structure, rather than from the structure or network itself ([Kostova & Roth, 2003](#); [Nahapiet & Ghoshal, 1998](#)). Relational capital develops through the trust and reliability that individuals build with one another, or that exists within particular segments of society ([Kostova & Roth, 2003](#)). The third dimension is cognitive capital, which consists of the assets that provide groups with shared representations, interpretations, and systems of meaning, encompassing shared beliefs, attitudes, norms, and values ([Nahapiet & Ghoshal, 1998](#)). In its simplest terms, social capital can be understood as the advantage that arises from an individual's social relationships ([Lesser, 2000](#)).

Leadership relates to the process of influencing others to identify and respond, and it also enables action to achieve individual and organizational objectives ([Yukl, Gordon & Taber, 2002](#); [Yukl & Mahsud, 2010](#)). Servant leadership is a comprehensive leadership model that involves followers on multiple levels, including relational, ethical, emotional, and spiritual aspects ([Adams, Feng & Omar, 2025](#)). It enables followers to attain their utmost capabilities ([Adams, Feng & Omar, 2025](#)). Servant leaders are perceived personally as custodians of their organizations ([Van Dierendonck et al., 2017](#)), committed to fostering monetary and non-monetary benefits assigned to them. Consequently, although their emphasis is on the individual development of followers, they nevertheless maintain a keen awareness of organizational efficacy ([Adams, Feng & Omar, 2025](#)). Over the previous half-century, the concept of servant leadership has been analyzed by academics ([Aboramadan, Crawford, Turkmenoglu & Farao, 2022](#); [Aboramadan, Hamid, Kundi & El Hamalawi, 2022](#); [Hale & Fields, 2007](#); [Mittal & Dorfman, 2012](#)) owing to its relevance in societal improvement ([Islam, Ahmad & Ahmed, 2023](#); [Liden, Wayne, Liao & Meuser, 2014](#); [Mittal & Dorfman, 2012](#); [Mughal, Cai, Faraz & Ahmed, 2022](#)). Research indicates that it influences employees' job satisfaction ([Kaya & Karatepe, 2020](#)), psychological health ([Eva, Sendjaya, Prajogo & Madison, 2021](#)), workplace efficacy, and organizational effectiveness ([Northouse, 2019](#)), well-being ([Jonker & Dube, 2025](#)), work-life quality and organizational citizenship behaviors ([Bayati, Sadeghi, Jamasbi & Tapak, 2025](#)). By following this we argue that the support of servant leaders may increase the confidence level of their subordinates about social interactions especially in the multinational organizational setup, where cultural differences found in a routine. Based on this discussion, we hypothesize that:

Hypothesis 2: Servant leadership is positively related to employees' social capital.

2.4 | Social Capital and Global Mindset

Andresen and Bergdolt (2017), through a comprehensive literature analysis, identify a global mindset as the ability to operate proficiently in culturally diverse settings marked by significant strategic business intricacy. Researchers discovered that individuals must exhibit a particular mindset defined by openness and cosmopolitanism, together fulfilling intellectual, psychological, and inspirational criteria (Andresen & Bergdolt, 2017). Nonetheless, while the concept of global mindset has garnered heightened interest as a significant intercultural skill in global commerce, scant study has been conducted on its contextual precursors beyond the specific elements already noted (Story, Barbuto Jr, Luthans & Bovaird, 2014). To effectively comprehend and navigate elements that foster a global mindset, international human resource managers must possess a robust understanding of both situational and individual factors that facilitate the transformation of employees' perceptions and responses to their external surroundings (Oddou, Mendenhall & Ritchie, 2000).

The concept of social capital originates from the field of sociology; nevertheless, it has been utilized and translated in a variety of fields, including psychology and educational sciences, which may not have always been helpful in elucidating its meaning (Beausaert, Froehlich, Riley & Gallant, 2023). Social capital, defined as "a broad term encompassing the norms and networks facilitating collective action for mutual benefit" (Woolcock, 1998, p. 155), is a continually evolving subject within the social sciences that has gained traction among policy makers and academics in both advanced and emerging nations (Gannon & Roberts, 2020). Prior studies elucidated the beneficial impact of social capital on health by indicating that social capital can enhance self-esteem, offer social support, expand resource availability, and potentially mitigate stress (Ziersch, Baum, MacDougall & Putland, 2005). It is arguing that when individuals hold more interactions in society it may increase their self-esteem and which also boost their thinking level at the global level and they feel easy to work in the multinational organizations. Based on this discussion, we hypothesize that:

Hypothesis 3: Social capital of employees is positively related to global mindset of employees.

2.5 | Mediating Role of Social Capital between Servant Leadership and Global Mindset

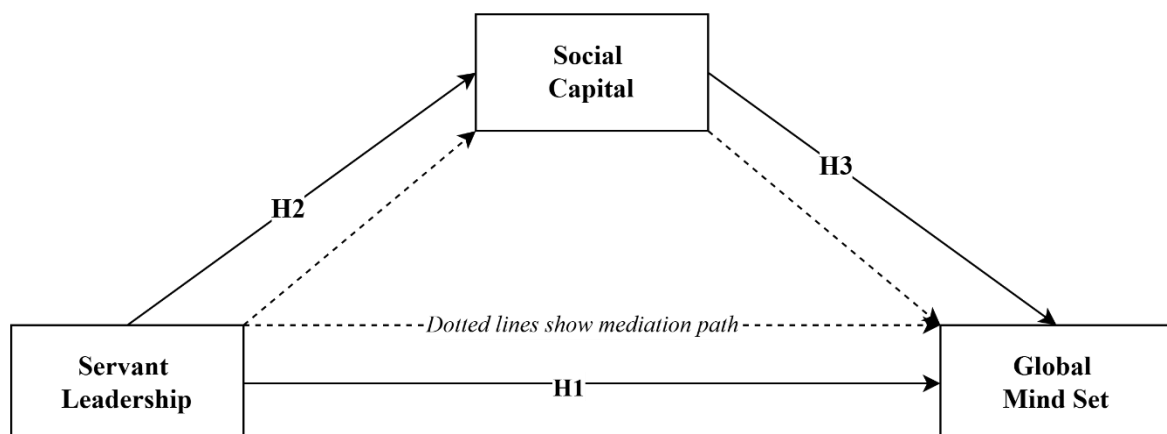
Levy, Beechler, Taylor, and Boyacigiller (2015, p. 244) characterize a global mindset as "a sophisticated framework marked by receptiveness to and expression of diverse cultural and strategic realities at both global and local scales, along with the cognitive capacity to navigate and synthesize this diversity." (Levy, Beechler, Taylor & Boyacigiller, 2015) Individuals possessing a global perspective must exhibit cultural adaptability and possess a keen awareness of the international business landscape. Furthermore, to operate well in these settings, professionals must possess personal qualities of receptiveness and internationality, alongside intellectual and inspirational dimensions (Yari, Lankut, Alon & Richter, 2020). A global mindset is also characterized as a collection of personal self-perceptions that impact an internationally recognized leader's capacity to sway others in a multifaceted, interconnected, uncertain, and perpetually evolving global environment (Javidan, Bullough & Dibble, 2016). Individuals provide their resources to facilitate the exchange or dissemination of knowledge and collaboratively address issues to uphold strong social connections for

reciprocal advantage, and humans have a greater propensity to pass on information when they possess solid connections with one another concerning social capital ([Lu & Yang, 2011](#)). Social capital is a sociological concept that has been interpreted and utilized across multiple fields, including psychology and educational sciences, which may not consistently elucidate its definition ([Beausaert, Froehlich, Riley & Gallant, 2023](#)). Previous studies have explained the favorable impact that social capital has on health by alluding to the fact that the presence of social capital can help to cultivate self-esteem, give social support, expand access to resources, and possibly act as a buffer against stress ([Ziersch, Baum, MacDougall & Putland, 2005](#)). A worldwide leadership perspective encompasses several cognitive competencies, allowing leaders to manage intricate worldwide organizational problems and tackle difficulties that surpass national limits. The principle of servant leadership revolves around placing the needs of its subordinates at the forefront and broadening its compassionate vision to encompass both the local and larger communities ([Chon & Zoltan, 2019](#)). Two primary elements of servant leadership may be discerned. The initial point is that the servant leader applies their servant philosophy to the diverse stakeholders associated with the organization, such as employees, customers, and suppliers, which can enhance the quality of social interactions and consequently the social capital produced. Secondly, Servant Leadership emphasizes fulfilling the requirements of others rather than personal desires ([Greenleaf, 1977](#)) and motivates followers to cultivate intelligence, exhibit creativity, and practice self-management to assist others ([Liden, Wayne, Liao & Meuser, 2014](#); [Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2017](#)). By following this, it is argued that leadership support enhances the efficacy and intelligence level of the subordinates, which may help them to make strong interpersonal and social interactions at the workplace in the setting of multinational organizations that may indirectly lead to a higher global mindset level. Based on this discussion, we hypothesize that:

Hypothesis 4. Social capital of employees mediates the relationship between servant leadership and global mind-set of employees.

Figure 1

Proposed Research Model



3 | METHODOLOGY & DESIGN

3.1 | Participants and Procedure

The present study is quantitative and cross-sectional in nature, and the data were collected from individuals working in different multinational corporations, i.e., telecom and banking. Data were collected using personal contacts in these multinational corporations, and before the start of data collection a brief purpose of the study was provided to the participants of this study through cover letter. A total of 450 questionnaires were distributed to the individuals working in these organizations, using convenience sampling technique, and in return, 370 questionnaires were received back which were completed from all aspects and were ready for further statistical analysis, so the response rate was of 82%. As the data was collected using cross-sectional method from a single source, for the detection of common method bias, Harman single factor analysis was performed and we got 19.56% cumulative percentage, which shows that there is no issue of respondent biasness in the data, as these digits are less than the 50% which is defined threshold by the Harman (1967).

3.2 | Measures

The official language for most corporate sector employees in Pakistan is English; this language is used for official communication and correspondence. Most of the employees working therein know English because our study included respondents with graduate-level qualifications. Therefore, we did not translate the questionnaire into Urdu, which is the native and national language of Pakistan. Multitude of research done previously show that English has been used effectively in collection of data in Pakistan (Chughtai, Syed, Naseer & Chinchilla, 2024). This makes well able to compare our studies with other research that have already been done in the same field and have used English in their measurement scales. The items of the survey were responded to on a five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree.

3.2.1. Servant Leadership.

Servant leadership was measured by using a 10-item scale developed by Fields and Winston's (2010). A sample item for this scale is "My leader practices what he/she preaches".

3.2.2. Perceived Social Capital.

Social Capital was measured by using an adapted version of a 12-item scale by Leana and Pil (2006). A sample item of this scale is "I engage in honest communication with other employees working in this organization."

3.2.3. Global Mindset.

Global mindset was measured by using three subscales of the cultural intelligence (CQ) questionnaire (Ang et al., 2007). Meta cognitive CQ was assessed by four items, Motivational CQ were assessed by five items and Cognitive CQ were assessed by six items.

3.2.4. Control variables

The present study controls the demographics of this study by following the suggestion of Walter and Scheibe (2013), Igalla et al. (2020), and Xu et al. (2023).

4 | RESULTS AND ANALYSIS

Data for this study were analyzed using different statistical software, such as SPSS, AMOS, and SmartPLS. First of all, we perform confirmatory factor analysis through AMOS, to find out the good fitness of the model. Values shown in Table 1 illustrate that all indicators of confirmatory factor analysis meet the threshold limits as suggested by Brown and Moore (2012), Hair et al. (2017), and Hu & Bentler (1999).

Table 2

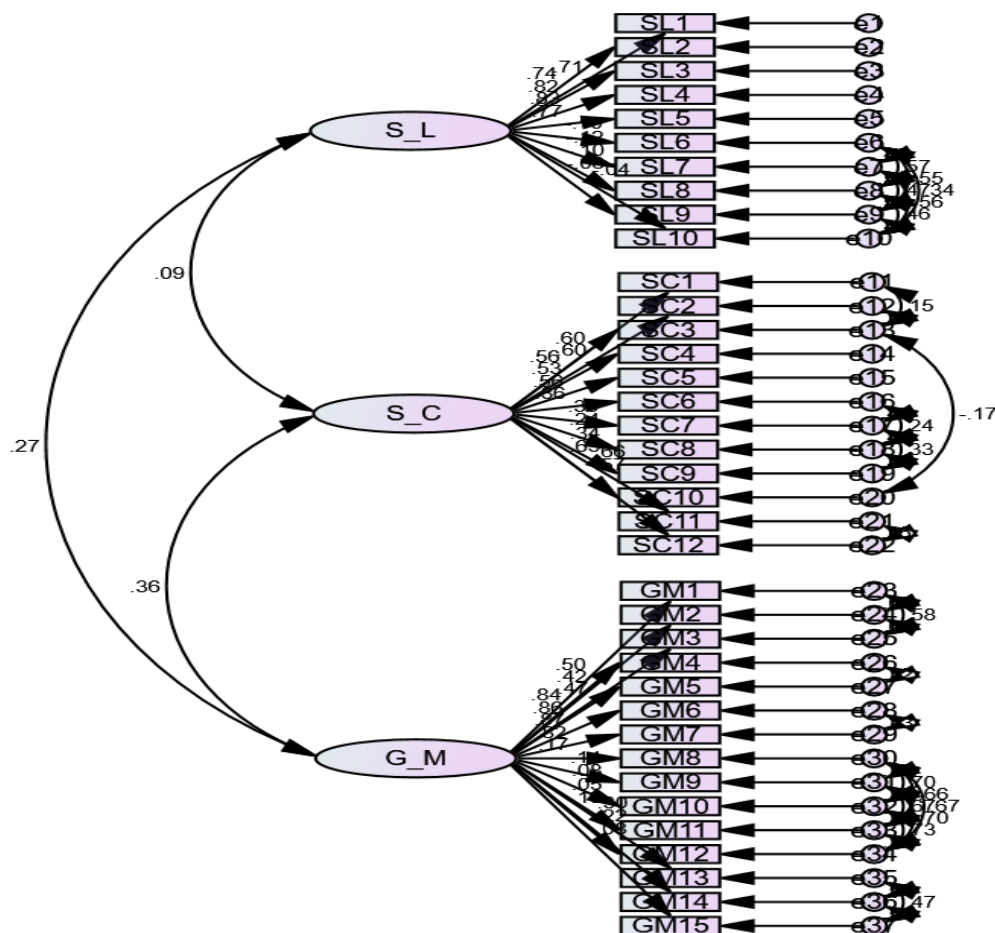
Confirmatory Factor Analysis

	1-3	>.90	>.80	>.90	>.90	>.90	<.09	<.08
Model	x2/df	GFI	AGFI	CFI	TLI	NFI	RMR	RMSEA
Full-Factor Model	1.927	.894	.873	.942	.934	.887	.09	.042

Note. Note: GFI; Goodness of Fit Index, AGFI; Adjusted Goodness of Fit Index, CFI; Comparative Fit Index, TLI; Tucker-Lewis Index, NFI; Normative Fit Index, RMR; Root Mean Square Residual, RMSEA; Root Mean Square Error of Approximation

Figure 2

Confirmatory Factor Analysis



Before the start of further statistical analysis, we calculated the reliability, validity, and blindfolding values for this study. Table 2 illustrates the reliability values, where the Cronbach alpha value for SL is .722, for SC .823, and for GM .852. Parallel to this the composite reliability (CR) values for all study variables are above than .700 which meets the threshold limit shown in Table 2 and recommended by Hair et al. (2019), further the average variance extracted (AVE) values of all study variables are above than the .500, which shows that these values meet the suggested threshold limit by Hair et al. (2019). Additionally, the Q2 values of mediating and criterion variables are above zero, which also meet the suggestions of Hair et al. (2019).

Table 2

Reliability, Validity and Blindfolding

	Alpha	CR	AVE	Blindfolding		
				SSO	SSE	Q2=(1-SSE/SSO)
SL	.722	.793	.581	5240.000	5240.000	.000
SC	.823	.860	.541	6288.000	6031.448	.041
GM	.852	.877	.530	7860.000	7265.196	.079

Note: SL; servant leadership, SC; social capital, GM; global mindset, CR; composite reliability, AVE; average variance extracted

We also performed discriminant validity analysis using SmartPLS, and we found that there is no issue of validity in the data, as shown in Table 3. The HTMT values are in accordance with the threshold limit as suggested by Hair et al. (2019), where they suggested that if the values of HTMT are less than the .700 then there is no issue of validity in the data. Parallel to this, the diagonal values are also higher as per the suggestions of Fornell-Larker (1981), as they suggested that if values of diagonal are higher than the values shown in the columns and rows then there is no issue of validity in the data.

Table 3

Discriminant Validity

Variables	Heterotrait-Monotrait Ratio (HTMT)			Variables	Fornell-Larcker criterion		
	SL	SC	GM		SL	SC	GM
SL				SL	.574		
SC	.359			SC	.321	.530	
GM	.531	.371		GM	.462	.354	.584

Note: SL; servant leadership, SC; social capital, GM; global mindset

Table 4 of this study shows the descriptive statistics and correlations values of the variables, which shows that all study variables correlated positively with each other with significant value of .01.

Table 4*Descriptive Statistics and Correlations*

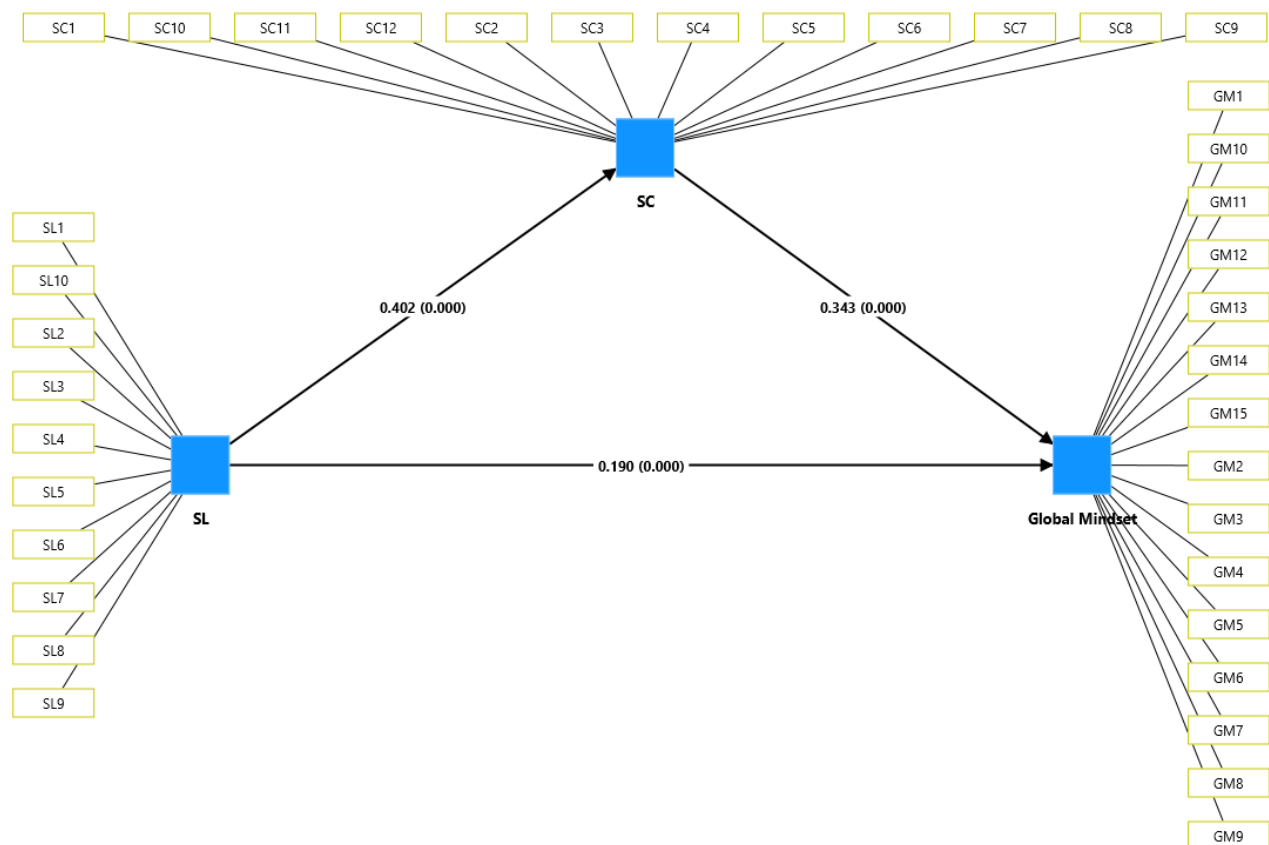
Variables	Descriptive Statistics		Correlations		
	Mean	SD	SL	SC	GM
1 SL	3.55	.52020		.330**	.306**
2 SC	3.40	.63382			.448**
3 GM	3.0	.55780			

Note: SL; servant leadership, SC; social capital, GM; global mindset ** $p < .01$

We test the direct and indirect effects by using 5000 bootstrapping method, as suggested by Hayes (2018), using SmartPLS statistical software. Results in Table 5 illustrates that there is a positive significant direct impact of servant leadership on global mindset ($b = .190^{***}$, $p < .001$, LL&UL-CIs = .086-.293), and on social capital ($b = .402^{***}$, $p < .001$, LL&UL-CIs = .296-.504), and social capital also have positive significant direct influence of social capital on global mindset ($b = .343^{***}$, $p < .001$, LL&UL-CIs = .263-.423); thus, these results support the H1, H2 and H3 of this study. Moreover, the Table 5 also demonstrate the indirect effect results, where social capital mediates the relationship between servant leadership and global mindset, where ($b = .138^{***}$, $p < .001$, LL&UL-CIs = .093-.195); thus, these results support H4 of this study. For the robustness of the mediating results, we further perform Sobel (1982) test and we found supporting results, where ($b = .138^{***}$, $z\text{-value} = 5.444$, $p < .001$).

Table 5*Direct and Indirect Effect Analysis*

Direct Effects					
Relationships	Std Beta	SE	t-values	p-values	LL/UL-CIs
SL → GM	.190***	.053	3.586	.000	.086;.293
SL → SC	.402***	.054	7.451	.000	.296;.504
SC → GM	.343***	.041	8.446	.000	.263;.423
Mediation Effects					
SL → SC → GM (Total Effects)	.328***	.054	6.070	.000	.222;.434
SL → SC → GM (Indirect Effects) Hayes	.138***	.026	5.365	.000	.093;.195
SL → SC → GM (Sobel Test)	.138***	.025	5.444 (z-value)	.000	

Figure 3*Mediation Analysis (Smart-PLS)*

5 | DISCUSSION

Drawing from social learning theory, the main objective of this study was to test the direct effect of servant leadership on global mind set, further this study also investigates the mediating role of social capital between servant leadership and global mindset relationship. The first and second hypothesis of this study about the impact of servant leadership on global mindset and social capital, and findings of this study support this hypothesis by explaining that the nature of servant leaders boost the confidence and capabilities of their subordinates through effective communication and learning. The findings of this study are also in line with previous study findings, which explains that subordinates learn from their seniors which ultimately improve their cognitive level about the circumstances of globalized working ([Daniels, 2020](#); [Jaiwant, Gowda & Kureethara, 2023](#); [Whitfield, 2014](#)). The findings also explain that servant leadership has a strong positive impact on organizational social capital by reshaping how leaders relate to subordinates and, by extension, how followers relate to one another. By prioritizing follower development, progress, empowerment, and stewardship over self-interest ([Greenleaf, 1977](#); [Liden, Wayne, Zhao & Henderson, 2008](#)). From a structural perspective, servant leaders facilitate relationships between followers and external stakeholders, thereby expanding the organization's network ([Jan, Zainal & Lata, 2021](#)). Their unwavering display of humility and authentic care fosters the trust and dependability essential for relational capital. From a cognitive perspective, the focus of servant leaders on collective purpose and communal responsibility fosters shared values and

interpretative frameworks among otherwise heterogeneous groups ([Demeke, van Engen & Markos, 2024](#)). The third hypothesis of this study predicts that social capital is positively related to global mindset, and the findings of this study support this hypothesis, also the earlier study's findings evident that social capital exerts a strong positive influence on global mindset by expanding the range of external knowledge, relationships, and perspectives an individual or organization can draw upon. Because social capital comprises structural, relational, and cognitive dimensions ([Kostova & Roth, 2003](#); [Nahapiet & Ghoshal, 1998](#)), each dimension feeds a distinct component of global mindset in a complementary way. The fourth hypothesis of this study is about mediating role of social capital between servant leadership and global mindset relationship, and findings of this study provide support to this hypothesis, by explaining that the fundamental actions of servant leadership, i.e., empowerment, humility, and stewardship ([Greenleaf, 1977](#); [Liden, Wayne, Zhao & Henderson, 2008](#)) initially foster trust and connections between the leader and their subordinates, then, through exemplification, among the subordinates themselves ([Nahapiet & Ghoshal, 1998](#)). This amassed social capital subsequently serves as the conduit for the evolution of a global worldview. Servant leaders facilitate relationships between their subordinates and various external stakeholders, and it is this expanded network rather than the leadership conduct itself that directly provides the cross-border knowledge essential to the intellectual aspect of a global mindset ([Levy, Beechler, Taylor & Boyacigiller, 2015](#)). The trust that servant leaders foster enhances followers' willingness to embrace viewpoints from culturally diverse individuals, transforming leader humility into authentic receptiveness instead of simple acquiescence. The cognitive frameworks and shared values cultivated by servant leadership provide followers with a unified perspective for assimilating unexpected concepts instead of rejecting them.

5.1 | Theoretical Implications

This research enhances theoretical understanding by employing social learning theory (SLT) to elucidate how social capital serves as the conduit via which servant leadership influences global mindset, rather than merely considering this indirect effect as a statistical anomaly. Although previous studies have independently demonstrated that servant leadership fosters social capital ([Ruiz-Palomino, Hernández-Perlines, Jiménez-Estévez & Gutiérrez-Broncano, 2019](#)) and that social capital correlates with global mindset results ([Levy, Beechler, Taylor & Boyacigiller, 2007](#)), the theoretical framework linking these two relationships into a cohesive causal sequence has not been clearly articulated. This research provides distinct theoretical advances by anchoring the mediation model in Bandura's social learning theory. Social learning theory provides the absent behavioral framework that elucidates how a leadership style transforms into a networked organizational resource. Social learning theory posits that people develop attitudes and behaviors mostly by witnessing reliable models and advancing through the stages of attention, retention, reproduction, and motivation ([Ahn, Hu & Vega, 2020](#); [Rumjaun & Narod, 2025](#)). In the context of this study's mediation model, servant leaders cultivate social capital not through formal policies or incentive structures, but by exemplifying stewardship, humility, and authentic concern for the growth of others, prompting followers to emulate these behaviors toward their colleagues and external stakeholders ([Galarío, Evelyn & Vicente, 2025](#)). This reconceptualizes social capital not as a resource allocated by the leader, but as a resultant characteristic of a lateral imitation process that the leader instigates. This differentiation is theoretically significant as it transitions the explanatory unit from leader-follower interactions, as characterized by social exchange theory, to a diffusion

mechanism that permeates the entire organizational social structure, specifically the structural, relational, and cognitive aspects delineated by Nahapiet and Ghoshal (1998).

5.2 | Practical Implications

Numerous pragmatic conclusions can be derived from the present research. Initially, a work environment and organizational culture defined by support, collaboration, amicability, and teamwork inherently foster the development and enhancement of social capital, which subsequently aids in cultivating and reinforcing a global mentality among employees. Multinational corporations ought to prioritize the development of an atmosphere that nurtures these attributes. Secondly, assemblies and conferences of personnel from various divisions of multinational corporations, especially those entailing cross-cultural tasks, yield beneficial outcomes. Workshops and training programs that include senior executives from the same or different companies are equally advantageous. Increased connection enhances employees' cognitive engagement in cultivating a global perspective. Thirdly, counseling sessions and leisure activities with colleagues from different subsidiaries enable employees to exchange viewpoints and engage with each other, thus augmenting their social capital. This enhances their capacity to collaborate notwithstanding cultural and national disparities, thereby fostering the cultivation of a global perspective. The principles, convictions, and notions that people possess are likewise brought into the professional environment. Thus, a nation's cultural identity together with the dominant conventions, attitudes, beliefs, and perceptions of its populace invariably influences the culture within the workplace. For example, concerning the current research, a society marked by significant power distance is one where power is inequitably allocated, resulting in a disparity among individuals across various strata of the social hierarchy. This disparity is similarly evident between leaders and their subordinates in the professional environment. Pakistan exemplifies a society characterized by significant power distance; nonetheless, our findings indicate only limited endorsement of the mediation paradigm. Aligned with our discoveries, we propose that in environments characterized by low power distance, the bond between leader and subordinate may be sufficiently robust to foster the emergence of a global mindset. In environments characterized by high power distance, we contend that a servant leader can nonetheless cultivate a robust rapport with subordinates through their compassionate and service-focused demeanor. Through the possession of substantial social capital, the servant leader fosters the growth of their subordinates' social capital, thereby cultivating an atmosphere that promotes the evolution of employees' global perspectives. Furthermore, a comparable trend can be noted for individualistic and collectivistic cultures. Cultures characterized by elevated collectivism, in contrast to those marked by significant individualism, are generally more favorable for establishing networks and partnerships. Our assertion that augmented social capital fosters the cultivation of a global perspective thus aligns seamlessly with this paradigm.

5.3 | Limitations and Future Endeavors

This study, akin to others, possesses certain drawbacks. Initially, we employed a cross-sectional research methodology, indicating that our data were gathered at one specific moment; a longitudinal approach would have been more advantageous. Secondly, data were obtained exclusively from a single international bank and two multinational telecom firms; subsequent investigations could utilize a more diverse array of corporations

to elucidate the global mindset and the examined factors. Thirdly, the sample size was somewhat limited; a more extensive sample might have provided a more definitive understanding of the proposed connections. Future investigations can explore psychological capital as an intermediary between servant leadership and a global perspective. Culture may also be analyzed as a mediator of the connection between social capital and global perspective. Ultimately, other leadership approaches, i.e., adaptive leadership, digital leadership, and knowledge-oriented leadership, that could foster a global perspective among staff merit additional examination.

6 | CONCLUSION

The present study examined the impact of servant leadership on the global mindset of employees working in multinational organizations in Pakistan. Also, this research investigates the mediating role of social capital between the relationship of servant leadership and global mindset. The empirical findings of this study highlight the importance of servant leadership, as these leaders give priority for the growth and development of their subordinates, which considered a backbone for any successful workforce in any organization. This act of leaders enhances the social engagement of employees working in multinational firms, where individuals from diverse cultures work as a team. Finally, this study enlightened that social interaction of individuals especially of working in multinational firms helps them for the change of their mind to deal with the challenging circumstances of globalization in multinational organizations.

Acknowledgment: The authors would like to express their sincere thanks to the editor and the anonymous reviewers for their helpful comments and suggestions.

Author Contributions: Shadab Qazi: Conceptualization, Methodology, Investigation, Data Curation, and Writing – Original Draft. Fauzia Syed: Formal Analysis and Data Curation. Yasra Khalid: Formal Analysis, Validation, and Writing – Review & Editing. Fatima Shamim: Investigation, Validation, and Writing – Review & Editing. All authors reviewed and approved the final version of the manuscript and agreed to be accountable for all aspects of the work.

Declaration of Conflicting Interest: The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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Funding: The author(s) received no financial support for the research, authorship, and/or publication of this article.

Data Availability Statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.

Plagiarism Statement: This article was screened using Turnitin. No plagiarism was detected. The Overall Similarity Index (SI) and Single Source Similarity are within the Higher Education Commission (HEC) prescribed thresholds (Overall SI <19%; Single Source <5%).

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