The "Double-edged Sword" Effect of Service-oriented Leadership on Employee Role Pressure

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Abstract. service-oriented leadership is a key issue in the study of many leadership styles, but previous studies mainly focused on its positive impact on employees, teams and organizations, while ignoring its negative impact to a large extent. In order to solve this problem, this study mainly discusses the influence of service-oriented leadership on role stress, its influence on role stress through two intermediary variables of organizational support and perceived obligation, as well as the regulatory role of leadership trust. This study takes 202 employees as the subjects of the questionnaire, and the results show that there is no significant influence between service-oriented leadership and role stress. The reason is that the negative intermediary effect of organizational support between service-oriented leadership and role stress is offset by the positive intermediary role of perceived obligation between service-oriented leadership and role stress. Leadership trust negatively regulates the relationship between service-oriented leadership and role stress, but does not significantly regulate the relationship between service-oriented leadership and organizational support and perceived obligations. This study expands the research on the negative benefits of service-oriented leadership and enlightens managers on how to reduce the role pressure of employees.

Keywords: service-oriented leadership; role pressure; sense of organizational support; perceived obligation; leadership trust.

1. Introduction

With the development of the global economy, the innovation of science and technology and the advent of the VUCA era (VUCA; variability, uncertainty, complexity, fuzziness), the working environment of employees has gradually become complex, diverse and unpredictable[1]. In the traditional leadership mode, the leadership authority is inviolable and illegal, and this authority has a high color of coercive control. In order to maintain this authority, leaders often use top-down authority to control and direct subordinates to maintain the operation of work [2]. Due to the excessive emphasis on the implementation strength and results of the policy, this leadership behavior may weaken the fairness of the process, and lack effective communication and sense of fairness, thus significantly reducing the satisfaction of subordinates [3]. Obviously, in today's changing, unknown and complex environment, the traditional leadership style has been incompetent, which is disadvantageous to the development of organizations and enterprises. In the face of such challenges, people need to seek new leadership styles to better adapt to the development of the times. After in-depth reflection on the top-down pyramid leadership model, scholars combine the characteristics that current employees attach importance to whether enterprises can provide more learning opportunities, whether they can provide a platform for self-development and value, and whether they can provide human care. focus on moral, pro-social, people-oriented service-oriented leadership [4].

In the past, scholars' researches on service-oriented leadership mostly studied how it has a positive impact on employees from the aspects of employees, teams, organizations and so on. For example, Wei Shilong's research believes that service-oriented leadership can improve the sense of career success of subordinates [5], Peng Chuanyu et al found that service-oriented leadership can stimulate the innovative behavior of grass-roots civil servants [6]. Ye Pu et al found that team service leadership can improve the work prosperity of individual employees [7]. But is service-oriented leadership really perfect? The research of Song Yitai et al answered this question, they found that service-oriented leadership in the Chinese context may lead to forced citizenship behavior to have a negative impact on the organization [1]. Although individual scholars have realized that service-

oriented leadership also has negative effects, the research on its possible negative effects on leaders themselves, subordinate employees and organizations from the perspective of negative benefits still needs to be expanded.

With the increasing complexity of employees' working environment and the gradual increase of employee role pressure, role pressure has gradually become a hot topic. The role stress studied in this paper can be regarded as a form of role stress, which can be expressed as the instability of employees in the face of responsibilities and abilities, as well as anxiety in the conflict with others. It mainly includes three kinds of role stress sources: Role ambiguity, Role conflict and Role overload. Because employees can not get enough information to play their roles correctly, it leads to role ambiguity. Employees are forced to take on multiple roles, and the differences in expectations and requirements between these roles lead to role conflicts. In addition, the problem of role overload will also arise because employees are forced to take on roles that are beyond their personal ability. In order to further understand the impact of role stress, scholars have focused on a series of studies and found that the increase of role stress will lead to negative benefits such as reducing employees' innovation performance, reducing employees' trust in the organization [8], increasing employees' safe behavior [9], reducing employees' work commitment [10] and other negative benefits. Thus it can be seen that in order to reduce the role pressure of employees and promote the development of enterprises, it is urgent to study the antecedents of role pressure. Therefore, this paper will further examine how service-oriented leaders affect employee stress.

As the research result of the influence mechanism of service-oriented leadership on stress is not clear, in order to make a more comprehensive study of this mechanism, this paper is mainly based on the conclusion that the increase and loss of resources will affect the stress of employees [11]. Leadership trust is introduced as a moderating variable, and organizational support and perceived obligations are introduced as intermediary variables. This paper discusses the effect of service-oriented leadership on stress from both positive and negative reinforcement.

In summary, this paper will focus on the negative benefits of service-oriented leadership, and use the resource conservation theory to explore the impact of service-oriented leadership on the role stress of employees. This study has an important theoretical contribution to the existing research on service-oriented leadership and stress. First of all, by exploring the role of service-oriented leadership on stress, this paper challenges the understanding that service-oriented leadership has universal positive effects and further provides a framework to explain how service-oriented leadership leads to stress. Therefore, this study provides a more dialectical perspective to explore the impact of service-oriented leadership. Secondly, this paper studies two different ways of service-oriented leadership to produce stress, namely, the sense of organizational support and perceived obligation, through these two ways, we get different effects. Finally, this paper quotes the introduction of the regulatory variable of leadership trust and finds that when employees are full of trust in leaders, they will reduce the perception of stress in the face of service-oriented leadership behavior, which is helpful to expand the antecedent factors of stress.

2. Theory and Hypothesis

2.1 The relationship between service-oriented leadership and role stress

Robert K. Greenleaf first put forward the concept of service leadership in " The Servant As Leader " [12]. He firmly believes that the core value of service-oriented leadership is to appear as a server, which makes them real leaders, not just by grant or assumption, but an eternal existence. In addition to Robert K. Greenleaf, the definitions of service leadership by Spears [13] and Laub [14] are widely cited. Based on Robert Greenleaf's work, Spears defines service leadership in terms of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, responsibility for human growth and building a community [13]. Laub believes that service-oriented leadership is "leadership behavior that puts the interests of others above personal interests". The conceptual

framework of service-oriented leadership proposed by these scholars has laid the foundation for follow-up researchers [14].

Based on the previous literature review of service-oriented leadership, Eva et al summarized three characteristics of service-oriented leadership: first, altruistic spirit; second, leaders will give priority to the needs of employees; third, pay more attention to other people in the organization and larger community [15]. Other scholars generally believe that it is a positive leadership behavior (Manor [16], Ye Baojuan, etc. [17]). Wu Jie and others found that only when subordinates can fully understand and respect the way leaders work, can they effectively stimulate their enthusiasm for work [18]. Obviously, service-oriented leadership does not always have a positive impact on all employees.

In order to explore the relationship between variables, this paper quotes the Conversation of Resources Theory(COR). It begins with the tendency of individuals to acquire, retain, cultivate and protect the resources they cherish. At its core is a theory of motivation, which explains most human behaviors based on the evolutionary need to acquire and preserve survival resources. On this basis, COR theory assumes that pressure will arise when the loss of the center or critical resources is threatened or when the center or critical resources are not obtained after significant efforts [19].

Under the influence of the traditional concepts such as the Confucian concept of "ethical order" and "hierarchy", the power distance between Chinese leaders and employees is larger [20], and employees are more likely to show respect for leadership behavior. Employees' respect for service-oriented leaders' willingness to pay is easy to make employees think that they must pay as members of the organization, thus forming the external motivation of "must be reciprocal". It shows a non-spontaneous reciprocal behavior similar to compulsory citizenship behavior, which is easy to threaten the loss of employees' existing resources, and according to the resource conservation theory. The threat of the loss of resources can easily lead to the pressure of employees' roles.

2.2 Mediating role of sense of organizational support

Social psychologist Eisenberger regards support in the organization as a general concept, which reflects employees' view of the organization's work and interest, that is, the support employees get from the organization [21]. This sense of support helps enterprises to improve their job satisfaction [22]and job performance [23]by fully responding to the work of staff and the emotional needs of society.

One of the main sources of organizational support is leadership behavior [24]. If employees can be recognized and understood by leaders in the work situation, it will promote the generation and enhancement of employees' sense of organizational support [25]. Liden and other studies have also confirmed that if employees' needs are put first, they will actively help employees, and service-oriented leadership behavior that supports employees' work will help to enhance employees' sense of organizational support [26]. Therefore, this paper gives the following assumptions:

H1: Service-oriented leadership has a significant positive impact on organizational support.

Based on the Conversation of Resources Theory, this kind of organizational support caused by service-oriented leadership behavior is a kind of social resource that can bring personal value to employees [12]. Employees regard the support of the enterprise as a kind of "resource" provided by the enterprise. it can make them "work actively", encourage their emotional input to the enterprise, create their own value increment, improve employees' opportunities to obtain value, reduce the probability of loss of competitiveness, motivate employees' work performance, reduce work fatigue and work stress and other negative consequences [12]. To this end, this paper gives the following assumptions:

H2: Service-oriented leaders have a negative impact on employees' role pressure through organizational support.

2.3 The intermediary role of perceived obligation

Obligation refers to people's political, legal and moral responsibilities, and it has certain constraints on people's behavior; the sense of obligation is people's inherent perception and recognition of

obligations, which reflects the psychological tendency of people to undertake corresponding responsibilities voluntarily [27].

Service-oriented leaders have the following characteristics of putting interests first and sharing power and status with others, which is conducive to the establishment of an emotional, mutual respect and trust relationship between service-oriented leaders and their employees. However, this relationship is easy for employees to adopt a compensation mentality to look at the relationship between each other's behavior when dealing with problems [28] so as to increase employees' perception of self-obligation. Therefore, this paper gives the following assumptions:

H3: Service-oriented leadership has a significant positive impact on perceived obligations.

In response to this perception, employees will pay more attention to the behavior of service-oriented leaders in order to receive signals to their subordinates to serve, help others, and the work itself. this signal may change subordinates' perception of job requirements [29]. Through service-oriented leadership behavior to promote employees to consciously improve their work requirements. In order to cope with these job requirements, employees will cause additional consumption of their own resources [30]. Based on the Conversation of Resources Theory, the extra consumption of resources will lead to the loss of internal resources of employees, which is easy to cause role pressure on employees. therefore. This study puts forward the following hypotheses:

H4: Service-oriented leaders have a positive impact on employees' role stress by perceiving obligations.

2.4 The regulatory role of leadership trust

Leadership trust refers to the degree to which superior leaders are trusted by employees in terms of working ability, goodwill and integrity [31]. Because of the traditional Chinese culture, in Chinese enterprises, the power distance between superiors and subordinates is larger, and the personal power and influence of leaders are also greater [32]. Therefore, employees rely heavily on leaders in their work, need to maintain a good relationship with leaders, and rely on leaders to obtain resources to complete the work. As a result, leadership trust becomes crucial.

Service-oriented leadership as an altruistic leadership type, with the concept of employees' interests first, it helps to dilute leadership authority, increase employees' sense of identity to leaders, and improve their trust in leaders [33]. In order to establish a better relationship between superiors and subordinates, to help employees better access to work resources. Employees' trust in leaders will have a significant positive impact on employees' attitudes, which helps employees to maintain positive feelings towards leaders and treat their work and organization with positive emotions [34]. Based on the Conversation of Resources Theory, this kind of leadership trust is regarded as a kind of resource. when employees' trust in leaders increases, they will increase this resource and produce positive emotions. it is easy to perceive more positive emotions such as organizational support from service-oriented leadership behavior, and it will also reduce the sense of debt to leaders resulting from service-oriented leadership behavior, thus reducing the perception of obligations. At the same time, under service-oriented leadership, when the trust of employee leaders increases, they will more actively seek help from leaders when they encounter difficulties, and use the power and influence of leaders to seek more work resources and use these resources to generate greater increment of resources. promote the acquisition of the value-added spiral so as to reduce the role pressure of employees. Therefore, this study puts forward the following assumptions:

H5: Leadership trust plays a positive moderating role between service-oriented leadership and organizational support.

H6: Leadership trust plays a negative moderating role between service-oriented leadership and perceived obligations.

H7: Leadership trust has a negative moderating effect between service-oriented leadership and role pressure

Through the above description, the research model of this paper is shown in figure 1.
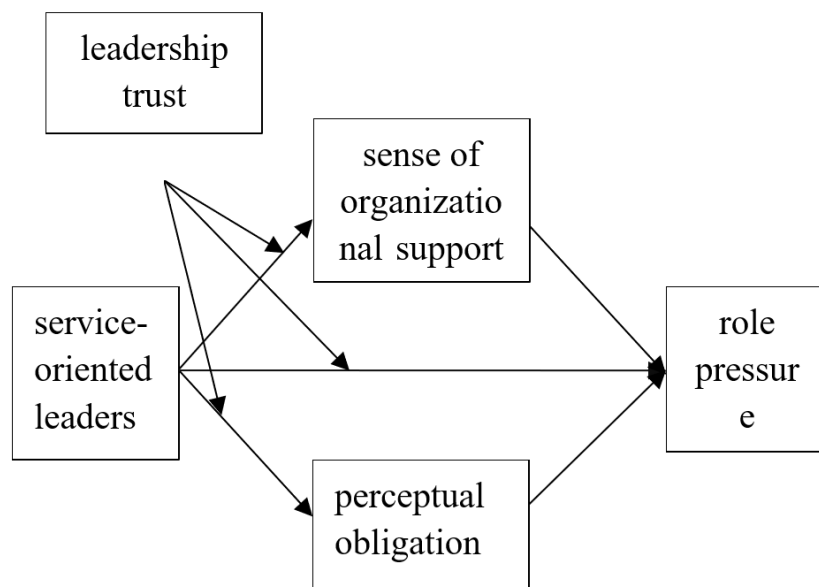
Fig. 1 Research mode

3. Research design and Research data

3.1 Sample selection and Data sources

In this paper, enterprise employees are randomly selected, and a total of 425 employees in this study filled out the questionnaire. finally, the responses tend to be too consistent, the answer time is too short, and the trap questions set by reverse questions are not passed. Finally, 202 questionnaires were obtained, with an effective rate of 47.529%.

According to the data, 58.9% of the respondents were male. the proportion of respondents aged 25 and under, 26-30, 31-35, 36-40, 41-45, 46-50, 51 and over were 6.4%, 9.9%, 23.8%, 15.8%, 16.8%, 21.8% and 5.4%, respectively. In addition, 82.2% of the respondents were married, while the types of units they belonged to were state-owned enterprises, private enterprises, institutions, foreign capital or joint ventures, accounting for 66.3%, 22.8%, 8.9% and 2.0%, respectively.

3.2 Variable measurement

In this study, we used a variety of validated scales, some of which adopted the standard translation-back translation method. We use the Likert Seven scale to measure the questions in the questionnaire, and one of them very disagrees; seven very agrees).

Service-oriented leadership: using the 7-item scale [35] compiled by Liden et al., the items include "my leader emphasizes the importance of giving back to the community", "my leader puts my career development first" and so on. In this study, the Cronbach's α coefficient of this scale is 0.861.

Sense of organizational support: using the 8-item scale developed by Shen et al. [36], the items include "my organization thanks me for any extra efforts", "my organization is concerned about my overall satisfaction at work" and so on. In this study, the Cronbach's α coefficient of the scale was 0.910.

Perceived obligation: using the 4-item scale developed by Methot et al. [37], with questions such as "I often think intently about how much help I owe my colleagues" and "I spend a lot of time thinking about how to repay my colleagues after they help me." In this study, the Cronbach's α coefficient of the scale was 0.756.

Leadership trust: using the 8-item scale developed by Ng et al. [38], including questions such as "my leader is a person who can complete team work" and "I can freely share ideas, feelings and hopes with my leader". In this study, the Cronbach's α coefficient of the scale was 0.940.

Role stress: using the 13-item scale developed by Peterson et al. [39], the items include "I feel overburdened at work." "I have taken on too many responsibilities" and other issues. In this study, the Cronbach's α coefficient of the scale was 0.860.

Control variables: gender, age, marriage and unit type of the employee.

4. Data analysis and Results

4.1 Validity test

As shown in Table 1, this study constructed five models and found that the fitting index of the five-factor model was much higher than that of other models. This confirms that the five variables used in this study have good discriminant validity.

Table 1 results of confirmatory factor analysis

	Value	Degrees of Freedom	Value /df	RMSEA	CFI	TLI	SRMR
Five-factor model	564.657	265	2.131***	0.075	0.916	0.905	0.054
Four-factor model	740.053	269	2.751***	0.093	0.868	0.853	0.068
Three-factor mode	931.830	272	3.426***	0.110	0.815	0.796	0.091
Two-factor model	1634.055	274	5.964***	0.157	0.620	0.583	0.138
Single factor model	1784.441	275	6.489***	0.165	0.578	0.539	0.139

Note: *** $p < 0.001$. Five-factor model: A, B, C, D, E, four-factor model: A+ B, C, D, E, three-factor model: A+B、C、D+E, two-factor model: A+B+C、D+E, single-factor model: A+B+C+D+E. A, B, C, D and E are service-oriented leadership, employee trust, role pressure, organizational support and perceived obligation, respectively.

4.2 Common method deviation tes

Through Harman single factor analysis, we find that the eigenvalues of the five factors are all greater than 1, and the variance explanation of the first factor is 39.871%, which is less than 40%, indicating that the homology error between them is within an acceptable range.

4.3 Correlation analysis

Table 2 shows that there is a significant positive correlation between service-oriented leadership and sense of organizational support ($r = 0.738$, $p < 0.01$) and perceived obligation ($r = 0.195$, $p < 0.01$), and between service-oriented leadership and role stress ($r = 0.167$, $p < 0.05$), and between sense of organizational support and role stress ($r = 0.209$, $p < 0.01$). There is a significant positive correlation between perceived obligation and role stress ($r = 0.214$, $p < 0.01$). It preliminarily verifies the relationship between service-oriented leadership, role stress and organizational support and perceived obligations.

Table 2 results of correlation analysis

Variable	Mean value	Standard deviation	Gender	age	marriage	unit type	service-oriented leadership	Leadership trust	Role pressure	Sense of organizational support
Gender	1.41	0.49								

Variable	Mean	SD	1	2	3	4	5	6	7	8
age	4.14	1.65	-0.198**							
marriage	1.18	0.38	0.032	-0.408**						
unit type	1.47	0.74	0.305**	0.114	-0.153*					
service-oriented leadership	4.345	1.308	0.126	-0.161*	0.093	-0.143*				
Leadership trust	5.124	1.364	-0.037	-0.095	0.085	-0.047	0.676**			
Role pressure	4.577	1.248	-0.027	.0141*	0.000	0.005	-0.167*	-0.195**		
Sense of organizational support	4.529	1.444	-0.154*	-0.054	0.011	-0.072	0.738**	0.690**	-0.209**	
Perceptual obligation	3.6964	1.205	-0.104	-0.046	0.121	0.014	0.195**	0.064	0.214**	0.185**

Note: *** p < 0.001，** p < 0.01，**p < 0.05

4.4 Regression analysis

After adding control variables, this study makes a regression analysis of how service-oriented leaders affect organizational support and perceived obligations through SPSS. The specific results are shown in tables 3 and 4. In the following two tables, the significance of service-oriented leadership is less than 0.05, indicating that service-oriented leadership plays a significant role in organizational support and perceived obligation. hypothesis 1 and hypothesis 3 are true.

Table 3 regression analysis of service leaders' sense of organizational support

	Model	Coefficient	t value	Significance
1	service-oriented leadership	0.744	15.147	0.000
	Gender	0.067	-1.292	0.198
	age	0.033	0.609	0.543
	marriage	-0.036	-0.680	0.498
	unit type	0.046	0.899	0.370

Table 4 regression analysis of service-oriented leaders to perceived obligations

	Model	Coefficient	t value	Significance
2	service-oriented leadership	0.183	2.571	0.011
	Gender	-0.114	-1.508	0.133
	age	0.000	-0.001	0.999
	marriage	0.122	1.602	0.111
	unit type	0.094	1.260	0.209

4.5 Test of parallel mediating effect

In this paper, model 4 in PROCESS is selected to test the parallel mediation effect of this study by setting Sample to 5000 and confidence interval of 95% by Bootstraping. Through the control of demographic factors such as gender, age, marital status and unit type, we have come to Table 5. The sense of organizational support has a significant negative impact on role stress (Effect value =-0.161,95%CI=[-0.3003，-0.010]); perceived obligation has a significant positive impact on role stress (Effect value = 0.047,95%CI=[0.008，0.104]); hypothesis 2 and hypothesis 4 are true.

Table 5 Test of mediating effect

	Effect value	SE	95%CI	Ratio of effect
Direct effect	-0.115	0.077	[-0.263,0.042]	78%
Sense of organizational support	-0.161	0.073	[-0.300,-0.010]	109%
Perceptual obligation	0.047	0.025	[0.008,0.104]	-32%
Organizational-perceived obligation	-0.208	0.077	[-0.355,-0.053]	-

4.6 Regulation test

Through Bootstraping, we set Sample to 5000 and confidence interval to 95% to test the regulatory effect of leadership trust. According to the data in the second column of table 6, the interaction between service leadership and organizational support (pause 0.740) is not significant, so hypothesis 5 is not valid. According to the third column of data in Table 6, the interaction between service-oriented leadership and perceived obligations (pause 0.751) is not significant, and hypothesis 6 is not valid.

According to the data in the fourth column of table 6, the interaction between service leadership and role stress (pendant 0.039) is significant, and in order to further verify the relationship between them, this study also draws a diagram of the relationship between service leadership and role stress under the regulation of leadership trust. As shown in figure 2, when the leader trust is low, the negative influence of the service leader on the role stress is weak, but when the leader trust is high, its negative influence is significantly enhanced. Therefore, hypothesis 7 holds true.

Table 6 Test of regulatory effect

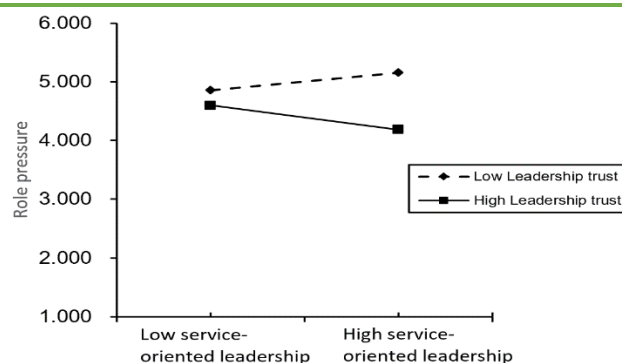|	Service-oriented leadership * leadership trust	Service-oriented leadership * leadership trust	Service-oriented leadership * leadership trust
R2	0.612	0.047	0.061
F	0.111	0.101	4.317
df1	1.000	1.000	1.000
df2	198.000	198.000	198.000
p	0.740	0.751	0.039

Fig. 2 relationship between service leadership and role stress

5. Conclusion and Discussion

5.1 Study results

In this study, by means of questionnaire survey, SPSS software is used to conduct an empirical study on the questionnaire data to explore the influence mechanism of service-oriented leadership on role stress, and to test the intermediary effect of organizational support and perceived obligation, as well as the regulatory effect of leadership trust on service-oriented leadership and role stress. The study found that service-oriented leadership has a significant negative correlation with role stress; service-oriented leadership has a significant positive impact on the sense of organizational support and perceived obligation; service-oriented leadership will have a significant negative impact on role stress through the mediation of organizational support; through the intermediary of perceived obligations will have a stronger positive impact on role stress. In addition, leadership trust can negatively regulate the influence of service-oriented leadership on role stress.

5.2 Theoretical significance

This study makes an important theoretical contribution to the existing literature on service-oriented leadership, stress, sense of organizational support, perceived obligation and leadership trust. First of all, this study contributes to the related research of service leadership by providing a richer "double-edged sword" effect on service-oriented leadership. Most previous studies believe that service-oriented leadership can make employees have positive effects on psychology and behavior, such as job satisfaction, organizational commitment and organizational participation [40], but pay less attention to the negative impact of service-oriented leadership behavior. In this study, based on the resource conservation theory, we question the mainstream conclusion that service-oriented leadership is always beneficial, and strive to explore the "dark box" in which service-oriented leadership behavior affects role stress. the intermediary variable of perceived obligation is creatively introduced into the field of service-oriented leadership. Through the empirical analysis of the sense of organizational support and perceived obligation, it is verified that service-oriented leadership behavior through the intermediary of perceived obligation will increase employees' perception of stress and have a negative impact. However, through the intermediary of the sense of organizational support, employees will reduce their perception of stress, reflecting the "double-edged sword" effect of service-oriented leadership on employees' role pressure. And stressed the need to consider the potential dark side of service-oriented leadership. In addition, considering that service-oriented leadership is two-sided, this study further introduces the perspective of leadership trust to explore how employees' personal characteristics affect the pressure of service-oriented leadership behavior on their roles. The findings of this study not only expand the ideas of related research, provide new perspectives and conclusions for understanding the relationship between service-oriented leadership behavior and role stress, but also extend the cross-field of service-oriented leadership and role stress theory. it expands the influence effect of service-oriented leadership on employees' psychological behavior, and enriches the research in the field of service-oriented leadership.

5.3 Management revelation

In the VUCA era, service-oriented leadership behavior may not be an appropriate or effective leadership style for all subordinates, and may have a negative impact on subordinates. In this study, service-oriented leaders will increase the pressure of employees through the intermediary of perceived obligations, but the adjustment between service-oriented leadership and stress through leadership trust can effectively alleviate the perceived stress of employees. Therefore, two revelations can be obtained from this study. First, leaders should fully consider the individual differences of employees and show in an appropriate way that service-oriented leaders put the interests of employees above the individual interests of leaders. In order to reduce the negative role pressure caused by employees' excessive cognitive obligations, and should establish the trust of employees as much as possible, in order to reduce the role pressure of employees. Second, leaders should increase

employees' trust in themselves as much as possible in order to reduce the pressure caused by service-oriented leadership behavior.

5.4 Deficiency and Prospect of research

There are still some shortcomings in this study, which need to be further solved and discussed in the future. First of all, this study adopts a cross-sectional research design, does not use multi-time, batch way to collect employee survey data, relatively lack of investigation of time variables, prone to the problem of common method deviation. Secondly, the regulatory variables in this study have no moderating effect between service-oriented leadership and organizational support, and between service-oriented leadership and perceived obligations. In the future, more intermediary variables and regulatory variables can be added to further study the antecedents and implementation effects of role stress. Thirdly, this study explores the impact of service-oriented leadership on individual role stress, and cross-level research can be carried out in the future. Finally, Selye believes that pressure can be divided into negative pressure or positive pressure, negative stress hinders individual development, but positive stress can promote individual development [41]. Obviously, stress has two sides, which can have two completely different effects on employees, but this study does not further explore whether the role pressure caused by service-oriented leadership behavior is positive or negative, or both. In the follow-up, we can further study and explore what kind of employee behavior will be caused by the role pressure caused by service-oriented leadership behavior.

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