

# Chapter 9

## Servant Leadership, Burnout, and Turnover Intention

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### **ABSTRACT**

*This chapter is based on the servant leadership theory's effects on the turnover intention through the mediating role of burnout. The basic concepts of the model are derived from conservation of resources theory. The theory predicts that sustained psychological stress can lead to burnout and turnover intention. Servant leadership focuses on reducing the employee stress level and increasing job satisfaction. The study focuses on the banking industry employees and finds the main reasons of high turnover.*

### **INTRODUCTION**

Employee turnover is the major issue of the industries and key concern of top management to point out the factors related to turnover, because the high turnover increases the cost of recruitment and reduce the efficiency of the business and management (Wan & Chan, 2013). In this study researcher develop a model by using the resource conservation theory and servant leadership theory, to examine the role of servant leadership on turnover intention through mediating effect of burnout.

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## **BACKGROUND**

Turnover is always remained the main issue for corporations and top management (Jones, Chonko, Rangarajan, & Roberts, 2007), as high turnover can reduce the performance efficiency of management as well as hurt the workplace climate (Chang, Wang, & Huang, 2013). As a result of losing competent workforce employees effects the lack of creativity, decline in productivity, decrease in efficiency and profits (Roth & Roth, 1995). The high turnover damage the long-term operation. Turnover intentions actually predict the employee's behavior to leave the organization in near future. Like Griffeth, Hom, Gaertner (2000); Van Breukelen, Van Der Vlist, and Steensma (2004), many studies have been conducted which show the turnover intentions and its experiences (Lau, McLean, Lien, & Hsu, 2016; Piening, Baluch, & Ridder, 2014)

Turnover defines as the employees will have to leave the organization in near future (Elçi, Kitapçı, & Ertürk, 2007). In Previous studies, it has been observed that workplace ethics perceived by employees play an important role to affect the turnover intention (Jung, Namkung, & Yoon, 2010). Organizations generally don't pay special attention for the main stake holders (i.e. employees), as turnover intention is an alarming sign of the organizations.

The previous studies suggest that conservation of resources theory examines the relationship between employee's emotion and behavioral intention (Hakanen, Bakker, & Schaufeli, 2006; Schaufeli & Bakker, 2004). For example, Grandey and Cropanzano, (1999) provide the application of this theory to show the impact of work-family conflict on job distress and turnover intention is positive, while Brotheridge and Lee (2002) describe the relationship between emotional labor and depersonalization positive by application of resource conservation theory. Penney, Hunter, and Perry (2011) provide the evidence that emotional stability accelerates resource management strategies that has the positive affect on turnover intention.

## **SIGNIFICANCE OF THE STUDY**

This study will be significant because it will provide additional knowledge relating to direct relationship between servant leadership and turnover intentions. This research study will also focus on the mediating effects of burnout on turnover intention. This study integrated resource conservation theory and servant leadership theory in a single model which jointly explain the turnover intention. This study will suggest to banking sector management that how they can prevent the high turnover of their

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