



**İSTANBUL TİCARET
ÜNİVERSİTESİ**

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İSTANBUL TİCARET UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

MASTER OF BUSINESS ADMINISTRATION (ENGLISH)

**EXPLORING THE RELATIONSHIP BETWEEN SERVANT
LEADERSHIP AND EMPLOYEE TURNOVER INTENTION IN
MOROCCO**

Master's Thesis

Kawtar Bourhaba

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Istanbul, September 2023



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ABSTRACT

Servant leadership is a leadership concept and practice that emphasizes the prioritization of the well-being, development, and empowerment of team members by leaders. They actively serve and support their team, placing the needs of others ahead of their own, and fostering a collaborative and supportive work environment. On the other hand, Employee Turnover is a metric that quantifies the frequency at which employees depart from an organization and need to be replaced by new hires. It is often expressed as a percentage and reflects the movement of employees out of the business due to factors such as resignations, retirements, or terminations.

The primary objective of this study is to investigate and understand the connection between Servant Leadership and Employee Turnover within the specific context of Morocco. Through a comprehensive examination of these two variables, the study aims to uncover insights into how the practice of servant leadership influences the rates of employee turnover in Moroccan organizations. By delving into this relationship, the research endeavors to contribute to a deeper understanding of leadership dynamics in the Moroccan context and potentially provide valuable insights for organizational leaders seeking effective strategies to enhance employee retention.

To comprehensively investigate this phenomenon, a survey was conducted within Morocco. The study centered on individuals employed at the headquarters of the Moroccan railway office (ONCF), encompassing approximately 500 employees. The sample was constructed using a convenience sampling approach, and questionnaires were administered online.

The collected data underwent meticulous analysis using SPSS 23.0. Diverse analytical methods were employed, including demographic analysis, descriptive analysis, factor analysis for both scales, reliability analysis, correlation analysis, and regression analysis. The study's proposed ideas were thoroughly examined and validated. The results of the study are expected to provide valuable insights for future research endeavors.

Keywords: Servant Leadership, Employee Turnover, Turnover Intention, Employee Retention.

ÖZET

Hizmetkâr liderlik, liderlerin ekip üyelerinin refahına, gelişimine ve güçlendirilmesine öncelik vermesini vurgulayan bir liderlik kavramı ve uygulamasıdır. Bu tipteki liderler, ekiplerine aktif olarak hizmet eder ve destek olurlar, onların ihtiyaçlarını kendi ihtiyaçlarının önüne koyarlar ve iş birliğine dayalı, destekleyici bir çalışma ortamını teşvik ederler. Öte yandan, çalışan devri, çalışanların bir kuruluştan ayrılma sıklığını ölçen bir metriktir ve işe yeni alımlarla değiştirilmesi gerekir. Genellikle yüzde olarak ifade edilir ve istifalar, emeklilik durumu veya işten çıkarmalar gibi faktörler nedeniyle çalışanların şirket dışına hareketliliğini yansıtır.

Bu çalışmanın temel amacı, hizmetkar liderlik ile çalışan devri arasındaki ilişkiyi Fas özelinde incelemek ve anlamaktır. Bu iki değişkenin kapsamlı bir şekilde incelenmesi yoluyla çalışma, hizmetkar liderlik uygulamalarının Fas'taki işletmelerde çalışan devri oranları üzerinde nasıl etkilerde bulunduğunu ortaya çıkarmayı amaçlamaktadır. Bu ilişkiyi derinlemesine analiz ederek Fas bağlamındaki liderlik dinamiklerine dair daha derin bir anlayış kazandırmayı ve çalışan tutumunu geliştirmek adına etkili stratejiler arayan kurumsal liderlere değerli iç görüşler sağlamayı hedeflemektedir.

Bu olguyu kapsamlı bir şekilde araştırmak için Fas'ta bir anket çalışması yapılmıştır. Çalışmada, yaklaşık 500 çalışanı kapsayan Fas demiryolu ofisinin (ONCF) genel merkezinde istihdam edilen bireylere odaklanılmıştır. Örneklem, kolayda örnekleme yaklaşımını kullanılarak oluşturulmuş ve anketler çevrimiçi olarak gerçekleştirilmiştir.

Toplanan veriler SPSS 23.0 kullanılarak titiz bir analize tabi tutulmuştur. Demografik analiz, tanımlayıcı analiz, her iki ölçek için faktör analizi, güvenilirlik analizi, korelasyon analizi ve regresyon analizi dahil olmak üzere çeşitli analitik yöntemler kullanılmıştır. Çalışmanın önerdiği fikirler kapsamlı bir şekilde incelenmiş ve doğrulanmıştır. Çalışmanın sonuçlarının gelecekteki araştırmalar için değerli bir bakış açısı kazandırması beklenmektedir.

Anahtar kelimeler: Hizmetkar Liderlik, Çalışan Devri, Devir Niyeti, Çalışanları Elde Tutma.

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And still, I RISE!

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INTRODUCTION

In the contemporary and highly competitive work environment, organizations are always endeavoring to improve their performance and sustain a competitive advantage. One of the critical factors influencing an organization's success is its human capital, often considered its most valuable asset. However, the enduring issue of employee turnover has continued to be a substantial concern for scholars and practitioners alike. The high costs associated with employee turnover, ranging from recruitment expenses to the loss of institutional knowledge, underscore the need for a comprehensive understanding of its antecedents and potential mitigating strategies.

In recent years, leadership paradigms have undergone a transformation, shifting from the traditional authoritative approach to more participative and people-centric styles. Such a leadership approach that has gained attention is "Servant Leadership" coined by Robert K. Greenleaf in the 1970s. Servant Leadership places emphasis on the dedication of leaders to fulfill the needs of their employees, nurturing their personal and professional development, and facilitating the achievement of both individual and organizational goals. This leadership model stands in stark contrast to conventional top-down leadership, embodying principles of humility, empathy, empowerment, and ethical decision-making.

In this regard this study seeks to explore the intricate interplay between Employee Turnover and Servant Leadership within the Moroccan context. Specifically, it aims to investigate whether and to what extent the implementation of Servant Leadership principles has a discernible influence on rates of employee turnover. The central hypothesis of this study posits that organizations that adopt Servant Leadership practices are more likely to experience reduced levels of employee turnover. By delving into this relationship, the research aims to contribute valuable insights to organizational leaders, human resource professionals, and scholars interested in understanding how leadership practices can be leveraged to address the pervasive challenge of employee turnover.

The forthcoming quantitative phase will involve surveying a representative sample of Moroccan employees to ascertain their perceptions of servant leadership and their intentions regarding job retention. Employing statistical methods including correlational

analysis and structural equation modeling, the collected data will facilitate the exploration of direct and indirect links between servant leadership and employee turnover.

This research seeks to contribute to the existing literature by providing empirical evidence of the relationship between servant leadership and employee turnover. Furthermore, by investigating the mediating role of servant leadership dimensions, this research sheds light on the ways via which servant leadership impacts turnover intentions. These findings bear practical implications for businesses seeking to enhance retention rates and mitigate staff turnover.

Ultimately, this thesis aims to advance our comprehension of the nexus between employee turnover and servant leadership, offering valuable insights for managers and leaders aspiring to cultivate a supportive workplace environment that elevates employee engagement and diminishes turnover intentions. The principles of servant leadership hold the potential to foster an organizational atmosphere where employees feel valued and acknowledged, thereby bolstering morale and productivity.

1. Theoretical Framework of Leadership and Servant Leadership

Leadership is the process by which an individual or a group of individuals influence and guide others toward achieving a common goal or a shared vision. It involves the ability to inspire, motivate, and direct individuals or a team to work collaboratively and effectively in pursuit of objectives. Leadership encompasses a range of qualities, including communication skills, decision-making abilities, vision, empathy, and the capacity to make strategic choices that drive progress and growth within an organization or a community. Effective leaders not only provide direction but also serve as role models and facilitators for positive change.

Within this overarching framework, servant leadership emerges as a distinctive style characterized by leaders prioritizing the well-being and empowerment of their team members (Greenleaf, 1977). Servant leadership embodies a commitment to serving and supporting others, fostering an environment of collaboration and trust. While both traditional leadership and servant leadership share foundational principles such as vision and effective communication, servant leadership emphasizes the selfless service of leaders to their team members (Greenleaf, 1977; Kruse, 2012).

This approach to leadership recognizes the significance of balancing authority and service, adapting to varying circumstances, and ultimately cultivating a culture of trust and shared purpose within organizations (Liden, Wayne, Zhao, & Henderson, 2008). In practice, leaders may draw from both traditional and servant leadership styles, choosing the most appropriate approach for the situation at hand. Servant leadership's impact on organizational culture is noteworthy, as it often leads to increased trust, heightened employee engagement, and a collective commitment to organizational success through individual growth and well-being (Eisenbeiss, Knippenberg & Boerner, 2008).

This research endeavor aims to investigate the multifaceted nature of leadership, specifically focusing on transformational, transactional, and servant leadership. By delving into the complexities of these leadership styles, this study seeks to uncover their significant impacts on people, teams, and organizations. The purpose of this investigation is to provide insight into the many facets of leadership, enhancing our understanding of its functions and implementations in a constantly changing global context.

1.1 Leadership

Leadership, a concept extensively studied and evolving over time, is fundamentally about guiding individuals and groups towards common objectives. It is underscored as a process, highlighting the dynamic and ongoing nature of this phenomenon (Northouse, 2019). Effective leadership demands a diverse set of skills, encompassing interpersonal communication, strategic decision-making, and adaptability to ever-changing contexts. Leadership is not confined to a singular approach; rather, it takes on various styles. Transformational leadership emphasizes the ability to inspire and motivate individuals to surpass conventional expectations (Bass, 1985).

Leadership's complexity is further underscored by contingency theories which assert that leadership effectiveness hinges on situational factors. Traits associated with leadership have also been explored, shedding light on inherent qualities that may contribute to leadership effectiveness. Moreover, behavioral theories, such as the Managerial emphasize specific leadership behaviors and styles (Blake & Mouton, 1964).

In essence, leadership is a multifaceted construct that transcends traditional notions of authority. It's about inspiring and enabling others to unleash their full potential while navigating a dynamic landscape. This multifaceted view of leadership is crucial in a world where leaders must adapt to diverse situations, collaborate with diverse teams, and inspire innovation and progress (Bass & Riggio, 2006).

The notion of leadership, which has great significance in human society, has long been a subject of interest and study for researchers, practitioners, and organizations throughout history. Leadership is the influential factor that drives people, teams, and organizations toward their objectives and ambitions, guiding the trajectory of advancement (Bass, 1985). The phenomenon in question is characterized by its complexity, since it encompasses several dimensions and is informed by a range of theories and models that enhance our comprehension. The concept of leadership, which has great significance in human society, has long been a subject of interest and study for researchers, practitioners, and organizations throughout history. Leadership is the influential factor that drives people, teams, and organizations.

1.1.1 Transactional leadership

Transactional leadership is a leadership style that focuses on the exchange of rewards and punishments between managers and employees. This approach is based in contrast to contemporary literature that advocates for transformational leadership as the predominant leadership style for leaders. Transactional leadership is a leadership method characterized by the trade of resources between leaders and followers, with the expectation that followers would fulfill goals and complete duties in return (Northouse, 2019; as cited in Gomez, 2023, pp. 21-22).

Transactional leadership is a kind of leadership that is centered on performance and is characterized by two distinct subscales, namely Contingent Reward and Management by Exception Active. The concept of contingent reward pertains to a motivation-driven mechanism whereby a subordinate is offered incentives or prizes as a means of encouraging the completion of a certain task or objective (Avolio et al., 1999). Leaders establish explicit expectations and provide their subordinates with the necessary resources to effectively pursue their objectives (Davenport, 2023, p.3).

The transactional leadership style may be characterized as a reciprocal process that revolves around the fulfillment of contractual responsibilities. It is often depicted as the establishment of goals and the subsequent monitoring and regulation of results (Hackman & Johnson, 2013). Transactional leadership is characterized by a reciprocal relationship or transaction between leaders and workers. Leaders effectively communicate to their employees the specific expectations placed upon them and the rewards they may anticipate receiving upon compliance. In essence, a transactional leader demonstrates an awareness of the wants and desires of employees and outlines the mechanisms via which these needs and desires will be fulfilled in return for the individual's fulfillment of their work responsibilities (Avolio & Bass, 1995; as cited in Alharthi, 2023, p.21).

1.1.2 Transformational Leadership

The portrayal of a transformational leader involves possessing charismatic qualities, being caring, and having the capability to develop value-based leadership strategies that

effectively engage the managers in progressing the organization (Burns, 1978). These leaders often exhibit motivating qualities and consistently provide intellectual stimulation, prioritizing the needs of others above their own. The notion of transformational leadership has four distinct elements, including charisma, inspiring dimension, individual concern, and intellectual stimulation (Bass, 1999).

Transformational leaders often engage in the cultivation of personal and collective growth, communicate compelling visions for the business, and cultivate dedication and drive toward significant objectives (Manning, 2004). A transformational leader enhances individuals' motivation by enabling them to see the significance of their contributions to the business (Hautala, 2005; as cited in Alapo, 2023, p.45).

Transformational leadership was identified as a more advanced kind of leadership that addresses the evolving demands of leadership (Bass, 1990). It may be defined as a collaborative process in which leaders and employees mutually support one another in order to elevate their levels of morale and motivation (Sun & Leithwood, 2017). Currently, transformational leadership is a widely recognized leadership philosophy that involves leaders integrating the ideas and motivations of their employees in order to inspire them to exceed anticipated performance levels (Anderson, 2017), it should be noted that transformational leadership has the ability to motivate employees to work towards a shared vision or organizational objective. This leadership style operates on the belief that followers are driven by a desire to contribute to the betterment of the organization. To achieve this, transformational leaders engage in activities such as coaching, mentoring, providing support, and encouraging followers to exhibit innovation and motivation in their performance (Carleton et al., 2018; as cited in Gabrielow, 2022, p.38).

The concept of transformational leadership has been shown to have significant associations with several outcomes, including individual performance, group performance, management performance, leader effectiveness, employee contentment with leaders, employee job satisfaction, employee motivation, and leader job performance (Green, 2015). Moreover, the constituents of transformational leadership include idealized influence, which is manifested via both traits and actions, as well as inspiring

motivation, intellectual stimulation, and individual concern. Transformational leaders have the ability to motivate and inspire their followers, leading them to accomplish exceptional results and enhance their own leadership skills (Hassan, 2019; as cited in Burts, 2023, p.12).

1.2 Servant Leadership

The objective of this chapter is to provide a comprehensive examination of the historical development of servant leadership, its growing significance in corporate settings over time, and the resulting implications.

1.2.1 Defining Servant Leadership: An Exploration of its Origins and Implications

Servant leadership is a leadership paradigm that places significant emphasis on the leader's responsibility to serve and prioritize the needs of their employees and the wider community. The primary goal of the leader is to support and empower others, fostering their growth, well-being, and success. This approach stands in contrast to traditional leadership styles that might focus more on the leader's authority and personal objectives.

One of the most widely adopted models of leadership in modern businesses is the servant leadership model. Organizations are increasingly adopting the servant leadership philosophy because it appeals to millennials, who value open and honest feedback on their performance, a friendly relationship with their supervisors, and an emphasis on personal development and support in the workplace.

Leaders who want to adhere to servant leadership principles must establish a distinct set of attitudes that go beyond a management style. Passion and a desire to lead are stoked when leaders are selected with the intention of serving others first via servant leadership (Boone & Makhani, 2012; Akbari et al., 2014; Barbuto & Gotfredson, 2016; as cited in Thacker, 2018, pp. 24-25).

Servant leadership got a lot of attention in organizations because this leadership theory was shown to influence organizations both directly and indirectly ."servant leadership" is when a leader wants to inspire and guide people, give them hope, and give them a more

loving experience through quality interactions , success was achieved in organizations due to the leader's ethical conduct, along with their demonstration of compassion, assistance, and authority in facilitating the personal and professional advancement of individuals (Schneider & George, 2011; as cited in Muhittinoglu, 2018, p .15).

The investigation of various aspects of leadership has been a continuous effort since the eighteenth century, it is known that Individuals with a genetic predisposition towards dominance are more likely to become leaders. The present day is characterized by the continuation of this era. In the 1970s, the concept of servant leadership owes much of its popularity today to Robert K. Greenleaf. He resigned after 38 years as a management researcher and developer at AT&T to devote his time to publishing, consulting, and lecturing, among his earlier work Greenleaf wrote a paper titled "The Servant as Leader" to introduce the concept of servant leadership. The integration of aspects from every other leadership theory makes this leadership method unique. This leadership paradigm utilizes language to accommodate various leadership styles (Swearingen, 2004).

The concept of Greenleaf's style of leadership, based on the idea of servanthood, was inspired by Hesse Herman's "The Journey to the East." The novel follows the protagonist and a group of adventurers as they embark on a journey to attain enlightenment. In his work, Greenleaf argues that prioritizing the needs of followers over one's own needs is the hallmark of effective leadership. The demonstration of real leadership, according to Greenleaf, is through actively seeking to boost the performance of colleagues (Oner, 2008; as cited in Muhittinoglu, 2018, p.15).

As present in Greenleaf's research, the distinguishing characteristic of servant leadership is its emphasis on the personal growth and well-being of employees, setting it apart from other leadership styles, servant leaders put the needs of their teams and communities ahead of their own. Consequently, servant leaders inspire a genuine desire to serve the organization, cultivate relationships with their employees, foster an equitable workplace, and foster a sense of community, all of which benefit the organization. Sincere communication with the leader boosts the employee's performance and loyalty to the organization (Liden et al., 2008).

Motivated employees who work together toward a common goal are more likely to form strong interpersonal bonds, which boosts productivity and retention (Hu & Liden, 2015). Scholars who were interested in learning more about servant leadership sought to develop the notion further (Liden et al., 2008; Mittal & Dorfman, 2012; Sun, 2013; Bande et al., 2014; See-Kwong & Zhen-Jie, 2014; Hu & Liden, 2015; as cited in Rodriguez, 2016, p.13).

Servant leadership is a social idea that only has a flimsy connection to the traditional paradigms of authoritarian leadership. The first research on leadership concentrated on the hereditary and natural characteristics and characteristics that leaders have that made them exceptional and attractive. Leadership specialists have spent the better part of the last several decades concentrating on the actions, perspectives, and styles of leaders, as well as the consequences of these characteristics on the output of employees, the behavior of organizations, and employee turnover (Gioia & Pitre 1990; Spears, 1995; as cited in Epps, 2020, p.17).

Servant leadership is characterized by the leader's primary focus being on meeting the requirements of their employees, it is a method that enables leaders to enable employees to become the best version of themselves through interpersonal, moral emotional, and spiritual components (Eva et al., 2019), This is accomplished by guiding the employees toward being the best version of themselves. Servant leaders are those who "help individuals develop, grow, and promote employees' overall well-being while simultaneously achieving the organization's objectives over a prolonged period. On the other hand, the employees benefit in a variety of ways by being led by servant-leaders. (Dutta & Khatri, 2017).

A study was conducted to investigate how servant leadership affects civic engagement and employee's knowledge sharing in an organization, a positive association has been shown between servant leadership and organizational citizenship behavior. as well as information sharing (Tuan, 2017). There exists a notable association between servant leadership and the degree to which the group actively participates in interactions that are mutually beneficial and collaborative. A beneficial influence is produced on both internal as well as external stakeholders through servant leadership (Sousa & Van Dierendonck, 2016).

During an investigation on the influence of leadership styles on both internal and external stakeholders, a clear connection was discovered between servant leadership and the creative output of both individual employees and collaborative teams. The happiness of the workforce was directly proportional to the happiness of the customers. Even though servant leadership is a comparatively recent philosophy of leadership, research findings have shown that the implementation of this approach yields positive outcomes for managers, subordinates, and external stakeholders (Yang et al. 2017, as cited in Hicks, 2022, pp.12-13).

A servant leader prioritizes the needs of others over their own. The process commences with a selfless inclination towards aiding others, rather than prioritizing one's interests (Hayes, 2008). The act of intentionally choosing to serve others may enhance an individual's desire for leadership. Certain leaders who possess charismatic and transformative qualities prioritize their own interests over those of their employees. However, Greenleaf posits that servant leaders diverge from this approach. A leader who prioritizes the needs of his employees over his own is known as a servant-first leader. It is a valid inquiry to contemplate the way a servant leader can determine whether the ultimate result of their leadership is indeed service-oriented (Ebener & O'Connell, 2010).

The process of verifying the legitimacy of a service requires speculation, but there is no guarantee. The procedure involves the development of hypotheses, the implementation of experiments, and the assessment of the results. The endeavor to embody leadership rooted in the act of serving others requires persistent and deliberate exertion. The practice of introspective hypothesizing allows the inherent servant leader to differentiate between acts or choices that might be more beneficial for others rather than for themselves (Hayes, 2008; Ebener & O'Connell, 2010; Wright, 2013, p.22).

There are ten qualities of servant leadership: persuasion, listening, community building, conceptualization, forethought, empathy, growth of people, healing, care, and awareness. Also, servant leadership is based on love because leaders care about their employees and want the best for them. As a result of servant leadership, organizations are seeing greater efficiency, dedication from employees, satisfaction with work, and improved job

performance in general (Ferris, 1988; Muthia & Krishnan, 2015; Zhang et al., 2012; Parris & Peachey, 2013; as cited in Ramseur, 2018, pp. 59-60).

1.2.2 Characteristics of Servant-Leadership

Servant-leadership is defined by a distinct set of characteristics that distinguish it as a unique leadership philosophy. This strategy prioritizes the leader's dedication to fulfilling the wants and requirements of their team members and cultivating their development.

Greenleaf is credited with being the first person to write about servant leadership, he argued that to be an effective leader, one must first serve others, in addition to highlighting several other qualities that are crucial. These include the abilities to hear and comprehend, be assertive, have a vision, experience empathy, withdraw and accept, insight, make predictions, be alert, and function as a member of a team. "Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, management, commitment to human development, and forming partnerships (teams)" are the skills that fall under this category (Beck, 2010; McDougale, 2009; Omoh, 2007).

The act of listening is regarded as one of the primary and significant attributes of an exceptional servant leader. Service to others necessitates open lines of communication with all employees and an attentive ear to their needs. Leaders that put others before themselves are excellent listeners. They want to learn what their communities want and need, and then precisely describe those desires and demands. Then there is Empathy. Leaders with a servant's heart always put others first. They see unique qualities in others and encourage them to use those qualities for the common good. They have faith in the integrity of their coworkers. regardless of whether they have a bad performance, they will never be turned down (Kadioglu, 2018, p.33).

Servant leaders can foster healing and promoting overall well-being within their ranks and among those whom they lead. There is a human desire to achieve a sense of wholeness, which is acknowledged and supported by certain individuals or groups (Smith, 2005). The potential for healing individuals is present in them, the present-day society is characterized by individuals who lead a life filled with emotional pain and suffering, resulting in a sense of grievance and brokenness within their souls and hearts. Servant leaders can heal others by establishing personal connections, sharing common

emotions and values, and integrating individuals into a higher sense of purpose (Spears, 2004; Kir, 2017, p.26).

To be effective, servant leaders must have great awareness, be observant of their environments, pick up on any signals (positive or negative) and use them to their advantage. This will allow them to better anticipate and respond to any potential problems that may arise.

Persuasion is an essential trait of a servant leader; he must have the ability to influence his people by persuasion and agreement, rather than using force and power. This is what sets a servant leader apart from a more conventional leader (an authoritarian leader). The servant leader can see the organization's future from several perspectives and make plans accordingly, while a conventional leader is more likely to focus on the here and now. Leaders that put their followers first develop their abilities alongside their creativity. By carefully conceptualizing the difficulties and going beyond reality, they may see the situation in a new light and find better solutions (Almahmoud, 2022, p.12).

Foresight is a crucial aspect of servant leadership, as it involves the capacity to anticipate future events by considering past experiences and present circumstances. In his work, Spears emphasizes the importance of foresight as a defining trait of servant-leadership. According to him, this quality enables leaders to learn from past experiences, comprehend present realities, and make informed decisions that will have positive outcomes in the future (Spears & Lawrence, 2002; as cited in Öztürk, 2017, p.10). The servant leader possesses an intuitive ability for foreseeing. The premise of this statement suggests that while deliberate effort can enhance various traits, such as intelligence, the servant in question possessed a natural aptitude for intuition that may not have been subject to improvement through conscious effort (Öztürk, 2017).

Because helping others is the primary goal of servant leadership, and because servant leaders focus on the well-being of their employees rather than their own (Spears, 1995), stewardship is an important concept to grasp. Furthermore, stewardship fosters a spiritually uplifting workplace using any organization's development initiatives. Servant leaders are invested in their employees' development because they know that everyone has something unique to offer the company. Besides having their own people for development, of course. Servant leaders, by their nature, seek out this information, and

leaders generally shoulder a great deal of responsibility in this regard. For instance, servant-oriented leaders value feedback and input from their followers. Additionally, leaders motivate them to share their unique perspectives throughout the decision-making process (Spears, 1995; Russell&Stone, 2002; Barbuto&Wheeler, 2006, Melchar & Bosco, 2010; as cited in Barmanpek, 2014, p.12).

Commitment to growth is one big essential characteristic to have as a servant leader, and dedication to the development of other people is a must. People are more precious to servant leaders than the actual contributions they provide as employees, according to this philosophy. As a direct result of this, servant leaders commit themselves to the development of each member of the company. Among the many other things that might fall under this category is the provision of financial resources for one's own personal and professional growth (Holmes, 2020, p.42).

Community building is widely recognized as a fundamental aspect of servant leadership. Servant-leaders prioritize the establishment of a cohesive community within the organization. Their efforts are directed toward nurturing collaboration, promoting inclusivity, and cultivating an environment where every individual feels esteemed and interconnected, a community is established through a sense of camaraderie among individuals who share similar attitudes, interests, and objectives. Community building necessitates the presence of a servant leader who can provide guidance and exemplify their unbounded accountability to a particular affiliated collective (Spears, 2019). A servant leader fosters a sense of community by establishing connections, engaging in collaborative efforts, and addressing disparities between employers and employees (Laub, 2007).

The characteristic of establishing connections in servant leadership signifies a genuine interest in the well-being of team members beyond their roles. This methodology facilitates the establishment of a cooperative and nurturing professional atmosphere whereby people perceive a sense of worth, comprehension, and inspiration to exert their utmost endeavors. The establishment of connections between managers and their employees is achieved through the acts of sharing, paying attention, and contemplating. This approach stands in contrast to negative behaviors such as monitoring, disparaging, and roasting. (Nehr, 2004; Cherry, 2021; as cited in Laureles, 2022, p.51).

In conclusion, servant leadership is both a skill and a form of wisdom, indeed, the emphasis on establishing connections in servant leadership not only benefits employees within the organization but also contributes to the achievement of overarching goals, aligned with ethical principles.

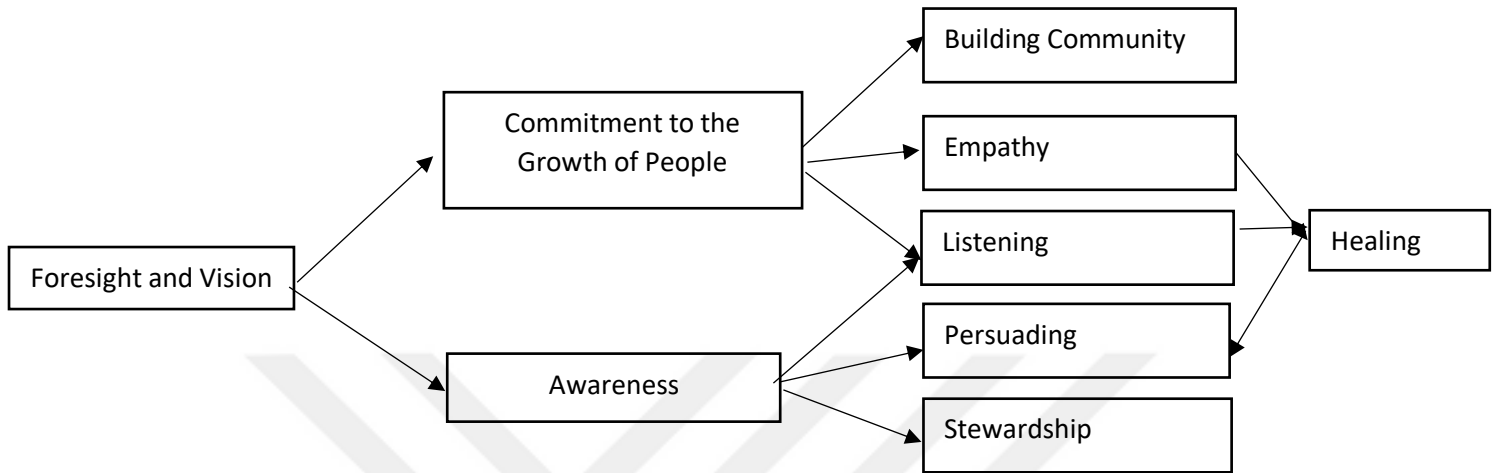


Figure 1: Connections among the nine servant leadership attributes

1.2.3 Servant Leadership Dimensions

The following are the eight facets of servant leadership that will be included in the study scale: empowerment, accountability, stepping back, humility, authenticity, bravery, interpersonal acceptance, and stewardship.

1.2.3.1 Empowerment

Empowering employees refers to giving them more control over their own lives and facilitating their personal development at the same time, this facet reflects a leader's commitment to empowering their team members, granting them autonomy and responsibility to make decisions and contribute to the organization's success. Servant leaders facilitate the empowerment of their employees by the delegation of decision-making authority and the encouragement of ownership over their tasks. The inclusion of this component is crucial in cultivating a perception of ownership and accountability among the members of a team (Greenleaf, 1977).

1.2.3.2 Accountability

The concept of authenticity has significant importance within the framework of servant leadership. Servant leaders exhibit authenticity, transparency, and self-consistency. Rather than putting up a veneer, they exhibit authenticity in their behaviors and engagements with employees. Servant leaders emphasize personal and collective accountability, holding themselves and their team members responsible for their actions, decisions, and outcomes, the act of holding people accountable for the results that result from their own choices and activities is what is meant by the term accountability (Spears, 1995).

1.2.3.3 Stepping Back

Stepping Back within the framework of servant leadership pertains to a leader's inclination to provide others with the opportunity to assume leadership roles, exercise decision-making authority, and accept responsibility for their own tasks and projects. This component is often linked to the notion that servant leaders refrain from seeking personal recognition and instead prioritize supporting and empowering their team members to excel. Although the feature of "stepping back" may not be directly addressed in the existing body of literature on servant leadership, it is consistent with the overarching principles of this leadership approach. The present discourse provides a pertinent citation and reference that pertinently addresses this particular component. A servant leader recognizes the importance of stepping back and allowing team members to take the lead when appropriate, fostering growth, skill development, and leadership opportunities, the capacity to step back allows one to delegate responsibilities to other people while still providing them with the praise and assistance they deserve (Sipe & Frick, 2009, p.42)

1.2.3.4 Humility

Humility is an essential attribute inherent in leaders who adopt a servant leadership approach. Individuals of this kind do not actively pursue personal notoriety or acclaim but rather direct their attention toward the well and growth of others. Servant leaders demonstrate self-awareness by recognizing their own limits and displaying a willingness to acquire information from others. In his subsequent publications. Humility is a core value of servant leadership. Leaders with humility acknowledge their own limitations, show genuine appreciation for others' contributions, and prioritize the collective over personal recognition (Greenleaf, 1977, p.44).

1.2.3.5 Authenticity

The concept of authenticity is considered a fundamental component of servant leadership. Servant leaders exhibit authenticity, transparency, and self-consistency. Rather than presenting a veneer, they exhibit authenticity in their behavior and engagements with people (Spears, 1995). Authenticity is the act of delivering a genuine account of one's most profound thoughts, beliefs, and motives. Authentic leaders demonstrate a consistent alignment between their personal identity and their core principles. Within the framework of servant leadership, the attribute of authenticity plays a pivotal role in cultivating trust among team members. This is because team members can place their faith in the leader's consistent alignment of words and deeds.

1.2.3.6 Courage

Servant leaders exhibit courage by making difficult decisions, taking calculated risks, and advocating for what is right, even in challenging situations, having courage is being willing to take certain calculated risks to find innovative solutions to age-old problems. The steadfast will to behave ethically and advocate for moral principles is a fundamental aspect of successful leadership, promoting the development of trust and admiration within a team. Courage serves as the fundamental catalyst for revolutionary leadership, enabling the empowerment and elevation of individuals (Sendjaya et al., 2008, p.403).

1.2.3.7 Interpersonal Acceptance

Interpersonal Acceptance highlights a leader's practice of accepting team members for who they are, valuing diverse perspectives, and creating an inclusive environment where everyone feels respected and heard. The capacity to understand and relate to the emotions of other people, to comprehend where other people are coming from, to let go of perceived wrongdoing, and to refrain from carrying anger into other contexts (Dierendonck & Nuijten, 2010).

1.2.3.8 Stewardship

Stewardship involves a leader's commitment to responsibly manage and nurture the resources of the organization, considering the long-term impact on the team, stakeholders, and the broader community. The willingness to concentrate on service while also accepting responsibility for the organization is what we mean when we talk about stewardship. To be a good steward, one must possess fundamental characteristics such as

social responsibility, loyalty, and the ability to work well with others. The strategy that was developed to be pragmatic considered these eight traits after it was found that they were the most reliable markers of servant leadership (Dierendonck & Nuijten, 2010, pp. 251-252).

1.3 Patterson's Servant Leadership Theory

In 2003, Patterson offered a modern conceptual framework for the concept of servant leadership. that outlines the seven key leadership attributes that facilitate the interaction between the leader and employee. The focus of this text is on the attributes of servant leaders, which extend beyond their inherent traits and encompass their active behaviors. These leaders engage in collaborative effort, employing a spectrum of behaviors ranging from Agapao love to service. Patterson's model demonstrates a complex system of interrelated constructs that exert significant influence on one another while also functioning independently, ultimately resulting in a set of observable and measurable servant leader behaviors.

1.3.1 Agapao love

Agapao love signifies a selfless, sacrificial, and unconditional love that is focused on the well-being and welfare of others. It goes beyond personal emotions or desires and emphasizes acts of kindness, compassion, and benevolence without expecting anything in return.

Leaders must exhibit agapao love as part of their servant leadership approach (Winston, 2002). It embodies the fundamental principles of servant leadership which represents the highest form of love in terms of morality and social values (Patterson, 2003). Servant leaders were expected to exhibit agapao love, empathy, humility, trust, and altruism towards others as part of their responsibilities (Post, 1990).

The notion of agapao love has its foundation in the ethical attribute of servant leadership, which is characterized by the leader's ability to prioritize the interests of their subordinates (Winston, 2002). Leaders who exhibit Agapao love as servant leaders foster staff involvement and are perceived as authentic by their subordinates in the organizational setting.

The principle of Agapao love holds significant importance in the realm of leadership. When a leader who embodies the principles of servant leadership displays this construct, it results in the admiration and reverence of their followers (Zorlu et al., 2019). Comprehending the correlation between the attributes of servant leaders and their agapao love offers organizational leaders a more profound insight into how servant leaders can facilitate the advancement of an organization (M. Wilson, 2022, pp.44-45).

1.3.2 Humility

The concept of humility in leadership involves the capacity of leaders to acquire knowledge from others as well as to avoid the belief that their position of leadership makes them superior to their subordinates. Humility serves as a means of connecting leaders to their followers by establishing a shared sense of humanity (Hayes & Comer, 2011).

Humility encompasses more than just modesty but also involves the willingness to distribute credit among others, having a desire that is not selfish by and motivating and enabling those who follow to become leaders themselves (Collins, 2001). Leaders who demonstrate humility and love through their own conduct inspire their followers to emulate these traits (Biswas, 2011). To become an inspirational and effective leader, it is essential to acknowledge one's weaknesses and seek out individuals who possess complementary strengths (Lencioni, 2011). Leaders who adopt this approach are motivated by a sense of morality and ethics, both for the benefit of the company they lead and their followers (Collins, 2001; Patterson, 2003; Biswas, 2011; Lencioni, 2011; as cited in Carroll, 2013, pp.26-27).

1.3.3 Altruism

Altruism is a concept that pertains to the genuine and unselfish care and behaviors shown for the welfare and advantage of others, sometimes devoid of any anticipation of individual profit or recompense. Altruism encompasses behaviors characterized by benevolence, empathy, and magnanimity, with the intention of providing assistance to others, even if it entails personal detriment or selflessness. The association between positive intentions and positive acts is often seen. (Patterson, 2003, p. 4).

Altruism is often defined not just by good intentions, but rather by a genuine concern for the well-being of others. It entails a selfless commitment to the welfare of others, often involving personal sacrifices (Monroe, 1994; DeYoung, 2000; Van Emmerik et al., 2005). Servant leaders, for instance, adopt an altruistic approach by treating all employees equally. These leaders provide chances for their employees to develop and thrive (Luthans&Avolio, 2003; as cited in Trede, 2023, p.36).

1.3.4 Vision

Vision is typically perceived as an organizational goal or a projection of the potential destination of the company. The concept of vision encompasses an employee's capacity to perceive and envision potential disparities in the long-term state of both the organization member and the whole organization (Carroll, 2013).

The servant leader prioritizes the individual and has a future-oriented vision for the members of the organization. Consequently, the servant leader adopts a forward-thinking approach and regards the member as a valuable and deserving resource, with the aim of aiding the individual's personal growth within the organization (Patterson, 2003).

Vision is characterized as an employee 's perspective of the future that generates intense emotions (Blanchar, 2000). Servant leaders prioritize the service of their employees by focusing on the future consequences of their actions. This approach is aimed at ensuring that the needs of the employees are met in the long run and that they are directed toward achieving their future goals (Patterson, 2003), the leadership actions exhibited by servant leaders were indicative of their vision being centered around faith, wherein the leader perceives and articulates actions as tangible occurrences (Bennett, 2001; as cited in Ferris, 2018, pp.14-15).

1.3.5 Trust

Trust has been identified as a crucial attribute of servant leadership, it is characterized as a conviction in the latent capabilities of subordinates and a belief that they can successfully achieve their objectives (Patterson, 2003). Trust is the firm reliance, confidence, and belief in the integrity, reliability, and intentions of individuals, systems, or entities.

The concept of servant leadership entails a willingness to take risks to serve others effectively, as well as a disposition to entrust others and be entrusted to oneself, which is facilitated by the qualities of authenticity and dependability. According to Hunt's (2000) research, trust is a crucial element in the dynamic between a leader and his employees. Servant leaders prioritize the establishment of trustworthiness and aim to cultivate trust rather than fear. The author additionally observed that a leader who engenders trust is one who also delegates power to subordinates (Melrose, 1995).

Servant leaders possess the understanding that trust is established through the occurrence of mistakes. Errors have the potential to yield favorable consequences, such as the cultivation of self-assurance and reliance. When mistakes occur, individuals are afforded the chance to develop and advance collectively, thereby fostering a sense of unity within the organization (Patterson, 2003; Story, 2002; Focht & Ponton's, 2015; Hunt's, 2000; Fletcher, 1999; Melrose, 1995; as cited in Russell, 2016, pp.37 -38).

1.3.6 Empowerment

Empowerment is the process of granting individuals the authority, resources, knowledge, and autonomy to make decisions, take action, and exert control over their own lives and circumstances, it involves enabling individuals to realize their potential, exercise their rights, and contribute actively to their personal growth, development, and the betterment of their communities.

Empowerment is the primary component of effective leadership. The notion of servant leadership is predicated upon the practice of power distribution, as, without it, the principles of servant leadership cannot be effectively implemented. The principle of servant leadership centers around empowering employees while prioritizing the best interests of those being served (Patterson, 2003).

The servant leader empowers others by listening well, making others feel important, emphasizing teamwork, valuing love, and equality, giving employees authority and responsibility, and letting them take risks and be innovative without fear. The concept of servant leadership involves leaders empowering those who follow them by helping them (Russell & Stone, 2002; Sendjaya, 2003; as cited in Focht & Ponton, 2015, p.54).

1.3.7 Service

Service refers to the core philosophy and action of prioritizing the needs, well-being, and growth of others. The concept of "service" in servant leadership emphasizes the leader's role as a facilitator and supporter, rather than a traditional top-down authority figure. Servant leaders place the needs of their team and employees first, seeking to empower and enable them to reach their fullest potential (Carroll, 2013). Employees benefit greatly from servant leadership because it places a premium on serving those who follow the leader Autry (2001). Instead of resorting to intimidation or force, servant leaders focus on providing value to their people (Van Dierendonck & Patterson, 2010).

Servant leadership is characterized by a commitment to service as a way of life, in organizations operated by servant leaders, servant leadership turns into an obligation, not an option, and the outcomes are greater leadership, greater service, an enhanced executing the organization, and more success and significance (Blanchard, 2010).

Service is fundamental to the essence of servant leadership; it is the ultimate destination of all its dimensions. The foundational aspect is a servant leader's inherent prioritization of others' requirements over their own, the commitment to serving others is a distinguishing characteristic of a servant leader (Russell & Stone, 2002; as cited in Abiye, 2023, p.46).

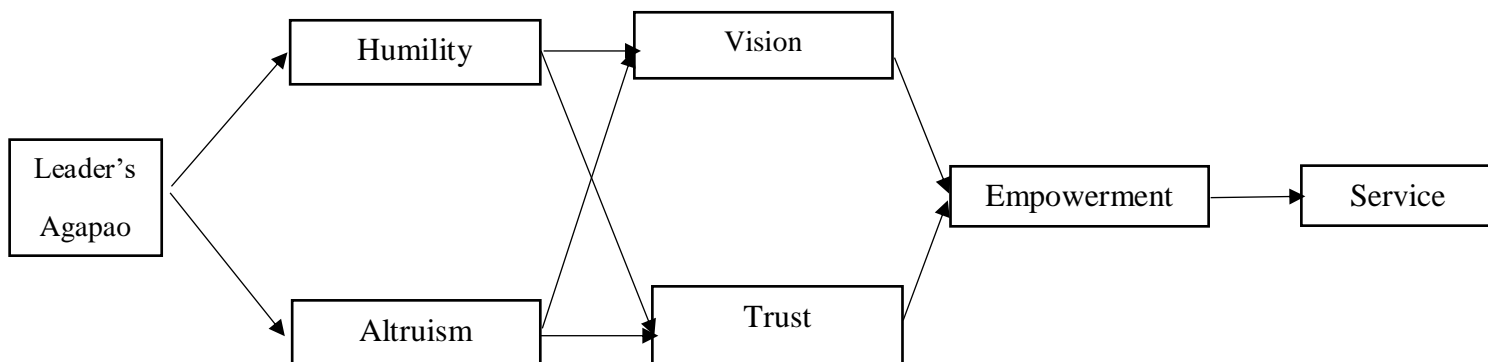


Figure 2: Patterson's (2003) model of servant leadership

2 EMPLOYEE TURNOVER

This section will examine Employee Turnover and Turnover Intention, providing a comprehensive analysis. Additionally, an exploration of diverse manifestations of employee turnover, related expenses, and additional factors will be undertaken.

2.1. An Overview of Employee Turnover and Turnover Intention

The term "turnover" may be more precisely defined as the frequency at which employees depart from an organization and are subsequently replaced by newly recruited individuals. (Tett and Meyer, 1993). There is a four-step process that individuals go through when defining their turnover intention. This process includes assessing their current job, evaluating their current position and company satisfaction, Assessing the advantages and disadvantages connected with voluntary separation from the organization, and exploring the job opportunities in the market while weighing their pros and cons (Saridakis & Cooper, 2016; as cited in Durkin, 2023, pp. 46-47).

Employees' intentions to leave a company rise when they start to lose important resources connected to their jobs and fall when those resources are restored (Knapp et al. 2017). Job factors such as work system, incentives, and communication impact turnover intentions, and factors unrelated to work such as an individual's age, gender, socioeconomic status, marital status, number of years on the job, and level of education can influence their decision to leave an organization (Zhu et al., 2017; Chowdhury & Hasan, 2017; as cited in Hall, 2019, pp. 45-46).

Employees that are dissatisfied with their jobs and want to quit the organization exhibit behaviors consistent with a turnover intention. When employees express a desire to leave their jobs, the presence of certain factors may potentially have adverse consequences for the organization, hence leading to decreased productivity, higher costs associated with replacing them, less institutional knowledge of the position, and low morale (Parray & Bhat, 2019).

Job instability, unhappiness with the company, discontent with the employee's work, pay disparities, burnout related to pay discrepancies, and disengagement from work all

contribute to the desire to leave one's current position (Burrows et al.2021). Satisfaction with one's employment and one's feelings toward one's employer are seen as indicators of a person's likelihood to leave that position (Santhanam & Srinivas, 2020). To better anticipate an employee's discontent with the company and solve the employee's concerns before they depart, administrators might use employment embeddedness as an indication of turnover intention (Sharp, 2022, pp.23-24).

When individuals depart from their positions, the process of recruiting and training new personnel becomes more financially demanding (Ghosh & Satyawadi, 2013). When a person voluntarily terminates their employment with an organization, their productivity diminishes as a result of the time required to become acquainted with the job and the organization's operations (Dusek, Ruppel, Yurova, & Clarke, 2014).

In situations when employees' expectations are not fulfilled, they may contemplate the possibility of discontinuing their employment with the organization. The primary factors contributing to employee turnover are suboptimal managerial practices, inadequate compensation, unfavorable working environments, and limited career advancement opportunities (AlBattat & Som, 2013; as cited in Shahid, 2017, pp. 38-39).

The departure of employees is a significant challenge for organizations since it incurs substantial financial losses. Organizational leaders are required to address two distinct types of employee turnover, namely voluntary and involuntary. Voluntary turnover relates to the situation when a person voluntarily chooses to quit their position within an organization, whereas involuntary turnover pertains to the circumstance where an organization concludes the employment of an employee deemed unsuitable for the role. Both kinds of employee turnover are detrimental to an organization since they create hazards that impede its growth and improvement. The expenses associated with employee turnover include both direct costs, such as labor expenditures, as well as indirect costs, such as the departure of highly skilled employees (Wang et al, 2014). Both the types of employee turnover and cost of employee turnover will be discussed in detail in the upcoming pages.

The departure of employees may be attributed to the inadequate abilities or techniques shown by a supervisor. There are many factors that contribute to workers' decision to depart from or lose motivation in an organization. These factors include insufficient

communication with leadership, inadequate comprehension from leaders, and a dearth of collaboration among staff members and managers (Smith & Macko, 2014).

For An organization to achieve greatness, it may be necessary to address and rectify any detrimental patterns or behaviors. Leaders must devise efficient strategies to retain people, since this may significantly enhance the prospects of success for a corporation. (Paz, 2019, pp. 31-32).

The high expenses of transitioning employees have been shown to have a detrimental effect on organizations (Ballinger et al., 2011; Goldberg, 2014; Phillips & Connell, 2003; Saleem & Qamar, 2017), regardless of whether the turnover was voluntary or forced. Turnover is expected to cost more than \$11 billion annually, including both direct and indirect expenses. Given this information, organizations need to develop solutions to lessen the negative impacts of employee turnover on morale, output, efficiency, and relationships with clients and customers (Abbasi & Hollman, 2000; as cited in Humphery, 2019, p.35).

Employee turnover has indirect costs for businesses, including losses in productivity, morale, and industry expertise (Lyons & Bandura, 2019). Human resource managers need to be aware of the connection between social support, corporate culture, and climate, as well as both direct and indirect expenses associated with employee turnover (Crow, 2021, pp.33-34).

Job and organizational commitment have been shown to influence turnover intentions (Allen et al., 2003; Iverson & Deery, 1997). Management and the organization's culture have a substantial impact on whether employees plan to leave. Most of the phases of employee turnover have alluded to the impact of management. Since employees often spend the majority of their waking hours at work, it stands to reason that their managers have a significant impact on their well-being there (Gale, 2002).

Another aspect of employee turnover strategies is the recognition of the fact that turnover is just a fraction of our particular sector, it is quite likely that an employee would be inclined to resign from their position upon seeing a simultaneous departure of their colleagues (Iverson & Deery, 1997).

The widespread belief that employee departures are "normal" and "appropriate" is troubling, instead of seeing them as the organization's most precious asset and source of competitive advantage, many organizations treat their employees as if they were easily replaceable commodities (Choi & Dickson, 2010; Guthrie, 2001; Simons & Hinkin, 2002; Woods, 2002). Since management already anticipates substantial turnover, this expectation ends up being fulfilled (Malek, 2012, pp.21-22).

2.2 Types of Employee Turnover

Different types of employee turnover can be categorized based on their nature, including involuntary turnover, voluntary turnover, dysfunctional turnover and functional turnover. Understanding these types can help organizations develop strategies to manage and mitigate the challenges associated with employee turnover.

2.2.1 Voluntary Turnover

Voluntary turnover pertains to the intentional departure of employees from an organization that is started by their own will and autonomous decision-making. This kind of turnover is characterized by employees voluntarily choosing to quit or leave their places of work without any external compulsion or pressure. The decision to engage in a certain activity is a free choice that may be impacted by several individual variables, including personal preferences, career goals, levels of work satisfaction, and compatibility with the company culture (Hom et al., 2012, p.833).

Employee turnover has emerged as a global problem with implications for organizations of all types. (Nobuo,2014). Despite the detrimental effects of employee turnover, other experts think it has positive aspects. Hiring new employees presents a chance to innovate and bring new viewpoints to the workplace (Smith & Macko, 2014; as cited in Osisioqu, 2017, pp.36-37).

No organization is immune to employees leaving on their own. Several experts have come up with categories for employees who quit on their own. Turnover can also mean that employees are less happy, the organization doesn't grow, and doesn't make as much money (Sharma, 2016; Johnson, 2023; pp.33-34).

Dissatisfaction with one's work and eventual resignation from an organization are both linked to how well an employee gets along with his or her superiors (Tanner, 2020). The

most influential factors in determining whether an employee stays with an organization are how its leaders and managers foster an atmosphere that motivates workers to give their all (Haberman & Garred, 2017). The voluntary rate of turnover is higher when leaders are unable to interact successfully and establish an atmosphere that encourages employee engagement (Tingfeng et al., 2022).

Employees are more likely to willingly quit a company if they are offered more enticing and better work opportunities elsewhere (Rubenstein et al., 2019). However, managers may take steps to minimize or lessen employee turnover if they are aware of the factors that contribute to voluntary departures.

Voluntary turnover may be caused by factors outside the control of leaders. Employees who disagree with HR policies, such as respectful treatment of coworkers, may leave voluntarily (Perev, 2018). Workplace incivility has been linked to decreased employee effort and productivity, as well as burnout and employee turnover (Rahim & Cosby, 2016). Leaving voluntarily might be due to factors outside of work, such as age or family obligations (Sija, 2021).

Leaders may take steps to prevent future voluntary employee turnover by learning the reasons employees leave their positions. A leader's ability to decrease staff turnover is directly proportional to his or her understanding of the factors that contribute to voluntary turnover. To keep a business running smoothly and gain a competitive advantage, executives must do a good job of reducing employee turnover and retaining key personnel. The capacity to implement effective turnover plans is critical to the survival and longevity of any organization (Hadijah, 2022; as cited in Phillips, 2023, pp.27-28).

2.2.2 Involuntary turnover

Involuntary turnover refers to the situation in which employees are separated from their employment against their wishes or without their active choice. This type of turnover occurs due to various reasons that are often beyond the control of the employee.

Limited attention has been paid to involuntary turnover despite the considerable recent research focus on voluntary turnover. Involuntary turnover has been largely overlooked by turnover theories, including job embeddedness. This relates to a specific kind of

organizational departure that occurs when an employee's employment contract is terminated by the organization (Batt & Colvin, 2011).

The termination of individual employees rather than mass layoffs or organizational restructuring, has been defined as a negative hiring decision that requires correction, and as an employer's decision to fire individual employees (Shaw et al., 1998; Batt & Colvin, 2011).

Involuntary turnover can be attributed not only to immediate factors such as poor performance or lack of fit but also to a deeper relational mechanism that plays a significant role in employee retention. This study proposes that while factors such as job satisfaction, procedures for managing human resources, and external opportunities may contribute to voluntary turnover, there is also a relational mechanism that plays a significant role in a person's choice to leave an organization. Theoretical knowledge regarding the relational factors that explain performance and turnover, whether voluntary or involuntary, is insufficient. Recent theory within energetic activation is the focus of this discussion (Parker & Gerbasi, 2017, p.8).

Organizations spend a lot of money on things like contract workers, overtime, administration costs, split costs, unemployment, etc., when employees leave their jobs without their own choice. Management is always thinking about how to keep employees interested, healthy, safe, happy, and efficient. For some employees, high turnover is a sign that they don't have enough career challenges and growth chances, are unhappy with the job's scope, or have problems with management. Employees must find the right mix in most jobs, and in most parts of their lives, because chances and happiness with present work may come and go. During hard times, it's important to have self-control and avoid instant and spontaneous feelings and responses to things around you if you want to be successful and keep your job (Miller, 2015, p.21).

Employer-initiated separations from employment are referred to as involuntary turnover (Hancock et al., 2013). People who quit their jobs for reasons other than their own will, including a significant sickness or a change in personal circumstances, fall into this category (Pietersen, & Oni, 2014; as cited in Dimichele, 2020, pp.48-49).

2.2.3 Functional and dysfunctional turnover

Functional turnover refers to the departure of employees who are low performers, exhibit poor attitudes, or are not contributing positively to the organization. In other words, these are employees whose departure benefits the company by removing individuals who were not adding value or were negatively impacting the workplace environment. Dysfunctional turnover, on the other hand, occurs when high-performing or valuable employees leave the organization. These departures can be detrimental to the company as they result in the loss of skilled and knowledgeable individuals who were contributing positively to the organization's success.

The theoretical construct of functional/dysfunctional turnover is primarily predicated upon the supposition that, in the extended trajectory, the substitutes for departing personnel within the organization shall exhibit, at minimum, a standard level of performance (Dalton et al, 1982). Hence, it can be inferred that the departure of high-performing employees from an organization may result in dysfunctional turnover, wherein the replacement workforce may exhibit lower levels of competence. Conversely, functional turnover may occur when low-performing employees exit an organization and are replaced by individuals of superior quality.

For identical reasons, employees who persist with the organization can also be categorized as either functional or dysfunctional contingent upon whether substituting these individuals would probably engender an upsurge or downturn in the organization's efficacy (Dalton et al, 1982; as cited in Johnson et al, 2000, p.400).

Poor hiring decisions or management approaches that fail to effectively develop engagement for the person are often to blame when an organization must let go of an employee who is not performing up to par. The dismissal of an employee for reasons of cost-cutting, mass layoff, downsizing, early retirement, buyout, or firm restructuring will not be considered here. The organization decides to fire an employee because of his or her poor performance. Organizations with lower levels of selectivity in their recruiting processes had higher rates of employee dismissals. It is plausible to anticipate an increase in employee turnover rates when businesses allocate insufficient time and effort towards the recruitment process (Batt & Colvin, 2011).

Based on a survey conducted by Calvello (2020), it was found that around 29% of American workers said that they have voluntarily resigned from a job during the first three months of employment due to their dissatisfaction with the organizational culture. Regardless of the nature of the reasons for an employee's departure, firms always incur costs when employees quit their positions.

Schooling, family obligations, and health problems are the reasons employees leave an organization. It was found that 54.2% of all changes were problematic and would be stopped by the organization. The way an organization is run has a direct effect on how engaged and happy employees are with their jobs, which are both forecasts of employees leaving on their own (Batt & Colvin, 2011). Involvement and job happiness had a strong, clear link, when employees are engaged, they like their job more and are less inclined to quit or hunt for alternative employment (Shuck et al., 2017).

The way a company is run affects how well it can get employees to be engaged, how workers' direct managers treat and handle them has a bigger effect on employee involvement than what other people in the organization do (Harter et al., 2002). These management factors include creating a good work environment, giving employees the right pay, training, growth plans, organizational rules, the employee's connection with their peers, and their leadership skills. When an organization doesn't pay enough attention to hiring and management, it's more possible that there will be a lot of change (Anitha, 2013).

Dysfunctional turnover, which is often attributed to inadequate management practices resulting in voluntary employee departures, has a commonality with functional turnover, since the latter is also frequently influenced by suboptimal management practices. While the main focus of this work does not revolve on functional turnover, it is crucial to understand the distinctions between functional turnover and dysfunctional turnover. (Meurer, 2022, pp.7-8).

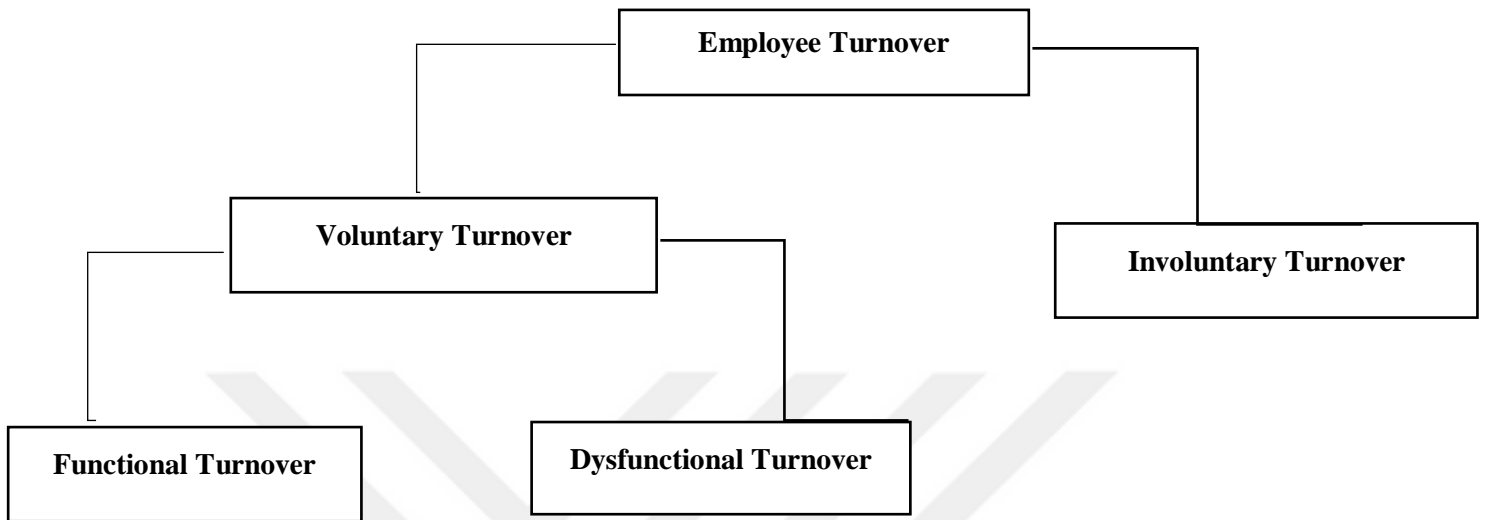


Figure 3: Types of employee Turnover

2.3 Cost of Employee Turnover

The costs associated with employee turnover refer to the financial and non-financial outlays that organizations bear as a result of employees departing from their roles. The costs include various expenditures such as recruiting fees incurred in the process of hiring replacements, resources allocated towards training and onboarding new employees, and the productivity losses experienced during the transitional phase. The expenses associated with employee turnover serve to highlight the many financial and operational ramifications that arise from workforce transitions within an organization.

Several investigations have been carried out over the last few years regarding the expenses related to employee turnover (Wang et al., 2014). It is widely acknowledged among researchers that understanding the expenses associated with employee turnover is crucial for organizations to effectively allocate resources towards minimizing its negative impact (Ballinger et al., 2011).

According to recent studies, the total cost of all accumulated costs for hiring and training new employees can surpass the remuneration of the former employee by a margin of up to 500% (Ballinger et al., 2011). Apart from the monetary expenses linked with employee turnover, there exist several implicit expenses such as immaterial asset expenses, costs related to quality, lost production, opportunity costs, and costs associated with any detrimental effect on the organization's competitive edge (Wang et al., 2014).

The costs of employee turnover fall into three broad classes: Hard Costs, soft Costs, and opportunity costs (Trepanier et al., 2012). Recruitment costs, such as job board or staffing service fees, selection costs, such as background checks and credit reports, and training costs, such as orientation and training materials and, in certain instances, the cost of obtaining certifications for a specific position, are all examples of hard costs (Price, 2012).

Soft costs, on the other hand, are not reflected in the budget but arise from time spent on the recruiting process that might have been spent on more productive endeavors (Trepanier et al., 2012). The amount of time needed for an executive to carry out interviews or set up fresh user accounts for a recruit, getting approval for a new applicant and generating a reasonable list of criteria for the job advertisement are other examples of soft costs (Price, 2012).

In the end, there are opportunity costs to consider. These are the chances that disappear as a result of the time spent on soft-cost activities (Trepanier et al., 2012). The loss of a potential sale or the cancellation of a new client account are only two examples of the more general opportunity costs associated with a departing employee (Ribeiro & Semedo, 2014). Although these expenses have the greatest potential to affect profitability, they are infrequently tracked (Qazi et al., 2015; as cited in White, 2017, pp. 35-36).

Employee turnover has been increasing in cost, which has a negative effect on a company's productivity and bottom line (Khoele & Daya, 2014). The departure of an employee has a detrimental impact on productivity inside an organization (Alhamwan & Mat, 2015).

Top management's attention has been on expanding profit margins while cutting costs. (Huffman et al., 2014). Leaders are concerned about turnover costs, employee

development, and a loss of skilled individuals. The top brass should acknowledge the existence of these problems and work on solutions (Khoele & Daya, 2014).

The expenditure of an organization might be impacted adversely by employee turnover. Managers at any level need to be adept at minimizing turnover costs (Huffman et al., 2014). When creating the yearly budget, management should account for the money needed to find, hire, and educate new employees to replace those who have left the company (Nazir et al., 2016).

The cost of staff turnover and training new employees is affected by the knowledge of departing employees (Sharma & Namabudiri, 2015). Paying out unused vacation time, paying agency fees, posting job vacancies, moving and training new hires, and other similar expenses all add to the cost of turnover (Harrison & Gordon, 2014).

Leaders in organizations need to come up with strategies to keep their best staff from leaving. When managers keep turnover costs low, shareholder value rises (Renaud et al., 2014). A decrease in risks and human capital loss might be attributed to content workers. A study shed light on this topic. and used the concept of person-organization fit (P-O fit) to better understand how to motivate and retain personnel. When employee turnover is substantial, businesses incur significant additional expenditures (Cheng & Waldenberger, 2013).

Organizations save money on hiring and training employees if they are successful in keeping hold of their present staff. Internet usage has resulted in lower hiring expenses since it facilitates cheaper recruitment. When employees' values and beliefs are in line with their jobs, turnover rates go down. Experts who leave rival organizations are sought after and hired by other organizations. Organizations suffer long-term consequences when high-caliber employees depart (Laudicina et al., 2014; Inabinett & Ballaro, 2019; as cited in L. James, 2020, pp. 17-18).

When an employee leaves an organization, it costs money to find a replacement, market the job opening, interview candidates, and train new hires. According to the statement, this has the potential to negatively impact the organization's revenue generation capabilities (Saverio et al., 2018).

Organizations characterized by a fast pace of change are susceptible to significant financial losses (Yang, 2016). The provision of additional compensation for temporary employees was seen as an integral component of the financial implications associated with changes in the manufacturing industry (Meddour et al., 2016; as cited in Claver, 2020, pp.54-53).

Researchers have put the cost of change into groups. For example, some experts have separated the costs of change into two groups: direct costs and secondary costs (Reid, 2019). The direct cost of turnover is the cost of hiring new employees, going through the hiring procedure, and training them. The indirect cost is the cost of a disruption in the organization's operations or functions, more stress from a bigger workload, and less motivation among employees who stay with the company (Reid, 2019).

Hiring and training new employees comes with clear financial costs, while the less quantifiable impacts like lower morale, reduced output, and team issues constitute intangible costs. A study connected frequent staff turnover with noticeable economic repercussions. Furthermore, less quantifiable expenses and indirect expenditures seem to share similarities (Humphrey, 2019). When an employee departs, the transition expenses could range from a month's salary to several years' worth of earnings (Fullen, 2019; as cited in Roberts, 2022, p.23).

The occurrence of employee turnover has implications for the financial objectives of stakeholders and shareholders (Bauer, 2012). It can have a significant impact on the overall financial stability and long-term viability of organizations (Selden et al., 2013). The formulation of tactics aimed at reducing employee turnover is a crucial undertaking, as heightened employee turnover constitutes a leading factor in the diminished sustainability of the majority of organizations (Lee & Brookshire, 2017).

According to Jang and Kandampully (2017), The increase in employees' turnover rates may result in a decrease in both the financial profits and the long-term sustainability of an organization. The leaders in the retail sector are motivated to utilize successful tactics that have resulted in reducing employee turnover rates within their organizations, as this is necessary for improving overall profitability. Employee turnover incurs significant costs for organizations, particularly in the retail industry, as it disrupts business operations (Pentareddy & Suganthi, 2015).

The foremost expenses linked with employee turnover pertain to substitution, hiring, education, and uninterrupted organizational operations during the interval between the employee's voluntary departure and the appointment of a substitute within the organization. Employee turnover has a dual effect on organizations. Specifically, turnover can impact both the cost and profitability of an organization, as well as its overall bottom line, which was referred to as the efficiency and sustainability of the organization. An investigation into effective strategies for reducing employee turnover within organizations may prove advantageous for organizational leaders seeking to mitigate the financial burden associated with high employee turnover rates (Ratna & Chawla ,2012; James & Mathew, 2012; as cited in Oni-Eseleh, 2020, p.29).

2.4. Employee retention to reduce Employee Turnover

Employee retention pertains to the measures and tactics implemented by an organization to foster employee engagement, contentment, and motivation, with the aim of ensuring their prolonged commitment to the company. It entails establishing a conducive work atmosphere, providing competitive remuneration and benefits, facilitating avenues for professional development, acknowledging, and incentivizing employees' contributions, and addressing their concerns. Efficient employee retention aids in mitigating turnover rates, preserving institutional knowledge, and bolstering overall organizational productivity and success.

The term employee retention pertains to the capacity of an organization to effectively sustain a stable workforce while minimizing the incidence of voluntary turnover. It exists a range of factors that can potentially influence an employee's decision to leave an organization. Although some scholars consider employee retention rates to be indicative of a company's overall well-being, others maintain that this issue warrants further investigation (Presbitero et al., 2016).

Organizations should focus on the role of retention in maintaining a workforce that can consistently meet their needs. Employee turnover plays a crucial role in eliminating employees who do not meet the organization's standards, while the focus should be on retaining those who do (Rose & Raja, 2016).

Retaining the most talented and skilled employees is imperative for the sustained prosperity of any organization. The rationale behind this is that organizations are compelled to recruit personnel who possess the requisite expertise and competencies necessary to produce their commodities (Al-Emadi, Schwabenland and Wei, 2015). In situations where employment opportunities are scarce, the acquisition of qualified candidates becomes a more challenging task. In this context, enterprises frequently encounter the obstacle of enhancing the efficiency of their current workforce as opposed to acquiring novel, top tier personnel

Human resource strategies and policies must align with the values, principles, and objectives of the organization, the primary point of interaction between employees and an organization is typically through HR-related functions such as recruitment, onboarding, and professional growth. Considering this probable scenario, it is advisable to establish the foundation for an employee's expectations from an organization before their recruitment. This approach could aid in the elimination of unsuitable candidates and reduce the costs of training and development that would otherwise be squandered because of staff turnover (Iqbal & Hashmi, 2015).

Ensuring robust professional relationships between employees and leadership is a crucial objective for any thriving organization, employees who perceived a favorable working connection with their immediate supervisor exhibited a lower tendency to engage in voluntary turnover as compared to those who did not have such a positive experience.

Effective management of human resources can offer a competitive edge to organizations in the market, the utilization of human resources enables organizations to construct teams that possess unique, complex, and difficult-to-replicate characteristics (Al-Emadi et al., 2015). Employees may draw inferences regarding the organization's treatment of them on a personal level based on the human resources policies and procedures in place. They also develop a level of commitment toward the organization by interpreting the relevant policies and behaving accordingly (Larkin & Burgess, 2013; as cited in Brown Jr, 2019, pp.54-56).

Employees' motivation to remain on the team is important to the concept of employee retention. Employee retention pertains to the strategic initiatives undertaken by an organization to incentivize its existing employees to remain within (Singh, 2019), and it

was described as "the conscious effort by the organization to retain employees by providing a motivating and encouraging work environment (Al Damoe et al., 2017).

Employee retention is encouraged by what's called "intent to stay," a process that workers go through in their minds (Frye et al., 2020). The primary objective of employee retention is to maximize the duration of employees' tenure inside the organization, or at least until the end of the project (Alshurideh, 2020). Retention is often operationalized and conceptualized in various terms by researchers (Rao et al., 2018), these terms include intent to remain or leave, attrition, and turnover. The opposite of intending to remain with a business, this scenario focuses on employee action connected with leaving (Seeli, 2022, p. 62).

The management of employee retention has been regarded by scholars as a process that is both strategic and cohesive in nature. This process commences with an analysis of the factors that motivate employees to join an organization (Brown, 2009). The issue of employee retention, particularly in relation to trained employees, has emerged as a prominent preoccupation for managers on a worldwide scale, owing to the prevalent occurrence of high employee turnover rates. (Samuel & Chipunza, 2009, p. 410). In contemporary organizations, attrition has emerged as a crucial issue that demands attention. This phenomenon refers to the gradual decrease in the number of employees due to various reasons such as retirement, resignation, or mortality. The phenomenon referred to as "Employee Defection" or "Employee Turnover" is also recognized in academic literature (Latha, 2017, p.1).

Because turnover can be indicative of a significant systemic issue such as inadequate retention management, it is crucial for firms to possess a comprehensive understanding of the elements that drive employees to maintain their commitment and productivity (Embuhira, 2011, p. 5). Retention is commonly perceived as the antithesis of turnover, as it denotes the inclination to persist or remain within the organization, as opposed to resigning or departing from it (Muir & Li, 2014, p. 3).

Retention indicates the inclination of organizations to retain their proficient employees and the metrics used to gauge this tendency. The concept comprises of three fundamental components, namely the field of economics, the supply chain, and the workforce (Hemalatha & Savarimuthu, 2013). Employee retention encompasses the range of

strategies and protocols used by an organization to incentivize and motivate workers to sustain their tenure inside the organization for a prolonged period (Francis ,2014; as cited in Fahim, 2018, p.24).

It is a plan to build and support a setting that makes workers want to stay on the job by meeting their different needs. Keeping workers is a long process that takes all the help a company can get (Bidisha & Mukulesh, 2013). Businesses need a strategic plan for putting encouraging tools into place if they want to keep their workers. Researchers looked at keeping good workers on board as a matter of taking steps to keep them from quitting (Das and Baruah, 2013). Organizations should use a method to make employees more productive so they can meet organizational goals and keep employees (Bharath, 2021, p.115).

The importance of keeping competent staff employees is comparable to that of attracting suitable candidates. Studies have revealed that the implementation of optimal strategies, such as acknowledging employees, providing career advancement opportunities (Butt, Lodhi, and Shahzad, 2020), offering training and development programs, creating a motivating work environment, ensuring job security and fostering a sense of support from the organization can effectively improve employee retention (Sharma et al., 2018; Arasanmi & Krishna, 2019). Additionally, it is probable that employees will exhibit greater retention rates within an organization when the benefits provided to them are commensurate with, or potentially exceed, the level of effort they contribute (Lo, 2015).

Furthermore, contemporary employees exhibit a greater tendency towards opportunism and reduced loyalty, resulting in a decreased inclination towards pursuing a conventional career path within a single organization (De Vos and Meganck, 2008, p. 46). The need for organizations to develop a proficient Employee Branding (EB) strategy that offers a favorable employment encounter to their workforce has been emphasized (Mascarenhas, 2019; as cited in Yameen and Bharadwaj et al, 2020, p.29).

The notion of employee retention is well-known among businesses due to its significant impact. The goal of employee retention is to ascertain the inclination of existing personnel to stay affiliated with the organization (Kossivi et al., 2016). Although employees may engage in activities such as job searches and general curiosity, companies can implement retention strategies to ensure that their employees remain content and dedicated to the

organization (Froiland, 2021; Kossivi et al., 2016). Strategic initiatives may be directed towards various concerns such as employee engagement, compensation, rewards, career advancement prospects, organizational commitment, corporate ethos, and leadership approach (N. Sharp, 2022, p.27).

Motivating and sustaining employees are two aspects that contribute to employee retention. Employee salary and workload are examples of maintenance factors, whereas recognition from management and support from the organization are examples of motivational elements (Benge, Harder, & Goodwin, 2015). Traditional methods of managing staff retention and satisfaction have focused on maintenance elements like remuneration and incentive systems (Sankar, 2015). According to studies, an organization's ability to keep its employees depends on the salary and benefits it offers them (Michael et al., 2016). Employees who are unhappy with their pay are more inclined to go elsewhere for work, salaries raise, and bonuses are all examples of possible reward systems (Sankar, 2015; as cited in White, 2019, p.17-18).

3 RESEARCH

This element of the study will include several components, including research questions, a model, hypotheses, research techniques, sample selection, scales used, the assessment of their reliability, and the utilization of factor analysis.

3.1. Purpose and the Scope of the Study

Numerous studies have been undertaken, particularly in the United States of America, to examine the correlation between servant leadership and employee turnover intention. However, in countries such as Morocco, these studies have not received significant attention from scholars.

This study is mostly about big organizations in Morocco. The choice of a big organization like the Moroccan National Railways Office lets a wider range of leadership styles and employee experiences be shown. This gives a complete picture of the link between servant leadership and employee turnover. The research digs into the idea of servant leadership and looks at its most important parts, principles, and actions. It looks at how leaders who use servant leadership styles affect how employees see them, how happy they are with their jobs, how devoted they are to the organization, and, finally, The probability of their departure.

This thesis looks at how likely an employee is to leave as the main result variable. By asking workers if they want to leave their present jobs, the study hopes to find out what makes employees want to leave and if servant leadership practices can stop employees from wanting to leave. It uses rigorous study methods to look at the link between servant leadership and employee turnover. It uses polls and statistical analysis to collect and study data, which makes it possible to look at the factors and how they affect each other in a planned way. By doing this study, the goal is to add to what is already known about leadership and employee loss, especially in Moroccan organizations.

The results can help the organization come up with better ways to lead that make employees happier, more committed, and more seemingly remain with the organization for a prolonged time. This will improve the organization's performance and success in the long run.

3.2. Literature Review

Servant leadership has been linked to lower rates of employee turnover, according to several research. The next paragraphs will provide a literature review of the link between the two variables.

3.2.1. Servant Leadership in the Literature

The phenomenon of servant leadership has been the subject of extensive inquiry by a multitude of scholars. Numerous researches have demonstrated the significant effect of this type of leadership on behaviors over the course of several decades. Extensive analysis has been conducted on the development of research pertaining to servant leadership (Eva et al., 2019; Hoch et al., 2016; Barbuto & Wheeler, 2006; Ehrhart, 2004; Otero-Neira et al., 2016; Page & Wong, 2000; Spears, 2016). The extensive analysis of various traits led to the identification of strategic evidence-based practices at the employee, the team, and organizational levels (Eva et al., 2019; Liden et al., 2008; Neubert et al., 2008; Van Dierendonck & Patterson, 2015).

Numerous research inquiries have been conducted on the leadership style, leading to widespread analysis. The structures of servant leadership were examined by Fleishman (1998), while other researchers (Liden et al., 2008, Neubert et al., 2008; Peterson et al., 2012; Van Dierendonck & Patterson, 2015) focused on analyzing the constituent elements of servant leadership. In contrast, Ehrhart, 2004) and (Schaubroeck et al., 2011) conducted studies on servant leadership in group settings. By recognizing and addressing the needs of their followers, leaders could bring about beneficial transformations. The concept of servant leadership was developed with the aim of fostering self-assurance and enabling both individuals and teams to feel empowered (Chen et al., 2015; Eva et al., 2019; Greenleaf, 1977).

The notion of servant leadership was introduced to address the issue of deteriorating leadership in various industries, as evidenced by scholarly works such as those authored by Chen et al. (2015), Greenleaf (1977), Liden et al. (2014), and Wu et al. (2020). According to Greenleaf's (1977) assertion, sufficient training in listening skills has the

potential to bring about favorable outcomes. Greenleaf's proposition posits that the act of actively listening to others can serve to enhance and fortify interpersonal connections.

Scholars have reached a consensus that servant leadership is linked to a plethora of favorable individual outcomes, including but not limited to confidence, performance at work, involvement, behaviors related to organizational citizenship, social responsibility behaviors, commitment to the organization, innovation, and excellent client service behaviors (Grant-Hewitt, 2022, pp .26-27).

The theory of servant leadership is predicated on the establishment of organizational prospects that facilitate the development of employees (Koshal, 2005; Folcht & Ponton, 2015). The framework of servant leadership is distinguished by its emphasis on delivering service to others, embracing a cooperative methodology in tasks, fostering a feeling of community, and advocating for the distribution of decision-making authority.

The application of servant leadership practices is instrumental in facilitating the transformation and mentorship of employees, with the goal of empowering them to become effective leaders. The conceptualization of servant leadership involves the cultivation of potential leaders who can influence the culture of an organization and establish a track record of achievement through collaborative learning, the adoption of servant leadership traits, and practical implementation (Folcht & Ponton, 2015).

The significance of servant leadership in this investigation lies in comprehending leadership within the framework of prioritizing service to others, fostering the growth of employees into leaders by implementing acquired behaviors, imparting knowledge, and recognizing distinct servant leadership attributes that enhance and correspond with the phenomenon under examination (A. Patterson, 2020, p.47).

As stated in the biblical account, Jesus instructed his disciples that true leadership necessitated assuming the role of a servant, exemplifying this principle through his acts of service towards others and ultimate sacrifice for the redemption of humanity. In Matthew 20:28, Jesus declared his purpose on earth to be that of serving others rather than being served. Islam, Judaism, Hinduism, and Buddhism are among the significant religions that endorse the notion of service. The notion was subsequently adopted during

the contemporary, non-religious epoch through Greenleaf's pioneering publication (Sendjaya et al., 2008).

Greenleaf's viewpoint was grounded in a pragmatic worldview that encompassed four key characteristics: (1) a consciousness of the outcomes of actions, (2) a focus on addressing problems, (3) a willingness to employ diverse approaches, and (4) a practical orientation towards real-world application. Multiple scholars have contributed to the Greenleaf theory in various industries, including education at the university, secondary, and elementary levels, healthcare, sales, production, charitable organization businesses, voluntary service, and to a limited extent, the military (Belias & Koustelios, 2014; Certi 2009; Coetzer et al., 2017; Hunter et al., 2013; Laub, 1999; Wayne et al., 2014; Northouse, 2016; Parris & Peachey, 2013; Patterson, 2003; Spears, 2010; Van Dierendonck, 2011).

Academic scholars have utilized certain distinctive aspects of servant leadership and devised their own frameworks and tools to evaluate corresponding characteristics. Regrettably, the abundance of academic contributions has led to the emergence of over 43 comparable characteristics and the proposition of diverse definitions of servant leadership (Anderson & Sun, 2017).

The researcher determined that the most efficacious approach for presenting the concept of servant leadership was the chronological literature review method, followed by the development of a model for the concept, and ultimately, the creation of an instrument. The development of a robust model necessitates the presence of a sound concept. Likewise, it is imperative to possess a robust and feasible tool to verify that the anticipated outcomes of the idea and the accomplishments of the model have been duly fulfilled (Guerrero, 2019, pp.16-18).

The fundamental components of servant leadership are the emphasis on servanthood and follower development (Sendjaya et al., 2008). This common thread is evident in all attempts to define servant leadership. Servant leadership was provided as a definition of a leadership approach that prioritizes the well-being of followers over the own interests of the leader. This strategy places emphasis on leader behaviors that facilitate the growth and advancement of employees, while simultaneously diminishing the tendency to excessively exalt the leader (Laub, 1999, p. 83).

In the context of this dissertation, the notion of servant leadership utilized is which is all-encompassing and emphasizes the prioritization of the well-being of followers rather than the self-interest of the leader. This definition underscores the importance of leader behaviors that facilitate the development of employees, while concurrently reducing the emphasis on the exaltation of the leader (Hale & Fields, 2007, p.397; as cited in Williams jr, 2012, pp.3-6).

One criticism regarding the utilization of abbreviated scales for evaluating servant leadership pertains to their potential to restrict comparisons with the outcomes obtained from complete-length instruments (Bande et al.,2016). The existing body of literature indicates a deficiency in comprehending the concept of servant leadership across various professions and occupational contexts, as evidenced by the studies conducted by Curtis et al. (2016), Green et al. (2016), Grisaffe et al. (2016), Irving and Berndt (2017), and Ritter et al. (2016).

After conducting a thorough examination of the literature on servant leadership, the focus of this study is to analyze the various components that constitute servant leadership. A retrospective analysis of leadership models offers a framework for comprehending the development of leadership and the advent of servant leadership. As individuals in both employee and leadership roles undergo development that is commensurate with their environment, leadership models have evolved to incorporate various approaches to motivation, inspiration, and ways of leading others. With the shift in leadership paradigm from a hierarchical to a decentralized structure, there has been a growing emphasis on exploring alternative models such as servant leadership.

Multiple studies have investigated the characteristics and conduct that exemplify and establish the concept of servant leadership since its inception. Initially ten qualities of leadership were proposed that commence with the innate desire to serve, placing service as the foremost priority, subsequently, the act of making a deliberate decision motivates an individual to strive toward assuming a leadership role. The literature review reveals the emergence of additional research and the emergence of components pertaining to servant leadership (Hill, 2021, pp.46-47).

Applying the principles of Servant Leadership has been proven to benefit both the leader and the organization (Hunter et al., 2013). The concept that a servant leader must serve

first is important to making the servant leadership model work in practice. According to the Servant Leadership Theory, the fundamental obligation of a leader is to their subordinates (Burch et al., 2015; Spears, 2010; van Dierendonck, 2011; as cited in Uribe, 2021, pp.6-7).

The scholarly work of Eva et al. (2019) involved a review of the literature on servant leadership spanning the last two decades. A contemporary definition was formulated by the authors, which delineates the characteristics of servant leaders who prioritize the needs of their subordinates over the optimization of organizational or personal needs. In contrast to conventional leaders who prioritize the optimization of their organization's interests or their own authority, servant leaders direct their attention toward the needs and growth of their subordinates. Scholars have suggested that the emphasis of servant leadership on the selflessness of leaders has the potential to address ethical leadership shortcomings that have occurred in the past (Chacksfield, 2014; Liden et al., 2014; Russell & Stone, 2002; van Dierendonck, 2011).

Individuals who adopt the Servant Leadership approach place significant emphasis on behavioral conduct and strive to establish an ethical culture within their respective institutions (McCune-Stein et al.,2020). Servant leadership prioritizes the cultivation of leaders through an ethical and selfless perspective. Conventional leadership models that prioritize organizational profitability and growth over employee welfare are widely recognized. In contradistinction, leaders who adopt the servant leadership approach tend to prioritize the attainment of sustainable performance in the long run (Sendjaya, 2015).

Numerous organizations have incorporated servant leadership practices within their teams due to their emphasis on ethical conduct. Several organizations, including Starbucks, Southwest Airlines, Ritz Carlton, Service Master, TD Industries, SAS, Zappos.com, Container Store, Intel, and Marriott, have implemented servant leadership principles (Eva et al., 2019; McGee-Cooper & Looper, 2001).

In the subject of customer-centric organizations, servant leadership serves as a crucial conduit that facilitates the translation of the treatment of employees into the quality of service rendered to customers. When an organization is imbued with a desire to serve others, it can result in widespread benefits for all parties involved, particularly customers.

Conventional leadership models typically depict the leader positioned atop a hierarchical pyramid. In contrast, servant leadership emphasizes an inverted pyramid structure (Blanchard, 1998; Russell, 2001). The primary objective of a leader is to facilitate the personal growth and development of employees toward the attainment of their maximum potential. By prioritizing employees at the apex of the theoretical hierarchy, they assume a central role. Prioritizing the growth and needs of followers is believed to result in increased engagement and effectiveness (Eva et al., 2019; as cited in Fitzgibbon, 2021, pp.25-27).

3.2.2. Employee Turnover Intention in the Literature

The expressions "turnover" and "turnover intention" are often used equally, although their meanings are somewhat different. Considering quitting one's employment, making plans to leave, or having the desire to do so are all examples of turnover intention (Campbell et al., 2014). In contrast to employee turnover, which simply refers to employees leaving the organization, turnover intention relates to those who are considering or planning to quit the organization. Employee turnover may be reduced if the elements that contribute to workers' thoughts about leaving are addressed by managers.

There are a variety of things that might make an employee leave their current position. It is a top goal for many company executives to identify the variables that lead to employee turnover (Sharma & Nambudiri, 2015). There are three main variables that influence whether an employee will leave their current position: the external environment, the individual's demographic and personal qualities, and the organizational and work-related aspects (Wynen & de Beeck, 2014).

According to studies, only around a third of the variables associated with workers' decisions to leave an organization are relevant. Managers in organizations should educate themselves on the elements that are under their control and those that are beyond their sphere of influence when it comes to employees' intentions to leave the organization.

Employee turnover is the dependent variable in this study. Since the 1950s, researchers have been interested in the topic of turnover intent. A 1958 study established a connection between an employee's purpose to leave and their degree of involvement and dedication to the organization (Campbell et al., 2014). Research on why employees decide to leave

an organization has been conducted for quite some time and continues to be of interest to both academics and organization.

Many organizations' inability to achieve their full effectiveness and earnings potential may be traced back to a negative link with employee turnover. Leadership and management within an organization are the ultimate determinants of whether employees are likely to leave. The workplace environment may affect an employee's decision to leave. However, other research has revealed no correlation between gender and resignation intentions (Wynen & de Beeck, 2014; as cited in Brown, 2018, pp. 57-60).

Turnover includes both internal and external job changes. Internal job changes occur when an employee moves to a different role within the same organization, whereas external job changes occur when an employee departs from the organization altogether (Jackofsky & Peters, 1983). The pace at which an organization's employee quit was one of the factors examined by McMann (2018). Evaluating the motives behind staff turnover is the first step in identifying the factors that contribute to voluntary turnover (Cohen et al., 2016; Hom et al., 2017).

There are tools available to measure the impact that bad work environments have on an employee's level of job satisfaction and their desire to leave their current position (Herzberg et al., 1959). Individual and organizational influences have been studied extensively by those interested in employee turnover because they can lead to negative outcomes like increased stress, burnout, and psychological instability (Harden et al., 2018; Kim, 2015; Mullen et al., 2018; as cited in Disque, 2020 pp.29-31).

For the growth of the prediction model for turnover purposes, it is important to know what has been learned about turnover from past studies. Many experts have had different ideas about employee loss over the years. The meaning of staff turnover is when an employee who gets paid by an organization leaves that organization (Price & Mobley, 1983). Turnover refers the movement of employees around the job market, between employment and unemployment, and among careers, jobs, and firms (Abassi, 2000). This difference in meaning shows that even though employee loss is one of the extensively researched areas in workplace behavior, it is still changing.

The turnover study started when people realized how much it costs to hire and fire people and asked what caused this. In the 1950s and 1960s, researchers started looking at how employees' attitudes or views of their workplaces affected their decisions to leave. In the 1970s, the basic research method design for turnover was made, which was a big step forward in turnover research. Mobley came up with the idea of moving desirability, which is described as being happy with your job. This suggested a more complicated turnover model, which said that unhappiness makes organizations think about leaving, which makes them leave in the end (Meredith, 2022, pp.5-6).



Figure 4: Steps to employee turnover

A connection between employees' intent to leave and their actual voluntary departure. Before deciding to leave a organization, employees will consider how it would affect their personal lives, careers, and families (Kim et al., 2017). A direct element that predicted and contributed to turnover behavior was employees' intentions to leave. The connection between employee turnover and performance on the job is complex, including several interrelated elements (Hongvichit, 2015).

Employees with excellent performance at work may have less longing to quite due to the larger benefits they got from the firm (Dreher, 1982). Employees with strong job performance were more inclined to leave voluntarily, committed workers contributed more than expected and left their employers less likely to seek employment elsewhere (Perryer et al., 2010).

Executives profited when they saw that workers who were devoted to the organization's mission also took personal responsibility for their own success and were willing to take risks in pursuit of excellence. Employees with bravery knew that if they compromised their values in order to achieve success, the organization may eventually collapse, but they were willing to take that chance because they cared about doing what was right (Caldwell et al., 2012).

Employees who felt vested in the success of their organization were more likely to remain with the organization and put in more effort on its behalf (Dixit & Bhati, 2012). A devoted employer contributed significantly and personally to the organization, outperformed their peers, demonstrated good corporate citizenship, and was more unlikely to participate in counterproductive actions (Perryer et al., 2010). Employees who weren't fully invested in the organization painted a poor picture of it to the outside world, which negatively affects recruitment efforts (Dixit & Bhati, 2012; as cited in Payton, 2022, pp.19-20).

Some companies may benefit economically from high turnover rates of employees, however, on average, companies lose money due to excessive turnover. The most expensive elements were found to be personnel turnover, the time and money spent teaching and training new hires, lost productivity, equipment damage and replacement, and machine and equipment downtime (Douglas, 1918; as cited in Kuyembeh, 2020, pp.36-37).

3.2.3. The relationship between Servant Leadership and Employee Turnover

The concept of servant leadership is increasingly being recognized and embraced within the realm of management as a means of effectively retaining and incentivizing high-performing employees. The theory in question has some characteristics that are reminiscent of both traditional and modern leadership theories, while also containing several unique concepts. One distinguishing characteristic of servant leadership, which

sets it apart from other leadership theories, is its focus on the elevated position of employees and the servant-oriented attitude of leaders. The significance of listening and empathy as fundamental characteristics of servant leadership sets it apart from other leadership approaches.

Employee turnover has significant negative consequences for organizations, including both the explicit expenses associated with recruiting, training, and replacing departing personnel, as well as the implicit costs arising from increased workloads for remaining staff, reduced productivity, the loss of valuable human resources, and possible customer attrition. Efficient methods for retaining employees include a combination of both intangible and concrete advantages. The implementation of intangible benefits, such as training and development opportunities, has the potential to enhance employee engagement levels, leading to a decrease in turnover rates (Shuck et al., 2014; as cited in Thacker, 2018, p.56).

The connection between servant leadership and employee turnover is generally negative, indicating that an increase in servant leadership is linked to a decrease in employee turnover rates. Servant leadership, characterized by a leader's emphasis on serving the needs of employees, promoting their well-being, and facilitating their growth, creates a supportive and a stimulating work atmosphere that cultivates employee contentment and dedication. This, in turn, reduces employees' intentions to leave the organization.

Organizations with servant leaders tend to articulate reduced voluntary turnover rates (Liden et al., 2014). The positive work environment cultivated by servant leadership practices contributes to employee loyalty and engagement, leading to decreased turnover intentions (Eisenbeiss et al., 2008). Servant leadership behaviors were negatively related to turnover intentions, highlighting the significance of a leader's supportive and empowering approach in retaining employees (Walumbwa et al., 2010).

Furthermore, research demonstrates that servant leadership has a direct effect on lowering turnover intentions. The study shows that when employees perceive their leaders as prioritizing their growth and well-being, they are more likely to develop a sense of loyalty and reduced desire to seek alternative employment options (Choudhary & Akhtar, 2015).

The implementation of servant leadership has been shown to have a significant impact on reducing employee turnover rates and favorably influencing employee outcomes (Thacker et al.,2019). Servant leadership has an impact on employee turnover among the unskilled or semi-skilled. In a study by Turgut et al. (2017) a statistically significant inverse correlation was discovered between servant leadership and turnover (Jang & Kandampully, 2018; as cited in Hicks, 2022, p.39).

In summary, the body of literature suggests that servant leadership is associated with a negative relation with employee turnover. By prioritizing employee satisfaction, commitment, and well-being, servant leaders contribute to creating a work environment that reduces turnover intentions and promotes employee retention.

3.3. Research model and hypothesis

A research model serves to articulate the research problem in a way that is as scientifically sound as possible. The logical order shows how the situation and study will be looked at. It is a way to explain ideas that can be linked to events, processes, or things. And processes, as well as how they work together (Islamoglu, 2009).

A favorable association between servant leadership and employee turnover was discovered through an analysis of relevant theories and a literature review. The positive impact of reducing employee turnover rates can be attributed to the display of servant leadership behaviors by leaders. The implementation of servant leadership by leaders can result in the establishment of a work environment that is supportive and engaging, leading to increased employee satisfaction, commitment, and well-being. The factors discussed have the potential to decrease employee turnover rates by increasing the likelihood of employee retention within the organization. The primary objective of this study is to investigate the relationship between Servant Leadership and Employee Turnover in Morocco, utilizing the model presented below.

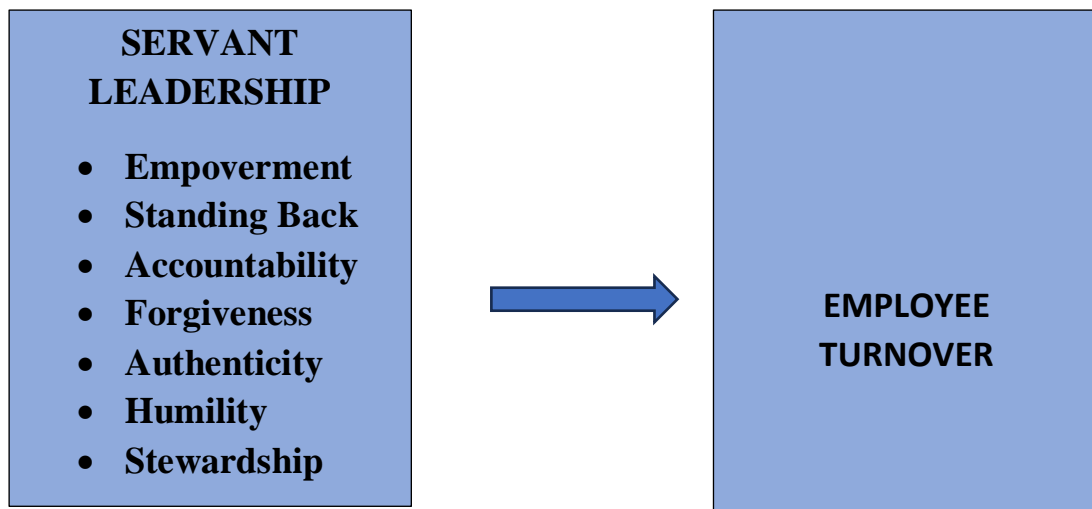


Figure 5 :Research Model

The hypotheses prepared for the study are as follows:

H: Servant leadership affects employee turnover

H1a: Empowerment affect employee Turnover.

H2a: Standing Back affects employee turnover.

H3a: Accountability affects employee turnover.

H4a: Forgiveness affects employee turnover.

H5a: Courage affects employee turnover.

H6a: Authenticity affects employee turnover.

H7a: Humility affects employee turnover.

H8a: Stewardship affects employee turnover.

3.4. Research Sample and Method

The study's target population comprises the Moroccan employees of the Moroccan railway's office (ONCF), specifically those located at the headquarters, which consists of approximately 700 individuals. The sampling method employed was convenience sampling, and the distribution of questionnaires took place online via a shared Google Forms link in May 2023. A total of 284 questionnaires were obtained from the survey, out of which 25 questions were excluded owing to incomplete responses. Consequently, 259 questionnaires were ultimately gathered and used in the research.

3.5. Limitation of the study

The limitations of this study necessitate a critical evaluation of its findings. Specifically, it was observed during the collection of online data that the study participants who volunteered exhibited a lack of adequate understanding regarding servant leadership. It became necessary to provide the volunteers with information prior to administering the questionnaire. The utilization of an online questionnaire posed a challenge in terms of achieving optimal participant engagement and obtaining enough responses. The length of the questionnaire may have contributed to a lack of motivation among respondents, resulting in a prolonged data collection period of four months. The present survey was administered to the staff members of the ONCF organization, which is a state-owned enterprise responsible for the management of both passenger and freight transportation on the national railway network in Morocco. The ONCF is under the jurisdiction of the Ministry of Equipment Transport and Logistics. The extant literature on servant leadership and employee turnover in Morocco is scarce and has limited accessibility to the public.

3.6. Data collection and Scales used

Research data were collected with an internet survey. The data were analyzed using the SPSS 23.0 program. In this part of the research, it started with the frequency distributions of the participants' sociodemographic characteristics. The distributions were visualized as pie charts. Then, the reliability analyzes of the scales used and their dimensions were examined. After the scales were determined to be reliable, descriptive statistics for the

scale sub-dimensions were included. Correlation analyzes were performed to test the relationships for the scale and its sub-dimensions. A regression model was established in order to determine which dimensions affect each other to what extent and in what direction. Testing of hypotheses was done with a regression model. In all tests, the 95% level of statistical reliability was accepted. Parameters and obtained statistics were interpreted. The results have been compiled.

3.6.1 The Servant Leadership Scale

Servant leadership is assisted by Van Dierendonck and Nuijten's (2010) scale. It is an eight-dimensional measure of 30 items: the eight dimensions being: standing back, forgiveness, courage, empowerment, accountability, authenticity, humility, and stewardship. Each item is evaluated over 8 points (i.e., 1: Strongly disagree, 8: strongly agree).

Each dimension (i.e., standing back, forgiveness, courage, empowerment, accountability, authenticity, humility, and stewardship) is measured with 3 to 7 items. Empowerment: 7 items (1, 2, 3,4,12, 20, 27); Standing Back: 3 items (5,13,21); Accountability: 3 items (6,14,22); Courage: 2 items (8,16); Forgiveness: 3 items (7,15,23); Authenticity: 4 items (9,1,7, 24,28); Humility: 5 items (10, 18,25,29, 30); Stewardship: 3 items (11, 16,26).

The construct validity of the scale was rigorously assessed using confirmatory factor analysis. The obtained results from this analysis are as follows: ($X^2 = 1314.4$, $df = 397$, $CFI = .92$, $TLI = .91$, $SRMR = .06$, $AIC = 29809.9$, $RMSEA = .08$). The aforementioned results together demonstrate a satisfactory degree of alignment in terms of structure, therefore confirming the construct validity of the scale for the specific objectives of this study.

3.6.2. The Employee Turnover Scale

The Turnover Intention Scale (TIS-6) is a scale consisting of six items that was revised by Roodt (2004) from his previously unpublished 15-item turnover intention scale. This scale is used to evaluate workers' intentions of either remaining with or departing from a business.

Each item is evaluated over 5 points. (i.e., 0: Never, 5: Always).

3.7 Research findings

In this section of the chapter, the researchers performed demographic frequencies, descriptive statistics, and explanatory factor analysis. Additionally, this paper will give an investigation of reliability, correlation, and regression.

3.7.1. Demographic Frequencies

The following table presents a compilation of demographic data pertaining to the study participants.

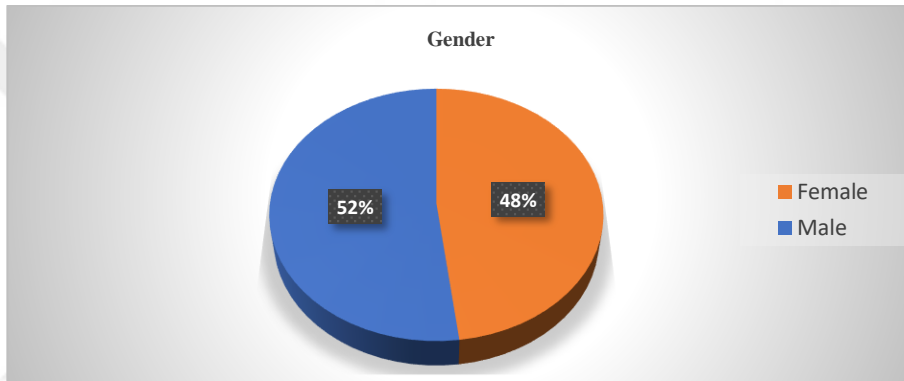


Figure 6 : Distribution of employees by gender

The figure shows that males make up most of the workforce, constituting 52% of all employees. on the other hand, females represent 48% of the workforce indicating a slightly lower proportion compared to males.

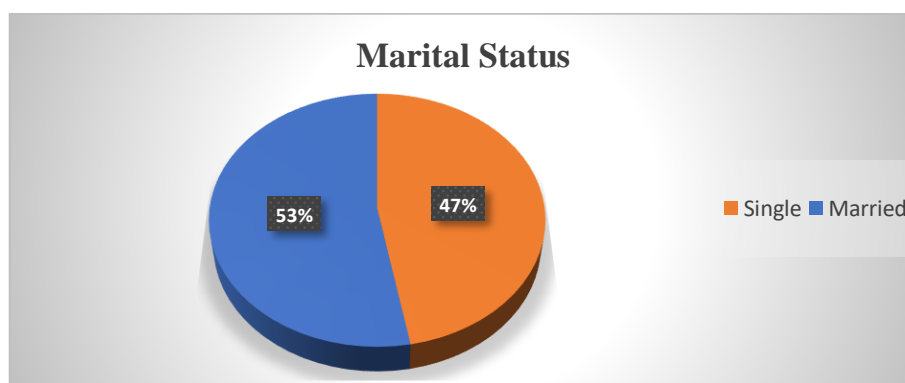


Figure 7: Distribution of employees by marital status

The data shows that 53% of the employees are single, while the remaining percentage represents employees who are married.

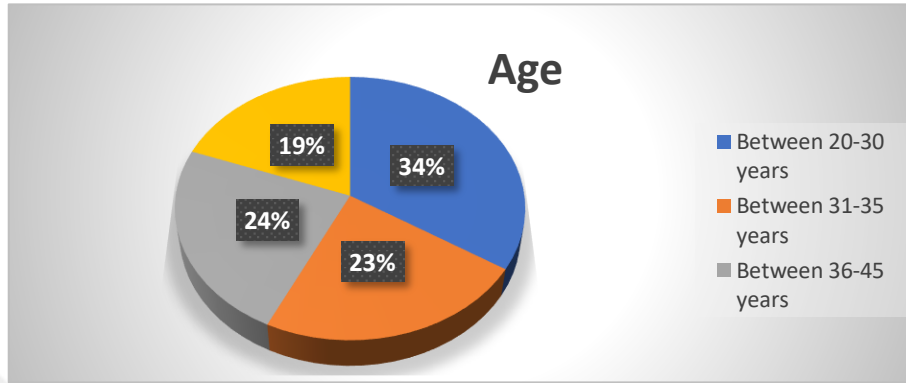


Figure 8 : Distribution of employees by Age

The figure illustrates the distribution of employees by age, showcasing the varying proportions across different age ranges. The majority of employees (34%) fall within the 20–30-year range, indicating a relatively young workforce. Additionally, 23% of employees are between 31-35 years old, while 24% are between 36-45 years old. Notably, 19% of employees are aged 46 or above, suggesting a significant portion of experienced and senior professionals. This age distribution provides valuable insights into the demographics of the employee base and can help inform workforce planning and talent management strategies.

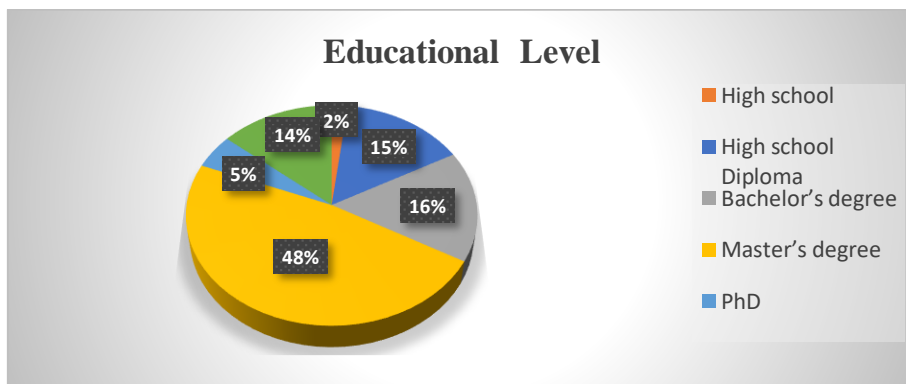


Figure 9 : Distribution of employees by educational level

The figure shows the distribution of employees by educational level, shedding light on the diverse educational backgrounds within the workforce. It is noteworthy that a small proportion (2%) of employees dropped out of high school, while a significant percentage (48%) hold master's degrees, indicating a highly educated workforce. Additionally, 15% of employees possess a high school diploma, and 16% have obtained a bachelor's degree. Interestingly, only 2% of employees have attained a PhD, representing a smaller but highly specialized group. The remaining percentage represents employees with other degrees not explicitly mentioned. This distribution underscores the importance of education in the workforce and showcases the prevalence of advanced degrees among the employees.

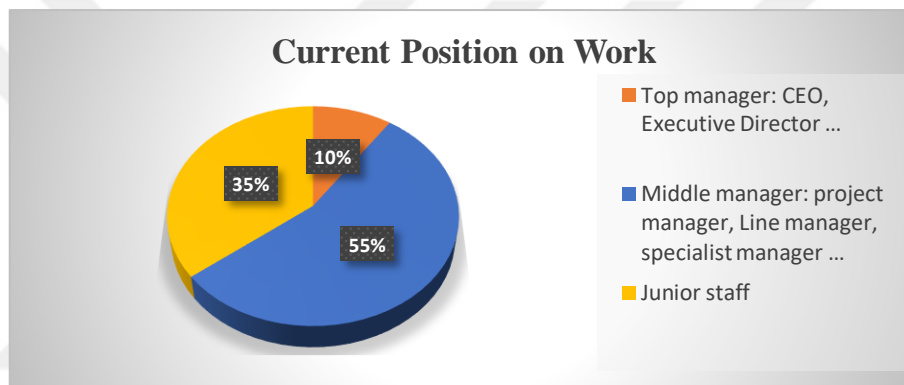


Figure 10 : Distribution of employees by current position on work

The figure showcases the distribution of employees based on their current positions at work, providing a glimpse into the organizational structure. The majority (55%) of employees hold middle management positions, including roles such as project managers, line managers, and specialist managers. This indicates a well-defined layer of experienced professionals responsible for overseeing and executing key operational tasks. Additionally, 35% of employees are classified as junior staff, comprising entry-level positions within the organization. This reflects a healthy balance of fresh talent contributing to various departments and projects. Notably, 10% of employees are in top management positions, including CEOs, executives, and other high-level roles, representing a select group responsible for strategic decision-making and organizational leadership. This distribution highlights the diversity and hierarchy within the workforce, demonstrating the different levels of responsibility and expertise across the organization.

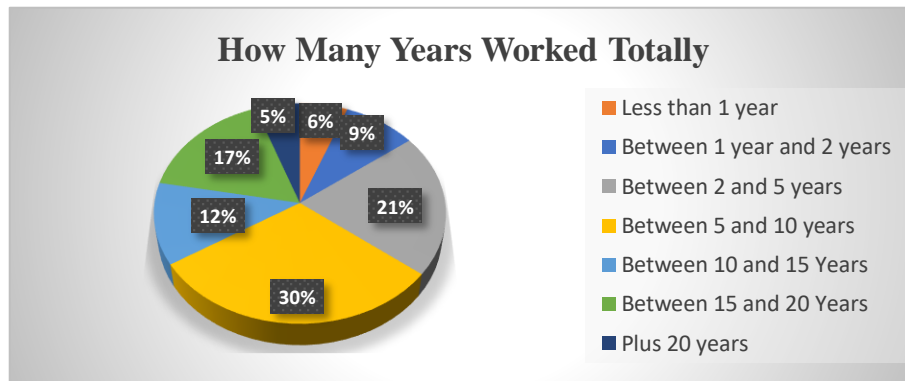


Figure 11 : Distribution of employees by years worked.

The figure represents the distribution of employees based on the number of years they have worked in the company, offering insights into the tenure of the workforce. 6% of employees have been with the company for less than a year, indicating a recent influx of new hires. Similarly, another 6% have worked between 1 and 2 years, suggesting a relatively early stage of employment for this group. A significant portion of employees (21%) have worked for between 2 and 5 years, signifying a growing base of experienced staff. Additionally, 30% have worked between 5 and 10 years, representing a substantial number of employees with a significant tenure within the company. Notably, 12% have worked between 10 and 15 years, and 5% have worked for more than 20 years, indicating a dedicated group of long-term employees who have contributed to the organization's stability and growth. This distribution reflects a diverse range of experience levels and underscores the importance of employee retention and loyalty within the company.

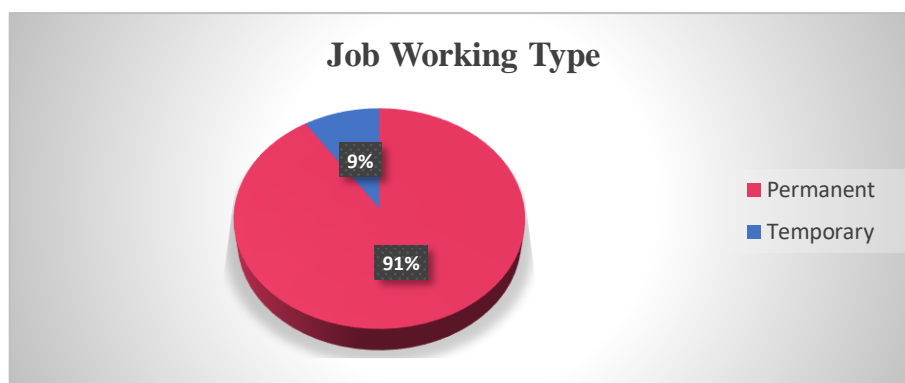


Figure 12: Distribution of employees by their job working type.

The figure represents the distribution of employees by their job type, this shows the composition of the workforce. It is evident that the majority (91%) of employees hold permanent positions, reflecting a stable and long-term workforce. This indicates a significant commitment from both the employees and the organization to fostering lasting employment relationships. In contrast, a smaller portion (9%) of employees is classified as temporary workers, who may be engaged for specific projects or short-term needs. The presence of temporary employees suggests the organization's flexibility in adapting to changing demands while maintaining a core permanent workforce. This distribution highlights the balance between stability and adaptability in the workforce, demonstrating the importance of both permanent and temporary roles in achieving organizational objectives.

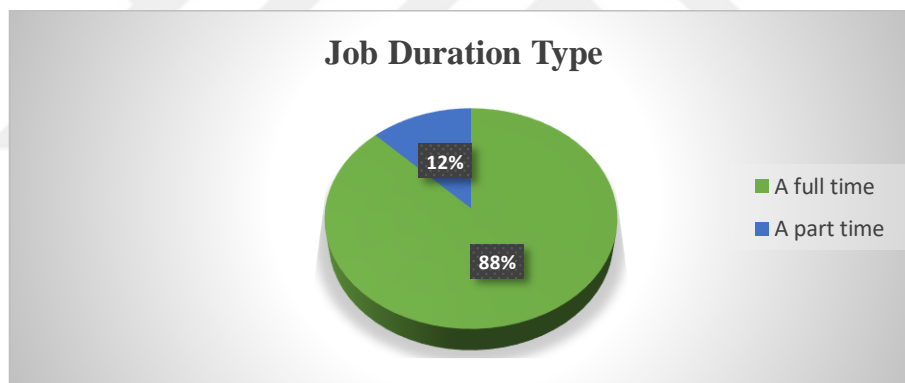


Figure 13 : Distribution of employees by the job duration type

The figure represents the distribution of employees based on their job duration type, providing insights into the employment arrangements within the organization. It is evident that the majority (88%) of employees work on a full-time basis, indicating a substantial commitment to their roles and a significant portion of the workforce dedicated to working regular hours. This suggests a strong emphasis on full-time employment as the primary job duration type within the organization. Additionally, 12% of employees work part-time, representing a smaller but still significant segment of the workforce. Part-time employment can provide flexibility and accommodate various individual needs, contributing to a diverse and inclusive work environment. This distribution highlights the

organization's commitment to offering different job duration options to meet the preferences and requirements of its employees while ensuring operational effectiveness.

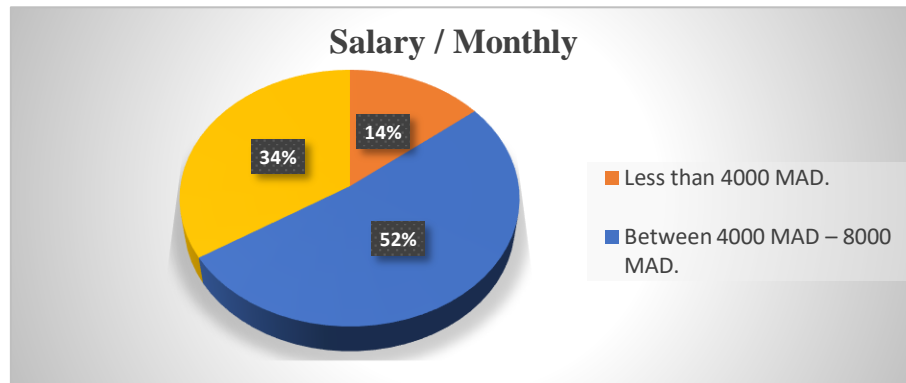


Figure 14 : Distribution of employees by their salaries

The figure illustrates the distribution of employees based on their salaries, providing an overview of the remuneration structure within the organization. It is notable that a portion (14%) of employees receive a salary below 4000 MAD, indicating the presence of lower-income earners within the workforce. The majority (52%) of employees fall within the salary range of 4000 MAD to 8000 MAD, representing a significant proportion of the workforce with moderate income levels. Additionally, 34% of employees receive a salary exceeding 8000 MAD, suggesting a higher earning bracket within the organization. This distribution showcases a range of income levels, reflecting the varying compensation packages provided to employees based on their roles, experience, and responsibilities. It highlights the organization's efforts to balance equitable remuneration while considering market rates, job requirements, and internal salary structures to ensure a fair compensation system.

3.7.2. Descriptive Statistics

The following tables provide the outcomes subsequent to the assessment of the scale judgements made by the participants.

Employee Turnover

Participants rated their judgments on this scale as 0= never 1= almost never 2= rarely 3= sometimes 4=often 5= always. Statistics such as mean, standard deviation, and variance are included in the table.

Table 1 : Descriptive Statistics for Employee Turnover

The averages in the table were calculated according to the scores given by the employees

Scale Items (Employee Turnover)	Minimum	Maximum	Mean	Std. Deviation	Variance
E1. How often have you considered leaving your job?	0	5	1,83	1,473	2,170
E2. How satisfying is your job in fulfilling your personal needs? (Very satisfying / totally dissatisfying)	0	5	2,41	1,379	1,902
E3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	0	5	2,42	1,212	1,469
E4. How often do you dream about getting another job that will better suit your personal needs?	0	5	2,73	1,562	2,440
E5. How likely are you to accept another job at the same compensation level should it be offered to you? (Highly unlikely / highly likely)	0	5	2,13	1,491	2,223
E6. How often do you look forward to another day at work?	0	5	1,79	1,486	2,208
Sample (n): 259					

to the judgments. Looking at its average value, it is around 2.00. What was stated in the judgments was rarely attended to. In general, people rarely think about leaving their jobs. There were not many positive responses about the satisfaction of their work. It was reported that they were sometimes frustrated in meeting their work-related goals. Sometimes, people consider taking another job. They said they might consider changing jobs. The negative opinion expressed about waiting for another working day.

Servant Leadership

Participants rated their judgments on this scale as 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neither agree nor disagree, 5 = Somewhat agree, 6 = Agree,

7 = Strongly agree. Statistics such as mean, standard deviation and variance are included in the table.

Table 2 : Descriptives Statistics for Servant Leadership

Scale Items (Servant Leadership)	Minimum	Maximum	Mean	Std. Deviation	Variance
1. My manager gives me the information I need to do my work well.	1	7	4,63	1,870	3,497
2. My manager encourages me to use my talents.	1	7	4,81	1,811	3,278
3. My manager helps me to further develop myself.	1	7	4,81	1,915	3,668
4. My manager encourages his/her staff to come up with new ideas.	1	7	4,70	1,886	3,559
5. My manager keeps himself/herself in the background and gives credit to others.	1	7	4,01	1,842	3,391
6. My manager holds me responsible for the work I carry out.	1	7	4,90	1,750	3,063
7. My manager keeps criticizing people for the mistakes they have made in their work (r).	1	7	3,93	1,907	3,635
8. My manager takes risks even when he/she is not certain of the support from his/her own manager.	1	7	3,85	1,841	3,389
9. My manager is open about his/her limitations and weaknesses.	1	7	3,83	1,868	3,490
10. My manager learns from criticism.	1	7	3,96	1,839	3,382
11. My manager emphasizes the importance of focusing on the good of the whole.	1	7	4,76	1,848	3,413
12. My manager gives me the authority to take decisions which make work easier for me.	1	7	4,80	1,850	3,422
13. My manager is not chasing recognition or rewards for the things he/she does for others.	1	7	4,23	1,853	3,432
14. I am held accountable for my performance by my manager.	1	7	4,87	1,744	3,042
15. My manager maintains a hard attitude towards people who have offended him/her at work (r).	1	7	4,11	1,983	3,934
16. My manager takes risks and does what needs to be done in his/her view.	1	7	4,20	1,856	3,446
17. My manager is often touched by the things he/she sees happening around him/her.	1	7	4,21	1,818	3,305
18. My manager tries to learn from the criticism he/she gets from his/her superior.	1	7	4,12	1,926	3,710
19. My manager has a long-term vision.	1	7	4,73	1,885	3,553

20. My manager enables me to solve problems myself instead of just telling me what to do.	1	7	4,72	1,820	3,312
21. My manager appears to enjoy his/her colleagues' success more than his/her own.	1	7	4,34	1,915	3,668
22. My manager holds me and my colleagues responsible for the way we handle a job.	1	7	4,80	1,759	3,094
23. My manager finds it difficult to forget things that went wrong in the past (r).	1	7	4,07	1,986	3,944
24. My manager is prepared to express his/her feelings even if this might have undesirable consequences.	1	7	3,99	1,880	3,535
25. My manager admits his/her mistakes to his/her superior.	1	7	4,06	1,795	3,221
26. My manager emphasizes the societal responsibility of our work.	1	7	4,49	1,799	3,235
27. My manager offers me abundant opportunities to learn new skills.	1	7	4,78	1,863	3,472
28. My manager shows his/her true feelings to his/her staff.	1	7	4,39	1,882	3,542
29. My manager learns from the different views and opinions of others.	1	7	4,72	1,707	2,915
30. If people express criticism, my manager tries to learn from it.	1	7	4,65	2,013	4,050
Sample (n): 259					

According to the average values calculated in the table, the employees' feelings about servant leadership are interpreted. Judgments with an average of 4.60 and above mean the judgments that people agree with the most. According to this; Employees are held responsible for their work and performance. Employees think that managers encourage and help them improve themselves. Managers support their employees in acquiring new skills. In addition, employees stated that their managers have a vision, respect and encourage different views. According to the employees, their managers have the necessary and sufficient information.

Employees do not agree with some ideas. These;

10. My manager learns from criticism. (Mean:3,96)

7. My manager keeps criticizing people for the mistakes they have made in their work (r). (Mean:3,93)

8. My manager takes risks even when he/she is not certain of the support from his/her own manager. (Mean:3,85)

9. My manager is open about his/her limitations and weaknesses. (Mean:3,83)

3.7.3. Reliability Analysis

This section presents the reliability test results for the two scales examined in this investigation. The dependability values of the scales and their sub-dimensions were computed and shown in the table below. A reliability study was performed to assess the validity of the parameter values obtained for the scales used in the research literature. The suitability of the scales for our study and sample was determined.

Table 3: Reliability Analysis Results

Scales&Dimensions	Corrected Item-Total Correlation	Cronbach's Alpha	Number of items
Employee Turnover	0,116	0,915	6
Empowerment	0,856	0,868	7
StandingBack	0,779	0,875	3
Accountability	0,754	0,878	3
Forgiveness	-0,114	0,922	5
Authenticity	0,733	0,879	4
Humility	0,764	0,877	5
Stewardship	0,863	0,867	3
Servant Leadership (Total)	0,993	0,864	30

The Cronbach Alpha coefficient was used to assess the reliability values of the questions responded to by the participants. In all tests, the 95% level of statistical reliability was accepted. Reliability analysis is a statistical technique used to assess the degree of consistency in replies obtained from a questionnaire that has been designed based on a specified scale. Here, consistency is the consistency of responses to questions containing only ordinal scale responses. The Cronbach reliability value for Employee Turnover was reported as 0.915. The Cronbach Alpha reported for Servant Leadership is 0.864.

This study examines the Cronbach alpha values in the table, revealing that all values surpass a threshold of 0.850. The dimensions obtained in this case are deemed appropriate for both research purposes and ensuring a high level of reliability.

The evaluation of the mentioned alpha coefficient is as follows: (Larsson, O. S. K. A. R. (2015). Reliability analysis. *Lecture notes, Lund University.*)

- Between 0-0.4 is not reliable.
- 0.4-0.6 low reliability.
- 0.6-0.8 quite reliable.
- 0.8-1.0 high reliability.

The table presents the reliability values derived from the test, which hover around 0.80, signifying a high level of reliability for our research.

3.7.4. Normality test

When the kurtosis and skewness values for the scores of the sub-dimensions of the scale were examined, it was observed that they generally showed normal distribution characteristics. The skewness and kurtosis values show that the distribution is symmetrical and there is no excessive flatness or sharpness. Based on these data, it can be concluded that parametric tests are appropriate when the number of groups is greater than 30, and non-parametric tests are appropriate when the number of groups is less than 30. This means that the normal distribution assumption is for large groups. This shows that the normal distribution cannot be guaranteed in small groups.

In summary, the scores of the sub-dimensions of the scale show normal distribution, parametric tests are preferred if the number of groups is greater than 30, and non-parametric tests are preferred if the number of groups is less than 30.

Table 4 : Test of Normality of Scale Sub-Dimensions

Scales&Dimensions	N	Min	Max	Mean	Skewness	Kurtosis
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Employee Turnover	259	0	5	2,286	-0,208	-0,06
Empoverment	259	1	7	4,751	-0,412	0,617
StandingBack	259	1	7	4,194	-0,190	0,213
Accountability	259	1	7	4,855	-0,098	1,486
Forgiveness	259	1	7	3,987	-0,112	3,987
Authenticity	259	1	7	4,106	-0,890	1,909
Humility	259	1	7	4,215	-0,198	1,533
Stewardship	259	1	7	4,664	-0,318	3,386
Servant Leadership (Total)	259	1	7	4,396	-0,614	-0,018

In summary, the scores of the sub-dimensions of the scale show normal distribution, parametric tests are preferred if the number of groups is greater than 30, and non-parametric tests are preferred if the number of groups is less than 30.

3.7.5 Correlation Analysis

Relationships between variables are given in the table with Pearson Correlation values. Correlation coefficients take values between -1 and 1 and show the direction (positive or negative) and strength of the relationship. A positive correlation indicates that the increase of one variable and the increase of the other variable occur together, while a negative correlation indicates that the increase of one variable and the decrease of the other variable occur together. The closer the correlation coefficient is to 1 or -1, the stronger the relationship.

Table 5 : Correlation Analysis Results

When the table is examined, there is a positive correlation of 0.168** between Employee Turnover and Empowerment ($r = 0.168$, $p < 0.001$). There is a positive relationship between Employee Turnover and Accountability ($r = 0.180$, $p < 0.001$). A low negative (-0.078 **)

Variables	Mean	Std. Deviation	Employee Turnover	Emp.	Standing B.	Account.	Forg.	Auth.	Hum.	Stew.	Servt.
Employee Turnover	2,2857	0,89433	1								
Empowerment	4,7512	1,49528	,168**	1							
Standing Back	4,1943	1,49143	0,038	,405**	1						
Accountability	4,8546	1,55015	,180**	,468**	,580**	1					
Forgiveness	3,9869	0,73283	-0,040	0,010	-0,105	-,160*	1				
Authenticity	4,1062	1,44180	-,078**	,604**	,416**	,533**	- ,192**	1			
Humility	4,2153	1,29146	,108**	,646**	,409**	,552**	- 0,103	,465**	1		
Stewardship	4,6641	1,56622	-0,240	,829**	,403**	,499**	- 0,091	,640**	,663**	1	
Servant Total	4,3961	1,07591	,140**	,896**	,852**	,821**	- 0,025	,515**	,528**	,609**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

relationship was found between Employee Turnover and Authenticity ($r = -0.078$, $p < 0.001$). There is also a low level of positive ($r = 0.108$, $p < 0.001$) relationship between Employee Turnover and Humility. The correlation value between Employee Turnover and ServantLeadership summed is 0.140 and positive. Relationships between other variables are not statistically significant.

3.7.6 Regression Analysis

In the tables below, regression analyzes are compiled to examine the effects of independent variables on dependent variables.

Table 6 : Model Summary

Model	R	Adjusted R Square	Std. The error in the Estimate	F Change	df1	df2	Sig. F Change
				1	,428 ^a	0,181	0,87982

Independent Variables: Stewardship, Forgiveness, Humility, StandingBack, Accountability, Authenticity, Empowerment
b. Dependent Variable: Employee Turnover

Parameters related to the regression model are given in the model. According to the model summary, 18% of the relationships can be explained by the regression equation. The fact that the F statistical value is $0.022 < 0.05$ indicates that the model parameters are statistically significant.

In Table 7 (below) , the model coefficients and the effects of the independent variables on the dependent variable.

Table 7 : Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2,052	0,402		5,101	0,000
	Empowerment	0,153	0,075	0,255	2,026	0,044
	Standing Back	0,083	0,062	0,139	1,336	0,183
	Accountability	0,102	0,064	0,176	1,596	0,001
	Forgiveness	-0,061	0,080	-0,050	-0,771	0,442
	Authenticity	-0,049	0,066	-0,079	-0,734	0,006
	Humility	0,045	0,073	0,066	0,625	0,002
	Stewardship	-0,082	0,076	-0,143	-1,074	0,284

a. Dependent Variable: Employee Turnover

The sig. values corresponding to the Beta coefficients in the model are given. Beta is the coefficient of the independent variables. In order for the independent variables to explain Employee Turnover to be statistically significant, sig. values should be greater than 0.05 significance level.

As a result, the effects of Empowerment (Beta:0,255, $p:0.000 < 0.05$), Accountability (Beta:-0.176, $p:0.000 < 0.05$), Authenticity (Beta:-0,079 $p:0.000 < 0.05$), and Humility (Beta: 0.066, $p:0.000 < 0.05$), variables are statistically significant. Looking at the coefficients, it is understood that Empowerment and Accountability behaviors are the factors that affect Employee turnover the most. Authenticity has a negative effect. Humility, on the other hand, has a low positive effect. In this case, the hypotheses H0a,

H0c, H0e, and H0f are rejected. It was concluded that the effects of empowerment, Accountability, Authenticity, and Humility behaviors on employee intentions were statistically significant.

3.8 Discussion

Demographic Frequencies: The demographic data illustrates key characteristics of the research participants. The workforce consists of 52% males and 48% females, indicating a relatively balanced gender distribution. The majority of employees fall within the 20–30-year age range (34%), showcasing a youthful workforce, while a significant portion (19%) represents experienced professionals aged 46 and above. Education-wise, 48% of employees hold master's degrees, underlining the high level of education within the organization. In terms of job positions, 55% are in middle management, 35% are junior staff, and 10% hold top management roles, revealing a hierarchical organizational structure. Employee tenure varies, with notable portions having worked between 2-5 years (21%) and 5-10 years (30%). Most employees hold permanent positions (91%) and work full-time (88%). The distribution of salaries indicates diverse income levels, with 52% falling within the 4000-8000 MAD range.

Descriptive Statistics of Employee Turnover: The descriptive statistics shed light on employees' perceptions of employee turnover factors. On average, employees reported considering leaving their jobs rarely (1.83), suggesting a generally stable workforce. Their job satisfaction level was moderate (2.41), and they reported occasional frustration in achieving personal work-related goals (2.42). While many occasionally dream of better-suited jobs (2.73), they show a moderate likelihood of accepting similar compensation-level job offers (2.13). Anticipation for the workday ahead is relatively moderate (1.79), reflecting a mix of attitudes towards daily tasks. These findings suggest that while employees generally don't often contemplate leaving their jobs, there's room for improvement in terms of job satisfaction and goal fulfillment.

Descriptive Statistics of Servant Leadership: Regarding servant leadership, employees generally indicated positive perceptions. The manager's provision of needed information (4.63), encouragement to use talents (4.81), and support for self-development (4.81) were

viewed positively. Managers were also seen as encouraging new ideas (4.70) and sharing credit (4.01). Employees felt held responsible for their work (4.90) and saw managers as open about limitations (3.83). However, some aspects such as learning from criticism (3.96) and taking risks without support (3.85) were perceived less favorably. Overall, employees appreciate empowerment and positive behaviors, while areas for improvement include learning from criticism and taking calculated risks.

Reliability Analysis: The reliability analysis indicated strong internal consistency in the scales used. The Cronbach's Alpha values were high, suggesting that the scales are reliable for measuring the intended constructs. This enhances the credibility of the study's measurements and provides confidence in the validity of the findings.

Normality Test: The results of the normality tests suggest that the data pertaining to the sub-dimensions of the scales exhibited a tendency to conform to a normal distribution pattern. This finding suggests that parametric tests can be appropriate for larger groups, while non-parametric tests are recommended for smaller groups. This information guides the appropriate choice of statistical analyses based on the data distribution.

Correlation Analysis: Correlation analysis revealed relationships between variables. Notably, empowerment, accountability, authenticity, and humility were found to be correlated with employee turnover. Empowerment and accountability had significant positive correlations, suggesting that when employees feel empowered and accountable, they are less likely to consider leaving their jobs. Authenticity showed a negative correlation, indicating that authentic behavior might contribute to reduced turnover intentions. Humility had a modest positive correlation, implying that a degree of humility could have a positive impact on reducing turnover.

Regression Analysis: This study utilized regression analysis to investigate the impact of different independent variables on employee turnover. This study examines the relationship between empowerment, accountability, authenticity, and humility as predictors of employee turnover, revealing statistically significant findings. Specifically, empowerment and accountability behaviors had the most pronounced effects, suggesting that fostering empowerment and holding employees accountable might contribute to lower turnover rates. Authenticity had a negative impact, indicating that managers being

more authentic could lead to reduced turnover intentions. Humility had a modest positive effect, implying that some degree of humility might contribute to reduced turnover.

Interpretation of Hypotheses:

The hypotheses related to servant leadership's effects on employee turnover were partially supported. Empowerment, accountability, authenticity, and humility were discovered to exert substantial influence on the rate of employee turnover. However, the effects of standing back and stewardship behaviors were not statistically significant.

Table 8 : Interpretation of the Results

Hypothesis	Beta	p	Results
H: Servant Leadership style has an affect on employee turnover.			PARTLY REJECTED
H1: Empowerment has an affect on employee turnover.	0,255	<0,05	REJECTED
H2: Standing Back style has an affect on employee turnover.			ACCEPTED
H3: Accountability has an affect on employee turnover.	0,176	<0,05	REJECTED
H4 Forgiveness has an affect on employee turnover.			ACCEPTED
H5: Authenticity has an affect on employee turnover.	-0,079	<0,05	REJECTED
H6: Humility has an affect on employee turnover.	0,066	<0,05	REJECTED
H7: Stewardship has an affect on employee turnover.			ACCEPTED

CONCLUSION AND RECOMMENDATIONS

Based on the findings and analyses conducted in this study several key conclusions can be drawn regarding servant leadership and its impact on employee turnover. The demographic variables revealed important insights into the workforce, highlighting the gender distribution, marital status, age range, educational background, current positions, years of work, job type, job duration, and salary levels within the organization. These factors provide a contextual understanding of the employees' background and lay the foundation for interpreting the results.

The analysis of the Employee Turnover Scale demonstrated that employees generally have a low inclination to leave their jobs, indicating a positive trend in terms of retention. However, certain factors contribute to employees considering job changes, such as job satisfaction, frustration in achieving personal work-related goals, and the desire for better opportunities. It is crucial for organizations to address these concerns and actively engage in initiatives that enhance job satisfaction, provide growth opportunities, and align employees' personal needs with their work.

The assessment of servant leadership revealed that employees perceive their managers as supportive and empowering. Managers who facilitate employee growth, encourage new ideas, and provide information needed for job performance are highly valued. However, there is room for improvement in certain aspects, such as learning from criticism, reducing criticism toward employees, taking risks with uncertain support, and being open about limitations and weaknesses. These areas should be addressed to further strengthen the servant leadership practices within the organization.

The correlation analysis indicated significant relationships between employee turnover and variables related to servant leadership, such as empowerment, accountability, authenticity, and humility. These findings suggest that enhancing these leadership behaviors can have a positive impact on reducing employee turnover. Empowering employees, holding them accountable, demonstrating authenticity, and fostering humility can contribute to increased job satisfaction, engagement, and loyalty, thereby reducing the likelihood of employees seeking alternative job opportunities.

Based on the regression analysis, empowerment and accountability emerged as the most influential factors affecting employee turnover. Therefore, organizations should focus on empowering employees by providing autonomy, recognizing their talents, and supporting their personal and professional development. Additionally, fostering a culture of accountability and responsibility can enhance employee commitment and reduce turnover rates. Authenticity and humility also demonstrated significant but smaller effects, highlighting the importance of leaders' genuine behavior and their ability to admit mistakes and learn from others.

Lastly, it is important to underline the following recommendations to enhance any organization's performance in the Moroccan context:

- ❖ **Enhancing employee benefits and compensation:** In the context of the Moroccan job market, the provision of competitive benefits and equitable pay packages plays a pivotal role in the attraction and retention of highly skilled individuals.

- ❖ Regularly making market research is essential to guarantee that the remuneration packages, including salary and benefits, offered by a company are in line with prevailing industry norms. This practice not only serves to maintain competitiveness but also serves as a means to create incentives for workers to remain committed to the organization.
- ❖ Providing career development opportunities: Moroccan employees value opportunities for career growth and development.
- ❖ Establish clear career paths and provide training programs, mentorship, and coaching to support employees' professional advancement. This will demonstrate the organization's commitment to employee growth and increase job satisfaction.
- ❖ Creating an inclusive work environment that embraces diversity and ensures equal opportunities for all employees.
- ❖ Promoting diversity in recruitment practices and create programs that encourage employees from different backgrounds to thrive and contribute to the organization's success.
- ❖ Implementing activities aimed at enhancing employee engagement is crucial for organizations to foster a positive work environment. These initiatives may include establishing frequent communication channels, implementing employee feedback systems, and providing chances for employees to actively participate in decision-making processes. Employees that are actively involved and committed to their work are more inclined to remain employed by the business and make meaningful contributions to its overall achievements.
- ❖ Investing in employee training programs and promote a culture of continuous learning.
- ❖ Providing access to relevant training resources, workshops, and conferences to help employees enhance their skills and stay updated with industry trends.

- ❖ Establishing formal recognition programs to acknowledge and appreciate employees' contributions and achievements.
- ❖ Recognizing outstanding performance through rewards, incentives, and public recognition to motivate employees and foster a sense of pride and loyalty.
- ❖ Prioritizing employee well-being by implementing wellness programs that focus on physical and mental health.
- ❖ Providing access to wellness resources, organize health-related workshops, and offer employee assistance programs to support employees' overall well-being.

By implementing these recommendations, organizations operating in the Moroccan work market can create a favorable work environment, attract top talent, and reduce employee turnover. It is essential to consider the unique characteristics and preferences of the Moroccan workforce to ensure the effectiveness of these strategies.

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APPENDICES

Questionnaire form



İSTANBUL TİCARET
ÜNİVERSİTESİ

A Questionnaire about the Exploration of the Relationship between Servant Leadership and Employee Turnover in Morocco

I am Kawtar Bourhaba, an MBA student under the supervision of Asst. Prof. Aylin GÖZEN in the Social Sciences Institute of Istanbul Ticaret University. The purpose of this study is to investigate the relationship between Servant Leadership and Employee Turnover in Morocco.

Before starting the survey, let me briefly define Servant leadership: It is a way of leading that focuses on serving others and helping them grow along with working together and doing the right things. It emphasizes the leader's job as serving people who follow them, putting their wishes and growth first. On the other hand Employee Turnover is defined as the degree to which workers leave an organization either by their own will or because they are fired.

It is important to note that the online data collection provider commits to maintaining the confidentiality of personal information, as well as any other information pertaining to the participants in this research, by refraining from disclosing it to other users or any third party.

Thank you for your precious time and collaboration...

Regards,

Kawtar Bourhaba

Part 1: Socio-demographic information

1. What is your gender?

Female

Male

2. Marital status?

Single

Married

3. How old are you today? In numbers of years (years)

between 20-30 years

between 31-35 years

between 36-45 years

more than 46

4. What is your level of education? In number of years (years)

High school

High school Diploma

Bachelor's degree

Master's degree

PhD

Other

5. What is your current position?

Top manager: CEO, Executive Director ...

Middle manager: project manager, Line manager, specialist manager
...

Junior staff

6. How many years have you worked for the organization you serve now?

- Less than 1 year
- Between 1 year and 2 years
- Between 2 and 5 years
- Between 5 and 10 years
- Between 10 and 15 Years
- Between 15 and 20 Years
- Plus 20 years

7. Your job is:

- Permanent
- Temporary

8. Your job is:

- A full Time
- A part Time.

9. Your salary is:

- Less than 4000 MAD.
- Between 4000 MAD – 8000 MAD.
- More than 8000 MAD.

Part 2: Servant Leadership Scale

Read each of the following descriptions and indicate how well it shows your manager's characteristics. Please read each description carefully and try to give an accurate a rating for each individual description. Use the following scale to make your ratings:

Please indicate the degree to which you Agree/Disagree with each statement as it relates to your level of psychological capital (1= Strongly disagree; 2= Disagree. 3= Somewhat disagree, 4= Neither agree nor disagree, 5= Somewhat agree, 6= Agree, 7= Strongly agree)	1	2	3	4	5	6	7
Empowerment							
1. My manager gives me the information I need to do my work well.							
2. My manager encourages me to use my talents.							
3. My manager helps me to further develop myself.							
4. My manager encourages his/her staff to come up with new ideas.							
12. My manager gives me the authority to take decisions which make work easier for me.							
20. My manager enables me to solve problems myself instead of just telling me what to do.							
27. My manager offers me abundant opportunities to learn new skills.							
Standing Back							
5. My manager keeps himself/herself in the background and gives credit to others.							
13. My manager is not chasing recognition or rewards for the things he/she does for others.							
21. My manager appears to enjoy his/her colleague's success more than his/her own.							
Accountability							
6. My manager holds me responsible for the work I carry out.							
14. I am held accountable for my performance by my manager.							
22. My manager holds me and my colleagues responsible for the way we handle a job							
Forgiveness							

7. My manager keeps criticizing people for the mistakes they have made in their work							
15. My manager maintains a hard attitude towards people who have offended him/her at work (r).							
23. My manager finds it difficult to forget things that went wrong in the past (r)							
8. My manager takes risks even when he/she is not certain of the support from his/her own manager.							
16. My manager takes risks and does what needs to be done in his/her view							
Authenticity							
9. My manager is open about his/her limitations and weaknesses.							
17. My manager is often touched by the things he/she sees happening around him/her.							
24. My manager is prepared to express his/her feelings even if this might have undesirable consequences.							
28. My manager shows his/her true feelings to his/her staff.							
Humility							
10. My manager learns from criticism.							
18. My manager tries to learn from the criticism he/she gets from his/her superior.							
25. My manager admits his/her mistakes to his/her superior.							
29. My manager learns from the different views and opinions of others.							
30. If people express criticism, my manager tries to learn from it.							
Stewardship							
11. My manager emphasizes the importance of focusing on the good of the whole.							
19. My manager has a long-term vision.							
26. My manager emphasizes the societal responsibility of our work.							

Part 3: Employee Turnover Scale

0= never. 1 Almost never. 2= Rarely, 3= Sometimes, 4= Often, 5= Always	0	1	2	3	4	5
1. How often have you considered leaving your job?						
2. How satisfying is your job in fulfilling your personal needs? (Very satisfying / totally dissatisfying)						
3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?						
4. How often do you dream about getting another job that will better suit your personal needs?						
5. How likely are you to accept another job at the same compensation level should it be offered to you? (Highly unlikely / highly likely)						
6. How often do you look forward to another day at work?						