

The effect of servant leadership in reducing work turnover (An analytical study of the opinions of a sample of workers in the General Al-Salam Company / Ministry of Communications)

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Abstract: The research aims to test the effect of servant leadership as an independent variable on work turnover, as an approved variable in the General Al-Salam Company, it is one of the companies affiliated to the Iraqi Ministry of Communications, headquartered in Baghdad. The research problem was represented in the fact that the current Iraqi environment, characterized by economic instability, this results in workers searching for better job opportunities, for material and moral stability and self-fulfillment, the work turnover increases and is to be reduced through the application of servant leadership behaviors by organizations. The researcher adopted the descriptive analytical approach in completing his research, which took a stratified random sample of 168 individuals, of the total community of 320 employees of the company, by adopting the questionnaire as a main tool in data collection. The research relied on the SPSS V.24 and Amos V.24 statistical programs, with appropriate statistical methods for research, including the arithmetic mean, regression coefficient, determination coefficient (R^2), and others to test his hypotheses, the most prominent research conclusions that were reached through the applied side, which proved the validity of the hypotheses, and it was embodied with an opposite and negative effect, it was statistically significant for the servant leadership in the work turnover in the company.

Keywords: Servant Leadership, Work Turnover, General Al-Salam Company.

Introduction:

The roles of leaders have changed in recent years in an interesting way, this change comes to some extent as a result of the accelerating changes in the external environment, and due to the great development experienced by the organizations and the intense competition for the interest in the human resource and the need to take care of it, organizations need leadership that is far from authoritarianism and tyranny. Leadership that meets the aspirations of employees, promotes their interests, and elevates them to the highest levels, where servant leadership represents one of the most important leadership models, being at the fore among ethical theories, which are based on heavenly ideas and principles associated with spiritual values and ideals, it was what makes the needs of working individuals a priority for the servant leader above all, far from self-love and ego. Rather, it was characterized by humility and her preoccupation with serving others, which in turn leads to a positive change in others, it significantly contributes to enhancing their survival in the organization and reducing (work turnover). Which we will address in this research and put solutions and methods to reduce it, people are the most valuable resource in any organization, although advances in technology, led to the transformation of most organizations to become technology-driven organizations, however, the importance of workers did not Philosophical Readings XIV.4 (2023), pp.45-58. 45

decrease, but rather strengthened the role of workers, as they manage any advanced technological changes in the nature of the job.

The first topic: Research methodology

First: The research problem

Organizations, whether private or public, were facing at the present time great challenges in preserving their human resources and reducing the rate of work turnover, as the human resource is the most important pillar in maintaining the stability of the organization and the important and decisive factor for achieving and upgrading the productive efficiency of the organization. The leader's style is one of the main reasons why employees leave work as a result of bad treatment of them, which in turn leads to less job satisfaction, less commitment and burnout, requires the organization to build ethical foundations and principles in dealing with them, by applying servant leadership practices, its focus is on developing workers, meeting their needs, and taking care of them first, from this standpoint, the research problem revolves around answering the following questions:

1. What is the level of servant leadership practice in the General Al-Salam Company?
2. Is there a phenomenon of work turnover in the General Al-Salam Company?
3. Does the servant leadership contribute to reducing the turnover of work for the General Al-Salam Company?

Second: Research importance:

The research derives its importance from addressing an important topic in modern administrative thought, which is servant leadership, as the leader is considered a main axis for raising the performance of any organization, its development, its emergence and its continuity, and it sets plans and policies for it. Work turnover is an eternal issue that is present in all organizations. The interest in it has increased in the current period as a result of the development and competition between business organizations, as the research seeks to reduce this phenomenon, in addition to highlighting the importance of the researched variables in the work of the organization under study, provide some recommendations to the researched organization that contribute to reducing work turnover, the benefit of the decision-makers in the researched organization in applying servant leadership and taking care of it because of its positive impact on the organization.

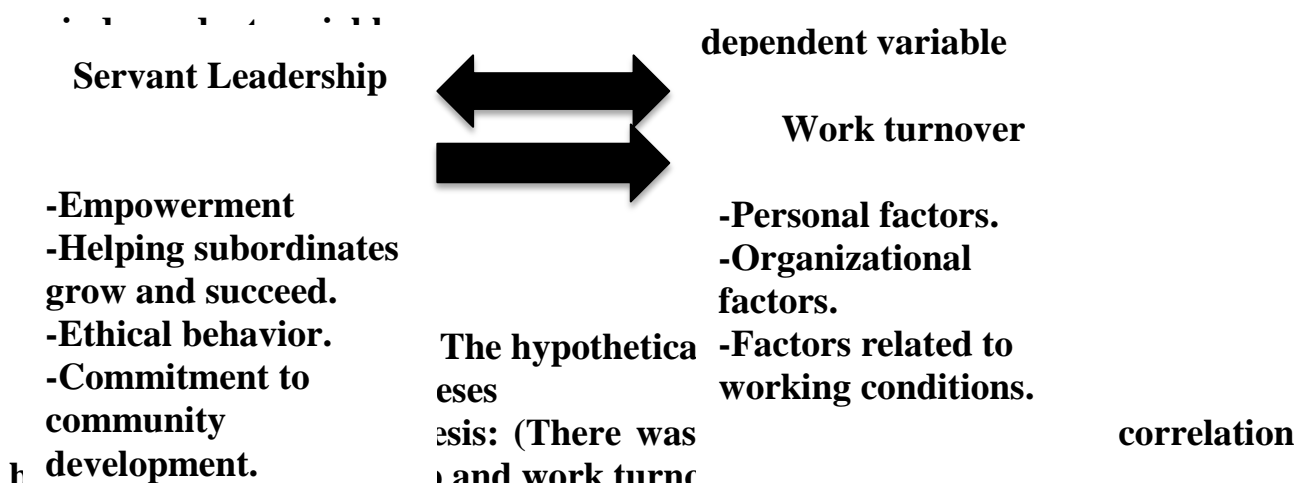
Third: Research objectives

The research mainly aims to demonstrate (the effect of servant leadership in reducing work turnover), and the research objectives can be crystallized by answering its questions as follows:

1. Diagnosing the extent of practicing servant leadership in the General Al-Salam Company.
2. Identify the level of work turnover in the General Al-Salam Company.
3. Identifying the role played by the servant leadership in reducing work turnover in the General Al-Salam Company.

Fourth: Research hypothetical scheme:

The hypothetical diagram reflects the researcher's perceptions of the type of relationships that the research variables (servant leadership, work turnover) can form, which are shown in the figure below.



A. There is a statistically significant correlation between servant leadership and work turnover.

B. There was a statistically significant correlation between helping subordinates to grow, succeed, and turnover.

C. There was a statistically significant correlation between ethical behavior and work turnover.

D. There was a statistically significant correlation between commitment to community development and work turnover.

The second main hypothesis: (There was a statistically significant effect of servant leadership in the work role).

A. There was a statistically significant effect of empowerment in work turnover.

B. There was a statistically significant effect of helping subordinates grow and succeed in turnover.

C. There was a statistically significant effect of ethical behavior in work turnover.

D. There was a statistically significant effect of commitment to community development in work turnover.

Sixth: Research limits

1. Spatial borders: It was represented by the General Al-Salam Company affiliated to the Ministry of Communications and located in the capital, Baghdad.

2. Temporal boundaries: represented by the time period from 21/11/2022 to 10/4/2023.

3. Human limits: represented by the sample members who were distributed the questionnaire, which included a group of employees of the General Al-Salam Company / Ministry of Communications.

Seventh: Research community and sample

The research community was determined after repeated field visits to the General Al-Salam Company in Baghdad, consisting of 320 workers. A random sample of 175 respondents was selected from that community, according to Stephen Thompson's Philosophical Readings XIV.4 (2023), pp.45-58. 47

formula, a questionnaire was distributed to them (which is the main tool for the research) consisting of 40 items formulated according to the five-point Likert scale (completely agree, agree, neutral, disagree, completely disagree), with weights (1, 2, 3, 4, 5), respectively, from which 171 questionnaires were retrieved. It was found that there were 3 questionnaires that were not suitable for entry into the statistical analysis stage, so they were excluded, thus, the size of the research sample became 168 respondents who were targeted in the research, they constitute 52.2%, i.e. slightly more than half of the members of the target community in the research.

The second topic: the theoretical side

First: Servant Leadership

1. The concept of servant leadership

It is a mindset in which the leader uses power to serve the needs of workers at the expense of the leader's self-interest and to create a partnership relationship between leaders and workers that allows everyone to lead and serve (Laub, 2018:174). Al Balushi (2015) conveyed the concept of servant leadership as serving others, it begins when the leader takes the position of the server in his interaction with the workers, this leadership is not selfish having the desire to help others first, the main motive and purpose of servant leadership is to encourage the success of others and help achieve their goals. Common goals can be achieved by leaders using a holistic approach to achieving those goals and fostering a sense of community (Triraharjo *et al.*, 2019:167). Majid (2020: 120) defines it as a kind of leadership that takes into consideration the basic human principles and focuses on them, it works to develop and serve the human resource before leading, controlling and persuading it, not forcing it to perform the right actions. Eva *et al.* (2019:114) show that servant leadership is an approach oriented towards others, manifested by prioritizing workers' individual needs and interests, reorientation from external concern to concern for others within the organization.

2. The importance of servant leadership

The importance of servant leadership lies in presenting the interest of the workers over the personal interest of the leader, as this leads to enhancing their loyalty and trust, at the same time, it increases the legitimacy of power for the servant leader in the organization, and this is based on trust and the relationship between the leader and the workers (Yassin, 2021: 41). Servant leadership combines a desire to serve with a drive to lead. One of the main features that give importance to servant leadership is its ability to create a sense of accountability (reviving conscience) among employees, this often leads to workers supporting their formal job roles with informal self-control neighborhoods (Selladurai, 2014:5). Servant leadership has emerged as a desirable approach to leadership because it promotes integrity, focuses on helping others, and prioritizes bringing out the latent potential of workers (Liden *et al.*, 2015:254). Servant leadership emphasizes the well-being of the organization by increasing concern for workers and their development within the organization as well as building bridges of continuous positive relationships with stakeholders inside and outside the organization (Davis, 2017:266).

3. Dimensions of servant leadership

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Four dimensions were adopted in this research, and these dimensions are (empowerment, helping subordinates to grow and succeed, ethical behavior, and commitment to community development). The following is an explanation for each of the dimensions adopted by the researcher:

1. Empowerment: What is meant by empowerment is to give individuals the green light to use their talents, skills, and experience to make decisions related to their work that were previously the prerogative of senior management, leaving traditional forms of authority, and transferring some decision-making powers to workers (Hannay, 2009:4). Empowerment means sharing power through trust and encouraging employees to enjoy independence in making decisions. Empowerment also has a positive impact on encouraging information sharing, innovation, innovative performance training, and personal development (Tran & Truong, 2021:1059).

2. Helping subordinates to grow and succeed: The servant leader is interested in the development of his employees and gives them space to grow on their own. Since he wants to see his workers thrive and develop as independent individuals, the servant leader seeks to see his workers have a sense of confidence and mastery in their work, and helps them grow, develop and succeed (Van Dierendonck & Patterson, 2010:150). Servant leadership also encourages stability and development in the organization through the personal growth of employees as a basis in the work, and this matter takes a long time, but it will be strong over time to make the organization sustainable and more stable (Rachmawati & Lantu, 2014:389).

3. Ethical behavior: It is the good, correct, correct, and acceptable behavior from a moral point of view, in accordance with moral principles and values, and the rules of honorable and impartial work, in order to distinguish between what is right and proper, and what is incorrect and wrong in the actions and decisions that come out of a person (Al-Rutmi: 2016: 10). The leader must have good morals, as the leader is a role model in the behavior of the workers. Leaders who enjoy ethical behavior tend to be respected and followed by workers in every direction. Therefore, organizations led by leaders with ethical behavior tend to have workers with a high level of integrity. and loyalty (Dwi *et al.*, 2020:4).

4. Commitment to community development: One of the basic concepts of servant leadership is the growth and service of society. Servant leadership helps build a culture of service to others, whether workers are inside the organization or people outside it (Liden *et al.*, 2008:78). Abd (2019: 70) defined “means the presence of awareness and sincere interest on the part of the leader in helping individuals in the community and carrying out community activities”.

Second: Work rotation

1. The concept of labor turnover

It is the movement of workers in the various locations of the organization, and this movement takes the positive or negative aspect of this process, for a period of time inside and outside the organization, by means of transfer, resignation, referral to early retirement, dismissal, termination of service, special leave guaranteed by law, disability and so on. She was like that (Al-Budairy, 2015: 173). Known by Banda (2022:1) is the amount of movement of workers in and out of the organization and is Philosophical Readings XIV.4 (2023), pp.45-58. 49

a warning sign of low morale. Turnover is an imminent threat that organizations must face proactively, for this reason, having tools that facilitate the analysis of labor fluctuations represents a strength for organizations in favor of making coherent decisions that contribute to reducing costs, increasing levels of productivity, and avoiding the loss of strategic knowledge and increasing labor turnover (Gomariz *et al.*, 2021:40). Intentions to leave work are often studied in the context of turnover because organizations want to identify and respond to turnover intentions of employees before they leave the organization. Intentions to leave work are the most important indicator of employee turnover (Ambrož, 2022:79). Turning intent is the behavioral tendency of workers to try to leave their work organization, which may lead to actual turnover. Much research indicates that turnover intent is the main predictor of the act of turnover, to explore the possibility of a spin process occurring, one must start with a spin structure (Chen *et al.*, 2014:334). Turnover intentions are based on the worker's desire to change his job or leave the organization by resigning or transferring to another organization (Kuswara & Sukandi, 2020:2805).

2. Types of work turnover

A. Voluntary leaving: It was defined as the voluntary cessation of membership of an organization by a worker in that organization (Morrell *et al.*, 2001:6). Those who leave voluntarily are either the worst workers in the organization, who quit before being fired, or the best workers, who can easily find attractive new opportunities. In general, organizations try to avoid the need for involuntary turnover and reduce the rate of voluntary turnover, especially among high performers (Noe *et al.*, 2018:323).

B. Voluntary entry: This type of work rotation includes all employment situations for new workers as a result of the initiative and personal desire of these workers. It also includes cases of re-employment as a result of a personal decision by these workers to re-engage with their previous organizations, meaning that it is a process that results in individuals obtaining a job as a result of their decision. personality and their self-desire (Merhij *et al.*, 2015: 377).

C. Compulsory leaving: It takes place when the worker is not the one who decides to terminate his service. It may be as a result of the following situations: retirement, layoff, mental/physical disability, dismissal, poor health, death, or punishment. And that compulsory rotation is affected through the processes (recruitment and selection), including tools for measuring the performance of workers (performance evaluation), as it enables the organization to dismiss the worker when his performance is less than the level desired by the organization (Mkhize, 2016:11).

D. Compulsory Entry: In this situation, the individual does not have the freedom to choose or the freedom to refuse to join the organization because they are legally obligated to do so. Compulsory military service, or compulsory education, and a centralized distribution of graduates are two of the most widespread examples of this type of labor turnover (Salem and Salih, 2014: 397).

3. Dimensions of working rotation

Three dimensions were adopted in this research, and these dimensions are (personal factors, organizational factors, and factors related to working conditions). The following is an explanation for each of the dimensions adopted by the researcher:

1. Personal factors: These personal factors include factors based on traits and things like changes in the family situation, the desire to learn a new skill or trade, or an undesirable job offer. These traits can be measured and used to screen workers to identify individuals who show a lower potential for worker turnover (Deepa & Stella, 2012: 161). Worker-specific factors that shape rotation decisions include age, length of service with the organization, gender, race, family responsibilities, education, and other personal considerations (Puni *et al.*, 2016:3).

2. Organizational factors: These factors refer to organizational policies and practices such as opportunities for advancement, supportive management, supportive human resource policies, organizational culture, and other factors (Puni *et al.*, 2016:3). One of the most prominent human resource management issues in particular that affects Dorn's intentions of key workers is (rigid recruitment mechanism, inappropriate recruitment, inadequate training, and imperfect incentive system) (Cao *et al.*, 2013:64). Job burnout can also make workers unhappy at work and eventually force them to quit, thus affecting the organization (Demirdağ *et al.*, 2020:418).

3. Factors related to working conditions: Organizations are currently operating in a very unstable environment and with crises that occur frequently at the global, local, regional and organizational levels, and crises challenge the flexibility of organizations and endanger their reputation (104: Adim & Emumena, 2020). There is a recent consensus that it is difficult for organizations to retain their key workers, due to concerns about the future availability of skilled labor with demographic shifts, population aging, globalization, and inadequate educational programs and entrepreneurial practices (Allen *et al.*, 2010:52). Therefore, organizations must develop flexible behavior based on the continuous expectation of all kinds of crises as part of preparing their workers mentally and physically to control them (Ozturk, 2021:37).

The third topic: The applied side of the research

First: Testing the hypotheses of the correlation between the variables studied

***Testing the main correlation hypothesis of the research**

The first main hypothesis of the research: "There is a statistically significant correlation between servant leadership and work turnover."

The relationship will be found by calculating the correlation coefficient (Pearson) between each of the servant leadership dimensions and the work turnover variable, and then testing that relationship by using the (T) test to show the significance of the correlation coefficients calculated through the statistical program (SPSS) as in Table (1). The interpretation of the results is as follows:

Table (1) the values of Pearson correlation coefficient and the (T) test for the significance of the relationship between the servant leadership dimensions and the work turnover variable.

Y	X	Pearson correlation	T-calculate	Sig.
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		coefficient (r)	value	
Turn over variable	Empowerment	*-0.188	2.16 8	signifi cant
	Helping subordinates to grow and succeed	**-.0.207	2.68 6	signifi cant
	Moral behaviour	**-.0.276	3.69 9	signifi cant
	Commitment to community development	**-.0.277	3.71 4	signifi cant
	Total Servant Driving	**-.0.280	3.75 7	signifi cant

The tabular value of (T) at the level of significance (05.0) and the degree of freedom (166) = 1.974

The tabular value of (T) at the level of significance (0.01) and the degree of freedom (166) = 2.606

(*) Significant effect at a significance level of 0.05.

(**) Significant effect at a significance level of 0.01.

The results of Table (1) showed that the value of the Pearson correlation coefficient between the two variables amounted to (-280.0), which is a negative value that reflects the existence of an inverse relationship with statistical significance at a significant level (05.0) and (0.01) due to the fact that the calculated value of (T) is (3.757).) is greater than its tabular counterpart, which is equal to (1.974) and (2.606), respectively, at the same levels of significance (05.0) and (0.01), and the interpretation of this result indicates that the interest in the dimensions of servant leadership in the General Al-Salam Company and its development as a whole will lead to a decrease in turnover Work in it and vice versa, and thus the first main hypothesis of the research is accepted, which states that "there is a statistically significant correlation between servant leadership and work turnover."

* Testing hypotheses of subcorrelations

The results of Table (1) indicated that the values of the Pearson correlation coefficient for all dimensions of servant leadership and the variable of work turnover are a negative, inverse value with statistical significance because the value of (T) calculated for the dimensions (empowerment, helping subordinates to grow and succeed, moral behavior and commitment to community development) It is greater than its tabular counterpart, and the interpretation of this result is that the greater the interest in each of these four dimensions in the General Al-Salam Company, this will contribute to reducing the work turnover in the company under discussion and vice versa. Thus, all four sub-hypotheses are accepted, which states:

"There was a statistically significant correlation between empowerment and work turnover"

"There is a statistically significant correlation between helping subordinates to grow, succeed, and turnover."

"There is a statistically significant correlation between ethical behavior and work turnover"

"There is a significant correlation between commitment to community development and work turnover."

Overall, and as a result of the acceptance of all four sub-hypotheses, i.e. (acceptance of 100% of the first main hypothesis), we conclude that the first main

hypothesis is accepted, which states that "there is a statistically significant correlation between servant leadership and work turnover." With turnover for work, while the empowerment dimension was the least in terms of association with turnover for work.

Second: Test hypotheses of influence between the variables studied

***Testing the hypothesis of the main influence relationship of the research**

The second main hypothesis of the research: which states that "there is a statistically significant effect of servant leadership on work turnover."

The effect of the servant leadership dimensions on the work turnover variable will be measured by calculating the simple linear regression equation, which was:

$$Y = a + \beta_i X_i$$

Then, the impact relationship was tested by using the (F) test to show the significance of the regression equation (effect) calculated, as well as using the coefficient of determination (R^2) to explain the amount of variation explained by the dimensions of the servant leadership in the work turnover variable both separately and as a whole using the statistical program (SPSS). The interpretation of the results shown in Table (2) is as follows:

Table (2) Results of coefficient values used to measure the effect of servant leadership dimensions on work turnover variable

Y	X	f ixed limit A	Beta regression coefficient	Calcu lated (T) value	The calculated (F) value	Determi nation coefficient (R^2)	Sig.
Tur nover variable	Empower ment	2 .80	-0.19	2.469	6.09 8	0.04	signif icant
	Helping subordinates to grow and succeed	2 .79	-0.21	2.722	7.40 7	0.05	signif icant
	Moral behaviour	2 .61	-0.28	3.698	13.6 73	0.08	signif icant
	Committm ent to community development	2 .67	-0.29	3.715	13.8 00	0.08	signif icant
	Total Servant Driving	2 .57	-0.31	3.753	14.0 82	0.09	signif icant

The tabular value of (F) at two degrees of freedom (1.166) and a significant level (0.05) = 3.898

Tabular value of (F) at two degrees of freedom (1,166) and a significant level (0.01) = 6.790

The tabular value of (T) at the level of significance (05.0) and the degree of freedom (166) = 1.974

The tabular value of (T) at the level of significance (0.01) and the degree of freedom (166) = 2.606

The results of table (2) showed that there was a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (servant driving) in the variable (work turnover), because the calculated (F) value (14.082) was greater than the tabular (3.898) and (6.790) respectively and for both levels of significance (05.0) and (0.01). The independent variable (servant leadership) was able to explain (9%) of the total changes that occur in the values of the dependent variable (work turnover), which is reflected in the value of The coefficient of determination, and the remaining percentage (91%) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation for the effect of the total servant leadership variable on work turnover is as follows:

$$\text{Work turnover} = 2.57 + (-0.31) \text{ servant driving}$$

The value of the regression coefficient in the above equation, which is (-0.31), indicates that an increase in interest in servant leadership in all its dimensions in the General Al-Salam Company by one unit will be accompanied by a decrease and a decline in work turnover by (31%), and the value of the regression coefficient was a significant function due to the fact that the value of (T) calculated and amounting to (3.753) is greater than its tabular counterpart amounting to (1.974) and (2.606) respectively and for both levels of significance (0.05) and (0.01), and the value of the constant limit amounting to (2.57) means that if the value of the servant leadership variable is equal to zero, then The value of work turnover will not be less than that value (2.57), thus we conclude that the main hypothesis is accepted, which states that (there is a statistically significant effect of servant leadership on work turnover).

*** Testing the effect sub-hypotheses**

The results of the statistical analysis in Table (2) showed that there is a statistically significant effect of the four dimensions of servant leadership in the work turnover variable because the value of (F) calculated for the dimensions (empowerment, helping subordinates to grow and succeed, ethical behavior and commitment to community development) is greater than its tabular counterpart Thus, the estimated regression equations for the effect of excluding the servant leadership variable in work turnover are as follows:

Work turnover = 2.80 + (-0.19) empowerment
Work turnover = 2.79 + (-0.21) Helping subordinates grow and succeed
Work turnover = (2.61) + (-0.28) ethical behavior
Work turnover = 2.67 + (-0.29) commitment to community development

The value of the regression coefficient for all dimensions of servant leadership was significant due to the fact that the value of (T) calculated for the dimensions (empowerment, helping subordinates to grow and succeed, ethical behavior and commitment to community development) is greater than its tabular counterpart, and thus all four sub-hypotheses are accepted, which states :

"There is a statistically significant effect relationship for the empowerment dimension in work turnover"

"There is a statistically significant effect of the dimension of helping subordinates to grow and succeed in the work turnover variable"

There is a significant effect of the ethical behavior dimension on the work turnover variable.

"There is a statistically significant effect of the dimension of commitment to community development on the labor turnover variable."

In total, and due to the fact that all four sub-hypotheses emanating from the fourth main hypothesis were accepted (i.e. 100% of the fourth main hypothesis was accepted), we conclude that the fourth main hypothesis is accepted, which states that "there is a significant influence relationship of servant leadership in work turnover"

and it was the strongest dimension Influential after commitment to the development of society and weakest after empowerment.

The fourth topic: Conclusions and recommendations

First: conclusions

1. The results of the statistical analysis showed that there is a correlation (inverse) and a significant correlation between the independent variable, servant leadership with its dimensions (empowerment, helping subordinates to grow and succeed, ethical behavior, commitment to community development) and the dependent variable, work turnover with its dimensions (personal factors, organizational factors, factors related to working conditions), as the more the servant leadership variable is available in the company, the less work turnover and vice versa, and all the correlations for the sub-dimensions of the servant leadership variable were characterized by an inverse and significant relationship with the work turnover variable, and the strongest relationships were for the commitment to community development dimension and the weakest for the empowerment dimension.

2. There is a statistically significant effect of the independent variable servant leadership and its dimensions (empowerment, helping subordinates to grow and succeed, ethical behavior, commitment to community development) on the dependent variable work turnover and its dimensions (personal factors, organizational factors, factors related to working conditions) in Al-Salam General Company The strongest dimensions were after commitment to community development, and the weakest after empowerment.

Second: Recommendations

1. It is necessary for the Ministry of Communications in general and the General Peace Company in particular to pay attention to the application of servant leadership by working on preparing development and development programs for leaders in order to understand and know them about the behavior of servant leadership because of its great role in reducing work turnover through its impact on individual behavior and change Here, the General Peace Company must pay more attention to all dimensions in general, and to my dimension (helping subordinates to grow and succeed, and commitment to the development of society) in particular, and to advance all dimensions and make them optimal in the future.

2. The need to pay attention in general to all dimensions of work turnover, especially organizational factors, and Al-Salam General Company should diagnose the motives causing turnover and search for remedies for them by strengthening (personal and organizational factors and factors related to working conditions) in order to reduce work turnover in the company.

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