Servant leadership and positive organizational behaviour: The road ahead to reduce employees' turnover intentions

**Abstract**

**Purpose**

Over time, interest in servant leadership has increased manifold both in academic research and the popular press. These rampant developments have set the stage for addressing the worthiness of servant leadership's theory. Empirical studies undertaken by numerous scholars (Farling et al., 1999; Bass, 2000; Page and Wong, 2000; Russell and Stone, 2002; Sendjaya and Serros, 2002; Dennis and Winston, 2003; Smith et al., 2004; Stone et al., 2004; Dennis and Bocarnea, 2005; Humphreys, 2005) have surfaced significant findings supporting relevance of servant leadership in organizational context; however, an absence of universal definition and its measures impinges on this concept. Noticeably missing from research attention has been the effect of servant leadership in promoting positive organizational behaviour among organizational employees. Thus, this paper aims to explore the available literature on servant leadership with a view to establish a servant leader's role in instilling and facilitating positive organizational behaviour in the workplace. Moreover, the purpose is also to determine whether the positive organizational behaviour inculcated among the employees through a servant leader helps in reducing their turnover intentions.

**Design/methodology/approach**

Using different keywords, relevant research papers on Google Scholar were selected. Also, several online databases like Emerald Management, Elsevier, EBSCO Host, etc., were accessed for conducting this exploratory study.

**Findings**

To examine the various convergent and divergent dimensions of the major constructs, numerous definitions and scholarly work of renowned practitioners have been collated through an extensive literature review. To put forth a comprehensive picture encompassing the noteworthy findings of the studies pertaining to the major construct, a tabular representation has been made.

**Originality/value**

This is the first study wherein the linkage about servant leadership and positive organizational behaviour in organizational context has been talked about. The paper carries value as the literature pertaining to servant leadership in published domain is still in its nascent stage. The repertoire of literature, presented here, will provide a clear direction to the future researchers who wish to pursue their study in this area.

**Keywords**

Positive psychology, Turnover intentions, Servant leadership, Positive organizational behaviour

**Citation**


Emerald Publishing Limited
Business leaders such as Richard Branson and Nick Hewer consider keeping staff happy, and retention high as the mark of a successful business. “Take care of your employees and they’ll take care of your business” – Richard Branson, Founder of the Virgin Group. Looking after your staff is essential for reducing staff turnover, a critical factor in the success of your organization. But why is employee retention so impactful? Download a free copy of our HR Strategy Download Guide. Recruiting is expensive. Excessive staff turnover can introduce excessive costs related to hiring new staff members. Re: Only RUB 220.84/month. Organizational behavior - chapter 12 leadership. STUDY. Flashcards. Servant leadership. Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop. They don’t use power to achieve ends; they emphasize persuasion. Characteristics behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers’ potential. o Trust. Attributes that make it impossible or leader behavior to make any difference to follower outcomes. Organizational characteristics such as explicit formalized goals, rigid rules and procedures, and cohesive work groups can also replace formal leadership, while indifference to organizational rewards can neutralize its effects. Servant leadership is a leadership philosophy in which the main goal of the leader is to serve. This is different from traditional leadership where the leader’s main focus is the thriving of their company or organizations. A Servant Leader shares power, puts the needs of the employees first and helps people develop and perform as highly as possible. Servant leadership inverts the norm, which puts the customer service associates as a main priority. Instead of the people working to serve the leader, the leader serves. Also, both servant leadership and transformational leadership are positively related to organizational commitment and work engagement; servant leadership through follower need satisfaction and transformational leadership through perceived leadership effectiveness (van Dierendonck, Stam, Boersma, de Windt, & Alkema, 2014). Organizational Culture/Climate Impact on Employees Servant leadership is more than the values and actions of an individual leader; it can also characterize the culture or climate of a firm. To cite just a few examples: Fang (2007) found in a meta analysis that a constructive organizational culture positively affects nurses’ job satisfaction at the p < .001 level and the relationship is stable over time. To cite this document: Sumedha Dutta Puja Khatri, (2017), "Servant leadership and positive organizational behaviour: the road ahead to reduce employees’ turnover intentions.”, On the Horizon, Vol. 25 Iss 1 pp. 60 - 82. Permanent link to this document: http://dx.doi.org/10.1108/OTH-06-2016-0029. Downloaded on: 14 February 2017, At: 06:08 (PT) References: this document contains references to 144 other documents. To copy this document: permissions@emeraldinsight.com The fulltext of this document has been downloaded 36 times since 2017*. Users who downloaded this article also downloaded: