



# I am of value to the organization: The Role of Servant Leadership in Predicting Psychological Capital and Turnover Intention among School Teachers in Pakistan

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**ABSTRACT-** The organization's most difficult task these days is retaining the best breeds. Especially in the education sector, where expert teachers are a valuable asset, losing a teacher is equivalent to losing an entire class. Researchers share a common understanding of the significance of employee retention. The turnover intention has a significant impact on organizational performance. The current study looks into the role of principal servant leadership in predicting employee psychological capital and reducing teacher turnover intention. This study investigated the key characteristics of servant leadership style in a sample of 374 teachers working in private sector schools using the Smart-PLS technique to test the proposed hypotheses. The authors developed and tested a complex model proposing that principals' servant leadership style increases teachers' psychological capital, which in turn affects teachers' intention to leave. The findings revealed that servant leadership has a positive impact on teachers' psychological capital while having a negative impact on their intention to leave. The moderated mediation model produced statistically significant results. There was also a discussion of theoretical and practical implementations.

**Keywords:** servant leadership, employee psychological capital, practical implementations

## I. INTRODUCTION

Regardless of how complex or fluid the institution, all educational leaders share characteristics. There is no rhyme or reason for this. As a result, the school's significance can be explained as the heart is worth the same as the principal. Whatever happens in a college appears to be filtered by the principal for the benefit of all. The principal has a significant impact on the college environment. Recently, researchers distinguished two primary leadership styles: servant leadership and transformational leadership. The presentation of caring for people has received special attention (Parolini et al., 2009) Both of these models appear mutually interactive and involved in a study done by (Gregory Stone et al., 2004). Several studies have reported that principal influence on students is low despite the servant leadership style being vital (Brohi, Jantan, Mehmood, et al., 2018).

Robert Greenleaf promoted servant-leadership philosophy, a leadership style that focuses on serving and serving first, in his early work on the subject in 1977. As Greenleaf explains in his book "The Servant Leadership Style" published in 2002: "It all starts with the innate desire to serve, to serve first." (Greenleaf, 1977). One makes a deliberate decision to strive to be a leader. That person is very different from someone who is first and foremost a leader, perhaps due to the need to satisfy an odd power drive or to gain material possessions.

Several investigations have been conducted to look at the various characteristics of servant leadership in both organizational and educational environments. (Russell & Stone, 2002; Shaw & Newton, 2014; Spears, 2004). The findings show that principals who engage in servant leadership have a significant positive impact on a positive college environment and teachers' confidence in leadership. (Joseph & Winston, 2005; Black, 2010).

More research is needed to investigate servant leadership. In the first place, the research on contemporary models that have been prevalent in educational environments is based on the concept of transformational leadership. However, the unfortunate reality is that no knowledge or very rare research of servant leadership is imparted in educational settings. As a result of the scarcity of research on the

relationship between the leadership process and organisational performance, organisations are only moderately effective in assessing their servant leadership ability. In contrast to their initial hypothesis, the authors discovered that servant leadership could explain a greater proportion of current attitudes and behaviours (in the past two years). Hoch et al. (2016) found in a more extensive meta-analysis that discovered servant leadership in some other models has limited predictive validity (Dulebohn et al., 2012). As a result, (Brohi et al., 2019; Brohi, Jantan, Mehmood, et al., 2018; Brohi, Jantan, Pathan, et al., 2018; Brohi, Jantan, Sobia, et al., 2018; Qureshi et al., 2018) stressed the need for more studies on servant leadership "as a stand-alone leadership strategy capable of helping.

This research aimed to make several contributions to the literature on servant leadership and psychological capital. First, Liden, Wayne, Zhao, & Henderson, (2008) wrote in one of the most widely quoted articles on servant leadership, "Finally, it would be useful to investigate servant leadership in countries other than the United States." Because of the limited degree of power distance in the United States, for example, the extent to which servant leadership will be successful in societies of larger power distance remains an empirical mystery.

Despite this early observational proof of servant leadership's utility in describing follower behaviors, only a few studies have looked at the effect of servant leadership on employee turnover intentions (Chiniara & Bentein, 2016; Hoch et al., 2016). As a result, in this report, we look at the effect of principals' servant leadership on teacher turnover intentions, which is helpful to all workplace partners, including the principal, students, and employer.

Furthermore, most research on employee leadership has focused on the direct effects on turnover intention, but less has studied psychological mechanisms that influence individual success at work (Chiniara & Bentein, 2016, p. 1). A critical part of understanding servant leadership is understanding how it influences staff turnover. that make a difference in productivity (Luthans, 2002). According to this, principals create a teacher's psychological capital, which subsequently damages their choice to resign.

Moreover, the relationship between leader and outcomes is complex, influenced by several human and contextual factors (G. Northouse, 2017). Given this, we believe that personality and inspiration often impact the direct and intervening effects of leadership on intent to leave (Liden et al., 2014; Liden & Wayne, 2016). Using this argument as a jumping-off point, the researchers examined the association between servant leadership and outcomes. Increased self-discipline is referred to as "work emphasis on work." Therefore, people aim for happiness and escape suffering, according to the regulation theory that states that there are two types of focus: searching for prospects, and finding fun, respectively (perform duties and avoid pain). in the process, this study responds to the future research calls of Chiniara & Bentein (2016), to study the mediators of servant leadership, as well as Wayne, Liao, & Meuser (2014) to discover variables that influence servant leadership directly.

Finally, as Arain (2017) points out, there have been very few moderated mediation reviews in terms of servant leadership and follow-up results. In the literature on servant leadership, there is still a conceptual gap. In this regard, the study is broadening the scope of current leadership and psychological capital literature by investigating the moderated (i.e. teacher regulatory focus) mediating impact of psychological capital between servant leadership and a turnover intention relationship in a developing country like Pakistan.

## II. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Leader qualities are predetermined by ideology or a collection of beliefs and ideals, which also aids in the expansion of a leader's qualities (Aboramadan et al., 2020). A critical feature of this research is determining the effect of a principal's servant leadership on teacher retention. Despite early intuitive perspectives on the ethical ramifications of servant leadership in the workplace, organizational researchers have paid scant attention to servant leadership. Only in the last decade has a string of public business controversies (e.g., Tyco, WorldCom, and Enron, many of which were related to the corrupt senior leadership of organizations) highlighted the relevance of researching ethical/moral values-based representatives (Kaya & Karatepe, 2020; Retno et al., 2020).

Turnover intention as a leading obstacle for Fortune 500 CEOs in the current decade necessitates further investigation to explain why people exit organizations ("SHRM Survey Findings: Influencing Workplace Culture Through Employee Recognition and Other Efforts," 2016). Turnover intention refers to an individual's estimate of the likelihood of losing his job in the immediate future (Dalton et al., 1981).

A thorough literature review and meta-analysis of employee turnover show that intentions are dependable elements to be used in the mechanism (Cotton & Tuttle, 1986). Thus, since that outcome, in this report, attrition, emotional regulation, and regulatory attention focusing on the staff would be combined (dependent variables). Based on the large amounts of literature and meta-analytic research (O'Brien-Pallas et al., 2006), it is stated that job stress prompts workers to seek their freedom of choice. Consequently, workplace discontent persuades workers to seek employment elsewhere, and lastly, causes them to accept new job offers. Since the organization's dissatisfaction process, organization rules, or leadership style (Kossek&Ozeki, 1998) encourages the employee to think about quitting his work, leads to intent to leave(Jaramillo et al., 2009) This research argues that the apparent principal's leadership style impacts teachers' satisfaction, which in turn affects turnover.

Based on the arguments developed above, the following has been hypothesized:

***Hypothesis 1:*** *There is a positive relationship between servant leadership and turnover intention.*

Subsequent to the previous research on the relationship between staff and recruitment is dedicated to investigating this association has suggested that workers wish to leave the company because of feelings of empowerment (self-actualization) is significantly correlated with an individual's desire to leave (Deconinck&Deconinck, 2017; Kashyap&Rangnekar, 2016; Neubert et al., 2016). However, what little is known about how this works is just speculation, but we know nothing about the nature of the relationship. Servant Leadership develops intent, and integrity by leading followers through complicated and indirect relationships; if it is an indirect relationship, what are the intervening psychological processes? In this case, the researcher studies the intervening psychological process of servant leadership to address this issue, the case study is examining how servant leadership affects job turnover intention.

### **Servant Leadership and Psychological Capital**

(Walumbwa et al., 2010) posited that having followers' mental health as a goal leads to good leadership. leader-to-servant production. From this, it seems that politicians have better mental health, as a result. Furthermore, healing is described as exhibiting sensitivity and ability to help resolve problems as well as the ability to alleviate hardships and trauma from the followers (Hu & Liden, 2011) and have found that servant leaders should concern themselves with followers to foster the growth of PsyCap (Clarence et al., 2020)

Similarly, according to Liden et al. (2008), "serving the society" has been operationally described as consciously and genuinely caring for others. It's a mixture of understanding of surroundings and group assistance. In this phase, the servant shapes his or her company for societal value and cultivates a group mindset. strong relationships with values such as PsyCap growth (Barbuto& Wheeler, 2006; Searle &Barbuto, 2011; Walumbwa&Schaubroeck, 2009) To date, no research has addressed the question of building relevance for community-based leadership and its factors. However, in the literature, it appears that building group value implicitly contributes to the components of servant leadership.

Liden et al. (2008) operationalized the concepts as a general capability of assisting or supporting other employees, as well as enabling subordinates to get their work done (e.g., (Barbuto& Wheeler, 2006; Walumbwa&Schaubroeck, 2009) have concluded that servant leadership qualities have a favorable impact on PsyCap.

According to previous research and literature reviews, servant leadership can affect the PysCap. According to Luthans (2002) will grow further, a human show and pathways striving for the welfare of others have to serve their interests and development (Liden et al., 2008). Servant Leadership holds the capacity to represent its followers in such a manner that faith is sought by those that obey (Cerit, 2009).

Luthans (2002) described it as individual ability to bounce back when confronted with difficulty or exceptional performance a willingness to do what is in the best interest of "shows that extends employee

confidence in their mutual skills, even when faced with confusion and obstacles" (Hu & Liden, 2011). If followers feel like their leader is concerned with their well-being, in the face of doubt, and whether or not, those feelings help them to sustain them, so it's suggested that a leader's loving disposition increases their beliefs in themselves.

Thus, as a result of the arguments developed above, the following is hypothesized:

**Hypothesis 2:** *There is a positive relationship between Servant Leadership and psychological capital.*

### **Psychological Capital and Turnover Intention**

Several studies also investigated the association between PsyCap and multiple employee attributes. Avey, Reichard, and Mhatre (2011) noticed that PsyCap, organizational engagement, and psychological well-being are both associated with higher work satisfaction. Additionally, their study found that PsyCap negatively correlates with motive, as well as employee work stress and anxiety have a negative effect on one another. Incidentally, Avey, Luthans, & Jensen (2009) reported on diverse US businesses and found that they found that PsyCap alleviates work-related tension and anxiety. The results confirm the theory that workers with a strong PsyCap seem to think more positively of their career prospects work-focused individuals are less inclined to quit and are equipped to deal with difficult situations when they are optimistic (Bandura, 1997; Seligman & Csikszentmihalyi, 2000). Seem to be backed by studies that showed that PsyCap has lower turnover (Ganji & Johnson, 2020; Wen, 2020).

Thus, building upon the preceding arguments, the following is hypothesized:

**Hypothesis 3:** *There is a negative relationship between Psychological Capital and turnover intention.*

### **The mediating role of Psychological Capital between Servant Leadership and Turnover Intention**

Recent years have seen a lot of study on the concept of psychological capital just a handful of research, have investigated the relationship between psychological resources and various antecedents and outcomes (Wen, 2020)) However, the aforementioned studies do not provide the association between servant leadership and healthcare sector employee attrition.

It includes faith, self-efficacy, and motivation. Empirical evidence shows that PsyCap correlates highly with career satisfaction, loyalty, and work performance (Luthans et al., 2008, 2007).

Only a few studies have shown servant leadership as having antecedent components of PsyCap (Safavi & Bouzari, 2020). High PsyCap employees would develop due to their leaders placing subordinates' needs first, helping them evolve, and acting ethically (Lee et al., 2020). Therefore, servants follow. They would become more confident as a result of this confidence. integrity (Liden et al., 2008). It provides positive results thus minimizing stress, thereby showing a helpful community, and allows coworkers to support each other in meeting their goals, resulting in a helping culture (Liden et al., 2014). Employees that are positive towards their work have higher PsyCap scores, which motivates them to do well and keep their roles. having an effect on employee turnover (Bouzari & Karatepe, 2017). Research studies have shown a reduced intention to leave (Bouzari & Karatepe, 2017). This is due to employees' faith in their representatives and organizations Employees have faith in their leadership; this means they are less likely to have poor attitudes in the workplace. injecting PsyCap results in staff turnover.

This research expands and checks the theory that PsyCap serves as a mediator between servant leadership and turnover intention.

**Hypothesis 4:** *Psychological Capital mediates the relationship between servant leadership and teachers' turnover intention.*

How can we expect the principal's servant leadership to increase teacher attrition if it does not succeed in reducing it? If this relationship is not to be explained, additional explanations must be provided. In response to the question, the dispositional trait (i.e., promotion focus and prevention focus on the relationship between servant leadership and turnover intention) was identified.

### **The moderating role of Regulatory Focus (Promotion Focus and Prevention Focus)**

Crowe & Higgins (1997) proposed that there could be two competing orientations that workers could align to their goals or targets: promotion and prevention emphasis. Workers who have received a promotion are more concerned with making their dreams come true than with completing their tasks. those who strive for success and seize opportunities thrive on failure and punishment Rather than focusing on defense, they work to promote development and change. have personal and benevolent

spirits when the objects or events produce the greatest rewards or benefits for those who act in accordance with their desires (Higgins, 2000). As a result, risk-taking tendencies should be encouraged; achievement-driven workers make decisions based on potential rewards or gains regardless of the risks.

On the other hand, instead of following their dreams and desires, they try to take care of their obligations (Cui & Ye, 2017), to shield us from an official reprimand as well as any kind of trouble that might occur at a low level. An emphasis on avoiding potential losses or threats to safety tends to creep into risk orientation implementation (Crowe & Higgins, 1997). As a result, they want to avoid or minimize deficits.

The regulatory focus of workers is likely to have an impact on staff retention in healthcare settings. As previously stated, promotions and goals foster persistence, involvement, confidence, and fulfillment (Higgins, 2000). Furthermore, those who serve in leadership and development roles, assist others in growing and flourishing, and are concerned with the needs of others have higher employee loyalty and job satisfaction.

People who are interested in prevention would collect as many different patterns as possible. Pursuing a goal for loss reduction avoidance focuses the employee's attention on potential safety or security concerns. It is their priority to keep the team's pain and loss at bay. In this regard, a servant approach to mental and emotional well-being could elevate the mission and objectives that followers strive to achieve while reducing potential losses. Potential losses, as described in the self-disc theory, are consistently underestimated, causing an unwelcome distraction among those with a prevention orientation, resulting in low engagement and increased turnover (Montes, Judge, e.g.,)

Given the findings in H4, it is reasonable to assume that there are moderating effects on turnover in a manager-servant relationship: In other words, as shown in Figure 1, the emphasis on encouraging and discouraging psychological protection is accompanied by servant leadership. Furthermore, the emphasis on promotion and prevention levels of the second tier of psychological capital varies in the research model. As a result, the moderator, i.e., the management of both the promotion and retention of good employee morale, is dependent on whether or not the workers' principles are consistent with company objectives. As a result, the following hypotheses are advanced:

**Hypothesis 5:** *The indirect effect of servant leadership on turnover intention is moderated by promotion focus via psychological capital, such that the indirect effect is strong among nurses with a high promotion focus.*

**Hypothesis 6:** *Prevention focus moderates the indirect effect of servant leadership on turnover intention via psychological capital, resulting in a strong indirect effect among nurses with a high prevention focus.*

### III. METHOD

In this analysis, we used the convenience sampling method to collect data from target respondents. Private schools in Pakistan were established during the initial phase, and the email addresses of their administrators/relevant officers dealing with employee activities were obtained and identified. A web-based questionnaire was developed and emailed to the school administration's relevant personnel. Out of the total number of emails sent, 385 responses were reported.

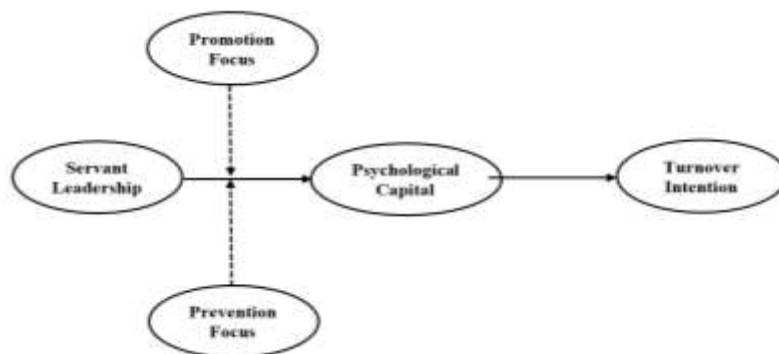


Figure 1 Research Model



## Measures

**Servant leadership** was assessed using a 28-item scale (Liden et al., 2008. "My boss grants me the right to manage tough problems in the manner that I believe is best," for example. For this analysis, the reliability of this scale was 0.95.

**Psychological Capital** was assessed using Luthans et al. (2007). Hope, optimism, self-efficacy, and resilience were measured using a shorter 12-item version of the original 24- item Psychological Capital Questionnaire (PCQ-24) developed by (Luthans, Youssef, et al., 2007). Sample items include the following "Right now I see myself as being pretty successful at work" (hope); " I feel confident in representing my work area in meetings with management" (Self-Efficacy), "I am optimistic about what will happen to me in the future as it pertains to work" (optimism) and "I can get through difficult times at work because I have experienced difficulty before" (resilience).

**Employee work regulatory focus** was measured by using a 12-item scale (6-items for promotion focus and 6-items for prevention focus) developed by Higgins, (1998). A sample item from the promotion focus scale is "How often do you focus on your work accomplishments?" and the prevention focus is "How often do you focus on completing work tasks correctly?" The reliability for promotion focus and prevention focus scale in this study were 0.91 and 0.90 respectively.

**The turnover intention** was measured by using a 5-item scale developed by Reilly, Charles, & David, (1991). A Sample item is "I have thought seriously about changing organizations since beginning to work here". The reliability of this scale for this study was 0.93.

## IV. DATA ANALYSIS AND RESULTS

Before moving on to the measurement model analysis, a pretest was performed to determine which metrics were useful for measuring the model. Hair et al. (2017) proposed a 0.708 threshold value for factor loadings in order to define useful markers. Values less than 0.708 will be omitted from the calculation model to improve the estimation of convergent and discriminant validity. According to the pre-test, both indicators have higher loading than the threshold value. As a result, none of the reflective measuring constructs' indicators have been removed. Figure 5.2 depicts the calculation model for this analysis. SmartPLS 3.0, a PLS-SEM-based program, was used in this analysis to evaluate the calculation model and structural model.

Table 1 shows the composite reliability values for Servant Leadership (0.968), Psychological Capital (0.976), and Turnover Intention (0.960) which are higher than 0.70, demonstrates high levels of internal consistency reliability.

Table 1 displays the AVE values for Servant Leader (0.519), Psychological Capital (0.771), and Turnover Intention (0.828), all of which demonstrate high levels of convergent validity. According to Hair et al. (2017), and AVE of 0.50 or higher indicates that a construct explains half or more of the variance of its indicators on average. Because all of the cross-loadings had higher values, all of the indicators were kept in the analysis for this study. The results of the Fornell and Larcker (1981) discriminant validity criterion are shown in Table 2. This analysis is carried out by comparing the square root of AVE for each construct to the correlation (r) with any other construct. When the square root of AVE is greater than the correlation for the other construct ( $AVE > r$ ), discriminant validity is achieved. The results for psychological capital, servant leadership, and turnover intention are shown in the table below. According to the findings, the AVE for all constructs is greater than the correlations for the other constructs. As a result, all of the variables have discriminant validity and are truly distinct from one another.

Construct	Indicator (s)	Scale	Indicator Reliability (Loadings)	Composite Reliability	AVE	Convergent Validity (AVE>0.5)	Discriminant Validity
Servant Leadership	BE1	Reflective	0.823	0.968	0.519	Yes	Yes
	BE2		0.811				
	BE3		0.818				
	BE4		0.830				
	CS1		0.836				
	CS2		0.846				
	CS3		0.876				
	CS4		0.876				
	CVC1		0.788				
	CVC2		0.884				
	CVC3		0.863				
	CVC4		0.883				
	EH1		0.877				
	EH2		0.879				
	EH3		0.909				
	EH4		0.914				
	EMP1		0.827				
	EMP2		0.853				
	EMP3		0.854				
	EMP4		0.770				
	HSGS1		0.830				
	HSGS2		0.894				
	HSGS3		0.771				
	HSGS4		0.810				
PSF1	0.783						
PSF2	0.847						
PSF3	0.851						
PSF4	0.784						
Psychological Capital	SEF1	Reflective	0.940	0.960	0.668	Yes	Yes
	SEF2		0.921				
	SEF3		0.913				
	HOPE1		0.852				
	HOPE2		0.839				
	HOPE3		0.799				
	HOPE4		0.860				
	RES1		0.811				
	RES2		0.910				
	RES3		0.923				
	OPT1		0.900				
	OPT2		0.894				
Turnover Intention	TO1	Reflective	0.884	0.960	0.828	Yes	Yes
	TO2		0.909				
	TO3		0.913				
	TO4		0.940				
	TO5		0.904				

Table 1 Measurement Model Results

	PC	PS	PreF	ProF	SL	TI
PC	<b>0.817</b>					
PS	0.647	<b>0.922</b>				
PreF	-0.364	-0.600	Formative			

ProF	-0.402	-0.430	0.185	Formative		
SL	0.461	0.680	-0.332	-0.368	<b>0.722</b>	
TI	-0.709	-0.811	0.577	0.528	-0.626	<b>0.910</b>

Table 2 FornellLarcker Criterion

### Test of Direct Effects

The path coefficient was assessed to evaluate the significance of the hypothesized relationship among the constructs using bootstrapping. There are three hypotheses developed from three latent variables namely, servant leadership, psychological capital, and turnover intention to determine the relationships between the constructs.

The developed hypotheses are as follows:

**Hypothesis 1:** *There is a positive relationship between servant leadership and turnover intention.*

**Hypothesis 3:** *There is a positive relationship between Servant Leadership and Psychological Capital.*

**Hypothesis 5:** *There is a positive relationship between Psychological and turnover intention.*

As shown in Table 3, the results for path co-efficient assessment for all the hypothesized relationships are significant at the level of 95 percent confidence interval with p-values less than 0.05: SL->TI ( $\beta = -0.141$ , t-value=3.036, p-value=0.002); SL -> PsyCap ( $\beta = 0.487$ , t-value=9.705, p-value=0.000); PsyCap ->TI ( $\beta = -0.381$ , t-value=5.486, p-value=0.000). Hence, these results suggest that H1 to H3 were supported in this study.

Hypothesis	Relationship	Direct Effect, $\beta$	Standard Deviation	t-value	p-value	Result
			(STDEV)			
H1	SL -> TI	-0.141	0.046	3.036*	0.002	Significant
H2	SL -> PsyCap	0.487	0.050	9.705**	0.000	Significant
H3	PsyCap -> TI	-0.381	0.070	5.486**	0.000	Significant

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

Table 3 Path Co-efficient Assessment (N=374)

### Testing for Mediating Effect

The previous section assessed the direct effects of servant leadership and psychological capital on turnover intention. This section assessed the mediation effect of psychological capital in the model. The following hypothesis was developed to test the mediating effect of psychological capital between servant leadership and turnover intention.

**Hypothesis 4:** *Psychological Capital will mediate the relationship between servant leadership and turnover intention.*

The mediation test was carried out using the Hayes (2015) approach by bootstrapping the indirect effect. The results of the mediation effect of psychological capital on the relationship between servant leadership and turnover intention are summarized in Table 4. The results show that H4 is supported at a 95% confidence level with a p-value less than 0.05 ( $\beta = -0.186$ , t-value = 4.497, p-value = 0.000). Furthermore, the mediation effect was evident because the 95 percent Bootstrapping Confidence Interval (-0.281, -0.119) did not cross a 0 between the lower and upper intervals (Preacher & Hayes, 2008). As a result, hypothesis 4 is supported.



Hypothesis	Relationship	Beta					Bootstrapped Confidence Interval	
		Indirect Effect a*b	Std error	t-value	p-value	Result	95% LL	95% UL
H4	SL -> PsyCap -> TI	-0.186	0.041	4.497	0.000	Significant	-0.281	-0.119

Table 4 MediationAssessment

### Moderation Effect Assessment

The moderation effect of regulatory focus, i.e., promotion focus, and prevention focus were assessed in this section. The moderating hypotheses developed as follows:

**Hypothesis 5:** The indirect effect of servant leadership on turnover intention is moderated by promotion focus via psychological capital, such that the indirect effect is strong among nurses with a high promotion focus.

**Hypothesis 6:** Prevention focus moderates the indirect effect of servant leadership on turnover intention via psychological capital, resulting in a strong indirect effect among nurses with a high prevention focus.

### Testing for Moderating Effect

Figure 2 shows the moderation effect of promotion focus in the structural model. In line with the above hypotheses and similar to the above moderating hypotheses, PLS-SEM was used to analyze the moderating effect in the two-level analysis. First, the interactive effect was created between the independent variable and the moderating variable (Hair, 2018) using the two-stage approach since it involved formative constructs, then bootstrapping procedure was conducted to determine the moderating effect and its significance.

Hypothesis	Relationship	Beta				Result
		Standard Beta	Standard Error	t-value	p-value	
H5	SLxProF -> PC	-0.114	0.056	2.042	0.041	Significant
H6	SLxPref -> PC	-0.025	0.093	0.265	0.791	NS

Table 5 Moderation Effect of Promotion Focus and Prevention on the indirect effect of Psychological Capital Results

The analysis was conducted simultaneously, and the outcome reveals that the indirect effect of psychological capital between servant leadership and turn over intention was moderated by promotion focus ( $\beta = -0.114$ , t-value = 2.042, p-value = 0.041).

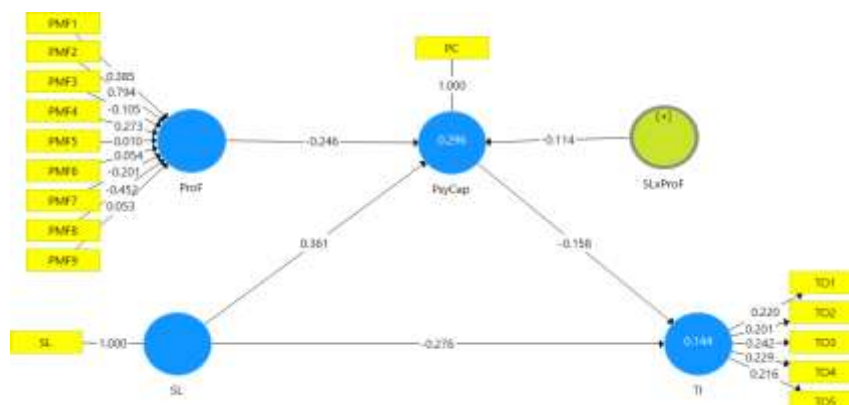


Figure 2 Moderation effects of Promotion focus on the relationship between Servant Leadership and Psychological Capital.

Figure 3 depicts the prevention focus's moderation effect on the relationship between servant leadership and psychological capital. The moderating effect of prevention on the indirect effect of psychological capital on servant leadership and turnover intention was investigated. According to the findings in Table 5, prevention focus does not moderate the indirect effect of psychological capital on servant leadership and turnover intention ( $\beta = -0.025$ ,  $t$ -value = 0.265,  $p$ -value = 0.791). As a result, hypothesis 6 is not supported and is deemed insignificant.

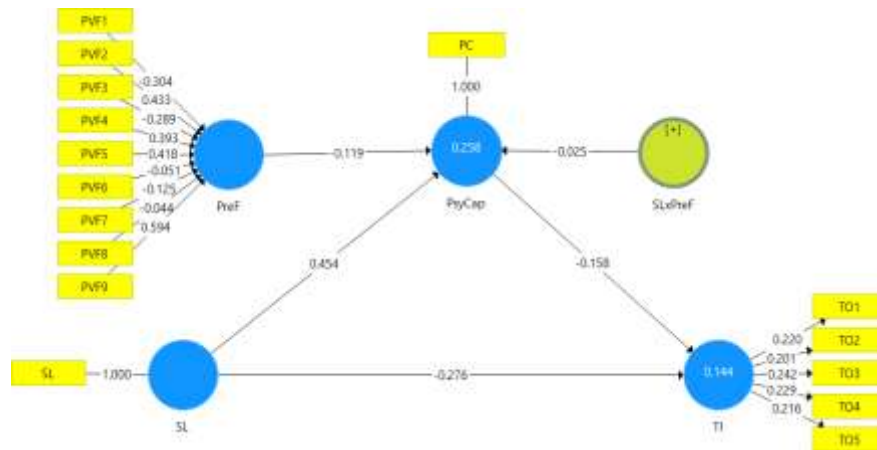


Figure 3 Moderation effects of Prevention focus on the relationship between Servant Leadership and Psychological Capital.

## V. DISCUSSION

We investigated the moderated model of servant leadership, the extent to which workers have either drive for promotion or motivation to keep their jobs, their approach to career advancement, their attitude toward occupational control, and their intent to quit.

Once the hypotheses were tested, they were evaluated in Smart-PL, and the sections that followed included a summary of their findings. This section presents and examines the studies derived from the six hypotheses proposed in the previous section.

### Servant Leadership and Turnover Intention

According to Hypothesis H1, servant leadership is negatively related to intention to leave. This hypothesis suggests that principals' servant leadership style has a negative effect on teachers' intention to leave. This states that nurses who perceive their principals as servant leaders are less likely to engage in negative behavior and are more likely to stay with the organization. In other words, servant leadership reduces teachers' intentions to leave. According to the findings, servant leadership is negatively and significantly related to turnover intention ( $\beta = -0.141$ ,  $p$ -value = 0.002). As a result, this hypothesis is supported by this study.

This finding is consistent with previous research on predicting leadership, particularly servant leadership, as an important predictor of turnover intention. Previous research has linked servant leadership to job satisfaction (Brohi, Jantan, Mehmood, et al., 2018; Cerit, 2010; Henning, 2016), engagement (Aboramadan et al., 2020; Clarence et al., 2020; Landells & Albrecht, 2017; Memon et al., 2018; Tabak & Hendy, 2016).

As a result, when a principal demonstrates servant leadership behavior toward teachers by serving and focusing on the needs of the followers, the teachers will adopt positive attitudes and behaviors at work and thus stay in the organization as a reciprocal act towards their principals. This finding is consistent with previous research conducted by scholars (Lee et al., 2020), who discovered that servant leadership is associated with behaviors that are harmful to both the organization and its members. As a result, the current study has added to the body of knowledge by supplying additional evidence on the predictive validity of servant leadership on turnover intention.

## **Servant Leadership and Psychological Capital**

Hypothesis 2 asserts that there is a link between servant leadership and psychological capital. According to this hypothesis, when nurses perceive their principals as servant leaders, their psychological capital increases in the form of hope, self-efficacy, optimism, and resilience. Leadership with a positive and serving focus increases positive organizational behaviors among followers. Servant leadership results in psychological capital as a positive organizational behavior. According to the findings, the nurse's perception of their principals' servant leadership is positively and significantly related to the nurse's psychological capital ( $r=0.487$ ,  $p\text{-value}= 0.000$ ). As a result, hypothesis 3 is supported by this study.

In general, the current study's findings are consistent with previous studies' findings (Safavi&Bouzari, 2020) that employee perception of servant leadership behavior enhances positive organizational behaviors, particularly psychological capital among employees. As a result, when nurses perceive their principals as servant leaders and are treated fairly, given every opportunity to grow and succeed in their careers, and feel empowered at work, they are more likely to adopt positive behaviors at work, resulting in increased psychological capital.

## **Psychological Capital and Turnover Intention**

Hypothesis 3 further states that psychological capital is negatively related to turnover intention. This hypothesis suggests that teachers' perceptions of psychological capital have a negative impact on their intention to leave. It goes on to say that when nurses perceive psychological capital, they are less likely to develop leave intentions because nurses with high energy, enthusiasm, and immersion in their work have lower turnover intentions. The findings revealed that teachers' psychological capital is negatively and significantly related to their intention to leave ( $r=-0.381$ ,  $p\text{-value}= 0.000$ ). As a result, hypothesis 5 is supported by this study.

This study's findings are consistent with previous studies (Karatepe&Avci, 2017) that found psychological capital to be a positive organizational behavior that reduced negative workplace outcomes. This is also consistent with the conservation of resources theory, which states that individuals tend to conserve or keep valuable resources and, as a result, will avoid actions that may result in the loss of valuable resources (Wen, 2020). Psychological capital, as a valuable personal resource, influences people's decisions to stay or leave an organization. The resources are difficult to obtain, and once obtained, it is critical to keep them. As a result, nurses with a resource of psychological capital intend to stay in the organization because if they leave, they risk losing their resource that they have accrued over time. They would require hard work, and regaining the same resources in the organization would be risky and time-consuming, so nurses would remain in the organization. As a result, the current study has added to the body of knowledge by providing additional evidence on the predictive validity of teachers' psychological capital on turnover intention as well as the applicability of conservation of resources theory in this context.

## **Mediating Role of Psychological Capital**

According to Hypothesis 4, teachers' perceptions of psychological capital mediate the relationship between servant leadership and intention to leave. This hypothesis suggests that managers' servant leadership behavior has an indirect negative effect on teachers' intention to leave through their perception of psychological capital. According to the bootstrapping analysis results, the nurse's perception of psychological capital mediates the relationship between servant leadership and turnover intention ( $r=-0.186$ ,  $p\text{-value}= 0.000$ ). As a result, this hypothesis is supported by this study.

The current study's findings are consistent with previous researchers who asserted that perception of psychological capital mediates the relationship between leadership and various organizational outcomes (Clarence et al., 2020). This validates the question of when a teacher's intention to leave is reduced or diminished. Nurses who lead through servant leadership are more likely to achieve positive outcomes due to the reciprocity of leaders' behavior. They will engage in positive organizational behaviors such as psychological capital, and their intention to leave the organization will decrease as a result.

## **Conditional effect of Regulatory Focus**

The final goal of this study was to look at the role of promotion and prevention focus (two types of

regulatory focus) in moderating the indirect effect of psychological capital between servant leadership and turnover intention. The moderated mediation relationships proposed in this study were tested in hypotheses 5 and 6.

### Moderating Role of Promotion Focus

Hypothesis 5 contends that a focus on promotion lessens the indirect impact of psychological capital on servant leadership and the decision to leave. According to this theory, nurses who are more focused on advancement are more likely to improve their sense of psychological resources and are less likely to develop turnover intention than nurses who are less focused on advancement. The findings show that promotion emphasis has a significant moderating effect on the indirect effect of psychological resources on servant leadership and the decision to leave ( $=-0.114$ ,  $p\text{-value}= 0.041$ ). As a result of this analysis, hypothesis 5 is supported.

Previous research has shown that promotion helps people cope with difficult and challenging situations by increasing their level of hope and self-confidence, and it also moderates leader behavior. Behave in such a way that those who are highly hopeful, hopeful people perform better. Individuals who are important and goal-oriented are interested in cost-benefit analysis.

As a result, people who value their promotion are more likely to strive for excellence and to be rational in their thoughts and actions. As illustrated in Figure 6.3, interaction has a significant moderating effect, whereas promotion reduces turnover intent. The findings are also consistent with moderate mediation. For example, Liden, Wayne, Liao, & Meuser (2014) proposed that servant leadership is not appropriate for all employees; Aboramadan et al. (2020) proposed that servant leadership is related to employee and customer dispositions, as well as consumer, temporal, and environmental contexts (e.g., turnover intention). The findings have advanced understanding by providing empirical evidence that it is necessary to promote one's self as a nurse.

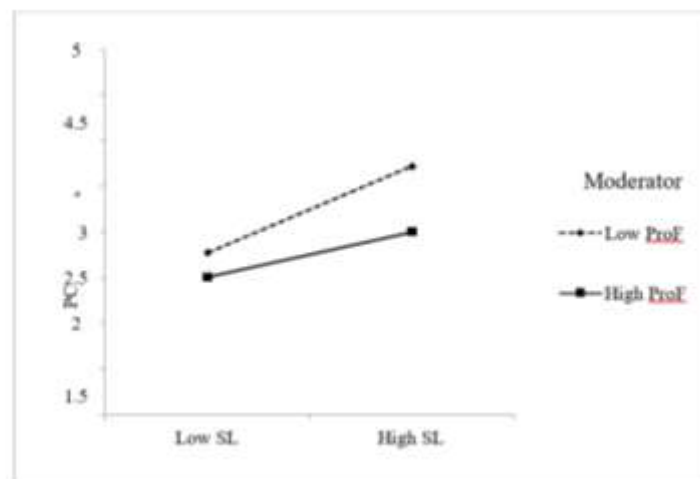


Figure 4 Moderation effect Plot of Promotion focus on the relationship between Servant Leadership and Psychological Capital

### Moderating Role of Prevention Focus

The prevention focus orientation, according to Hypothesis 6, moderates the indirect effect of psychological resources between servant leadership and turnover intention. This hypothesis states that nurses with a higher prevention focus orientation are more likely to view psychological resources and are less likely to develop turnover intention than those with a lower promotion focus orientation. According to the findings, the prevention moderation effects are based on the indirect influence of psychological resources between servant leadership and turnover intention ( $=-0.025$ ,  $p\text{-value}= 0.791$ ). As a result, hypothesis 6 is not supported by this research.

In contrast, the current study's findings contradict the previously hypothesized hypothesis. Furthermore, prevention-focused workers minimize pain instinctively; they simply focus on the task at hand and complete it in the time allotted. Furthermore, psychological capital is a state-like characteristic in which

employees cultivate hope, self-efficacy, resilience, and motivation to improve their performance and achieve success at work. Individuals with a strong prevention focus orientation are unlikely to cultivate hope, self-efficacy, resilience, and determination as a result of their characteristics of doing what they have been assigned and avoiding losses or pain. This can be justified by understanding the essence of prevention-focused individuals. In the context of Pakistan's healthcare sector, prevention emphasis was found to have no moderating effect on the indirect effect of psychological capital between servant leadership and turnover intention. Furthermore, additional research with respondents from other countries is required to validate the findings of the current study.

### **Contributions**

This study contributes to the development of a theoretical foundation for teachers' decision to leave their jobs. It demonstrates that servant leadership decreases teachers' intentions to leave and increases teachers' relational resources. In this study, the moderated mediation model of servant leadership, psychological capital, regulatory emphasis (promotion focus and prevention focus), and turnover goal were developed and empirically validated. grounded in relevant hypotheses to aid in identifying the process by which servant leadership leads to constructive organizational activities, as well as the boundary conditions that make this interaction stronger or weaker.

The circumstances of regulatory attention disparities in reaction to servant leadership practices in reducing turnover intention were the focus of this research. This research offers empirical evidence for why certain teachers in Pakistan's education sector perceived psychological resources and reduced their intentions to leave when they were served equally by servant leadership.

The current research integrated various hypotheses and offered analytical support using the hypothesis to describe the role of servant leadership in inducing desirable organizational behaviors. The moderating effect of regulatory emphasis has also been clarified using empirical evidence from teachers employed in Pakistan's education sector. As a result, the present thesis contributes to the body of expertise in the field of school teachers in Pakistan, as the bulk of the report was done in a western context and through various industries.

### **Practical implications**

These results have practical applications for organizations. Results demonstrate that servant leaders can inspire people to remain in the organization, as well as discover what is wrong and foster a sense of responsibility in the workforce. So as a result, these activities will increase and foster team success (LePine & Van Dyne, 2001). How is it possible to cultivate servant leaders? It can be by two methods to accomplish this goal: characteristics (Hunter et al., 2013). Therefore, with integrated assessments, companies will identify and choose representatives of those personalities. Also, effective management training systems may help managers acquire servant leadership skills. Such services attempt to concentrate on helping their workers reach personal ownership, personal development, and paid dignities.

### **Limitations and Future Research Directions**

It must be considered, though, that this analysis has several flaws. An example is that the data are extracted from the same people, Pakistani teachers serving in both public and private schools. To avoid response bias, future studies may apply the results of this mediation study to leader-follower pairs. Additionally, it is hypothesized that the findings of this study are cross-focused as a result, future studies will draw on the existing findings. Additionally, this analysis explored job engagement only; however, future studies should look at corporate citizenship, employee happiness, employee motivation, and extra-based productivity to see if they are still present in the partnership. Moderators and moderators of the servant leadership and decision to leave can include psychological (approach-oriented dispositions) and situational (pessimistic) variables.



## VI. CONCLUSION

Finally, servant leadership is ubiquitous at work, particularly in the healthcare sector. The study's findings revealed that the perception of servant leadership reduces the intention of nurses to leave and is more likely to induce positive behaviors. The nurses believed that the servant leadership behavior of their principals increased their psychological capital. The findings also revealed that boundary conditions influence teachers' psychological capital toward servant leadership, and intention to leave. This study found a significant relationship between servant leadership and teachers' intention to leave, but more research is needed to understand the complexities of how servant leadership translates into positive workplace outcomes and reduces negative outcomes.

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