

Title of Paper: “Servant Leadership, Psychological Empowerment, Employee Engagement and Turnover Intention: A Multi-Mediation Model”

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Abstract

The study aims to examine the impact of servant leadership on turnover intention through psychological empowerment and employee engagement using a multi-mediation model. Data was collected from 211 employees working in multinational organizations in the Delhi-NCR region via a structured questionnaire employing a stratified random sampling method. SPSS 21 and AMOS 24 were used to analyse the data. The findings of the study reflect that in India, servant leadership may not be directly useful in reducing turnover intention; however, it can be diminished when mediated by psychological empowerment and employee engagement.

Keywords: *Servant leadership, psychological empowerment, employee engagement, turnover intention.*

INTRODUCTION

Leadership styles are diverse, as are the benefits and disadvantages associated with each style. Over the past decade, businesses have undergone a drastic transformation. The Covid-19 pandemic has further contributed to the factors driving the dynamism of business. With each transformation in business, leaders and their styles require adaptation. Despite the introduction and rise of AI in every sector of industry, some of the most valuable human skills expected of leaders worldwide are empathy and emotional intelligence (Goleman, 1998). In today's transitional phase of business, the most effective leaders demonstrate incremental self-awareness, encourage employee participation in decision-making, aim to create strong connections with followers, and develop a consistent level of high performance among employees. A blend of all these attributes can be recognised in the servant leadership style, which is fundamentally an amalgamation of transformational and participative leadership styles. The servant leadership philosophy addresses issues of employee engagement, ethics, and customer service management while fostering a distinctive corporate culture where followers and leaders collaborate to achieve organisational objectives without relying on positional power. Servant leadership embodies a comprehensive mindset where a leader exhibits humility and morality in their approach, showing profound concern and regard for the company's stakeholders. As stated by Greenleaf (1998, 2002),

“servant leadership begins with a heart that seeks to minister to the needs of others, and through this service, people follow”. Servant leadership is regarded as a pathway to positivity, combined outcomes, and high-level performance through various mediators. It fosters trust and growth, which lead to employee empowerment. By attending to their needs and enhancing their self-esteem, it values individuals (Keith, 2008). Consequently, it "sends a positive, inspiring message to those who interact with customers and make thousands of decisions that affect the organization's future every day" (Keith 2008, p. 51). The capacity of a servant leader to maximise the potential and, in turn, the power of those around them is what gives them their authority (Van Winkle et al., 2014). The process of enabling people to boost their self-worth and get over emotions of helplessness and impotence is known as empowerment, and it awakens people's innate drives (Spreitzer, 1995). This method is defined as identifying conditions that foster powerlessness and removing them through both formal organizational practices and informal techniques of providing efficacy information, with the end goal of boosting members of the organization's sense of self-efficacy (Conger et al., 1988). Psychological empowerment, in the words of Meyerson and Kline (2008), is related to how competent individuals feel in an empowered work environment. Employees who consider themselves having more competence about their capacity to carry out their work efficaciously feel more content with their work, be more effectively loyal to their organization, have fewer intents to leave, and exhibit more optimistic work performance. Psychological empowerment refers to the internal motivations that arise in an individual because of their motivational process and sense of empowerment (Corsun and Enz, 1999). Spreitzer (1995) identified the four cognitions of PE as motivating constructs: meaning, competence, self-determination, and influence. In 1990, Kahn introduced the word "engagement". As to Kahn's (1990) definition, employee engagement which was the first to be formally published submits it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Employee engagement in an organization is the result of behaviours that promote discretionary effort, productivity, trust, loyalty, and job satisfaction (Harter et al., 2002). Engaging behaviour among employees are those in which workers frequently express satisfaction with their jobs and workplace. Work engagement is comprised of three distinct elements: vigour, which is defined as having a resilient mentality and a lot of energy; dedication which signifies pride, motivation, and zeal and a sense of distinctiveness; and absorption, meaning as being willing and happy to carry out one's work (Schaufeli et al. 2004).

Turnover intention is a subjective psychological attitude of employees (Wen et al., 2021) where they desire to exit the organization. It is a conscious and purposeful decision of employees to leave organization in a specific interval (Tett & Meyer, 1993). Due to this unarticulated intention of employees, turnover intention has been a constant matter of concern for organizations. It creates unpredictable challenges for the organizations by sudden elimination of human resources. Therefore, organizations consider taking significant steps to reduce turnover intention. Employees experiencing a lack of job satisfaction feel less committed to their work leading to an increased intention to leave (Foster et al., 2011). Perceived alternative employment opportunities are also suggested as strong predictors of turnover intention (Thatcher et al., 2003). Servant leadership has emerged as a developing area of research worldwide in recent years. The majority of studies on the topic have focused on creating and validating the servant leadership construct (Van Dierendonck, 2010; House et al., 2004; Liden et al., 2008; Bobbio et al., 2012). Multiple individual studies have demonstrated the influence of servant leadership on empowerment (Baykal et al., 2018; Sousa and van Dierendonck, 2017; Van Winkle et al., 2014), engagement (Van Dierendonck, 2010; Eva et al., 2018; Sousa & Van Dierendonck, 2015), and turnover intention (Jaramillo et al., 2009). Direct and single-factor mediation studies have also been undertaken to examine how factors such as engagement (Yang et al., 2019) and empowerment (Wang et al., 2022; Hikmah et al., 2024) mediate or moderate the relationship between servant leadership and desirable employee behaviour. However, there is a scarcity of research investigating the complex multi-mediation model to examine the chain impact of psychological empowerment and employee engagement on reducing turnover intention through servant leadership behaviour. This study aims to

address that research gap. In this regard, the objective of this research will be to identify the influence of servant leadership on psychological empowerment, employee engagement, and turnover intention, as well as to see the direct impact of psychological empowerment on employee engagement and turnover intention, and the direct effect of employee engagement on turnover intention. The study also aims to assess the direct mediating role of psychological empowerment between servant leadership and employee engagement, and between servant leadership and turnover intention, in addition to the mediating impact of employee engagement between psychological empowerment and turnover intention. It will finally seek to examine the serial mediation impact of psychological empowerment and employee engagement between servant leadership and turnover intention.

THEORETICAL BACKGROUND, HYPOTHESIS AND RESEARCH MODEL

Servant Leadership and Psychological Empowerment

Servant leadership and psychological empowerment have not been studied extensively. Some research studies have identified a significant positive impact of Servant leadership on psychological empowerment (Faraz et al., 2019). As suggested in some existing research, psychological empowerment is a direct outcome of empowering leadership (Khan et al., 2021). Studying via the characteristics of servant leadership and empowering leadership several similarities exist like both the type of leaders believe in sharing information among employees (Page and Wong, 2000), delegation of authority (Patterson, 2003), involving employees in decision making and motivating them to share ideas (Page and Wong, 2000; Spears, 2002), providing support to nurture competence (Liden et al., 2008; Page and Wong, 2000). Based on the similarities between servant leadership and empowering leadership (Newman et al., 2017), the following hypothesis is anticipated:

H1: SERVANT LEADERSHIP HAS A SIGNIFICANT POSITIVE IMPACT ON PSYCHOLOGICAL EMPOWERMENT.

Servant Leadership and Employee Engagement

Prior research has shown that servant leadership has a significant impact on critical organisational outcomes like management of organisation and employee performance, team efficiency, positive workplace behaviour, job efficacy, altruism, ethics, empathy and most remarkably prioritising followers' needs (Liden et al., 2013 & 2015; Hu & Liden, 2011; Usman et al., 2022; Gandolfi et al., 2018; Barbuto & Wheeler, 2006). Followers show greater commitment when their individual needs are taken care of (Page and Wong, 2000; Yan et al., 2020). These leaders can assess the attributes of followers (Van Dierendonck and Nuijten, 2011) which leads the followers to feel better motivation (Schaufeli and Bakker, 2004). Servant leaders are instrumental in cultivating an environment which facilitate to providing resources. (Cai et al., 2024). Leadership and its role in predicting employee engagement has been identified in prior research (Shuck and Herd, 2011). Employees show better engagement when they are made part of productive activities and are given positive encouragement and facilitation (Hakanen et al., 2017). Employees operating under servant leadership style are likely to enhance their dedication to their day-to-day duties (Zhou et al., 2022). Some studies indicate that servant leadership style may enhance work engagement opportunities within the organization (Coetzer et al., 2017). To validate the same positive impact of servant leadership on employee engagement has been validated in some of the studies (Kaur (2018).

However, the current studies on correlation between SL and EE are not found in significant numbers and there is still scope for further investigation (Alafeshat and Aboud, 2019). Hence, the following hypothesis is proposed:

H2: THERE WILL BE A SIGNIFICANT POSITIVE INFLUENCE OF SERVANT LEADERSHIP ON EMPLOYEE ENGAGEMENT.

Servant Leadership and Turnover Intention

In an empirical study conducted by Jaramillo et al. (2009, servant leadership has been identified to have a positive effect on organisational fit, subsequently affecting turnover intention negatively. It has also been identified in studies that servant leadership positively affects organisational commitment, which

further reduces turnover intention (Jang & Kandampully, 2017). There have also been studies proving the direct negative impact of servant leadership on turnover intention and employee deviance (Huning et al., 2020; Paesen et al., 2019). However, a number of studies investigating the correlation between servant leadership and turnover intention is not many, and hence the following hypothesis is proposed:

H3: SERVANT LEADERSHIP HAS A SIGNIFICANT NEGATIVE IMPACT ON TURNOVER INTENTION

Psychological Empowerment and Employee Engagement

According to Seung HH *et al.* (2016), empowerment is a crucial factor in predicting successful organisational results. In several prior studies, Employee engagement has been identified to be positively and significantly affected by psychological empowerment (Alagarsamy *et al.*, 2020; Sharma and Singh, 2018). Psychological empowerment has been found by Rurkkhum and Bartlett (2012) to have a favourable impact on employee engagement. For example, it was discovered that psychological empowerment, job insecurity, and employee engagement were statistically significantly correlated (Marius WS, Sebastian R., 2010). Determining the link between empowerment and work engagement requires consideration of the results of Thomas and Velthouse (1990) and Spritzer (1995) regarding the significance of the psychosomatic component of empowerment in generating the required passion for positive job performance. Stander and Rothmann (2010) looked at the connections between employee engagement, employment uncertainty, and psychological empowerment. This study aims to evaluate how psychological empowerment affects employee engagement, particularly in the context of India. Hence, our fourth hypothesis is as follows:

H4: THERE IS A SIGNIFICANT POSITIVE INFLUENCE OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE ENGAGEMENT

Employee Engagement and Turnover Intention

Neuber *et al.* (2021) have identified a negative correlation between employee engagement and absenteeism. Many studies have shown the direct positive impact of employee engagement on various positive organisational outcomes like organisational citizenship behaviour (Akingbola & van den Berg, 2016), job satisfaction and organisational commitment (Saks, 2006). Work engagement is a significant variable to have a negative impact on turnover intention (Bailey *et al.*, 2015). Shuck *et al.* (2014) in their proposed model identified that employee engagement, as a positive perception of support for participation, significantly reduces turnover intention. There are some studies to indicate that it is less likely that highly engaged employees will be involved in voluntary turnover intention (Juhdi *et al.*, 2013; Saks, 2006). Employee engagement as a significant determinants of job satisfaction has also been identified to have negative impact on turnover intention (Wang *et al.*, 2020). Therefore, we assume that:

H5: EMPLOYEE ENGAGEMENT HAS A SIGNIFICANT NEGATIVE EFFECT ON TURNOVER INTENTION.

Psychological Empowerment and Turnover Intention

Not many studies have been conducted to analyse the impact of psychological empowerment on turnover intention. However, prior studies indicate a positive correlation between psychological empowerment and positive organisational outcomes, including job satisfaction, organisational commitment and performance (Hassard *et al.*, 2022; García-Juan *et al.*, 2018; Seibert *et al.*, 2011; D'Innocenzo *et al.*, 2015). One of the recent studies suggests that psychological empowerment has a direct negative impact on turnover intention (Husna & Mega, 2024). Ways to reduce turnover intentions are multidimensional, and enhancing psychological empowerment is a significant dimension. Prior research has shown how intrinsic motivation works successfully to reduce turnover intention in various sectors (Kim, 2015, 2018; Dysvik & Kuvaas, 2010; Akosile, A. L., & Ekemen, M. A., 2022). The need to empower employees to reduce voluntary intents to leave has also been recognised by Sandhya & Sulphrey (2021). So, the following hypothesis is assumed:

H6: PSYCHOLOGICAL EMPOWERMENT HAS A SIGNIFICANT NEGATIVE IMPACT ON TURNOVER INTENTION.

Role of Psychological Empowerment as Mediator Between Servant Leadership and Employee Engagement:

Several prior studies have demonstrated a positive correlation between SL and job engagement (Ling et al., 2016; De Clercq et al., 2014; Kaur, 2018; Carter and Baghurst, 2014; Coetzer *et al.*, 2017; and Zeeshan *et al.*, 2021). Employee engagement is strongly correlated with psychological empowerment, with affective job insecurity serving as a moderating factor (Rothmann and Sanders, 2010). There are some studies conducted to assess how psychological empowerment can act as a significant mediator between servant leadership and employee engagement. Empowering leadership, which has similar characteristics to servant leadership if mediated by psychological empowerment, may lead to positive employee outcomes, including employee engagement (Amundsen & Martinsen, 2013). Similarly, W. Wang et al. (2022) have affirmed that psychological empowerment mediates between servant leadership and employee engagement, eventually leading to higher level of creativity. In this context the next hypothesis assumes that:

H7: PSYCHOLOGICAL EMPOWERMENT MEDIATES THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND EMPLOYEE ENGAGEMENT.

Psychological empowerment mediates between servant leadership and turnover intention

Some studies suggest that SL behaviour leads to a higher level of PE in organisations (Schermyly et al., 2022; Zorlu et al., 2019). PE has also been found to have a negative impact of the employees' turnover intention among university counsellors (Ding, 2021) and employees (Pathak & Srivastava, 2016). There is limited research on the direct mediating role of PE in the process of SL behaviour reducing TI. However, it is documented in some studies that psychological empowerment mediates between different leadership behaviours and positive organisational outcomes such as job satisfaction, organisational commitment and employee retention (Afsar et al., 2014; Avolio et al., 2004). Similarly, empowering leadership has been suggested to significantly increase PE which further positively affects in- role and extra -role behaviour (Raub & Robert, 2010). PE has also been specifically identified to mediate between SL on creativity among employees (I. Khan et al., 2019). Chan et al., (2008) and Bhatnagar, J & Sandhu, S. (2005) have also affirmed the role of PE as a mediator between leadership behaviour and beneficial work outcomes which can contribute towards lower intention to leave among employees.

H8: PSYCHOLOGICAL EMPOWERMENT MEDIATES BETWEEN SERVANT LEADERSHIP AND TURNOVER INTENTION

Employee Engagement Has A Mediating Role To Play Between Psychological Empowerment And Turnover Intention

It is documented in some studies that psychological empowerment (Spreitzer, 1995) has a significant correlation with EE. Bhatnagar (2012) has also identified a strong predictive influence of PE on EE in the Indian context. There are some studies to indicate that higher dedication leads to the relationship between employee engagement and turnover intention (Halbesleben and Wheeler, 2008). Menon (2001) argued that when employees feel empowered, they develop a sense of ownership, making them perceive their work as valuable and meaningful, which reduces their intention to leave. Saks (2019) has emphasised PE as an important precursor to EE, resulting in better outcomes and reduced TI. Hence, the next hypothesis assumes that:

H9: PSYCHOLOGICAL EMPOWERMENT MEDIATES THE RELATION BETWEEN EMPLOYEE ENGAGEMENT AND TURNOVER INTENTION.

Chain mediation of PE and EE between SL and TI

According to some studies, SL, which is characterised by supporting autonomy, listening, and developing people, can enhance PE among employees (Eva et al., 2018). Employees' sense of empowerment provides intrinsic motivation leading to a higher level of employee engagement (Bhatnagar, 2012), which further negatively affects employees' intention to leave (Kim, 2018).

Therefore, it is assumed in this research paper that the relation between servant leadership and turnover intention can be sequentially mediated by psychological empowerment and employee engagement.

H10: Psychological empowerment and employee engagement will have a serial mediation impact between servant leadership and turnover intention.

Thus, the pathway can be articulated by proposing that servant leaders foster psychological empowerment, leading to employee engagement, which subsequently results in lower turnover intentions among employees.

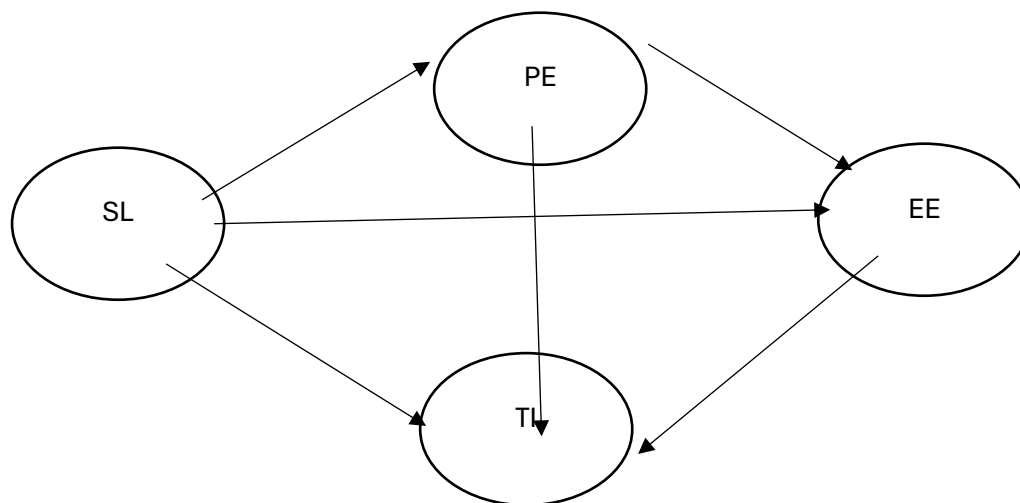


Figure 1: Theoretical Model

METHODS

Sample and Procedure

A cross-sectional survey design was employed to collect data from 211 participants working in various multinational corporations in the Delhi-NCR region. A survey was conducted using a structured questionnaire with a stratified random sampling method to ensure representation of the target population. Data were collected in person, which involved arranging a convenient day, time, and place for the respondents to complete the questionnaire. However, an electronic copy of the questionnaire was provided for completion and could be returned electronically in the event that the respondent was unavailable.

Research Instruments

- I. **Servant Leadership:** The traits of servant leadership were measured using the Servant Leadership Questionnaire, which was developed in 2008 by R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson. The authors deduced seven theoretically and empirically distinct servant leadership factors: "emotional healing," "creating value for the community," "conceptual skills," "empowering," "helping subordinates grow and succeed," "putting subordinates first," and "behaving ethically". Using a seven-point Likert scale, in which one represents "strongly disagree" and seven represents "strongly agree," respondents assessed their agreement with each of the questions. Respondents evaluated their agreement with each topic using a seven-point Likert scale, where one indicates "strongly disagree" and seven represents "strongly agree." The (SL-28) servant leadership measure's Cronbach's alpha reliability estimates by Liden *et al.* came in at 0.95, which is acceptable for scale adoption.
- II. **Employee Engagement:** The Utrecht Work Engagement Scale was used to measure employee engagement (Schaufeli, Salanova, *et al.*, 2002). The core elements of involvement are represented by the UWES, which has six items grouped into VI-vigour, five items

- grouped into DE-dedication, and six items grouped into AB-absorption. On a frequency rating scale of seven, where 0 means never and 6 means always, each item receives a score.
- III. **Psychological Empowerment:** The Psychological Empowerment scale (Spreitzer, Gretchen M., 1995) was used to assess psychological empowerment in the workplace. The scale is composed of four subdimensions: competence, impact, meaning, and self-determination. The rating scale on the questionnaire has five points. Significant agreement is indicated by five, whereas significant dissent is shown by one. It has been demonstrated that there is strong test-retest reliability, and the validity values of the dimensions are frequently in the 0.80 range.
- IV. **Turnover Intention:** In 2004, Roodt developed the turnover intention scale in an unpublished document and Jacobs and Roodt (2008) later published the instrument in their literature. In Jacob and Roodt's (2008) study, the Cronbach's alpha coefficient of the survey was 0.913, which was a high and acceptable reliability rating. Martin and Roodt (2008) also reported a high-reliability rating of 0.93 in their research. In analysing the results of the data, a higher score is an indication of increased chances of turnover intentions (Taboli, 2015).

Data Collection Procedure

We contacted the organisation's management to obtain authorisation to conduct employee research. To express their willingness to participate, study participants provided informed consent. We strictly adhered to ethical guidelines for the treatment of study participants throughout the study. We reached out to several multinational corporations (MNCs) to conduct the survey. Data was gathered as soon as the participants completed their questionnaires. The participants filled out the questionnaires in a confidential setting. It was explained to the participants that the survey responses would be kept private.

Data Analysis

Data analysis was carried out using SPSS 23 and AMOS 24. Exploratory Factor Analysis has been assessed using SPSS 23 to eradicate the possibility of common method bias. It was also used to see the relationship between the variables. AMOS 24 was used to conduct Confirmatory Factor Analysis to assess discriminant validity. It was further used to test hypotheses through Structural Equation Modelling (SEM) to examine the mediation roles of psychological empowerment (PE) and employee engagement (EE) between servant leadership (SL) and turnover intention (TI).

RESULT

Common Method Deviation Test

Most of the data for SL, EE, PE and TI come from the same source. Hence, the likelihood of a common method variance between the four constructs could not be overlooked. Harman's single-factor method was applied to analyse common method variance (Podsakoff et al., 2003). To test this, Exploratory Factor Analysis was performed without rotation. After unrotated exploratory factor analysis for all items, the first factor component explains less than 50% of the total variance (24.958%), indicating that common method bias is unlikely to be a major issue in this dataset.

Confirmatory Factor Analysis

In addition, to estimate the homoscedasticity bias and evaluate the discriminant validity of the variables, a Confirmatory Factor Analysis was performed using Amos 24.0 (Table 1). Considering the results of the validation factor analysis and the adjusted indicators for each variable, certain items were eliminated so that all questionnaire items exhibited factor loadings greater than 0.5 (Hair et al., 2014). The standard criteria for model fit are: $\chi^2/df < 3$ (Kline, 2015); GFI > 0.80 (Doll et al., 1994); AGFI > 0.80 (MacCallum and Hong, 1997); RMSEA < 0.08 (Hu and Bentler, 1999); TLI > 0.90 (Hu and Bentler, 1999); CFI > 0.900. Table 1 shows that the four-factor model with $\chi^2/df = 1.270$; GFI = 0.910; AGFI = 0.877; CFI = 0.981; RMSEA = 0.036; TLI = 0.977). The findings in Table 1 indicate that the four-factor model used in this study is the most appropriate as compared to the single-, two-, and three-factor

models. The combined effect is optimal, the fitting indexes of the four-factor model are up to standard, and the model fit is satisfactory.

Table 1: Confirmatory factor analysis results

Model	Factor	χ^2	df	χ^2 / df	GFI	CFI	RMSEA	TLI
Single Factor	SL+EE+PE+TI	634.377	222	2.858	0.807	0.87	0.094	0.839
Two-Factor	SL, EE+PE+TI	475.953	230	2.069	0.855	0.923	0.071	0.907
Three-Factor	SL,EE+PE,TI	351.32	232	1.514	0.881	0.959	0.049	0.952
Four-Factor	SL,EE,PE,TI	276.862	218	1.27	0.91	0.981	0.048	0.977

n=211

Four-factor model: Servant Leadership, Employee Engagement, Psychological Empowerment and Turnover Intention. Three-factor model: Servant Leadership, Employee Engagement +Psychological Empowerment, Turnover Intention. Two-factor model: Servant Leadership, Employee Engagement +Psychological Empowerment+ Turnover Intention, One-factor model: Servant Leadership +Employee Engagement +Psychological Empowerment+ Turnover Intention

Descriptive Statistics and Correlations: Mean, SD and correlations were analyzed statistically using SPSS 21.0. As presented in Table:2, mean and SD are well within the range for all the variables. The Correlations study indicates that Servan leadership has positive impact on Employee engagement and psychological empowerment; Employee engagement positively affects psychological empowerment while servant leadership, employee engagement and psychological empowerment has negative impact on turnover intention.

Table 2: Descriptive Statistics and Correlation Study

Variables	Mean	SD	SL	EE	TI	PE
SL	4.94	1.15				
EE	4.06	0.99	0.50**			
TI	2.59	0.71	-0.19**	-0.31**		
PE	4.08	0.85	0.21**	0.35**	-0.18**	

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

n=211

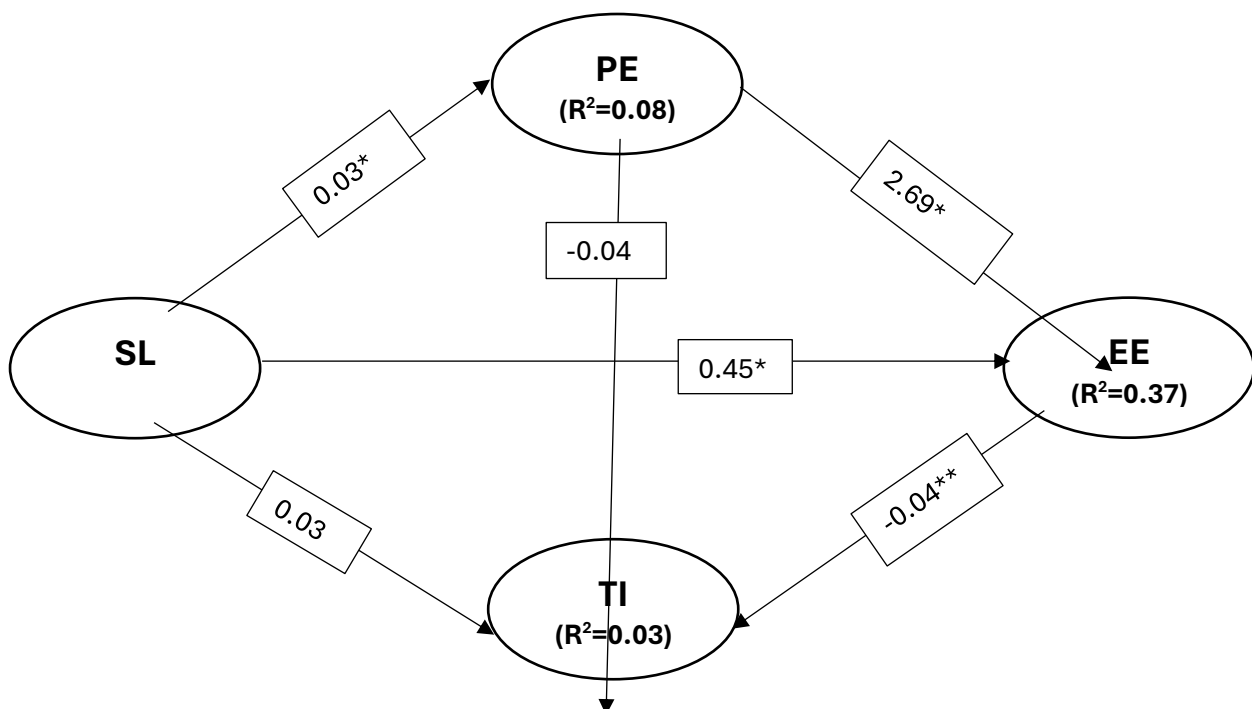
Evaluation of Measurement Model

The measurement model displays significant internal consistency reliability with the help of Cronbach's alpha, rho_A and composite reliability values. The range of indicator loadings for dimensions of servant leadership, employee engagement, psychological empowerment and items of turnover intention ranges from 0.765-0.892, 0.750-0.931, 0.506-0.863 and 0.634-0.845 respectively. Despite the first dimension of psychological empowerment showing low loading (0.506), the 'Meaning' aspect of empowerment to employees has been retained due to its theoretical importance in this study. Items with factor loadings lower than 0.5 have been removed.

The value of Cronbach's alpha of servant leadership, employee engagement, psychological empowerment and turnover intention are 0.962, 0.924, 0.866 and 0.750 respectively. MaxR_A for all the variables is also above the acceptable threshold of 0.80 (servant leadership – 0.951, employee engagement- 0.904 , psychological empowerment- 0.882, turnover intention – 0.872) which indicates good reliability for all the variables. Composite Reliability (CR) of servant leadership, employee engagement, psychological empowerment and turnover intention are 0.946, 0.860, 0.840 and 0.858 which have exceeded 0.7 meeting the necessary threshold. In addition, the AVE values of servant leadership (0.717), employee engagement (0.673), psychological empowerment (0.577) and turnover intention (0.504) are all above acceptable threshold of ≥ 0.5 . The result of all the above demonstrate strong internal consistency reliability and convergent validity for each variable. To assess the divergent validity Fornell -Larcker Criterion and Heterotrait-Monotrait (HTMT) were also conducted. The correlation coefficient for each variable with all other variables was below the square root of that variable's AVE value and all HTMT values are also below 0.85. This displays that among the latent variables of servant leadership, employee engagement, psychological empowerment and turnover intention has strong discriminant validity. Furthermore, it is also evident that there is a positive correlation between servant leadership- employee engagement, servant leadership-psychological empowerment and employee engagement-psychological empowerment whereas there is an inverse correlation of turnover intention with servant leadership, employee engagement and psychological empowerment.

Structural Equation Model Analysis:

A structural equation modeling (SEM) was conducted to examine the relations among Servant Leadership, Employee Engagement, Psychological Empowerment and Turnover Intention. The model showed acceptable fit with $\chi^2(df) = 120.008(82)$ $p = 0.003$; CFI = .982; TLI = .976; RMSEA = .08. SRMR of this study is 0.0417 which is less than 0.08. Considering all, this model can be considered having a good fit for the data. Fig 2 demonstrates the different degrees of variance in the endogenous variables. Servant leadership contributed to 29% of variance in employee engagement ($R^2=0.29$). The model explains 21% ($R^2=0.21$) of variance in turnover intention by servant leadership, employee engagement and psychological empowerment which supports strong predictive link. However, servant leadership and employee engagement together predict only 2% of variance in psychological empowerment. Low value of R on psychological empowerment suggests that being attitudinal factor in employee can be influenced other organizational and personal variables, beyond servant leadership and engagement.



Hypothesis testing

This study adopted bootstrapping method (sub-sample=5000) to analyse the value of path coefficients and determine their relevance. The result of SEM is displayed in Table 5 (Direct effect) and Table 6 (Mediation effect). In Fig 2, analysis of the path between Servant leadership to psychological empowerment, servant leadership to turnover intention and servant leadership to employee engagement suggests that servant leadership has strong positive effect on psychological empowerment ($\beta=0.03$, CR=3.52, $p<0.001$) and employee engagement ($\beta=0.45$, CR=6.23, $p<0.001$), however has no significant direct impact of turnover intention ($\beta=0.03$, CR=1.70.52, $p=0.089$). This result confirms H1 showing a robust impact of servant leadership on psychological empowerment. Similarly, the significant impact of servant leadership on employee engagement verifies H2. However, H3 is not supported as the direct path from servant leadership to turnover intention is found to be statistically non-significant. In addition, in Fig 2 paths between psychological empowerment to employee engagement, psychological empowerment to turnover intention and employee engagement to turnover intention reflect that psychological empowerment has a direct positive impact on employee engagement ($\beta=2.69$, CR=3.80, $p<0.001$), whereas employee engagement has a direct negative impact on turnover intention ($\beta=-0.04$, CR=-2.09, $p<0.05$) which confirm H4 and H5.

The path between psychological empowerment and turnover intention in Fig 2 suggests that H6 is not supported as the effect of psychological empowerment on turnover intention ($\beta=-0.04$, CR=-2.60, $p=0.79$) has no statistical significance.

Hypothesis	Path	Path Coefficient	SE	t	p-value	LL95% CI	UL95% CI	Hypothesis Result
H1	SL → PE	0.03	0.009	3.52	>0.001	0.37	0.713	Significant
H2	SL → EE	0.45	0.072	6.23	>0.001	-0.66	0.042	Significant
H3	SL → TI	0.03	0.019	1.7	0.089	0.05	0.249	Not Significant
H4	PE → EE	2.68	0.706	3.79	>0.001	-0.02	0.606	Significant
H5	EE → TI	-0.04	0.021	-2.1	0.036	-1.05	0.637	Significant
H6	PE → TI	-0.04	0.161	-0.3	0.795	-0.04	0.108	Not Significant

After studying the direct and indirect effects in Table 5 and Table 6 it is identified that servant leadership indirectly increases employee engagement through psychological empowerment ($\beta=0.87$, $p=0.001$). This confirms H7 suggesting psychological empowerment fully mediating the influence of servant leadership on employee engagement. To test the mediation of employee engagement between psychological empowerment and turnover intention, Table 5 and 6 have been studied. It is identified that servant leadership does not reduce turnover intention directly however, indirectly it is significantly able to reduce it via psychological empowerment. Significance in indirect effect ($\beta=-0.069$, $p=0.037$) suggests simple mediation supporting H8 which indicate psychologically empowered employees feel work engagement reducing their intention to leave. The impact of servant leadership on turnover intention in Table 5 has also motivated the study to investigate the role of as a mediator between the two variables. In Table 6, the indirect effect of servant leadership on turnover intention via employee engagement has been found to be partially significant ($\beta=-0.12$, $p=0.047$). This result supports H9

suggesting psychological empowerment mediating the negative impact of servant leadership on turnover intention.

Table 6: Mediation Effect

Hypothesis	Path	Direct Effect	Indirect Effect	SE	LL95% CI	UL95% CI	Significance	Result
H7	SL → PE → EE	0.45	0.09	0.036	0.032	0.179	0.001	Mediation
H8	PE → EE → TI	-0.04	-0.12	0.089	-0.381	-0.007	0.037	Mediation
H9	SL → PE → TI	0.03	-0.03	0.012	-0.050	0.000	0.047	Mediation

Table 7: Serial Mediation

Hypothesis	Path	Estimate (β)	LL95% CI	UL95% CI	Significance	Result
H10	SL → PE → EE → TI	-0.004	-0.013	0.000	0.023	Significant*

*p<0.05

As both H7 and H8 have been confirmed, the possibility of chain relation between servant leadership and turnover intention via employee engagement and psychological empowerment respectively has been investigated. The indirect path ($\beta = -0.004$, $p = 0.023$) in Table 7 supports H10 (as the direct effect in Table 5 is positive, $\beta = 0.03$) which suggests servant leadership can reduce turnover intention via the chain mediators like psychological empowerment and employee engagement.

DISCUSSIONS:

Participants in this research have indicated that SL is desirable leadership behaviour which can lead to various positive organisational outcomes like increased PE and higher level of EE. It invariably suggests that if organization works on more instances of servant leadership behaviour, employees will feel more psychologically empowered (Liden et al., 2008; Newman et al., 2015) and would show better work engagement (Hunter et al., 2013). PE as a significant predictor EE (Spreitzer, 1995; Saks, 2006b; May et al., 2004) has been reaffirmed in this research. Current research has also reinstated that EE exerts a considerable adverse effect on TI, indicating that employees would feel reluctant to leave their job when they feel engaged (Saks, 2006; Schaufeli & Bakker, 2004; Harter et al., 2002). Unanticipatedly, in this study servant leadership leads to positive turnover intention. The potential influence of India's high power distance culture (Hofstede, 2010) may have altered the literature supported effect of SL on TI being negative (Liden et al., 2008b; Sousa & Van Dierendonck, 2015). There are studies to suggest that power distance influence the effectiveness of servant leadership as high power distance countries may not yield its intended effects (Mittal & Dorfman, 2012). Power distance may also account for the lack of significant impact of psychological empowerment on turnover intention as found in this study.

While studying the mediation effect, PE was found to be mediating between SL and EE and EE acting as a mediator between PE and TI. Thereby, it can be asserted that SL can create PE leading to lower turnover intention (Avolio et al., 2008; Afsar & Umrani, 2019; Liden et al., 2013). In addition, even if PE is not able to reduce TI directly, it will help to improve EE which in turn reduces TI (Zhang & Bartol, 2010; H. Ramsey, 2014). The previous mediation results indicate that the chain mediation effect of SL on TI via PE and EE has been studied and deemed significant. Considering the two prior mediation result, chain mediation impact of SL on TI via PE and EE has been studied and has been

found to be significant. Moreover, the current study identifies PE as a mediator between SL and TI. Thus, by fostering empowerment, servant leaders can reduce turnover intention among employees (Liden et al., 2008; Hunter et al., 2013)

THEORETICAL AND PRACTICAL IMPLICATION:

In recent years there has been a significant increase in research on servant leadership. However, there has been a dearth of research in identifying a chain mediation impact of PE and EE between SL and TI. This study fills that research gap and enriches the existing literature on SL demonstrating its indirect impact on TI through PE and EE. The multi-mediation model investigated in this paper is an illustration of the complex mechanism through which SL would indirectly bring TI via PE and EE. India, characterised by a significantly high-power distance, reflect a different co-relation between SL and TI and SL and PE necessitating further research to explore the impact of SL on TI and PE on TI in high power distanced countries like India.

This study significantly highlights that a widely recognised leadership behaviour like servant leadership (SL) may not directly influence the turnover intention (TI) of employees in a high-power distanced country like India. Demonstrating characteristics of servant leadership behaviour like empathy, listening skills, empowering subordinates can lead to positive outcomes in organization like elevated psychological empowerment (PE) and higher employee engagement (EE). Such positive outcomes will subsequently reduce TI. This study reflects how PE can strongly predict EE. Hence, Indian Inc should make strategies to improve PE to ensure higher levels of engagement amongst employees. As a whole this research suggests Indian INCs should leverage the positive outcomes of SL in organization to predict and manage employee's intention to leave.

LIMITATIONS AND FUTURE RESEARCH:

Although this study contributes significantly towards research on SL, it still has some limitations. The cross-sectional method of data collection restricts the capacity to make causal inferences. A longitudinal design can be conducted in future to study the temporal changes. Secondly, data has been collected from respondents working in MNCs in India and hence, the result of this study may limit its generalizability in certain industries, countries and cultures. A larger and diverse sample can improve the aspect of generalisability in future research. Third, the research context (India) as a high-power distance country can influence the dynamics among SL and other variables. It necessitates the need for future research investigating the impact of power distance as a cultural factor influencing servant leadership, psychological empowerment, employee engagement and turnover intention. Fourth, in the measurement model, R^2 value for PE is 0.08 and for TI it is 0.03. The low value of R^2 points to the need of future research to assess other unmeasured factors of PE and TI. Fifth, although the chain mediation effect of psychological empowerment (PE) and employee engagement (EE) between servant leadership (SL) and turnover intention (TI) was found to be statistically significant ($p=0.023$), the standardised path coefficient ($\beta = -0.004$) suggests a weak effect size. This indicates that while the indirect pathway exists, the practical impact of servant leadership on turnover intention may be limited. Future research with a longitudinal design, an increased and more diverse sample size, considering the possibility of other unmeasured moderating variables, including the context of high-power distanced culture may suggest a stronger chain mediation impact.

CONCLUSION:

This study is conducted to assess the impact of servant leadership (SL) on reducing turnover intention (TI) via psychological empowerment (PE) and employee engagement (EE) using a multi-mediation model. A total of 211 employees working in different MNCs in Delhi NCR have been randomly selected for this study. Analysis and results of the obtained data shows that SL may not directly reduce TI, however indirectly through PE and EE TI can be lowered. The substantial chain mediation effect of PE and EE suggests that PE may not directly influence TI, it can diminish employees' intention to leave through EE. These insights contribute to growing research in the field of application of today's leadership styles like servant leadership towards achieving positive organizational behaviour. This study

has significant practical implication and offers valuable indications for organisations in developing leadership strategies which empower and engage employees to discourage turnover intention.

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