Impact of Servant Leadership on Job Embeddedness with the Mediation of Perceived Organizational Support and Job Satisfaction

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Abstract: This study is aimed to investigate the impact of servant leadership on job embeddedness with the mediation of perceived organizational support and job satisfaction. Primary data collection technique is used in this study. Primary data analysis technique is used based on a questionnaire. This study is from major four cities of Pakistan including Lahore, Faisalabad, Multan and Sahiwal study. In non-probability, convenience sampling technique is used for collecting data from respondents. There are four hundred and twenty employees that are permanent employees of the banking and hospitality sectors. The results show there is a significant positive relationship between servant leadership and job embeddedness. Moreover, the results indicated a significant and partial mediating effect of perceived organizational support between servant leadership on job embeddedness. Lastly, the results indicated a significant and partial mediating effect of Job satisfaction between servant leadership on job embeddedness. This study has both academic and practical implications, like adding contribution to servant leadership theory and due to that there is enhancement of the supportive environment and leading towards job embeddedness. This study is also helpful in the finding of the follower's behaviour towards the servant leadership.

1 Introduction

In the era of globalization and more competitive environment, there is a challenging element of organizations to retain their employees. Employees are the main assets of the organizations that leads towards the attaining of the goals and in the earning of more profit portfolio [14]. In the comparing of those organizations that having more market share with those that have less market share it is found that successful organizations are more spending in the development of their employees. Organizations that are more focus on the building of strong supportive culture and all the employees are equally treated that can build their self-esteem and confidence level [23]. In the recent tactics in the sustaining of the organizations various strategies are used but most fruitful strategy is the usage of the retain of talent of employees that ways is on the more focus on job embeddedness of employees [22]. These retaining strategies are the source that leading towards the building of the job satisfaction and loyalty among the employees in creating workplace harmony and peace. In the building of

the employees retention there is more emphasis on the job satisfaction of the employees [28].

Those factors that are directly related in the enhancement of the job satisfaction as well as job embeddedness including culture of the organization, leadership styles and the training of the employees but there is few studies that found there is direct effect of the leadership styles. There is gap in the previous studies indicates job satisfaction as mediating effect in leadership style and jib embeddedness [27].

In servant leadership the leaders are more focused on the morale building of their employees, in the wellbeing of their followers and they inspire their followers before making any decisions [20]. In the support of the servant leadership ordinary the approach is elating the trait theory of leadership the servant leaderships by nature or by birth [24]. Various studies shows the employees that are working under the servant leadership are more enthusiastic and more committed towards their work instruments [12]. In the monological order of the servant leadership there are the personality factors and the personal traits factors are included in the expansion of the job satisfaction [32]. There is a need of that study covering the gap of the mediation and moderation in the servant leadership and job embeddedness. This study is fulfilling the theoretical and empirical gap firstly by expanding the servant leadership theory and secondly the mediation mechanism of job satisfaction on the job embeddedness.

Since a long time ago, management researchers have worked to identify the crucial traits and skills needed by those occupying managerial positions at work [16]. However, servant leadership was found to be distinct from other traditional leadership abilities and accepted as an outstanding and perceivable characteristic of managers' performance [13] thus leading to victory and positive behaviours. Previous works on management abilities have uncovered numerous aptitudes essential to the managers. They note that recent second-order character characteristics that mediate job happiness and perceived organisational support are not examined in the destructive mainstream of pragmatic research [6]. There hasn't been much research done on the impact of perceived organisational support on work embeddedness, despite the fact that servant leadership has a variety of effects on employee behaviour, intention, and turnover. It can provide potential resources for achieving the most desired aims and uncover alternatives, but their initial strategy is not beneficial. The notion of resource conservation provides guidance regarding the impact of psychological capital, as demonstrated by optimism, resilience, and, [2].

2 Literature Review

2.1 Servant Leadership and Job Embeddedness

The environmental and perceptive influences that bind people to their employment, locations, and coworkers are referred to as job embeddedness [21]. Job embedding is characterised as a social network that affects employee retention in three key ways. They labelled these elements as follows: (1) links relationships with coworkers, (2) interoperability well a person's job or society mesh with the other aspects of life, (3) sacrifice the supposed value of a physically or mentally advantages lost by leaving the job [26]. Within and outside of the work, people might create a variety of affiliations.

At work, people can establish relationships with managers, colleagues, suppliers, and consumers. Inside the community, people can establish relationships with neighbours, membership of social and religious organisations, or often visited businesses [4]. The more links a person cultivates, the more Similar to this, people will feel more at home both in organization and the society when one's expertise, skills, and skills match those needed for the job at hand, once possibilities for expert growth and future possibilities are abundant, and/or when one's value chain well with those of the area in which they live. Last but not least, sacrifices can come in the shape of any economic or emotional advantages that remaining in one's present role would entail [19]. Instances of these include differences in cost of living. Recruiting servant leaders, both informally and informally, they claim, would have required a substantial sacrifice if it is not done. The following hypothesis is proposed are suggested based on research.

H1 Servant leadership has significantly positive effect on Job embeddedness.

2.2 Servant Leadership and Perceived Organizational Support (POS)

Employee perceptions of how a values their organization cares about their well-being are included in organizational support [10]. Even though they make the choices that decide the policies and procedures trying to

influence the future of the firm or how it treats employees, leaders (such as superintendents) are frequently viewed as the major sources of POS. Employees who experience a degree of organizational support will therefore feel compelled to reciprocate in kind by participating in patterns of behaviour that benefit the economy and it will have a stronger sense of its respect and value for them [30]. Empowerment, responsibility, stepping back, modesty, honesty, courage, relational acceptance, and sustainability are the eight characteristics of servant leadership that have been identified [17]. How a specific goal the requirements of their followers and accords them the necessary support and praise for just a successful task is referred to it as standing back. Stewardship is "tightly tied to social responsibility, loyalty, and teamwork," while modesty requires leadership realising their talents and flaws and afterwards requesting assistance from others. Some prior literature put forth this theory.

H2 Servant leadership has significant positive impact on Perceived organizational support.

2.3 Servant Leadership and Job Satisfaction

Employee contentment is indeed a mindset that includes both cognitive and emotional elements. Servant leadership has a positive correlated with job satisfaction in many contexts [11]. Staff members adopt favorable feelings because servant leaders put one's followers' needs before their own and making major dedication through means including such pertaining, participation in judgement, and public outreach [33], The trainings of servant leadership are employee training and empowerment. Participative management theories, which promote the distribution of managerial authority, originate the idea of empowering originates. Since servant leaders encourage a culture which prioritises staff development, adopt a participatory decision-making approach, and disperse their power and prestige for the betterment of the business as well as the individual,

H3 Servant leadership has significant positive effect on job satisfaction.

2.4 Perceived Organizational Support and Job Embeddedness

It is possible to demonstrate how organisational impacts

well how employees are incorporated into their workplaces using Social Exchange Theory (SET). The basis of SET and RNT is the idea that employers may be emotionally devoted to each other [8]. Employees who consider their companies to be helpful will act in a constructive light towards them in this situation [1]. The following theory has indeed been developed based on SET, RNT, and the actual experiments that have done thus far.

H4: Perceived organizational support has significantly influence on job embeddedness.

2.5 Job Satisfaction and Job Embeddedness

According to [7] job involvement occurs when staff feel highly compatible with their location of employment, organisation, and society. Whenever productivity bonds or connections inside their groups and institutions, and once they are prepared to make significant sacrifices (in monetary terms or emotional expenses) if they quit their business or community. [31] defined intent to remain as an assessment of the employee's skills after entering the workplace and interacting with work environment, as well as a desire to keep working in the position about which they originally applied. Work engagement is a reflection of a person's opinions and emotions about their job. Pleasurable emotional states brought on by job well done usually result in positive work attitudes and increased job embeddedness. As per some, establishing job involvement in people's positive outcomes also includes job happiness [3].

H5: Job satisfaction has significantly influence on job embeddedness.

2.6 Mediators of the POS and JS Between servant Leadership and Job Embeddedness

A distal predictor of job involvement is leadership. Supportive and compassionate great leaders, such as the ones typically exhibited by servant leaders, are frequently linked to lower intentions to leave a company [15]. Employees are therefore more likely to feel valued, view their employment positively, enhance their commitment to organisational objectives, and reduce the likelihood of departing if they scored the highest aspects of organizational support [21].

One qualitative research of corporate leaders found higher performance levels and contentment. Professional

skills and knowledge at Fortune's top-ranked firms assert that servant leaders' players feel more satisfied with the job [18]. These studies indicate a direct link between servant leadership with job happiness, but much more convincing research is required especially in businesses. We propose that the connection among servant leadership and job inclusion will be mediated by job satisfaction due

to the influence of peers and managers on people's attitudes and emotions at work.

H6 Perceived organizational support mediates the relationship between servant leadership and job embeddedness.

H7 Job satisfaction mediates the relationship between servant leadership and job embeddedness.
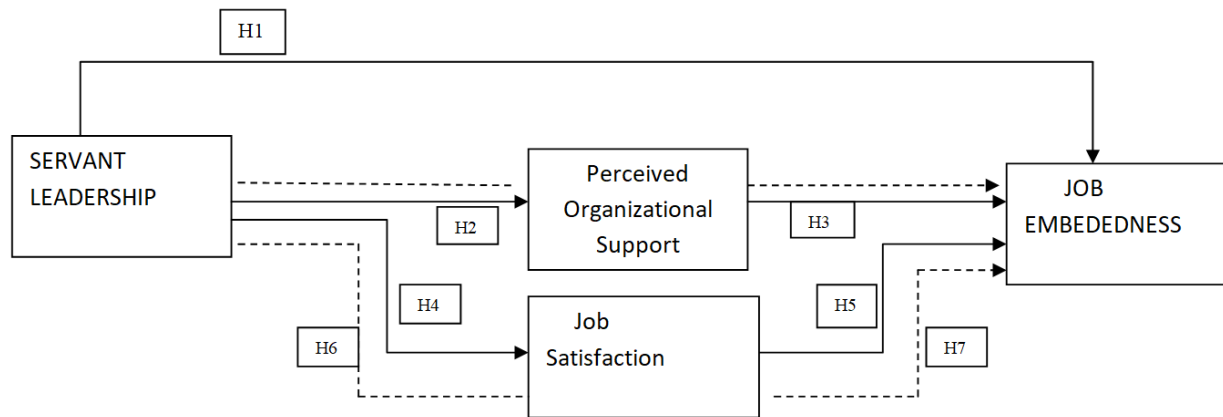
2.7 Theoretical Framework

Figure 1 Theoretical Framework

3 Methodology

This study is quantitative in nature and based on deductive approach. Primary data collection technique is used based on a paper and pencil survey method. In non-probability sampling, convenience sampling technique is used. The target population are the employees of service sectors including banking sector and hospitality sector in the four cities of Pakistan including Lahore, Faisalabad, Multan and Sahiwal. The target respondents are permanent staff members and four hundred and twenty questionnaire are circulated from which four hundred are received. The instruments are adopted from the literature as There are 420 questionnaire distributed to the employees and four hundred were received back. Servant leadership [29], POS [10] and [5] whereas job

embeddedness [9], and the job satisfaction [25]. SPSS 22.0 is used for statistically proving of the results Demographics analysis, Reliability, Correlations, Regression tests were performed.

4. Results

4.1 Demographic Analysis

An overall male majority of 327 respondents (81.1%) and a female minority of 76 respondents (18.9%) are represented in the final sample of 403 respondents. The majority of them were in the 31-40 age brackets (62.5%). The majority of the respondents are from public and Govt sector 261 (64.8%), secondly most of the respondents are from private sector 122 (30.3) and lastly, twenty respondents are from part time workers.

Table 1 Demographic Analysis

Demographic		Frequency	Percentage
Gender	Female	76	18.9
	Male	327	81.1
Age	20-30	85	21.1
	31-40	252	62.5
	41-50	66	16.4

Demographic		Frequency	Percentage
	20-30	85	21.1
Organization	Public/ Govt	261	64.8
	Private	122	30.3
	Part Time	20	5.0

4.2 Reliability Analysis

Table 2 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Servant Leadership	11.2792	4.017	.744	.700
Job Satisfaction	11.4518	5.358	.333	.879
Perceived Organizational Support	11.6367	3.962	.721	.717
Job Embeddedness	11.2359	4.438	.714	.710

The Cronbach's Alpha value of the scales used in the study is explained in the table above, where the data reveals that the value of the Servant Leadership is 0.700. Similarly, the Job Satisfaction score is .879, Perceived Organizational Support value is .717 and Job Embeddedness CA value is .710, which are greater than 0.7, indicating that the instrument is acceptable for study.

4.3 Correlation Table

Table 3 Correlations

		1	2	3	4
Servant Leadership	Pearson Correlation	1			
Job Satisfaction	Pearson Correlation	.279**	1		
Perceived Organizational Support	Pearson Correlation	.667**	.392**	1	
Job Embeddedness	Pearson Correlation	.422**	.215**	.655**	1

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

The statistics regarding the above table show that there is a significant and positive correlation between Servant Leadership and Job Satisfaction because the r value is .279** and the sig value is 0.000. Positive correlation between Job Satisfactionand POS as the r value is 0.667** and the sig value is 0.000. Furthermore, all other variables have also significantly and positively correlated with each other.

4.4 Hypothesis 1 Regression Analysis

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741[a]	.716	.615	.41245
a. Predictors: (Constant), Servant Leadership				

Table 5 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.089	.102		10.695	.000
	Servant Leadership	.733	.025	.822	28.934	.000
a. Dependent Variable: Job_Embeddedness						

Table 5 findings indicated that there is a significant impact of Servant Leadershipon Job_Embeddedness (β=.733 and P value .000).

4.5 Hypothesis 2 Regression Analysis

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667[a]	.445	.443	.68044

Table 7 Coefficients[a]

Model		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.851	.155		5.486	.000
	Servant Leadership	.692	.039	.667	17.919	.000

a. Dependent Variable: Perceived Organizational Support

4.6 Hypothesis 3 Regression Analysis

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579[a]	.478	.475	.82342

a. Predictors: (Constant), Servant Leadership

Table 9 Coefficients[a]

Model		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.684	.188		14.293	.000
	Servant Leadership	.272	.047	.279	5.815	.000

a. Dependent Variable: Job Satisfaction

Table 9 The findings indicated that there is a significant impact of SL on JS (β=.272 and P value .000).

4.7 Hypothesis 4 Regression Analysis

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.415[a]	.630	.428	.59279

a. Predictors: Perceived Organizational Support

Table 11 Coefficients[a]

Model		B	Std. Error	Standardized Beta	t	Sig.
1	(Constant)	1.957	.119		16.409	.000
	Perceived Organizational Support	.563	.032	.655	17.376	.000

a. Dependent Variable: Job_Embeddedness

Table 11 regression analysis was used to investigate the hypothesis that Perceived Organizational Support has significant effect on Job_Embeddedness. (β=.563 and P value .000).

4.8 Hypothesis 5 Regression Analysis

Table 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515[a]	.446	.44	.76645

a. Predictors: Job Satisfaction

Table 13 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.226	.172		18.795	.000
	Job Satisfaction	.197	.045	.215	4.414	.000

Table 13 regression analysis be worn to investigate the hypothesis that Job_Embeddedness has significant effect on Job_Embeddedness. The findings indicated that there is a significant impact of Job Satisfactionon Job_Embeddedness (β=.197 and P value .000).

4.9 Hypothesis 6 Regression Analysis

Outcome: POS

Table 14 Model Summary

R	R-sq	MSE	F	df1	df2	p
.6668	.4447	.4630	321.0826	1.0000	401.0000	.0000

Table 15 Model

Coeff	Co	se	t	p	LLCI	ULCI
Constant	.8512	.1552	5.4857	.0000	.5462	1.1563
Servant leadership	.6918	.0386	17.9188	.0000	.6159	.7677

Outcome: Job_Embe

Table 16 Model Summary

R	R-sq	MSE	F	df1	df2	p
.8347	.6968	.1872	459.6019	2.0000	400.0000	.0000

Table 17 Model

Coeff	Se	T	t	p	LLCI	ULCI
Constant	.9482	.1023	9.2680	.0000	.7471	1.1494
Perceive	.1657	.0318	5.2186	.0000	.1033	.2282
Servant_	.6186	.0329	18.7765	.0000	.5539	.6834

The findings indicated that there is a considerable indirect collision of POS and servant leadership (β=.6918 and P value 0.000). Further table 17 indicated the link between Job_Embeddedness and POS as a mediator and servant leadership as a direct link with Job_Embeddedness. The findings indicated a mediated relationship exist between the variables.

H7: Regression Analysis

Outcome: Job Satisfaction

Table 18 Model Summary

R	R-sq	MSE	F	df1	df2	p
.2788	.0778	.6780	33.8087	1.0000	401.0000	.0000

Table 19 Model

Coeff	Se	T	p	LLCI	ULCI	
Constant	2.6839	.1878	14.2933	.0000	2.3148	3.0531
Servant Leadership	.2717	.0467	5.8145	.0000	.1798	.3635

Outcome: Job_Embe

Table 20 Model Summary

R	R-sq	MSE	F	df1	df2	p
.8224	.6764	.1999	417.9632	2.0000	400.0000	.0000

Table 21 Model

Coeff	Se	T	p	LLCI	ULCI	
Constant	.1253	8.9950	.0000	.8804	1.3729	
Job Satisfaction	-.0139	.0271	-.5133	.6081	-.0672	.0394
Servant leadership	.7371	.0264	27.9043	.0000	.6851	.7890

The findings designate is a significant indirect collision of Job satisfaction and SL (β=.2717 and P value 0.000). Further table 21 indicated the link between JE and JS as a mediator and servant leadership as a direct link with Job_Embeddedness. The findings indicated a mediated relationship exist between the variables.

5 Discussion

Servant leadership has activist effect of the job embeddedness as the outcome shows (β=.733 and P value .000), it shows when there is a servant leadership in the organizations there is optimistic effect on the job embeddedness and the employees are more loyal to their jobs and work with enthusiastic. In the relationship of SL on POS is a significant positive relations (β=.692 and P value 0.000), it can be when the leaders set the helping norms it can build a strong culture of the organizational support. In the relationship of the perceived organisational support on the JE the results shows (β=.563 and P value .000). In the relationship of the job satisfaction on the job embeddedness there is a significant relationship as the outcome shows (β=.197 and P value .000).

6 Conclusion

The results shows there is a significant positive relationship between servant leadership and job Embeddedness. Moreover, the results indicated a significant and partial mediating effect of perceived organizational support between servant leadership on job Embeddedness. Lastly, the results indicated a significant and partial mediating effect of Job satisfaction between servant leadership on job Embeddedness.

7 Limitations and Future Directions

This study has few limitations firstly it is a quantitative method it can be mixed methods also by using the qualitative base. There can be mixed method approach can also be used. Secondly, this study is in cross sectional intended so there can be a longitudinal study by with the interaction and in various epoch gap data can be taken. There can be adding more leadership traits in the future studies likewise meaningful leadership or humble leadership on the job embeddedness. This is in a service sector there can be adding more sectors like modern sector also. Likewise, servant leadership can reduce the uncertainty of the followers and in helping in the standardize the prioritize of the followers.

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