

Servant Leadership on Turnover Intention in the Chinese Banking Industry: The Mediating Role of Job Crafting, Work-Family Conflict and the Moderating Role of Stress Mindset

Yun Li, Department of Business Administration, Yonsei University Graduate School, South Korea

Abstract: In recent years, due to the influence of the internal and external environment, employees in China's banking industry are more likely to have turnover intention than in other industries. Therefore, this study takes Chinese bank employees as the research object to explore the influence of servant leadership on turnover intention. The results showed that servant leadership has a significant negative impact on turnover intention; Job crafting and work-family conflict have a mediating effect on the effect of servant leadership and turnover intention; Stress mindset has a positive moderating effect on the effects of work-family conflict and turnover intention.

Keywords: Servant Leadership, Turnover Intention, Job Crafting, Work-Family Conflict, Stress Mindset

1. Introduction

Greenleaf ^[1] introduced a new concept of leadership research in leadership studies, namely servant leadership. A servant-leader serves others while hearing their ideas, building consensus, and providing foresight for others.

In every organization, turnover is inevitable, with some employees leaving the organization voluntarily and others being fired. There are two types of turnover: voluntary turnover and involuntary turnover ^[2].

Servant leadership leaders can create a high level of trust and mutual support for the social environment, and servant leadership promotes positive communication between leaders and employees. In addition, servant leaders are generally empathetic and listen to their employees' wishes, attracting followers to follow. Generally speaking, the high turnover intention of employees is related to the lack of attention paid to the employees' work by leaders ^[3]. Therefore,

***H1:** Servant Leadership will have a negative impact on Turnover Intention.*

Job crafting was first proposed by Wrzesniewski and Dutton ^[4], who in their study explicitly described job crafts as specifically those employees who actively seek to change their work environment, doing so to match their personal needs and abilities with their jobs.

Job crafting can improve the fit and engagement of employees with the work environment, thereby reducing employee stress and burnout.

Servant leadership is such an employee-centered leadership, so servant leadership is believed to promote job crafting behaviors among employees. At the same time, servant-leadership leaders provide employees with the support necessary to immerse them in job crafting behaviors^[5]. Therefore,

H2: Servant Leadership will have a positive impact on Job Crafting.

Job crafting behaviors involve proactive work behaviors by employees to change job demands and the level of job resources. Job demands and resources help reduce employee turnover intention^[6]. Job crafting based on servant leadership can provide employees with positive work emotions and more work resources that employees can use to indulge in innovative work behaviors that reduce turnover intentions^[7]. Previous research has shown that servant leadership can increase employees' job crafting behavior^[8]. On the other hand, job crafting can reduce employees' turnover intention^[9]. Therefore,

H3: Job Crafting will have a negative impact on Turnover Intention.

H4: Job Crafting will mediate the relationship between Servant Leadership and Turnover Intention.

The concept of work-family conflict has defined the concept of work-family conflict as a conflict when the need of one role is difficult to meet the need of another role^[10], in which role pressures from the work and family domains are in some way incompatible with each other.

Under servant leadership, employees with work-family conflicts depend more on leadership. Servant leadership leaders often provide emotional healing, empowerment, and mentoring to their subordinates. Servant leadership leaders help employees deal with stressful and stressful work lives, thereby reducing work-family conflict^[11]. Therefore,

H5: Servant Leadership will have a negative impact on Work-Family Conflict.

Work-family conflict is also not conducive to stimulating the potential of employees to perform work tasks confidently, resulting in employee dissatisfaction with work and inefficient organizational commitment, which can lead to increased turnover intentions^[12].

In addition, employees with high levels of work-family conflict are more likely to seek support and assistance from their leaders^[11], which helps strengthen the relationship between servant leadership leaders and their subordinates, thereby reducing turnover intentions^[13]. Therefore,

H6: Work-Family Conflict will have a positive impact on Turnover Intention.

H7: Work-Family Conflict will mediate the relationship between Servant Leadership and Turnover Intention.

Stress mindset has consequences that enhance outcomes (stress-enhancing mindset) or diminish effects (stress-debilitating mindset) [14]. While challenging work stressors can cost employees valuable resources and make it difficult to meet family demands, a healthy stress mindset can reduce these adverse effects [15].

Employees with more positive expectations for stress will reduce the negative impact on themselves, recover from a loss faster, actively work hard to overcome stress at work, and thus reduce their turnover intention. On the contrary, employees with negative expectations for stress will recover very slowly under stressful situations and generally take a passive or avoidant approach to deal with it, so their turnover intention will become very high [16]. Therefore,

***H8:** Stress Mindset has a moderating effect on the relationship between Work-Family Conflict and Turnover Intention. When the stress-debilitating mindset is high, the positive impact of work-family conflict and turnover intention will be strengthened.*

2. Methods

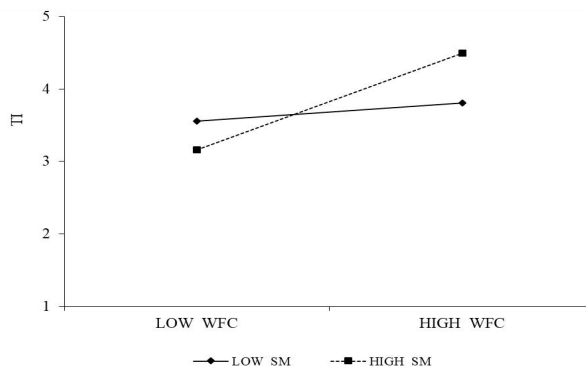
Survey data for this study was collected from team leaders and employees at six banks in Jiangsu and Zhejiang provinces of China. The data survey consisted of three phases, each with one week of data collection time. Finally, after removing the missing and invalid questionnaires, 62 valid team leader questionnaires were obtained, and valid questionnaires for employees were 339.

3. Results and Discussion

The results show that servant leadership has a significant negative effect on turnover intention ($\beta = -.470, p < .001$), thus it is concluded that hypothesis 1 was supported. Servant leadership has a significant positive impact on job crafting ($\beta = .357, p < .001$), which indicates that hypothesis 2 was supported. Job crafting has a significant negative effect on turnover intention ($\beta = -.315, p < .001$); at the same time, the work-family conflict has a significant positive effect on turnover intention ($\beta = .388, p < .001$), and it is concluded that the relationship that hypothesis 3, hypothesis 6 was supported. Job crafting had a significant negative effect on turnover intention ($\beta = -.263, p < .001$), which indicated that the mediator variable job crafting had a significant negative effect on turnover intention, which met the conditions of mediation analysis. Therefore, hypothesis 4 was supported. Servant leadership has a significant positive impact on work-family conflict ($\beta = -.413, p < .001$), indicating that hypothesis 5 was supported. Work-family conflict had a significant negative impact on turnover intention ($\beta = -.263, p < .001$), which indicated that the mediating variable work-family conflict had a significant negative impact on turnover intention, which met the conditions of mediation analysis. Therefore, it is concluded that hypothesis 7 was supported.

Figure 1 shows that the effect of work-family conflict on turnover intention is significant in high stress-debilitating mindset. The analysis results further support hypothesis 8.

Figure 1



The empirical results based on the hypotheses argued above, and all the hypotheses in this study are supported.

4. Conclusion

This study develops a multi-level research model based on relevant studies by foreign scholars and incorporates the Chinese cultural context. How effectively a bank's leaders demonstrate servant leadership behavior is a remedy to preventing employee turnover. Organizations can try to improve their employees' family lives by improving their leaders' capacity for servant leadership. In the context of the organizational environment, leaders can influence the behavior of employees through their job crafting. Bank leaders can benefit their employees' professional development and the organization's growth through the moderating effects of a stress mindset.

5. References:

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