

SERVANT LEADERSHIP: PROPOSAL PENELITIAN DALAM MENGUJI HUBUNGAN ANTARA PERSEPSI DUKUNGAN ORGANISASI DAN INTENSI *TURNOVER* PADA KARYAWAN *FULL-DINING* RESTORAN DI MALAYSIA

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ABSTRAK

Turnover adalah suatu masalah yang dihadapi oleh banyaknya perusahaan selama COVID-19. Penelitian sebelumnya mengungkapkan bahwa gaya kepemimpinan, terutama *servant leadership* dapat mengurangi *turnover* pada karyawan. Literatur sebelumnya pun menemukan bahwa tingginya persepsi dukungan organisasi dapat menurunkan intensi untuk meninggalkan tempat kerjanya, terutama di Restoran. Tetapi, hanya beberapa penelitian yang menguji *servant leadership* untuk mengurangi intensi *turnover*, khususnya di Restoran di Malaysia. Maka dari itu, penelitian ini bertujuan untuk menguji hubungan antara *servant leadership* dan persepsi dukungan organisasi pada intensi *turnover full-dining* restoran karyawan di Malaysia serta efek mediasi dari persepsi dukungan organisasi dalam hubungan *servant leadership* dengan intensi *turnover*. Penelitian kuantitatif dengan 3 alat ukur per variable dan pertanyaan demografi akan digunakan dan distribusikan kepada 300 nonmanajerial karyawan pekerja penuh waktu pada *full-dining* restoran. Hasil data akan dianalisis menggunakan deskriptif, regresi dan mediasi analisis. Diharapkan hasil dari penelitian ini bisa diterapkan dan memberikan kenyataan empiris dalam mengurangi *turnover* di bidang restoran.

Kata Kunci: *Servant Leadership*, Persepsi Dukungan Organisasi, Intensi *Turnover*, *Full-Dining Restaurant*.

ABSTRACT

Turnover is one of the problems that many companies faced during the COVID-19 crisis. Previous studies have shown that leadership styles, especially *servant leadership*, have an impact on reducing turnover among employees. The literature has also demonstrated that higher perceived organizational support could lower the intention of leaving among employees. However, only a few studies have examined *servant leadership* style as a way to reduce turnover intention, especially in full-dining restaurants in Malaysia. Therefore, this proposed study investigates the relationship between leadership styles and perceived organizational support to reduce turnover among employees of full-dining restaurants in Malaysia. It will also examine the potential mediating effect of perceived organizational support in the relationship between *servant leadership* and turnover intention. Quantitative study that uses three scales along with demographic questions of the questionnaire will be

administered to 300 non-managerial, full-time full-dining restaurant employees in Malaysia. Data collected will be analyzed using descriptive, regression, and mediation analyses. It is expected that the findings could provide the knowledge and understanding of the leadership style to be implemented and offer empirical evidence of effective leadership style and strategies for reducing turnover in the food and beverage industry in Malaysia.

Keywords: *Servant Leadership, Perceived Organizational Support, Turnover Intention, Full-Dining Restaurant.*

Servant Leadership: A Proposal to Examine Its Relationships with Perceived Organizational Support and Turnover Intention among Employees of Full-Dining Restaurants in Malaysia

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Introduction

01

According to a recent report by the International Labor Organization (Lim, 2020), Malaysia's average turnover rate for employees is higher in this industry.

02

Previous studies have shown that the turnover rate can be reduced if there is good leadership in the organization or if the employees receive support from their companies (Ghazali et al., 2018).

03

Studies such as those by Ghazali et al. (2018) and Wang and Wang (2020) have demonstrated that higher perceived organizational support could lower the intention of leaving the company among the employees.

04

There is still limited research on the mediating role of perceived organizational support in the relationship between servant leadership and turnover intention, especially within the context of full-dining restaurants in Malaysia.

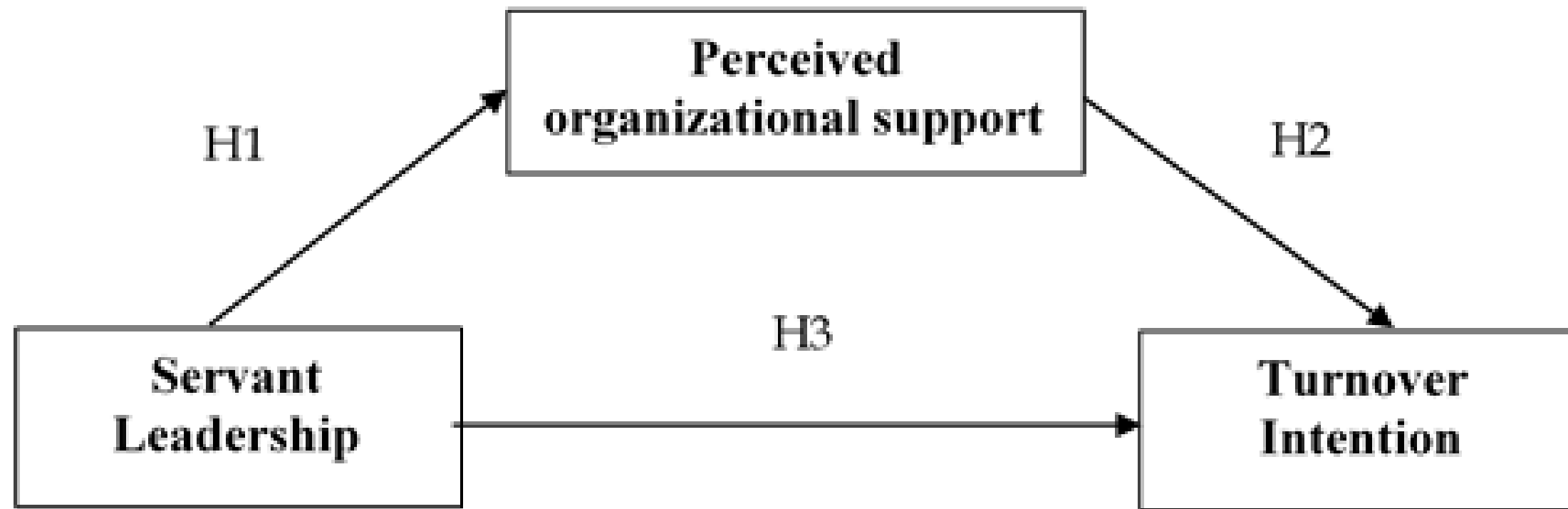
Research Questions & Research Objectives

Research Objectives

- To examine the correlation between perceptions of servant leadership and perceived organizational support.
 - To examine the correlation between perceived organizational support with turnover intention.
- To examine the mediating effect of perceived organizational support in the correlation between servant leadership and turnover intention.

Research Questions

- Are employee perceptions of servant leadership positively related to their perceived organizational support?
- Is perceived organizational support negatively related to turnover intention?
- Does perceived organizational support mediate the relationship between employee perception of servant leadership and employee turnover intention?



Conceptual Framework & Hypotheses



Significance of the Study

01

it offers empirical evidence on leadership style, organizational support, reducing layoff, and enhancing performance.

02

the empirical evidence on servant leadership gained from this study may be used to motivate the employees to stay

03

it is expected that the findings of this study could contribute to developing training programmes that emphasize servant leadership practices, which would help the management and supervisors understand their employees and provide them with the necessary support.

Proposed Method

- **Quantitative and Cross-sectional study**
- **300 participants of full-time employees, working in full-dining restaurants and non-managerial employees**
- **Kuala Lumpur and Selangor**

Mesurements

- **Servant Leadership Scale (SL-7) by Liden et al. (2015)**
- **Perceived Organizational Support Short Version Scale by Eisenberger et al. (1986)**
- **The Turnover Intention Scale (TIS-6) by Bothma and Roodt (2013)**

Procedure

- **Pilot study to be conducted first**
- **Offline (distributed directly to each full-dining restaurants**
- **Online (i.e., google form)**



Proposed Data Analysis

- **Descriptive Analysis**
- **Regression Analysis**
- **Mediation Analysis**

Ethical Consideration

- **IREC Application**
- **Inform consent form**
- **Data collected will not be disclosed to any parties**





Expected Results, Benefits, and Research Impact

- could contribute to providing the knowledge and understanding of the leadership style to be implemented
- could provide empirical evidence to the food and beverage industry
- knowledge and skills on servant leadership are suggested to be implemented in training the top management or supervisors to reflect their support to the employees.

Expected Results, Benefits, and Research Impact

- how to decrease the turnover intention among the full-restaurant employees
- offer possible recommendations to the Ministry of Human Resources in improving the percentage of competencies and employability while reducing unemployment in the food and beverage industry.



Thank you!