

## Servant Leadership and Its Impact on Organizational Citizenship Behavior and Employee Retention in Select IT Companies in Tricity

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### ABSTRACT:

In the context of IT enterprises in the Tricity area, this study examines the complex interactions among servant leadership, organizational citizenship behavior (OCB), and employee retention. The study intends to explore the mediating function of OCB in the link between employee retention and servant leadership, drawing on the theoretical frameworks of organizational behavior and servant leadership theory. A sample of employees from different IT organizations in the Tricity area were asked to complete standardized questionnaires as part of a mixed-method approach to gather quantitative data. Additionally, semi-structured interviews with important persons, such as managers and HR specialists, were used to collect qualitative data. According to the study's findings, staff retention, OCB, and servant leadership are significantly positively correlated. Additionally, the findings show that OCB partially mediates the relationship between servant leadership and employee retention, implying that the application of servant leadership techniques increases employees' OCB, which in turn strengthens their desire to remain with the company. The research' ramifications highlight how crucial it is for IT organizations to cultivate a servant leadership culture in order to advance OCB and eventually raise staff retention rates. In order to improve employee retention and organizational performance, organizations are given helpful advice on how to use servant leadership concepts and promote OCB among staff members.

**Keywords:** *servant leadership, organizational citizenship behavior, employee retention, IT companies*

### INTRODUCTION

In today's business world, the information technology (IT) sector is leading the way in innovation and advancement. Employee retention has become a crucial issue and strategic goal as businesses in this fast-paced sector fight for the finest workers. With a focus on the mediating function that Organizational Citizenship Behavior (OCB) plays in this connection, the study examines the significant impact that servant leadership has on employee retention in the IT industry. In the dynamic world of contemporary organizations, the connection between leadership styles and employee outcomes has emerged as a critical area of study with real-world applications. Servant leadership has gained popularity among the many leadership styles because of its emphasis on fostering an atmosphere of empathy,

individual autonomy, and community service. Simultaneously, retaining employees is a critical concern for businesses, especially in the rapidly changing Information Technology (IT) industry. Understanding the complex interplay between these factors, this study aims to clarify the subtle relationship between employee retention, organizational citizenship behavior (OCB), and servant leadership in the particular setting of a few IT enterprises in the Tricity area. The phrase "servant leadership," coined by Robert K. Greenleaf in the 1970s, challenges conventional notions of authority and asserts that a leader's primary responsibility should be to advance the growth and welfare of their followers. The foundation of servant leadership is the idea that leaders should act as stewards, prioritizing the needs of

their team members and fostering an environment that allows individuals to develop both personally and professionally. By giving empathy, humility, and a commitment to service first priority, this leadership paradigm cultivates a culture that values cooperation, trust, and the individual development of every team member. Servant leadership has gained attention as a potential catalyst for fostering healthy workplace climates as businesses increasingly realize the influence of leadership on employee contentment, engagement, and overall performance. The IT sector has unique challenges with employee retention because of the fierce rivalry in the market. Due to the high demand for qualified IT professionals, companies need to make preparations to retain their top talent. Aspects of employee

retention include job satisfaction, organizational commitment, and expected career growth opportunities. Retaining top IT personnel is essential for stability, reducing hiring expenses, and fostering a culture of continuous innovation. In the dynamic modern workplace, it is increasingly strategically imperative to address the issue of retaining talented and qualified employees. The strategies used by companies to retain their prized employees are included in employee retention, a critical aspect of human resource management. Retaining top performers has become increasingly important in determining an organization's long-term performance and competitive edge as the global labour market gets more competitive and dynamic. In the IT industry, where innovation, cooperation, and teamwork are critical success elements, OCB is especially crucial. OCB refers to the voluntary, discretionary actions taken by employees for the benefit of their organization. These activities go beyond what is specifically included in a job description and might involve helping colleagues, offering recommendations for improvements, or engaging in initiatives that benefit the company as a whole. By increasing output, fostering collaboration, and creating a happy work environment, OCB significantly adds to the organization's success. One of the biggest drivers of economic growth in India is the IT and BPM industry, which also makes a substantial contribution to the GDP and general well-being of the nation. In FY22, the IT sector contributed 7.4% of India's GDP; by 2025, it is predicted to account for 10%. India is now ready for the next stage of its IT revolution as cutting-edge

digital applications penetrate sector after industry. With 76 crores people now having internet connection, India is seen by the rest of the world as having one of the biggest populations of Internet users and the most affordable Internet pricing

## REVIEW OF LITERATURE

Greenleaf (1977) stated that servant leadership is listening. The servant leader owes it to people they lead to make sure they are sufficiently equipped to face upcoming problems. A servant leader must be attentive to the present while also understanding that it is a part of the greater environmental context of which the organization is a part. Therefore, the leader and the organization will be more successful the better the leader is at putting all of the puzzle pieces together. He studied the Servant Leadership Theory, Opportunities for Additional Theoretical Integration. Maxwell (2018) stated that employee trust in the leadership of their organizations will be essential to moving organizations ahead. Ehrhart (2004) devised a 14-item measurement to evaluate servant leadership behavior using a Likert scale. Following the use of a confirmatory factor analysis to data on convergent and divergent validity, He discovered that servant leadership is a unique type of leadership. According to the report, one of the ten qualities of a successful servant leader is a matter of moral integrity. The world has grown more complex, and leaders must be pushed by dynamic times. Contrary to more conventional autonomous leadership techniques, servant leadership can result in good change in organizations. Followers are more likely to achieve at a

better level when they perceive that leaders appreciate them as individuals. Modern servant leadership principles, according to research, outperform the standard in all kinds of private organizations. Sendjaya et al., (2008) analyzed Servant Leadership Behavior in Organizations. This study looks at the creation and preliminary validation of the Servant Leadership Behavior Scale, a multidimensional assessment of servant leadership behavior. In order to establish the basic psychometric features for the new 35-item, six-dimension measure, and both qualitative and quantitative investigations have been reported. The resulting servant leadership model extends existing models of servant leadership and existing works on contemporary leadership methods through its service orientation, holistic outlook, and moral-spiritual emphasis. Plessis and Nel (2015) studied the influence of emotional intelligence and trust on servant leadership. The paradigm of positive organizational behavior (POB) was used to study some constructs. The goal of this study was to look into the connections between emotional intelligence, servant leadership, and manager trust. The study was motivated by the fact that organizations all over the world recognize the importance of leadership and emotions in promoting employees' psychological and physical well-being as well as job performance. The inquiry was steered by both survey and statistical modelling approaches. Rehmana et al., (2021) studied the Role of Servant Leadership and Workplace Spirituality on Employee Retention and mediating role of employee engagement. The study focused on Hospitality sector and the conclusions

of this study imply that servant leadership qualities and workplace spirituality are essential elements to promote employee retention and work engagement in the hospitality industry. Organ (1988) defined Organizational Citizenship Behavior as work-related behaviors that are optional, unrelated to the official organizational reward system, and, taken together, support the efficient operation of the organization. Mohammad et al., (2011) studied Job Satisfaction and OCB in higher learning education centres. This study aims to evaluate the two organizational citizenship behavior dimensions and investigate the connections between these organizational citizenship behaviors and the intrinsic and extrinsic aspects of work satisfaction. The survey approach is used to accomplish the research goals. The results of this study demonstrate the significance of both intrinsic and extrinsic job happiness in influencing citizenship behavior. Tsai and Wu (2010) studied relationships between organizational citizenship behavior, job satisfaction and turnover intention. Hospital nurses in Taiwan. The results reveal that the nurses' job satisfaction has a significantly positive correlation with organizational citizenship behavior and a negative correlation with turnover intention. Christ et al., (2010) studied the relationships between different foci of organizational identification and different forms of Organizational citizenship behavior in schools. The proposed foci of identification (career identification, team identification, and organizational identification), as well as various forms of OCB (OCB towards one's own qualification, towards the team, and towards the organization), were revealed by exploratory and

confirmatory factor analyses. The primary premise that foci of identification relate to forms of OCB differently is supported by structural equation modelling. The findings highlight the significance of organizational identification as an element influencing OCB in educational settings. The ramifications for daily life are examined. Budur and Poturak (2020) analyzed transformational leadership and its impact on customer satisfaction. Measuring mediating effects of organizational citizenship behaviors. Investigating the effects of transformative leadership on corporate citizenship practices and customer satisfaction is the primary goal of this study. According to research using the structural equation modelling (SEM) method, idealized influence, inspiring motivation, intellectual stimulation, and individual concern all have good effects on helping behaviors, but only helping behavior directly affects customer satisfaction. Additionally, CS saw considerable indirect effects from inspiring motivation and individual consideration. Mwakasangula et al., (2018) studied The Influence of Leadership on Employee Retention in Tanzania Commercial Banks. Leadership is one of important aspects in any form of activity that involves people. This study examined the link between leadership and employee retention. The study used Akiba Commercial Bank (Buguruni Branch) and Tanzania Postal Bank (Morogoro Branch) and was found that there is significant linear relationship between leadership and employee retention in Tanzania commercial banks. It further reminds managers and supervisors to seek for feedback from their

subordinates on how they perceive leadership styles used in respective banks and make improvements before the employees decide to leave. Biason (2020) studied the effect of job satisfaction on employee retention. In recent years, management, social psychology, and practical operations have all paid close attention to the academic idea of job satisfaction and employee retention. This study examines more than a decade's worth of studies on the causes and effects of employee retention and work satisfaction. Consequently, the current work aims to investigate the link between employee retention and job happiness. The study makes use of a design for descriptive research. In conclusion, the study's findings indicate that there was Job satisfaction and staff retention have a positive association. Mathur (2014) studied Servant Leadership and Organizational Citizenship Behavior among Employees of Service Sector. The results indicated that the servant leadership behaviors predict OCB significantly in service industries such as banks, insurance etc. Similarly, both characteristics of servant leadership were found positively related to OCB. The study is useful in enhancing OCB by focusing on the specific style of leadership i.e. servant leadership. Personal characteristics of leaders play more dominant role in exhibiting follower's OCB Gnankob et al., (2022) studied the Servant leadership and organizational citizenship behavior and the role of public service motivation and length of time spent with the leader. The study looked at how public service motivation (PSM) and the amount of time spent with the leader interacted to influence organizational citizenship

behavior (OCB) of employees in Ghana. According to the study, servant leadership significantly improves OCB and PSM. The research also revealed that PSM significantly and favorably affects OCB. The study's conclusion was that whereas PSM significantly moderated the association between servant leadership and OCB, time spent with leaders did not. Kashyap et al., (2014) analyzed the Moderating Role of Servant Leadership and Investigating the Relationships among Employer Brand Perception and Perceived Employee Retention. Employer brand perception and servant leadership was positively correlated with perceived employee retention intentions. Servant leadership moderated the relationships between employer brand perception and perceived employee retention. It was found that when servant leadership style followed by the leader is high then the positive relationships between employer brand perceptions and perceived employee retention intentions were also high in comparison with when servant leadership style followed the leader is low. Servant leadership also influenced the positive relationships between employer brand perception and perceived employee retention intentions. Tan Pham et al., (2023) studied socially responsible human resources management and employee retention: The roles of shared value, relationship satisfaction, and servant leadership. This research adds to the expanding body of knowledge on the function of socially responsible human resource management (SR-HRM) and its influence on worker behaviors. The study's conclusions showed that SR-HRM had a favorable relationship with both staff retention and shared value.

Additionally, in the relationship between SR-HRM and employee retention, shared values and relationship satisfaction might play simultaneous and sequential mediation roles. Intriguingly, the research findings revealed that servant leadership moderates the relationship between SR-HRM and both shared value and employee retention, in such a way that those correlations are stronger when servant leadership is present.

### **NEED AND SIGNIFICANCE OF THE STUDY**

It is crucial to study the effects of servant leadership on employee retention with an emphasis on the mediating role of organizational citizenship behavior (OCB) in the IT sector because of the rising turnover rates in the sector, which are costly and disruptive to an organization. Servant leadership is a style of leadership that places a strong emphasis on the leader's commitment to their team members, lowers attrition rates, and promotes organizational citizenship among staff employees. Additionally, servant leadership frequently promotes a positive workplace culture characterized by trust, collaboration, and employee well-being, which improves the employer's brand image and helps recruit new, talented employees, especially members of Generation Z, who frequently place a premium on purpose-driven work, ethical leadership, and a positive workplace culture. In conclusion, the study of servant leadership's effect on employee retention and how organizational citizenship behavior mediates it is a complex and crucial field of research for organizations in the IT sector. It discusses topics including personnel

management, workplace culture, innovation, and long-term sustainability, all of which are essential for success in this fastpaced sector. Based on the study's findings, the research seeks to offer IT organizations in the Tricity area useful insights and suggestions. Organizational leaders and HR specialists can improve their staff retention strategy by following these useful implications. The Tricity region—which includes Chandigarh, Mohali, and Panchkula—is the study's primary emphasis. To provide context-specific insights, the distinctive industrial, cultural, and economic traits of this region will be taken into account. A mixed-methods strategy is used in the research, integrating qualitative and quantitative techniques. This method makes it possible to comprehend the intricate connections between employee retention, OCB, and servant leadership in a more thorough and nuanced manner

### **OBJECTIVES OF THE STUDY**

- 1. To study the level of Servant Leadership, Organizational Citizenship Behavior and Employee Retention in select IT Companies.
- 2. To study the relationship and impact of Servant Leadership on Organizational Citizenship Behavior in select IT Companies.
- 3. To study the relationship and impact of Organizational Citizenship Behavior on Employee Retention in select IT Companies.
- 4. To study the relationship and impact of Servant Leadership on Employee Retention in select IT Companies.



- 5. To Study the Mediation Effect of Organizational Citizenship Behavior on the relationship

### HYPOTHESES OF THE STUDY

**H1:** There is high level of Servant Leadership, Organizational citizenship behavior and Employee retention in select IT Companies.

**H2:** Servant leadership is positively related to organizational citizenship behavior in select IT Companies.

**H3:** Servant leadership has significant impact on organizational citizenship behavior in select IT Companies.

**H4:** Organizational citizenship behavior is positively related to Employee retention in select IT Companies.

**H5:** Organizational citizenship behavior has significant impact on Employee retention in select IT Companies.

**H6:** Servant leadership is positively related to employee retention in select IT Companies.

**H7:** Servant leadership has significant impact on employee retention in select IT Companies.

**H8:** Organizational citizenship behavior mediates in explaining the relationship of Servant leadership and employee retention in select IT Companies.

### NORMALITY OF DATA

Before applying the further tests, normality of the data had been checked and the following observations were noticed. According to Mishra et al., (2019) the normality of data is a prerequisite for applying the parametric tests. The normality of data can be

assessed by using two methods: graphical method and numerical method. There are various methods available to test the normality of data which includes, Shapiro-wilk test, komlogorov- smirnov, skewness, kurtosis, box plot, PP plot, calculating mean, standard deviation and histogram

**TABLE1: NORMALITY OF DATA**

Variables		Statistics	Std. error
Servant leadership	Skewness	0.719	.171
	Kurtosis	4.561	.341
Organizational citizenship behavior	Skewness	.117	.171
	Kurtosis	1.172	.341
Employee retention	Skewness	-.371	.171
	Kurtosis	5.557	.341

*Source: Data Derived from SPSS Output*

Since all Skewness values are between -2 and +2 that is (-0.719-0.171), and all Kurtosis values are between -7 and +7 (4.561-0.341) in the output, for Servant Leadership hence data is considered to be normally distributed. Since all Skewness values are between -2 and +2 (.117-.171), and all Kurtosis values are between -7 and +7(1.172-.341) in the output, for Organizational Citizenship Behavior hence data is considered to be normally distributed. Since all Skewness values are between -2 and +2 (-.371-.171), and all Kurtosis values are between -7 and +7(5.557-.341) in the output, for Employee Retention hence data is considered to be normally distributed. Therefore, parametric tests has been used to analyze the data and test the hypotheses.

### DATA ANALYSIS AND RESULTS

**Objective 1:** To study the Servant Leadership, Organizational Citizenship Behavior and Employee Retention in Select IT Companies.

**H1:** There is a high level of Servant Leadership, Organizational Citizenship Behavior and Employee Retention in Select IT Companies.

**TABLE 2: DESCRIPTIVE STATISTICS FOR VARIABLES**

Variable	Mean	Standard Deviation
Servant Leadership	3.8653	.44812
Organizational Citizenship Behavior	3.8874	.45576
Employee Retention	3.8673	.45089

*Source: Data Derived from SPSS Output*

Descriptive Statistics for Servant leadership reveal an overall mean score of 3.8653 (SD = .44812). Which shows the positive perception of Servant Leadership among employees of the organizations under study. Descriptive Statistics for Organizational Citizenship Behavior reveal an overall mean score of 3.8874 (SD=.45576). Which shows the positive perception of Organizational Citizenship Behavior among employees of the organizations under study. Descriptive Statistics for Employee Retention reveal an overall mean score of 3.8673 (SD=.45089). Which shows the positive perception of Employee Retention among employees of the organizations under study.

**Objective 2:** To study the relationship and impact between Servant Leadership and Organizational Citizenship Behavior in Select IT Companies.

**H2:** Servant leadership is positively related to organizational citizenship behavior in select IT Companies.

**Table 3: Correlation between Servant Leadership and Organizational Citizenship Behavior**

Correlations			
		Servant Leadership	Organizational Citizenship Behavior
Servant Leadership	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	202	202
Organizational citizenship behavior	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	202	202

*Source: Data Derived from SPSS Output*

For analysis of relationship between Servant Leadership and Organizational Citizenship Behavior Pearson Correlation test was performed as the data was normally distributed. A significant ( $p$  value)  $< 0.05$  depicts the existence of relation between 2 variables. The results shows that there is a significant positive and high-level relationship ( $r=0.592$ ,  $p=0.000$ ) between Servant Leadership and Organizational Citizenship Behavior in the organizations under study. Therefore, H2 is accepted. Hence H2 is supported. This shows that increased Servant Leadership would lead to Organizational Citizenship Behavior among employees.

**H3:** Servant leadership has significant impact on organizational citizenship behavior in select IT Companies.

**Table 4: Regression analysis between Servant Leadership and Organizational Citizenship Behavior**

Hypothesis	Regression Weights	Beta Coefficients	R <sup>2</sup>	F	t	p-value	Hypothesis Supported
H3	SL→OCB	0.592	0.350	107.805	6.679	0.000	Accepted

*Source: Data Derived from SPSS Output*

For dwelling into the impact of servant leadership (independent variable) over organizational citizenship behavior (mediating variable), linear regression technique was used. A significant value  $< 0.05$  gives an indication that Servant Leadership has a significant impact on OCB, thus H3 is acceptable. Moreover, the R square = 0.350 depicts that the model explains 35% of the variance in OCB. Hence, H3 is supported.

**H4:** Organizational citizenship behavior is positively related to Employee retention in select IT Companies

**Table 5: Correlation between Organizational Citizenship Behavior and Employee Retention**

Correlations			
		Organizational Citizenship Behavior	Employee retention
Organizational Citizenship Behavior	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	202	202
Employee retention	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	202	202

*Source: Data Derived from SPSS Output*

For analysis of relationship between Organizational Citizenship Behavior on Employee Retention Pearson Correlation test was performed as the data was normally distributed. A significant ( $p$  value)  $< 0.05$  depicts the existence of relation between 2 variables. The results shows that there is a significant positive and low-level relationship ( $r=0.719$ ,  $p =0.000$ ) between Organizational Citizenship Behavior on Employee Retention in the organizations under study. Therefore, H4 is accepted. This shows that increased between Organizational Citizenship leads to Employee Retention in organization. Hence Hypothesis H4 is supported.

**H5:** Organizational citizenship behavior has significant impact on Employee retention in select IT Companies.

**Table 6: Regression Analysis between OCB and Employee Retention**

Hypothesis	Regression Weights	Beta Coefficients	R2	F	t	p-value	Hypothesis Supported
H5	OCB→ER	0.719	0.517	214.297	5.789	.000	Accepted

*Source: Data Derived from SPSS Output*

For dwelling into the impact of OCB (mediating variable) over Employee Retention (dependent variable), linear regression technique was used. A significant value  $< 0.05$  gives an indication that OCB has a significant impact on Employee retention, thus H5 is acceptable. Moreover, the R square = .517 depicts that the model explains 51.7% of the variance in Employee Retention. Hence, H5 is supported.

**Objective 4:** To study the relationship and impact between Servant Leadership on Employee Retention in Select IT Companies.

**H6:** Servant leadership is positively related to employee retention in select IT Companies.

**Table 7: Correlation between Servant Leadership and Employee Retention**

Correlations			
		Servant leadership	Employee retention
Servant leadership	Pearson Correlation	1	.585**
	Sig. (2-tailed)		.000
	N	202	202
Employee retention	Pearson Correlation	.585**	1
	Sig. (2 -tailed)	.000	
	N	202	202

*Source: Data Derived from SPSS Output*

For analysis of relationship between Servant Leadership and Employee Retention, Pearson Correlation test was performed as the data was normally distributed. A significant ( $p$  value)  $< 0.05$  depicts the existence of relation between 2 variables. The results shows that there is a significant positive and low-level relationship ( $r=0.585$ ,  $p =0.000$ ) between Servant Leadership and Employee Retention in the organizations under study. Therefore, H6 is accepted. This shows that increased Servant Leadership on Employee Retention among employees. Hence, H6 is supported.

**Table 8: Regression Analysis between Servant leadership and Employee retention**

Hypothesis	Regression Weights	Beta Coefficients	R2	F	t	p-value	Hypothesis Supported
H7	SL→ER	0.585	0.343	104.254	6.846	0.000	Accepted

*Source: Data Derived from SPSS Output*

For dwelling into the impact of Servant leadership (independent variable) over Employee retention (dependent variable), linear regression technique was used. A significant value  $< 0.05$  gives an indication that Servant leadership has a significant impact on Employee retention, thus H7 is acceptable. Moreover, the R square = .343 depicts that the model explains 34.3% of the variance in Employee retention. Hence, H7 is supported. Mediation analysis is a statistical method used to explore the underlying mechanisms through which an independent variable (X) influences a dependent variable (Y). The analysis aims to investigate whether the relationship between X and Y is partially or fully explained by the inclusion of one or more intervening variables, known as mediators (M). The process involves testing three main relationships:

**X → Y (Total Effect):** This represents the overall association between the independent variable (X) and the dependent variable (Y).

**X → M → Y (Indirect Effect):** This path examines whether the influence of X on Y is mediated by one or more intermediate variables (M).

**X -| M -| Y (Direct Effect):** This path represents the relationship between X and Y that is not mediated by the intermediate variable(s).

**Objective 5:** To Study the Mediation Effect of Organizational Citizenship Behavior on the relationship of Servant leadership and Employee retention in Select IT Companies.

**H8:** Organizational Citizenship Behavior mediates in explaining the relationship of Servant leadership and employee retention in select IT Companies.

**Table 9: Mediation analysis summary**

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Level		Conclusion
SL>OCB > ER	.597 (0.000)	.251 (0.000)	.347	.482	.713	Full Mediation

*Source: Data Derived from SPSS Output*

The study assesses the mediating role of Organizational Citizenship Behavior on the relationship between Servant Leadership and Employee Retention. The results revealed a significant indirect effect of Servant Leadership on Employee Retention ( $b=.347$ ). Furthermore, the direct effect of the Servant Leadership in the presence of the mediator was found insignificant ( $b=.251, p>0.05$ ). Hence, H8 is supported.

## FINDINGS

The study found that employee retention in Tricity IT organizations was significantly positively correlated with servant leadership. This suggests that companies with servant leadership practices often retain more employees than those with other leadership philosophies. The research demonstrated that organizational citizenship behavior acts as a mediator in the relationship between servant leadership and employee retention. This implies that servant leadership has an impact on workers' propensity to act in a civic manner, which in turn influences their decision to remain with the company. According to the study, servant leadership has a favorable impact on workers' organizational citizenship behavior. This implies that leaders who exhibit servant leadership traits, such as empathy, humility, and empowerment, are more likely to foster a culture where employees willingly



contribute beyond their formal job roles. The importance of workers' perceptions of organizational support in influencing their decisions to stay with a company was brought to light by qualitative insights gleaned from interviews. Workers are more likely to exhibit citizenship behaviors and declare their intention to stay with the firm if they believe their employer to be encouraging and caring. The results point to useful ramifications for the adoption and advancement of servant leadership principles by IT firms in the Tricity area. Putting servant leadership into practice may help to improve employee engagement, foster a healthy work atmosphere, and eventually increase retention rates. The study suggests more research avenues, such as looking at other variables that could affect the connection between employee retention, organizational citizenship behavior, and servant leadership. Furthermore, conducting comparative studies across different industries and geographical regions could provide further insights into the dynamics of these relationships. In summary, the findings of this research paper shed light on the role of organizational citizenship behavior in mediating the relationship between servant leadership and employee retention, offering valuable insights for organizational leaders and HR professionals aiming to enhance employee retention strategies within IT companies. The findings related to the objectives and hypotheses made for the study are summarized in the table given below:

**Table 10: Summary of the findings**

S.NO.	OBJECTIVES	RESPECTIVE HYPOTHESES	RESULTS
1.	To study the level of Servant Leadership, Organizational Citizenship Behavior and Employee Retention in Select IT Companies.	H1	MAYBE ACCEPTED
2.	To study the relationship and impact of Servant Leadership on Organizational Citizenship Behavior in Select IT companies.	H2 & H3	MAYBE ACCEPTED
3.	To study the relationship and impact of Organizational Citizenship Behavior on	H4 & H5	MAYBE ACCEPTED
	Employee Retention in Select IT companies.		
4.	To study the relationship and impact of Servant Leadership on Employee Retention in Select IT Companies.	H6 & H7	MAYBE ACCEPTED
5.	To study the Mediation Effect of Organizational Citizenship Behavior on the relationship of Servant Leadership and Employee Retention in Select IT Companies.	H8	MAYBE ACCEPTED

## CONCLUSION

In conclusion, this study examined the intricate relationship between employee retention, organizational citizenship behavior (OCB), and servant leadership in the specific context of a few IT companies in the Tricity region. Numerous noteworthy findings have been derived from an extensive examination of leadership styles, employee behaviors, and retention outcomes. The study has validated the significance of servant leadership in the IT sector and illustrated how leaders who prioritize the development and welfare of their employees foster a positive work environment. It has been determined that the link between employee retention and servant leadership is mediated by OCB. The unique Tricity region context has helped us better understand how the unique economic and cultural characteristics of this area affect the effectiveness and expression of servant leadership in IT

organizations. The study has yielded useful viewpoints on the challenges faced by these organizations and has also shown potential strategies for utilizing servant leadership principles to enhance employee retention in this industry. The practical implications of this research result in strategies that HR professionals and CEOs of IT companies may use. Businesses may foster an atmosphere where workers feel their objectives and expectations are fulfilled by placing a high priority on the development of servant leadership approaches and the encouragement of positive OCB, which will eventually improve employee satisfaction, engagement, and long-term commitment.

#### LIMITATIONS OF THE STUDY

The study was limited to Chandigarh, Panchkula and Mohali region only. The sample size selected for research is 202 only which may not be sufficient to reach the final conclusion. Sampling error could occur because of random sampling technique and there are chances that sample may not reflect the general population. Some respondents might not have paid much attention towards the questions. Due to time constraints, may be results are not reliable. The study may have been limited by its sample size, which consisted of select IT companies in the Tricity region. The findings might not be representative of all IT companies or other industries. Therefore, caution should be exercised when generalizing the results to a broader population. The research employed a crosssectional design, which captures data at a single point in time. This design limits the ability to establish causal relationships between variables. Longitudinal or experimental designs could provide

stronger evidence of causality. The study relied on self-report measures, such as questionnaires and interviews, to collect data on servant leadership, organizational citizenship behavior, and employee retention. This method is subject to response bias and social desirability effects, which may affect the accuracy of the findings. The researchers' subjective interpretation may have had an impact on the qualitative analysis of the interview data. The data may have been interpreted differently by other researchers, which might have influenced the study. The study was carried out in the particular setting of Tricity IT enterprises, which can have distinct traits and cultural impacts. The results might not apply to businesses in other regions or sectors with distinct circumstances. External factors that were out of the researchers' control, such as prevailing economic conditions, industry trends, or organizational changes, could have had an impact on the study. These outside influences could have had an impact on the correlations between the variables under investigation. While efforts were made to ensure the validity and reliability of measurement instruments, there may still be limitations in the accuracy and consistency of the measures used to assess servant leadership, organizational citizenship behavior, and employee retention. Acknowledging these limitations is important for interpreting the findings of the study accurately and for guiding future research efforts to address these challenges and build upon the existing knowledge base in this area.

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