



2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 3, Sayı / Is.: S2, Yıl/Year: 2018, Kod/ID: 81S251



THE ROLE OF SERVANT LEADERSHIP ON IMPROVING ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Hamid OKATI*, Maryam PEYGHAN, Tayyebeh SAYYADI, Maryam NADIMNEJAD, Ali BAZAZIAN

Department of Management, Zabol branch, Islamic Azad University, Zabol, Iran.

*Corresponding Author

ABSTRACT

Environmental changes and increased global competition have led managers to pay attention to the issue of OCB¹ of staffs, since organizations will be able to adapt themselves better with changes and compete in light of having committed, and motivated staffs. The objective of current research is investigating the impact of SL² style on OCB of staffs working in Saderat Bank in Sistan Region. The research method is correlative considering nature and applied considering objective. Research population included all 91 Saderat Bank staffs in Sistan Region in 2017, which 91 of them were selected as sample of study using the census method, considering its limited size. The standard questionnaire of Bass and Avolio SL questionnaire (2003) was used to collect information to test the hypotheses, Podsakoff questionnaire (2000) was used to measure the variable of citizenship behavior. The professors and experts approved its content validity and reliability was obtained 0.789 and 0.834 for SL questionnaire, and empowerment questionnaire, respectively, using Cronbach's alpha. Descriptive and inferential tests (linear regression, stepwise, and single-sample T-test) were used with the help of SPSS software to analyze the data. Results of the study indicated that SL and its components have a significant relationship with OCB of the staffs working in Saderat Bank of Sistan.

Keywords: SL, Idealized Influence, Citizenship Behavior, Inspirational Motivation, Mental Persuasion, Individual Attention

INTRODUCTION

One of the important factors, resulted in wide range of studies in the area of leadership is attractiveness of SL concept. It is likely that the attractiveness of this concept has caused leaders to achieve their goals through influencing their followers, and in this regard, their emotions play crucial role, since it is not important what leaders start to perform or create new practice or stimulate the teams to activity, but their success depends on the fact that how well they perform this task. If they fail in performing this basic task (control of emotions in proper way), none of the tasks performed by them will be effective. Findings of different studies suggest that SL will lead into acceptable results in the organization. For example, leaders will increase organizational commitment, enhance their loyalty to their organizational department, and these leaders will motivate their followers (Hoseini et al, 2010). Finally, the SL style causes an increase in effectiveness of the leaders. For this reason, many researchers have tried to recognize the factors resulting in Servant behaviors (Robbins, 2007). On the other hand,

¹ Organizational Citizenship Behavior

² Servant leadership

environmental changes and increased global competition have caused managers to pay central attention to citizenship behavior of staffs, since organizations will be able to adapt themselves better with changes and compete in light of having committed, skilled and motivated staffs. Citizenship behavior is considered as the healthiest method to make other staffs to be shared in authority. Using this method, sense of trust, increased energy, pride, commitment, and self-reliance will be developed in people, the sense of participation in organizational tasks will be enhanced, and finally it results in improved function (Hoseini et al, 2010). After several decades of experience, people have concluded that if an organization wants to be leading its economy and business affairs and survive in competition, it should have a skilled, creative and motivated workforce. Human resources are considered the base and real wealth of an organization. There is a direct correlation between human capital and productivity of organizations. One of the important concerns of successful economic firms in the world is utilizing skilled and trained human capital, which could cause transformations in relevant organizations (Raminmehr et al, 2009). Citizenship behavior of staffs of Saderat Bank, selected as population to be investigated in this study, will cause staffs to make decisions every day, which affects the organization. In addition, it noteworthy that citizenship behavior of staffs is effective only when decision-making capabilities of people are fostered and managers use their authority. If only unimportant tasks and assigned are entrusted to staffs, citizenship behavior model will not work rightly (Chupani, 2011).

In addition, it should be specified that required educations on making the good decisions and they should be provided for staffs, instruments to measure the quality of decisions should be considered, and its benefit for organization should be specified. Thus, the objective of the current research was to evaluate the impact of components of SL on citizenship behavior of staffs in Saderat Bank Sistan.

Conceptual model

Given the theoretical principles and literature of study, the following conceptual model was provided. Components of SL were adopted from Bass and Avolio Model (2003), and the components of OCB were adopted from Podsakoff model (2000).

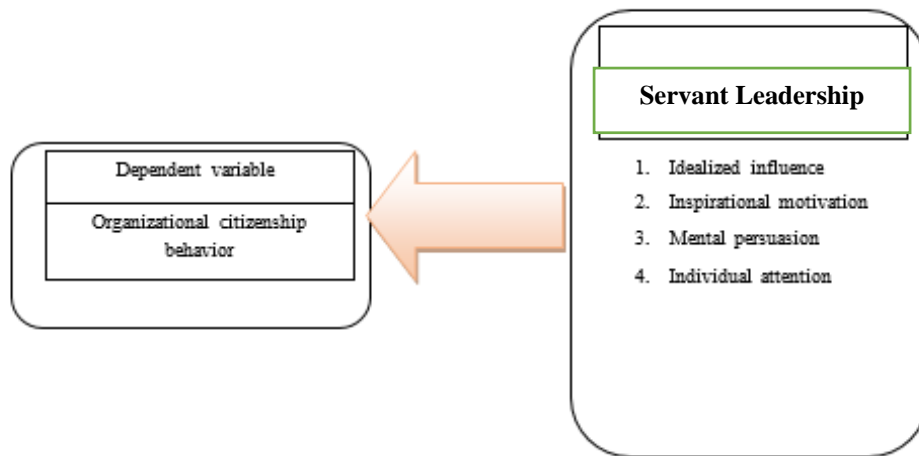


Figure 1: research conceptual model

RESEARCH HYPOTHESES

The main hypothesis:

-There is relationship between SL style and OCB of the staffs of the Saderat Bank in Sistan.

The Sub- hypothesis:

- There is relationship between Idealized influence and OCB of the staffs of the Saderat Bank in Sistan.
- There is relationship between Inspirational motivation and OCB of the staffs of the Saderat Bank in Sistan.
- There is relationship between mental persuasion and OCB of the staffs of the Saderat Bank in Sistan.
- There is relationship between Individual attention and OCB of the staffs of the Saderat Bank in Sistan.

METHODOLOGY

The current research is considered among the applied studies considering objective and descriptive-survey considering type of data. The population of study included all 91 staffs of Saderat Bank of Sistan Region in 2017. The census method was used to determine the sample size, which all 91 staffs were selected as sample of study. In performing the current research, two methods of reviewing the available documents and a questionnaire were used to collect data. The questionnaires were provided for managers and experts to be completed. The standard questionnaire of Bass and Avolio SL questionnaire (2003) was used to collect information to test the hypotheses, Podsakoff questionnaire (2000) was used to measure the variable of citizenship behavior. Its content validity was approved by the professors and experts and by studying the papers, books, and journals. In this research, Cronbach's alpha was calculated using SPSS software. After collecting primary sample (30 questionnaires), reliability was calculated for whole questionnaire and its dimensions using Cronbach's alpha. Descriptive statistics and inferential statistics (linear regression, stepwise, and single-sample t test) were used to test the research hypotheses.



FINDINGS

Hypothesis Testing

Main hypothesis: There is relationship between SL style and OCB of the staffs of the Saderat Bank in Sistan.

Table 1. Goodness of fit of regression model between SL style and OCB

R	R Square	Adjusted R Square	Std. Error of the Estimate
.757	.573	.571	0.319

The relationship between independent variables and the dependent variable equals to 0.757 R Square is .573 which shows that 57.3 percent of variation in SL style is predicted by OCB. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 57.1 in this study. According to the indices, the model was adequate.

Table 2. Regression equation of OCB

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	-0.374	0.251	0.757	-1.488	0.000
	SL style	1.01	0.063		16.14	
Dependent Variable: OCB						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

$$OCB = -0.374 + (1.01) \text{ SL style}$$

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in SL style, the standard deviation 1.01 unit of OCB is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so SL style has a meaningful effect on OCB.

Sub- hypothesis 1: There is relationship between Idealized influence and OCB of the staffs of the Saderat Bank in Sistan.

Table 3. Goodness of fit of regression model between Idealized influence and OCB

R	R Square	Adjusted R Square	Std. Error of the Estimate
.729	.531	.528	0.335

The relationship between independent variables and the dependent variable equals to 0.729 R Square is .531 which shows that 53.1 percent of variation in Idealized influence is predicted by OCB. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 52.8 in this study. According to the indices, the model was adequate.

Table 4. Regression equation of OCB

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.58	0.143	0.729	11.09	0.000
	Idealized influence	0.541	0.036		14.81	
Dependent Variable: OCB						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 4 the regression equation is provided by unstandardized coefficients.

$$OCB = 1.58 + (0.541) \text{ Idealized influence}$$

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Idealized influence, the standard deviation 0.541 unit of OCB is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Idealized influence has a meaningful effect on OCB.

Sub- hypothesis2: There is relationship between Inspirational motivation and OCB of the staffs of the Saderat Bank in Sistan.

Table 5. Goodness of fit of regression model between Inspirational motivation and OCB

R	R Square	Adjusted R Square	Std. Error of the Estimate
.159	.025	.020	18.07

The relationship between independent variables and the dependent variable equals to 0.159 R Square is .025 which shows that 2.5 percent of variation in Inspirational motivation is predicted by OCB. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 2 in this study. According to the indices, the model was adequate.

Table 6. Regression equation of OCB

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1	Constant	3.06	0.273	0.159	0.026
	Inspirational motivation	0.147	0.066		

Dependent Variable: OCB

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 6 the regression equation is provided by unstandardized coefficients.

$$OCB = 3.06 + (0.147) \text{ Inspirational motivation}$$

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Inspirational motivation, the standard deviation 0.147 unit of OCB is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .026, so inspirational motivation has a meaningful effect on OCB.

Sub- hypothesis3: There is relationship between mental persuasion and OCB of the staffs of the Saderat Bank in Sistan.

Table 7. Goodness of fit of regression model between mental persuasion and OCB

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.673	0.453	0.450	0.361

The relationship between independent variables and the dependent variable equals to 0.673 R Square is .453 which shows that 45.3 percent of variation in mental persuasion is predicted by OCB. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 45 in this study. According to the indices, the model was adequate.

Table 8. Regression equation of OCB

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1	Constant	1.59	0.165	0.673	0.000
	Mental persuasion	0.538	0.042		

Dependent Variable: OCB



The inserted variable in regression equation is the core of regression analysis which can be seen in Table 8 the regression equation is provided by unstandardized coefficients.

$$OCB = 1.59 + (0.538) \text{ Mental persuasion}$$

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Mental persuasion, the standard deviation 0.538 unit of OCB is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so mental persuasion has a meaningful effect on OCB.

Sub-hypothesis4: There is relationship between Individual attention and OCB of the staffs of the Saderat Bank in Sistan.

Table 9. Goodness of fit of regression model between Individual attention and OCB

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.446	0.199	0.195	0.437

The relationship between independent variables and the dependent variable equals to 0.446 R Square is .199 which shows that 19.9 percent of variation in Individual attention is predicted by OCB. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 19.5 in this study. According to the indices, the model was adequate.

Table 10. Regression equation of OCB

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1	Constant	2.16	2.18	9.93	0.000
	Individual attention	0.375	0.054	6.94	
Dependent Variable: OCB					

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 10 the regression equation is provided by unstandardized coefficients.

$$OCB = 2.16 + (0.375) \text{ Individual attention}$$

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Individual attention, the standard deviation 0.375 unit of OCB is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Individual attention has a meaningful effect on OCB.

DISCUSSION AND CONCLUSION

Studies conducted over the 20 years suggest that leadership plays vital role in modifications and changes, and SL in this regard is the only style making important changes (quoted by Castro et al., 2004). In light of developments of the public sector during these past decades, much attention has been paid to issue of leadership. Tis study tried to examine the relationship between SL and OCBs of staffs. Findings of the present research indicated a significant

relationship between SL and OCB of staffs. Great number of studies has approved the effect of SL on intra-role behaviors, but research conducted in recent years approved the effect of SL on OCBs. Podsakoff, Mackenzie, Puine, and Bachrach stress on the point that the effect of SL on OCBs is much more important than that on intra-role behaviors. This effect is manifested in different ways. Some effect are direct, for example, the behavior of individual consideration, as one of the dimensions of SL, has a direct effect on the citizenship behavior of followers, or Servant leaders are willing to encourage followers to perform fairly behaviors such as paying attention to influence of their actions on others, respecting for other people right in shared resources and not complaining on less important issues (Krishnan & Arora, 2008, p. 29). One another aspect of the relationship between SL and citizenship behavior is the leader status as a model. This means that leaders define themselves as role models, and followers tend to imitate from the leaders. If followers can regard the leaders' Servant behaviors as meta-role behaviors, they will be probably involved in meta-role behaviors in working area (Kent & Chelladurai, 2001, p. 143). In order that leaders can consider Servant behavior and affect the citizenship behaviors of followers should have appropriate management, rather than focusing merely on their works (Mahra et al, 2006). Finally, the following recommendations are provided:

Training various technical and management skills in organization will make the staffs more capable in performing the tasks. Acquiring proper skills through training programs causes decisions to be adopted rightly and properly with minimum mistake and the highest level of quality. Managers should express the feeling of personal attention to the staff and help each of the staff to feel that they are important to the manager. District managers must pay special attention to their staffs' opinions. Managers should express the sense of personal attention and help for each of staffs to feel that they are important for manager. Managers need to pay special attention to views of staffs and express them separately. Providing resources would help staffs to perform their tasks properly. Providing these resources by organization develops this feeling in the staffs that they are important for organization and thus the sense of effectiveness will be improved.



References

- Bass, Bernard M. Avolio, Bruce J, Jung, Dong I.& Berson, Yair (2003). Predicting Unit Performance by Assessing Servant and Transactional Leadership. *Journal of Applied Psychology*, Vol.88. No. 2, PP. 207–218.
- Castro, C. B., Armario, E. M. & Ruiz, D. M. (2004), "The influence of staff OCB on customer loyalty", *International Journal of Service Industry Management*, Vol. 15, No. 1, pp. 27-53.
- Chupani, H (2011). Evaluating the relationship between SL and tendency to organizational innovation; A case study of Alborz Insurance Joint Stock Company, MA thesis in Tehran University.
- Hoseini, F, Rayej, H, Estiri, M, Sharifi, SM (2010). Examining the relationship between organizational culture and Individual attentions and leader-follower exchange, *Public Administration Journal* 2 (4).

Kent, A., Chelladurai, P., (2001). "Perceived SL, organizational commitment, and citizenship behavior: A case study in intercollegiate athletics". *Journal of Sport Management*, 15, PP:135-159.

Krishnan, V. R., Arora, P., (2008). "Determinants of SL and OCB". *Asia-Pacific Business Review*, IV (1), PP:34-43.

Mehra, A., Smith, B. R., Dixon, A. L. & Robertson, B. (2006). Distributed leadership in teams: The network of leadership perceptions and team performance. *The Leadership Quarterly*, 17(6) 232-245.

Podsakoff, M. P., Mackenzie, B. S., Puine, B. J., and Bachrach, G. D. (2000). "OCBs: a critical review of the theoretical and Empirical literature and suggestions for future research". *Journal of management*, Vol. 26, pp 513 - 563.

Podsakoff, P. M (2000). "Impact of OCB on organizational performance: A review and suggestions for future research". *Journal of Human Performance*, Vol.10, pp.133-151.

Raminmehr, H, Hadizadeh Moghadam, A, Ahmadi, I (2009). Examining the relationship between organizational justice perceived and OCB, *Transformation Management Journal*, Volume 1, Issue 2, pp. 66-89.

Robbins, Stephen P. (2007), *Essentials of Organizational Behavior*, eighth edition, Prentice-Hall.

