

# Explaining Role of Servant Leadership on Strengthening the Organizational Citizenship Behavior

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## Abstract

Given the importance of servant leadership as successful management style in present organizations and evaluation of organizational behavior citizenship as an important determinant of organizational effectiveness, there have been conducted paucity of research in this area in Iran; the present research aims to assess servant leadership and more importantly, to find out the reasons on relationship between servant leadership and organizational citizenship behavior of employees. This is an applied and descriptive survey-research. The research instruments include library research and collecting information and data by structured questionnaire; In order to evaluate the validity and reliability of the questionnaire and Cronbach's alpha and this value is equal to 0.93. Data were analyzed using multiple regression test and SPSS software were used. Regression analysis of field data showed that among independent variables of servant leadership, variables fear of God, breath control, communication altruistic vision, and persuasiveness had positive effect on dependent variable (organizational citizenship behavior).

**Keywords:** Servant Leadership, Organizational Citizenship Behavior

**JEL Classification:** D23

## 1. Introduction

In today's competitive business environment, major concern for organizations is related to survival, development and progress (Yaghoobi, 2011) and poor performance and employee dissatisfaction can mainly due to weakness in leadership (Sadeghi, 2015). One of the major challenges that organizations are facing is how to motivate staff to do their duties to ensure that the organization be efficient. In fact, the particular set of behaviors have a significant impact on the success of the organization's staff in particular, voluntary behaviors that employees are doing for organizations that are called organizational citizenship behavior (Foote & Tang, 2008). Management scientists have long focused on the study of people in the workplace; But an argument that has been raised in the past two decades In addition, behavioral, psychologists and sociologists also has attracted, organizational citizenship behavior

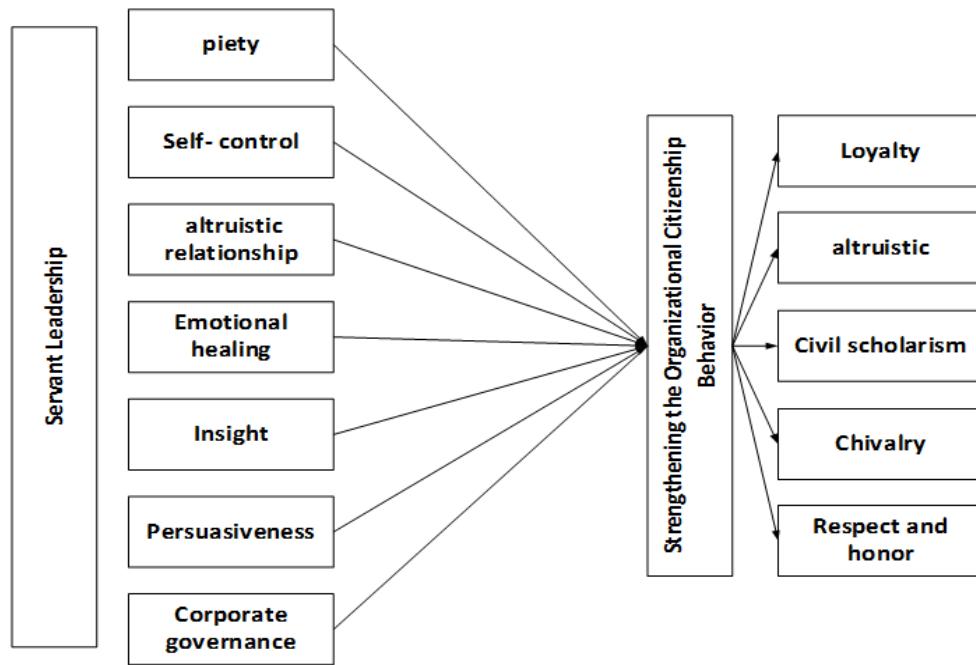
(Baharloo et al, 2014). Accordingly, one of the factors that affect the behavior of civic leadership. Because the leadership of one of the main requirements for the activities of many organizations today (Kheyrgu et al, 2014). Servant leader who is highly motivated to focus on compliance needs and to serve them in the center (Chehراzi et al, 2015). In recent years, the concept of servant leadership been a favorite subject (Sendjaya and Sarros, 2002). Traditional leadership theories are based on the hierarchical model of absolute power in the organization from top to bottom dictate commands and followers of the lower levels as a member of an organization, are required to comply with these instructions (Mohammadi et al, 2013). Servant leadership theory, including theories is evolving and leadership figure in the century has now affected (Janis, 2007). Therefore servant leadership can be many problems that organizations face the twenty-first century to resolve (Horsman, 2001). Given that research into effective role in facilitating citizenship behavior have recognized leader (Zhong et al, 2011). But so far the research on the role of servant leadership on strengthening citizenship behavior has not been done. Therefore, this study tries strengthening the role of servant leadership on organizational citizenship behavior dimensions and prioritize the impact of each of these components.

## 2. Literature Review

The most important leaders in the field of organizational behavior and human relationships and in the critical role of leaders in the organization, especially in motivating employees is no doubt (Moradi & Khadem, 2013). Bovee et al (2003) lead the process of influencing others and motivate them to work together in order to achieve the objectives of the organization (Saadati et al, 2013). Greenleaf (1977) introduced the concept of servant leadership in his article titled "Servant as Leadership". He predicted that as someone who is a servant leadership with personal development and empowerment of followers facilitate the achievement of the shared vision. The concept of servant leadership on benefits, development, and empowerment of followers in order to achieve a shared vision emphasizes (Washington et al, 2006). Servant leadership approach, has overturned traditional models of management and leadership, and leadership is a change in management philosophy (Hale & Fields, 2007). Servant Leadership, leadership is not a new issue in the current literature, but also a duty which God to lead His people to His Prophet have lost (Ambali et al, 2011). Most researchers about servant leadership have expressed common concepts, concepts like sacrifice (Choi & Mai-Dalton, 1998), egalitarianism (Temkin, 1993), prosaically behavior (Bartal, 1976; Brief & Motowidlo, 1986; Eisenburg, 1982), friendship type (Kanangv & Conger, 1993), the spiritual leadership (Fry, 2003), authentic leadership (Price, 2003), and stewardship (Block, 1996; Davis et al, 1997). Concepts of service, dedication, and positive intentions of each of these concepts are (Barbuto & Wheeler, 2006). Servant leaders are always seeking ways to help teach and train their people to the abilities and their skills in the best way to achieve their goals Organization .Larry Spears, director of the Institute of Greenleaf, after studying numerous articles and books Greenleaf, ten feature for servant leaders mentioned That include: listening, empathy, healing, awareness, persuasion, conceptualization, foresight and prudence, supervision, commitment to the growth of people, create groups (Omoh, 2007). The leadership of the services can be expressed as follows: development and abilities, strength and pride, leadership, vision, service, leadership, accountability, integrity, humility, piety, justice, trust to god and upright (Kahrobaee & Mortazavi, 2015). Penetrating the social fabric of servant leadership behaviors that create positive impact on the attitudes and behaviors of employees. This type of leadership behavior creates situational factors that followers understand and interpret their environment (Takeuchi et al, 2009). As a result of the behavior and attitude of staff effective (Walumbwa et al, 2010). According to social learning theory, subjects' attention and stimulate attitudes, values and behavior fascinating and prestigious models (Brown and Trevino, 2006). Servant leaders are appealing to people because they do not behave on the development of others for personal gain (Hale & Fields, 2007). So leadership is expected to serve as an underlying cause prominent, positive attitude and thereby improve followers organizational citizenship behavior can be manifested (Walumbwa et al, 2010). The relationship between organizational characteristics and organizational citizenship behavior

is somewhat clutter. In a way that does not recognize corporate, organizational rigidities, support staff and not from space, have been ongoing connection with organizational citizenship behaviors. In addition, the rewards are beyond the control of leaders with elements of altruism, courtesy and conscientiousness are negatively correlated (Podsakoff et al, 2000). Thus, according to the model Barbuto and Wheeler (2006) in the model of servant leadership with management requirements Islam tried to approach overlaps with the integration of this model and management aspects of the proposed integrated model is Islam. As noted in the research literature management has two principle of Islam is kindness and severity of the humanitarian dimensions, emotional healing, insight and persuasiveness in Barbuto and Wheeler model can be found in the principle of kindness and corporate governance principles in highly classified. Since two dimensions Islamic management the right things and Barbuto model dimensions and Wheeler (2006) will not overlap.

Background of the research showed that Mohammadi et al (2013) found a relationship between workplace spirituality dimensions) sense of belonging to the group alignment of individual and organizational values, meaningful work (and managers' perceptions of the characteristics of servant leadership based on four components (service, humility, ability trust, kindness) demonstrated that the appraisal of the atmosphere of the organization the components of spirituality in the workplace and evaluate the positive and significant relationship managers based on the components serving . Kharazi et al (2013) to assess the perception of servant leadership and organization Its relationship with job satisfaction in the branches of National Bank of Arak showed that there are a relationship between the components of servant leadership organization, leadership component was the strongest predictor of job satisfaction. Eslami et al (2012) relationship between job satisfaction and organizational citizenship behavior on organizational SOA customer relationship showed that managers must servant leadership, service provider systems, human resource management service except face to directly influence on organizational citizenship behavior and improve their employees' job satisfaction and organizational citizenship behavior. Winston and Fields (2015) in a study titled "Search and Evaluation essential behaviors of servant leadership" with aim of explaining the nature of servant leadership in the of the organization and how to use the quantitative approach showed main actions of servant leadership and organizational efforts to facilitate the development of servant leadership. Chang (2014) to assess the role of mediator between the nurses' organizational justice and organizational citizenship behaviors and support using quantitative approach showed that organizational support nurses a significant positive relationship with their behavior. Lopez et al (2013) evaluated individual effect of transformational leadership and change-oriented organizational citizenship behavior in the form of a model using quantitative approach showed a significant positive relationship between high correlations between the components of the proposed model there. Walumbwa et al (2012) assessed effect of servant leadership and organizational citizenship behavior and attitude of staff using quantitative approach showed that the positive atmosphere of procedural justice and atmosphere services, the impact of Supervisors commitment to strengthen organizational citizenship behavior.

**Figure 1:** Conceptual Model of Research

#### 4. Research Method

This is an applied and descriptive survey-research. The research instruments include library research and collecting information and data by structured questionnaire; according to Morgan table sample size is 342. In order to evaluate the validity and reliability of the questionnaire and Cronbach's alpha and software were used. This value is equal to 0.93. The study samples are employees of the Melli Bank in Sistan-Baluchistan province. Data were analyzed using multiple regression test. Finally, 181 questionnaires were collected in full distribution details are given in Table (1). Collecting data in this study was conducted through a questionnaire. To examine the reliability and validity study, the research's validity and face validity was confirmed by employing academic and human resource professionals. By examining the internal consistency reliability of the questionnaire items with Cronbach's alpha coefficient was calculated. Questionnaires distributed among 40 volunteers became the Cronbach alpha servant leadership and OCB 0.90, which indicates the reliability of research tool

**Table 1:** Number of questionnaires distributed separately

	Managers	Staffs
<b>Distributed Questionnaire</b>	20	170
<b>Returned Questionnaire</b>	16	165

#### 5. Results

First, using statistics mean and standard deviation and skewness. we assessed characteristics of variables and then goes on using regression analysis to assess hypotheses have been examined.

**Linear regression:** one of regression assumptions, is multi-linearity swing to the statistic tolerance (Tolerance) and Variance Inflation Factor (VIF) was used.

**Table 2:** Information on Linearity Tests

Variables	Co-linearity tests	
	Tolerance	VIF
Self- control	0.677	1.497
Piety	0.755	1.761
Its altruistic	0.685	1.513
Emotional healing	0.763	1.737
Insight	0.539	1.854
Persuasiveness	0.729	1.852
Corporate governance	0.841	1.863

Results The table above shows that on average tolerance variables in the communities studied is high, which indicates that, the linearity between variables is low results also another indicator of the variance inflation factors in the communities in research communities from number 2 smaller in other words, data is the implementation of a regression in the level of confidence are high.

Multiple linear regression and the main hypothesis and its impact on the independent variable

**Table 3:** Information on input variables in the regression

model	Input	Removed variables	method
	Input variables The right things Piety Its altruistic Emotional healing Insight Persuasiveness Corporate governance	0	enter

Table (3) shows the first output of the logistic regression analysis to predict the dependent variable of organizational citizenship behavior based on seven independent variable, a regression model was used.

**Table 4:** Summary Information on the regression model

model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.848	0.719	0.707	0.46148

The correlation coefficient (R), 0.848 between variables that indicate that between independent variables and the dependent variable (behavior) there is a strong correlation, but the adjusted coefficient of determination (Adjusted R Square), 0.719 is showing that 71.9% of the total changes in behavior, dependent on the seven independent variables listed in other words, more than half of the variance in the dependent variables will be able to estimate behavior dependent variables.

**Table 5:** Information on the model (ANOVAa) in the regression

Model	F	Sig
1	112.232	0.00

Due to the significance F (112.232), the error level of less than 0.01, we can conclude that research regression model composed of seven independent variables and the dependent variable (OCB) is a good model and a set of independent variables can change citizen behavior the organization estimates.

**Table 6:** Information on standardized regression coefficients are not affected by standard

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.029	0.213		0.134	0.894
The right things	0.474	0.045	0.527	10.642	0.000
Piety	0.051	0.050	0.450	1.027	0.000
altruistic	0.126	0.039	0.325	3.243	0.000
Emotional healing	0.061	0.044	0.069	1.392	0.166
Insight	0.167	0.044	0.790	3.812	0.000
Persuasiveness	0.139	0.059	0.431	2.49	0.000
Corporate governance	0.028	0.065	0.021	0.430	0.368

Interpretation of regression coefficients beta coefficient is done because this statistic shows the standardized regression coefficient of each independent variable on the dependent variable is. Given the level of error t, variables right things, piety, kind of friendly relationship, insight and persuasiveness because of errors t, lower than 0.05, significant effect on organizational citizenship behavior, but emotional healing, and corporate governance variables due to the error level higher than 0.05 is not desirable impact on corporate behavior. On the other hand, knowledge variable  $r = 0.790$ , had the highest regression effect.

## 6. Concluding Remarks

The model of this research is based on Barbuto and Wheeler (2006) perspective which after study of literature on Servant leadership and the integration of the main features of servant leadership, previous view (2002), Greenleaf (1970) and Britney (1995) can be context for organizational citizenship behavior. They reported that deep-rooted relationship altruistic desire a leader in creating positive change in the lives of others are described and a spirit of compassion that is compatible with humanitarian purposes in life. The ultimate goal is to serve as leaders in a spirit of friendly relationship between the interests of others ahead of their own interests and continually strive to meet the needs of their followers. Corporate governance readiness to make a positive contribution to the group leader of a group through the development, planning and development. They are also trying to promote the spirit of teamwork in the workplace. Instead of leaving a positive legacy fields. That the cultural values and makes employees voluntarily participate in organizational activities corporate virtue that it can be called that servant leadership is one of the requirements. Finally, one of the issues that has challenged researcher's Muslim countries Overlap servant leadership and management principles in Islam because they believe that in Western Approaches, man is in the service of production. In Islam, the production is at the service of human growth and development. Therefore the study of both the management requirements of Islam as a servant leadership approach was used. After serving two terms as leader of the vacuum increases. The first dimension is the fear of God because in the Islamic value based management, god-fearing and obeying God's laws and commands of the Qur'an, I spoke to the director states, so that managers when deciding and implementing its policies, beginning with Islamic law, benchmark it does not appear that the Western Approaches and the second is piety because the carnal soul within every human being called into corruption and violation of inviting the border of reason and faith, on the alert all tried to control their carnal desires and did not allow take authority. Meta-analytic study on the relationship between organizational citizenship behavior and factors affecting it reflects the fact that one of the factors affecting organizational citizenship behavior characteristics of leadership. Penetrating the social fabric of servant leadership behaviors that create positive impact on the attitudes and behaviors of employees. This type of leadership behavior creates situational factors that followers understand and interpret their environment (Takeuchi et al, 2009). As a result of the behavior and attitude of staff effective (Walumbwa et al, 2010). According to social learning theory, people on the "attention and stimulate attitudes, values and behaviors attractive and prestigious models" learn (Brown and Trevino, 2006). Servant leaders are appealing for followers because they

treat other development not for personal gain (Hale, 2007). So it is expected to serve as a field agent outstanding leadership, positive attitude, and therefore improve followers organizational citizenship behavior can be manifested (Walumbwa et al, 2010). Accordingly, the present study was an attempt to aspects of servant leadership on organizational citizenship behavior. Therefore, given that the Barbuto and Wheeler (2006) model in the model of servant leadership in the Islamic approach overlaps with management requirements was trying to integrate this model and management aspects of the proposed integrated model is Islam. As noted in the research literature management has two principle of Islam is kindness and severity because of the fear of God and piety manage two dimensions Barbuto and Wheeler (2006) does not overlay was added to the model. The results showed that there is a significant correlation among all aspects of servant leadership and organizational citizenship behavior.

## 7. Suggestions

- The importance of bank managers to design mechanisms based on the equity in employee scheduling and workload.
- Honesty and truthfulness and encourage employees to bank managers, in order to create an atmosphere of trust in the organization.
- Fulfill the promise of their bank managers in order to prevent sensual atmosphere among staff.
- Civil behavior-based reward systems.
- Promotion of employees according to criteria of organizational citizenship behavior.
- Creating organizational culture and work climate is worth to observe norms.
- Allow employees to participate on the one hand and on the other hand, expansion of cooperation and assistance in order to strengthen the atmosphere of trust and corporate identity in order to promote citizenship.
- Sense of oneness with employees in order to draw a larger picture of the problems, their causes, consequences and make strong arguments in order to obtain positive results, completing the tasks, and responsibilities assigned.
- Expediency bank managers in order to create awareness among employees to understand the realities and social issues.
- The development of informal control mechanisms such as creating a culture of participation and participative management system to develop organizational citizenship behaviors.
- Servant leaders for their own unique leadership style are but how they look at the world around them that distinguishes them from other leaders. The positive attitude of leaders and managers can be trained to serve in the organization.

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