

# The Relationship Between Superior's Servant Leadership And Employee's Organizational Citizenship Behaviour (OCB) Of The Service Sector

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**Abstract-** *This research explores how servant leadership among superiors influences organizational citizenship behaviour (OCB) in service sector employees in India. Servant leadership emphasizes selflessness and empathy, aiming to serve others. OCB involves discretionary actions that benefit the organization, crucial in-service industries. The study aims to understand if servant leaders, by prioritizing service and creating a supportive environment, encourage employees to go beyond their formal roles, thereby boosting engagement and performance. Surveys collect data on servant leadership perceptions and OCB engagement. Statistical analyses, like correlational analysis, identify significant relationships. The findings provide insights into fostering positive work environments and improving organizational effectiveness.*

**Keywords-** Servant Leadership, Organizational Citizenship Behaviour, Organizational Effectiveness, Organizational performance

## I. INTRODUCTION

The service sector is pivotal in global economic activity, relying on effective leadership to shape employee behaviour. Servant leadership, originating from Greenleaf's 1970 work, prioritizes followers' needs and fosters growth, creating a motivational environment through behaviours like active listening and empathy. Organizational citizenship behaviour (OCB), voluntary actions benefiting the organization, is crucial within this framework. Servant leadership's emphasis on selflessness inspires loyalty and motivates OCB among employees.

In India's service industry, encompassing IT, hospitality, and healthcare, fostering a positive work culture is paramount. Servant leadership aligns well with India's collectivist values, contributing to employee engagement and OCB. Understanding this dynamic relationship is essential for organizational success in navigating the complexities of the Indian service sector (van Dierendonck & Nuijten, 2011; Liden et al., 2008; Srivastava, 2018; Rastogi et al., 2017).

Organizations can leverage servant leadership principles to cultivate a supportive environment, enhance employee engagement, and drive organizational effectiveness within the unique dynamics of the Indian service industry.

## RATIONALE

The relationship between servant leadership and organizational citizenship behaviours (OCB) gains significance in India's service sector, characterized by rapid growth and evolving customer demands. This study focuses on servant leadership traits like selflessness and empathy, offering insights into leadership behaviours tailored to the Indian service context. It underscores the pivotal role of OCB in enhancing organizational effectiveness within a service-oriented economy. While findings may apply beyond the service sector and India, their specificity enhances relevance to similar organizational settings, with potential applicability to diverse contexts. Overall, this study contributes to improving organizational practices and fostering positive work environments globally.

## II. REVIEW OF LITERATURE

Huang et al. (2020) find leader-member exchange (LMX) mediates servant leadership's impact on organizational citizenship behaviours (OCB), while psychological empowerment has minimal influence. Barroso-Castro et al. (2019) reveal empathy and service climate as mediators between supervisor servant leadership and employee OCB in hospitality. Nguyen et al. (2018) emphasize OCB's mediating role in servant leadership's effect on knowledge sharing, with entrepreneurial orientation moderating this relationship in public organizations. These studies highlight the complex pathways through which servant leadership fosters OCB, offering insights for enhancing organizational effectiveness and innovation.

## LIMITATIONS OF REVIEW OF LITERATURE

While **Huang et al. (2020)** highlight leader-member exchange (LMX) and psychological empowerment as mediators of servant leadership's impact on organizational citizenship behaviours (OCB), the exclusion of other potential mediators and moderators limits the comprehensiveness of their findings. Similarly, **Barroso-Castro et al. (2019)** focusing solely on the hospitality industry may restrict the generalizability of their results to other organizational contexts. Additionally, **Nguyen et al. (2018)** elucidate the mediating role of OCB in servant leadership's effect on knowledge sharing, yet reliance on cross-sectional data may impede establishing causal relationships. Furthermore, the studies overlook potential boundary conditions or alternative explanations, such as contextual factors or individual differences, influencing observed relationships.

### III. PROBLEM AND HYPOTHESES

#### Research question.

Is there a relationship between superior's servant leadership and employee's organizational citizenship behaviour among employees of the service industry.

#### Objectives

To identify if there is a relationship between superior's servant leadership and employee's organizational citizenship behaviour among employees of the service industry.

#### Hypotheses

There is no significant relationship between superior's servant leadership and employee's organizational citizenship behaviour among employees of the service industry.

a. There is no significant relationship between **emotional healing** and employee's organizational citizenship behaviour among employees of the service industry.

b. There is no significant relationship between **creating value for the community** and employee's organizational citizenship behaviour among employees of the service industry.

c. There is no significant relationship between **conceptual skills** and employee's organizational citizenship behaviour among employees of the service industry.

d. There is no significant relationship between **empowering** and employee's organizational citizenship behaviour among employees of the service industry.

e. There is no significant relationship between **helping subordinates grow and succeed** and employee's organizational citizenship behaviour among employees of the service industry.

f. There is no significant relationship between **putting subordinates first** and employee's organizational citizenship behaviour among employees of the service industry.

g. There is no significant relationship between **behaving ethically** and employee's organizational citizenship behaviour among employees of the service industry.

#### Method of Investigation

##### Research Design

Survey design was proposed for this study.

##### Variables

##### Independent variable

Servant Leadership

- Emotional healing
- Creating value for the community
- Conceptual skills
- Empowering
- Helping subordinates grow and succeed.
- Putting subordinates first
- Behaving ethically

##### Dependent variable

Organizational Citizenship Behaviour (OCB)

##### Sample

The sample includes of employees from the service industry with a sample size of 78.

##### Operational definitions

1. Servant leadership: It involves leaders who prioritize the needs of their followers, foster their personal growth, and exhibit empathy and humility in their interactions. (**Greenleaf, 1970**)

2. Organizational citizenship behaviour (OCB): It refers to voluntary, discretionary behaviours exhibited by employees that contribute positively to the organization but are not

explicitly recognized or rewarded by the formal reward system (Organ, 1988).

**Statistical analysis**

Pearson correlation analysis

**Procedure of data collection**

Snowball technique was used, and questionnaires were circulated through Google forms.

**Tools of Measure**

1. Servant leadership Questionnaire (SLQ)
2. Organizational citizenship behaviour Checklist (OCB – C)

**IV. RESULTS**

**Statistical analysis**

Jamovi 2.4.14 was used to analyse data collected for the present study.

**Descriptive Statistics**

1. Mean
2. Standard Deviation

**Inferential Statistics**

Pearson’s Correlation analysis

**Table 1**

Table 1 represents the mean, standard deviation and range of the variables for employees from service industry.

Variables	N	M	SD	Range
<b>OCB</b>	78	32.7	4.59	26
<b>Servant Leadership</b>				
Emotional Healing	78	17.4	4.95	24
Creating value for the community	78	17.4	5.67	24
Conceptual skills	78	20.3	5.10	24
Empowering	78	18.8	4.85	24
Helping subordinates grow and succeed	78	18.8	5.52	24
Putting subordinates first	78	16.6	5.32	24
Behaving Ethically	78	18.3	5.52	24

From table 1, it can be inferred that for employees from the service industry, the mean score of OCB is 32.7. Employees have a mean score of 17.4 for Emotional healing dimension, 17.4 for Creating value for the community

dimension, 20.3 for Conceptual skills dimension, 18.8 for Empowering dimension, 18.8 for Helping subordinates grow and succeed dimension, 16.6 for Putting subordinates first dimension, and 18.3 for Behaving Ethically dimension under the variable Servant Leadership.

**Table 2**

Table 2 represents the correlation of Emotional Healing under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Emotional Healing	OCB
<b>Servant Leadership</b>		
Emotional Healing	—	
OCB	0.377***	—

Nota. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 2, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Emotional Healing under the variable Servant leadership and OCB with a positive correlational value of 0.377\*\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **emotional healing** and employee’s organizational citizenship behaviour among employees of the service industry.

**Table 3**

Table 3 represents the correlation of Creating value for community under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Creating value for the community	OCB
<b>Servant Leadership</b>		
Creating value for the community	—	
OCB	0.454	***

Nota. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 3, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Creating value for community under the variable Servant leadership and OCB with a positive correlational value of 0.454\*\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **creating value for the community** and employee’s organizational citizenship behaviour among employees of the service industry.

**Table 4**

Table 4 represents the correlation of Conceptual skills under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Conceptual skills		OCB
<b>Servant Leadership</b>			
Conceptual skills	—		
OCB	0.455	***	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 4, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Conceptual Skills under the variable Servant leadership and OCB with a positive correlational value of 0.455\*\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **conceptual skills** and employee’s organizational citizenship behaviour among employees of the service industry.

**Table 5**

Table 5 represents the correlation of Empowering under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Empowering		OCB
<b>Servant Leadership</b>			
Empowering	—		
OCB	0.307	**	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 5, it can be inferred that there is a significant correlation (p < 0.01) between the two variables Empowering under the variable Servant leadership and OCB with a positive correlational value of 0.307\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **empowering** and employee’s organizational citizenship behaviour among employees of the service industry

**Table 6**

Table 6 represents the correlation of Helping subordinates grow and succeed under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Helping subordinates grow and succeed		OCB
<b>Servant Leadership</b>			
Helping subordinates grow and succeed	—		
OCB	0.440	***	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 6, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Helping Subordinates grow and succeed under the variable Servant leadership and OCB with a positive correlational

value of 0.440\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **helping subordinates grow and succeed** and employee’s organizational citizenship behaviour among employees of the service industry.

**Table 7**

Table 7 represents the correlation of Putting subordinates first under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Putting subordinates first		OCB
<b>Servant Leadership</b>			
Putting subordinates first	—		
OCB	0.488	***	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 7, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Putting subordinates first under the variable Servant leadership and OCB with a positive correlational value of 0.488\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **putting subordinates first** and employee’s organizational citizenship behaviour among employees of the service industry.

**Table 8**

Table 8 represents the correlation of Behaving ethically under the variable Servant Leaderships and Organizational Citizenship Behaviour (OCB)

	Behaving Ethically		OCB
<b>Servant Leadership</b>			
Behaving Ethically	—		
OCB	0.423	***	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

From Table 8, it can be inferred that there is a significant correlation (p < 0.001) between the two variables Behaving Ethically under the variable Servant leadership and OCB with a positive correlational value of 0.423\*\*. Hence, the null hypothesis, which states that there is no significant relationship between **behaving ethically** and employee’s organizational citizenship behaviour among employees of the service industry.

**V. DISCUSSION AND FINDINGS**

This study contributes to our understanding of how servant leadership practices influence employee behaviours, particularly regarding organizational citizenship behaviours (OCB) within the hospitality industry in India. Employing rigorous statistical techniques like Pearson correlation, the research aims to unveil significant relationships between

servant leadership dimensions and OCB, offering insights for future investigations. The study reveals a positive correlation between distinct dimensions of servant leadership and OCB. Emotional Healing exhibits a significant positive relationship, indicating that leaders' empathy and support towards employees' emotional needs foster trust and enhance OCB. Similarly, Creating Value for the Community correlates positively with OCB, suggesting that prioritizing initiatives benefiting both the organization and the broader community instils pride and purpose among employees, leading to increased OCB. Conceptual Skills demonstrate a positive correlation with OCB, implying that leaders' strategic thinking and clear vision inspire alignment of employees' actions with organizational goals. Empowering leadership also positively correlates with OCB, as delegating authority and encouraging decision-making foster employee ownership and accountability, thereby enhancing OCB. Investing in Helping Subordinates Grow and Succeed correlates positively with OCB, highlighting that nurturing employee development cultivates a supportive work environment and motivates employees to excel. Putting Subordinates First exhibits a positive relationship with OCB, indicating that prioritizing employees' needs fosters trust and reciprocity, leading to increased collaboration and organizational effectiveness. Lastly, Behaving Ethically demonstrates a positive correlation with OCB, suggesting that leaders' integrity and ethical conduct set a positive example for employees, promoting adherence to organizational values and standards. Overall, these findings underscore the importance of servant leadership in shaping employee behaviours conducive to organizational effectiveness and success.

## VI. CONCLUSION

The study reveals significant positive correlations between servant leadership dimensions—Emotional Healing, Creating Value for the Community, Conceptual Skills, Empowering, Helping Subordinates Grow and Succeed, Putting Subordinates First, and Behaving Ethically—and Organizational Citizenship Behaviours (OCB). Demonstrating empathy, supporting employees' emotional needs, and prioritizing community initiatives foster trust, purpose, and commitment among employees. Additionally, strategic thinking, empowerment, and investment in employee development inspire alignment with organizational goals, increased engagement, and accountability. Prioritizing employees' needs and ethical conduct fosters trust and reciprocity, promoting a positive organizational culture and encouraging discretionary behaviours. These findings underscore the vital role of servant leadership in cultivating an environment conducive to organizational effectiveness and employee engagement.

## LIMITATIONS

- Generalizability: Conducted within India's hospitality sector, findings may not apply universally. Future research should replicate in diverse contexts for broader validation.
- Self-report Bias: Relying on structured surveys risks response bias. Using multiple methods or objective measures could enhance validity.

## IMPLICATIONS

The study's findings highlight the significance of promoting servant leadership practices within the hospitality sector. Investing in leadership development programs emphasizing servant leadership skills can foster a positive organizational culture and enhance employee engagement. Organizations can leverage these insights to tailor human resource management practices, performance appraisals, and leadership development initiatives to reinforce servant leadership principles, encouraging Organizational Citizenship Behaviours (OCB) among employees.

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