

# THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP & ORGANIZATIONAL CITIZENSHIP BEHAVIOR, THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE.

Syed Sibte-ul-Hasan Razvi; Ms. Pakiza Butt; Ms. Maryam Saeed Hashmi; Hassan Khawar Mahmood  
Institute of Business & Management, University of Engineering & Technology, Karachi., Pakistan.

: mail: [sibt\\_rizvi@yahoo.com](mailto:sibt_rizvi@yahoo.com)

**ABSTRACT:** Emotional intelligence is recognized as the key to every possible human relationship, so is the Leader's emotional intelligence and its link to the perception of employees about their emotionally intelligent leaders who reciprocate their leaders with citizenship behaviors. Currently, the mediating role of EI is studied on the relationship between Servant Leadership and OCB. The study focused on hospitality industry of Pakistan. SPSS is used to test our hypotheses. The Data of N=353 was collected through Questionnaire survey. The scales proved internally consistent, reliable with convergent validity and discriminant validity. All relationships are significant which proves that EI is partially mediating the relationship between SL and OCB. The paper is concluded with implications for industry and researchers.

**Keywords:** Organizational Citizenship Behavior; Emotional intelligence; Servant Leadership

## 1. Servant Leadership (SL)

Servant leadership came in times when trust in the traditional leadership styles was badly shaken due to failures on the fronts of service and community development. Servant leaders are built on serving others first as Greenleaf articulated in 1977. According to Greenleaf, the potential servant leaders can create the culture of servant leadership by practicing service orientation in all aspects of life which will result in fulfilled employees and energized businesses. Although, we were lacking a formal theory and research design to test the strengths of the concept because when theories are not giving logical reasons of a phenomenon then surely, it is a time for new theory [1].

The differentiation of servant leadership is based on being follower-focused and altruistic in nature which are quality characteristics of the personality. Graham notes that servant leaders are having specific qualities which separate them from transformational leaders. Such qualities includes the subordinates first attitude, the behavior of building and maintaining long-term relationships with the employees at interpersonal level [2]. In a nutshell, the servant leaders are "socially oriented transformational leader" having special interest for moral uplifting of their followers [3].

## 2. Emotional Intelligence (EI)

EI is defined as the skill set which involve "the ability to appraise, express and generate emotions; the ability to generate and access feelings, capability of understanding emotions and emotional knowledge, the capability to promote and regulate the intellectual and emotional growth"[4] EI multiplies its importance as a mediating factor in Boss-Subordinate relations where leaders stimulate feelings in their teams by handling their emotions, expressions and feelings in best possible way at work place [5]. Managing the emotions and skills of the followers or employees is one of the good skills of leaders and make them successful in organizations [6]. The ability of expressing the behaviors is EI that ultimately leads the leaders towards success and enhance the effectiveness of the leaders. It brings us to the feeling of significant relationship between EI and SL. This concept supports that the managerial effectiveness in EI and SL creates OCB [7].

Emotional intelligence was called Social intelligence by Garner whereas Goleman termed it EQ and EI by Salovey,

no name, changed either its character or its importance in governing successful relationships. The next major deliberations on the topic came from in 1995 through Daniel Goleman. Emotional intelligence is the soft part of intelligence as Turner noted, which contributes to betterment of private and professional lives of individuals. It affects people in different ways during their lifetimes, in development of social skills, retaining jobs, in managing stress, controlling their emotions and also in managing their emotions. High EI makes a person more successful and admirable than that of low EI of people [8]. Every person at work place behaves differently with one another and EI is one of the factors that increase efficiency, effectiveness, performance and productivity of the organization.

## Organizational Citizenship Behavior (OCB)

OCB doesn't come under defined Job roles and much beyond the formal procedures because OCB includes tolerating the unwanted fights, volunteering for out of Job roles, helping other team members short of vested interests and other instances of extra role behaviors in the company. The term OCB was originated for the first time in 1970 as a workers contribution in the organization [9]. Earlier employees' behaviors were in compliance with the managers' expectations but they were not getting rewards for it [10]. This was called "helping and compliance behavior" and the activity of giving assistance to coworkers in completing their job was also the activity of helping.

Citizenship behaviors are voluntary acts based on discretion of employees which eventually support the organization and these actions don't come under any formal job role [9]. Further, OCB plays key role in excellence of organization as reinforced by many researchers. The organization citizenship behavior is the actual implementation of the voluntarily coordination of both of the employees and of the leader for the well-being of themselves and for the company. Servant leader helps his/her followers in continuity of their growth and success. He always follow 'you attitude' for his followers and considers ethics and creates value for them and for the community thus making OCB as interpersonal helping.

## RESEARCH METHODOLOGY

### Questionnaire

The scale used for Servant leadership items was from Ehart [11] with fourteen items covering seven dimensions.

Emotional intelligence questionnaire items were sixteen with every four questions representing one dimension [4].

Citizenship Behavior was having fourteen questions with each dimension having seven questions [12]

All questions were required to be responded on 5-point Likert scale includes 1.Strongly Disagree, 2. Disagree, 3.Neutral, 4.Agree and 5. Strongly Agree.

### Sample

Our research collected data from Hospitality and banking industry of Lahore, Pakistan. The sampling technique was convenience sampling technique. Mostly, it is very difficult to find hospitality staffs with minimum literacy requirements to fill the questionnaires so only 450 questionnaires were distributed among the management staff of top Hotels available in town and Banks, out of which 397 questionnaires were returned but only 353 questionnaires were useable. The mediation test done with regression correlation on SPSS statistical software [13].

## RESULTS

Cronbach  $\alpha$  is the litmus test of internal consistency which shows that data is reliable [14]. Its values must lie well above 0.7. Our scales proved highly reliable with Cronbach  $\alpha$  value of Servant Leadership at 0.805, Emotional intelligence at 0.827 and Organizational Citizenship Behavior at 0.9105 which confirms reliability of our scales. After it the correlations among the dimensions of our all three variables were calculated and our variables and their dimensions are highly correlated. It proves our Hypotheses H1 which says Servant Leadership has significant relationship with Emotional intelligence, H2 Hypotheses is also accepted that emotional intelligence have significant relationship with

Organizational Citizenship behavior and H3 Hypotheses that Servant Leadership has favorable relationship with Organizational Citizenship Behavior.

### Abbreviations:-

FRSS donates for “ Forming relationships with Subordinates” , ESS stands for “Empowering Subordinates” , HSGSS for “Helping subordinates grow and succeed” , BEE is for “Behaving ethically” , HCSS for “Having conceptual skills” , PSFF is for “Putting subordinates first” , CVOO is “Creating value for those outside of the organization” are the dimensions for Servant Leadership(SL) .

The dimensions for Emotional Intelligence are SEAA for “Self-emotion appraisal”, OEAA is “Others’ emotion appraisal”, UOEE for “Use of emotion” and ROEE stands for “Regulation of Emotion”.

The OCB is made up of two clear dimensions one is OCBOLL which is Organizational Citizenship Behavior at Organizational level where other is OCBILL which stands for “Organizational Citizenship Behavior at Individual level”.

To sum up the results, we can say our first three Hypotheses are proving their significance but for our fourth and final hypotheses we will have to follow Regression Models because of our Mediating variable which is Emotional Intelligence in our case. The mediating variable would either be fully mediating the relationship or partially mediating the relationship between independent variable and dependent variable. It will be called a full Mediation if the effect of independent variable on the dependent variable, independent variable on mediator, mediator on the dependent variable and indirect effect of independent variable on dependent variable through mediating variable is significant. However, if we suppress the mediating variable, it result in making the dependent variable-independent variable relationship totally Insignificant. Still, in partial mediation, direct relationships between independent and dependent variables, between independent variable and mediating variable as well

Psychometric properties

	CR	AVE	BEE	OCB	OCB	SEA	HSG	UOE	CVT	ROE	OEA	HCS	FRS	ESS	PSF
<b>BEE</b>	0.802	0.670	<b>0.819</b>												
<b>OCB</b>	0.917	0.615	0.145	<b>0.784</b>											
<b>OCB</b>	0.908	0.585	0.186	0.369	<b>0.765</b>										
<b>SEA</b>	0.866	0.623	0.144	0.123	0.194	<b>0.790</b>									
<b>HSG</b>	0.926	0.862	0.507	0.141	0.188	0.182	<b>0.929</b>								
<b>UOE</b>	0.841	0.573	0.146	0.171	0.194	0.261	0.218	<b>0.757</b>							
<b>CVT</b>	0.839	0.723	0.431	0.006	0.191	0.113	0.379	0.143	<b>0.850</b>						
<b>ROE</b>	0.805	0.510	0.084	0.116	0.200	0.346	0.092	0.272	0.132	<b>0.714</b>					
<b>OEA</b>	0.817	0.531	0.226	0.204	0.257	0.458	0.100	0.305	0.171	0.395	<b>0.729</b>				
<b>HCS</b>	0.714	0.556	0.725	0.228	0.109	0.158	0.500	0.176	0.423	0.187	0.144	<b>0.746</b>			
<b>FRS</b>	0.805	0.676	0.569	0.174	0.199	0.139	0.458	0.183	0.467	0.100	0.180	0.712	<b>0.822</b>		
<b>ESS</b>	0.857	0.749	0.514	0.261	0.112	0.135	0.602	0.149	0.200	0.126	0.122	0.521	0.572	<b>0.866</b>	
<b>PSF</b>	0.783	0.646	0.454	0.123	0.069	0.082	0.423	0.089	0.553	0.050	0.044	0.492	0.540	0.328	<b>0.804</b>

as between mediating and dependent variable would stay intact if we suppress or control the mediating variable i.e the independent-dependent relationship would not become insignificant even mediating variable is no more mediating the relationship. Just in case, if any of relationship through direct effects or indirect effects is not significant then there is no clue of mediation at all. [15].

**Direct Effects**

Relationships	Unstandardized β	Standardized	P
SL → EI	.216	.319	***
SL → OCB	.155	.216	**
EI → OCB	.464	.439	***

Direct Relationships

Note: \*\*=p<0.01, \*\*\*=p<0.001.

**Indirect Effects**

Relationships	Unstandardized β	Standardized β	P	BCCI	
				Lower	Upper
SL → EI → OCB	.010	.140	***	.046	.186

Indirect Relationships

Note: \*\*\*=p<0.001.

First three Hypotheses are meant for establishing direct effects of one variable on other but our fourth hypotheses is made to evaluate the mediating effects of one variable on two other variables as these are indirect effects and can only be known through mediation testing techniques.

H<sub>4</sub>: The relationship between Servant Leadership and Organizational Citizenship behavior is partially mediated by Emotional intelligence as we can see that the direct relationships between SL and OCB, between SL and EI, between EI and OCB all are significant and SL has significant indirect relation with OCB mediating through EI. The relationship of SL with OCB if we control EI is also significant. The overall picture proves the validity of H<sub>4</sub> hypotheses which is EI as mediator of the relationship and it's the perfect case for partial mediation.

**CONCLUSION AND DISCUSSION**

Our study is non-experiment design and cross-sectional in nature and conducted through convenience sampling technique. This study established that SL has significant relationship with OCB but EI mediates the relationship with all relations in the model are significant which proves the partial mediation of EI. So, we can say that emotionally intelligent leaders encourage OCB of the employees. The study was done in top notch hotels of Lahore so it can't be generalized among other sectors neither it can be applied in other countries. The study is conducted considering the perceptions of employees whereas their manager's feedback is missed out in the data. This study can be used by Managers and entrepreneurs to pursue emotionally intelligent policies to enhancing performance of their employees and productivity of organizations.

**SOURCES:-**

1. Kuhn, T.; (1996). The Structure of Scientific Revolutions.
2. Graham, J. W. (1991). Leadership,moral development,and citizenship behavior. *Business Ethics Quarterly*, 43-54.
3. Bass, B. M. (1985). Leadership and performance beyond expectations. *Collier Macmillan*.

4. Wong, C.-S., & Law, K. (2002). The effects of leader and follower emotional intelligence on performance and attitude:An exploratory Study. *Elsevier Science Inc*.
5. Conger, J. A.; Kanunago, R. N.;. (1988). The Empowerment Process: Integrating Theory and Practice. *The Academy of Management Review*, 3(13), 471-482.
6. Riggio, R. E.; Reichard, R. J.;. (2008). The Emotional and Social intelligence of Effective leadership: An emotional and social skill approach. *Journal of Managerial Psychology*, 2(23), 169-185.
7. Barbuto, J. E., & Burbach, M. E. (2006). The Emotional intelligence of Transformational leaders: a field study of elected officials. *The Journal of Social Psychology*, 1(146), 51-64.
8. Lopez-Dominguez, M.; Enache, M.; Sallan, J. M.; Simo, P.;. (2013). Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 10(66), 2147-2152.
9. Organ, D. W. (1988). Organizational Citizenship Behavior: The good soldier syndrome. *Lexington Books*.
10. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship Behaviour: its nature and antecedents. *Journal of Applied Psychology*, 653-663.
11. Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personal Psychology*, 1(57), 61-94.
12. Williams, I J; Anderson, SE;. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*(17), 601-617.
13. Baron, R. M.; Kenny, D. A.;. (1986). The moderator-mediator variable distinction in Social Psychological Research :Conceptual, Strategic and statistical considerations. *Journal of Personality and Social Psychology*, 1173-1182.
14. Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 297-334.
15. Judd, C. M.& Kenny, D. A. (1981). Process analysis: Estimating Mediation in Evaluation Research. *Evaluation Research*, 602-619