The Effects of Servant Leadership on Organizational Citizenship Behaviour: Moderation of Proactive Personality

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Abstract- **Introduction:** Servant leadership is not only a tool for management but it's an inner feeling of a person to serve others in best way. At the same time the association between servant leadership and organizational citizenship behavior has been recognized, the single-level channels underlying this connection and its limited conditions exist poorly understood. In this study, we inquire the mediating mechanisms of servant leadership and organizational citizenship behaviour in explaining the procedure by which servant leaders elicit discretionary Organizational citizenship behavior among followers. We also examine the role of followers' proactive personality in moderating the indirect consequence of servant leadership and Organizational citizenship behaviour.

    Methodology: Quantitative non-experimental co-relational research design was used to check the association between servant leadership and organizational citizenship behavior and the effects of proactive personality as behavior.

    Results: the results revealed that there is significant relationship between servant leadership and organizational citizenship behavior (β = .72, p <.05). on the other hand, there are no comparison significance transformation points within the perceived Range of the moderator.

    Conclusion: Findings demonstrate that servant leadership leads followers to engage in Organizational Citizenship Behavior by enhancing the quality of their relationship with their supervisor. In addition, we found that followers and servant leadership low in proactive personality.

Index Terms- Behaviour, Citizenship, Leadership, Personality

I. INTRODUCTION

Servant leadership is not only a tool for management but it's an inner feeling of a person to serve others in best way. Servant leadership can be defined as "The servant-leader is serves first. It starts with the natural and inner feeling of a leader that he wants to serve, to motivate the characteristics of their followers by serving first". The servant leadership is a philosophy and determines the methods that improve the lives of the people, build better organizations and finally create another and only world care. Leadership always exists as a hot issue for researchers.

    On the other hand, servant leadership can be characterized as a way to deal with administration, with solid liberal and moral suggestions that request that and requires pioneers be mindful to the necessities of their supporter and offer with them, they should deal with them by ensuring, they wind up more beneficial, more astute, more motivated and more self-deciding, so they also can move toward becoming worker pioneers (North House, 2004).

[1]   Servant leadership is an empowerment towards their employs and as well as organization. Servant Leadership theory has been upgraded commonly authenticated leadership establish similar to the global leadership and organizational behaviour effectiveness (Brubaker et al. 2016).

[2]   Organizational citizenship behaviour is defined as the positive and constructive approach of employees with their own voluntary actions and agreements. Organizational citizenship behaviour (OCB) has experience fine clarity modification since the term was originated in the late 1980s, but manufacture continues the same as its depth. OCB mentioned to anything that subordinate select to do voluntarily and of their own agreement or protocol, which usually lies outside of their identified contractual responsibility. In other words, it is an optional OCB may not always straight and formally validate or recompense by the company, by means of salary increments or promotions for example despite of course OCB may be considered in complimentary supervisors and co-worker categories, or better presentation assessment. In this way it can make easy future rewarding obtain incidentally, finally and seriously, OCB must stimulate successful operating of organization (Zhang 2011).

[3]   Proactive personality as initiated usually a commonly known development factor, which is relatively dependent on economic forces and affects its surroundings. Proactive individuals find an opportunity to demonstrate one's aspect and until they bring about the new desired end state. In Ray words, they enjoy having an adventure and enjoy solving problems, and as a result they affect them. The reason behind this idea is that these people will be able to prevent their environment from being able to prevent serious effects of seriousness and change the barriers. However, some other authors argue that proactive personality is not strong for the nature of any person as presented earlier. His work was transformed into proactive personality by job autonomy and was therefore declared that he could not be praised as a strong personality(W. Liguori, D. McLarty, and Muldoon 2013).

Significance:

    Health Care Provider: Improved understanding of servant leadership and organizational citizenship may result in improved skill in the areas of assessment, planning, and intervention. The

study finding, will help the health care provider to think positively and display positivism in their working environment in this way, they will begin to feel better about their career.

Organization: The Finding of the study might be helpful for the organization to develop the strategies to improve leadership skills through training session, workshop, and seminar in result organizational citizenship will be improve and ultimately this will improve the working environment and quality of work. It will be suitable for the hospital management to take necessary steps to find the weak factors which produce poor leadership and take suitable remedial steps to control and prevent adverse events.

Policy Maker: The present study in the affairs of servant leadership and organizational citizenship behavior dedication will give understanding regarding this aspect and develop policies about organizational citizenship behavior and polices making in organization.

Future Research: The result of this study will give direction to the future researcher to utilize this study as a literature and guidance. Additionally, study will help them to identify the study gap. The study will also provide deep sense of servant leadership as well as proactive personality that support OCB

Problem statement:

Studies have shown that servant leadership and organizational citizenship behaviour have specific and strong relationships. But the problem is the lacking of servant leadership. If servant leadership will be strong the outcome of organizational citizenship behaviour will be increased. But in our society servant leadership exist in very small numbering, that why the productivity of organizational citizenship behaviour is very less. There is also a big factor of proactive personality which strongly affects the relationship between servant leadership and organizational citizenship behaviour, it may be positive or may be negative. In this study we analysis these relationships and effect on each other's.

However, researchers reported different leadership style including servant leadership which effect differently on organizational citizenship behaviour and also on proactive personality of employs.

Objectives:

To find out relationship between servant leadership and organizational citizenship behaviour

To find out the effect of proactive personality on the relationship between servant leadership and organizational citizenship behaviour

Aims of study:

The basic aim of this study is to look at the relationship between hireling administration and authoritative citizenship practices (OCBs) alongside moderating impact of proactive identity in SL – OCB interface.

II.   LITERATURE REVIEW

The present investigation has not just included esteem and essentialness by investigating the moderating impact of proactive identity in the linkage into servant leadership and OCB, however has additionally expanded our comprehension and information by

concentrate these ideas in a collectivist culture of Nurses. The present investigation will likewise help the medical facility division of organization in Pakistan to feature certain managing standards which will help with creating methodologies to advance OCB among employees.

Servant leadership: According to personal experience of author of the default literature and leadership, he developed a conceptual framework for measuring four dimensions based leadership. 1)Character orientation, 2) people orientation, 3) task orientation, 4) process orientation. The success of leadership is decided or not as a person as a person increase wide range of qualities explained by Greenleaf as display in servant leadership. These qualities are listening with attention, ability to understand, curative, realization, convincing, conceptualization, vision, stewardship, commitment to people's development and building community (Zehir, Akyuz et al. 2013).

Servant leadership belong to seven emotions, as a relationship with the subordinates to authorized them, serving them, grow and succeed, behaving ethically, having conceptual expertise, preference the subordinates and by submitting the subordinates to generate values for these organization. Similarly servant leadership prominence the upgraded services to other people and motivate their subordinates to take part in betterment of an organizations (Shahzad et al. 2013).

As associations move far from the conventional summon and control way to deal with administration, another and developing style of leadership or authority has surfaced, in particular worker initiative called servant leadership. However, on account of generally late course of events and measure of research information accessible, much research has been led on the hypothetical approach and on creating estimation instruments through which to investigate worker authority inside associations(McCann, Graves, and Cox 2014).

Organizational citizenship behaviour: The term Organizational Citizenship Behaviour (OCB) is anything positive, empowering and pragmatic which representatives exhibit at their own will, bolsters partners and advantages the general profitability of an association. Authoritative citizenship conduct isn't all the time formally recognized or remunerated by the association and ideas like collaboration or kind disposition are likewise difficult to gauge. The normal cases of OCB incorporate demonstrating inspirational disposition, offering to enable an amateur to get comfortable with his/her activity at the workplace, helping associate who might be under worried because of due dates, and definitive related works, for instance, working for accomplices and after some time without want of reward. So likewise consider agents who are relentless with their leaders/managers and accomplices, willing to make retributions, are set up to partake and are less requesting to work with these practices are through and altogether included inside OCB (Shahzad, 2013).

OCB will probably be perceived as occupation execution and conduct of representatives. OCB is frequently alluded to as additional part execution, or relevant execution of workers. Then again, some different analysts have characterized OCB thusly conduct of representatives that is past formal occupation obligations, for example, working for additional hours, helping or helping associates, and offering proposals to administration for making changes(Abid, Gulzar, and Hussain 2015).

The possibility of various leveled citizenship isn't one of the task implications of teachers, rather, they are the exercises that they perform of their own through and through freedom. They described affiliation citizenship direct as the individual's lead that is discretionary, not particularly or unequivocally saw by the formal reward system, and that in the aggregate advances the convincing working of the affiliation. Additionally they proposed an extended scientific classification of authoritative citizenship conduct that included: charitableness, which is characterized as optional practices that particularly help someone else in the association with a hierarchically important issue (Zehir, Akyuz et al. 2013).

Moreover, the authoritative citizenship conduct (OCB) is business related direct focused on individuals and the affiliation with everything taken into account outside the region of regular business clarifications (to some degree lead) and expert various leveled remunerate structures that, all in all, enables and progresses the capable and effective working of the affiliation. The outflow of Organizational Citizenship Behaviour (OCB) is such a positive, engaging and practical which delegates appear at their own particular will, supports accomplices and favorable circumstances the general benefit of an affiliation(Shahzad et al. 2013).

Proactive personality: Earlier research has demonstrated that workers with high proactive identity are more prone to encourage the advancement of superb authority. To begin with, nearly by definition, proactive representatives are inclined to impact their surroundings. Along these lines, adding to writing that upholds the view that representatives get more noteworthy profitable social and financial assets through incessant social trades with their leaders(Zhang, Wang et al. 2012).

Study shows that proactive workers would all the more regularly look for and effectively follow up on chances to connect with their administrators in order to maintain a strategic distance from potential issues when they confront a possibly negative social condition. Second, as pointed out above, workers with large amounts of proactive are fit for acquiring political information and aptitudes that they use much of the time to interface with their leaders , understanding the need to build solid systems with their directors and accomplishing flexibility that encourages a positive association with their leaders (Newman et al. 2017).

Thusly, worker pioneer has a solid foundation of respectability and qualities to such an extent that the adherents trust their pioneer to be good example for themselves. The social trade hypothesis recommends that when there is top notch trade amongst subordinate and pioneer, there is dependable connection between them(Abid, Gulzar, and Hussain 2015).

Proactive character is a "respectably stable slant to affect characteristic change that isolates people in perspective of how much they make a move to affect their environment (Fuller, Marler, and Hester 2012).

On the other hand, some researchers take organizational citizenship behaviour as a conduct past the pre-determined organizational roles, which is intrinsic and its reward is not always protected within the formal reward system of the organization as well as being very crucial in promoting the effectiveness and successful functioning of the organization. Trust in administration assumes a critical part to consider the workers to perform over their ideal execution levels. The significance of trust in authority upgrades the efficiency of workers which persuades them to serve more than their legitimate commitment(Ja'afaru Bambale 2014). According to vigoda et al in 2007 trust that organizational citizenship conduct includes different casual and optional helping behaviours which are performed or held back by the employee as a free individual with no respect to the formal prizes and punishment. Walumbwa et al in 2010, in view of their findings perceived that leadership authority raises the probability of organizational citizenship practices. According to them, servant leaders positively affect the workplace and a mutual feeling of justice (i.e. procedural equity), and this mutual sense prompts the expansion of organizational citizenship behaviour.

To start with, by inspecting the relative significance of proactive identity as moderators of the connection between hireling initiative and OCB, the present examination builds up the remarkable quality of two contending instruments that have been recognized in the writing as potential middle people by which worker authority transmits its belongings. Rather than past work on transformational authority, which features the significance of proactive identity as a component that conveys the impacts of such authority approach on devotee work results?

Proactive individuals are more attractive towards servant leadership and support to enhance the organizational citizenship behaviour positively. In this situation servant leadership should take a part in supporting their workers. This may result in positive increase in organizational citizenship behaviour that is more supportive and helpful for their organization success. There is a positive force of proactive personality that builds the good and strong relationship between the servant leadership and organizational citizenship behaviour(Newman et al. 2017).

Proactive personality strongly supports the relationship between organizational citizenship behaviour and the servant leadership. If proactive personality characteristics are found in employs of organization it will beneficial for organizational success and for its ranking, and on the other hand if proactive personality exist in the leader it will contributed the great performances and achievements for both the employs and as well as for organizations. Proactive personality acts as a strong moderator in the association between OCB and the servant leadership. Proactive personality enhance and support the relationship between OCB and servant leadership either the characteristics are present in employs or as well as in leaders (Liguori, 2013).

Conceptual frame work:

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            ┌─────────────────────┐
            │ Proactive Personality│
            │     Moderator        │
            └──────────┬──────────┘
                       │
                       ▼
┌──────────────────┐       ┌──────────────────────┐
│ Servant leadership├──────►│Organizational Citizenship│
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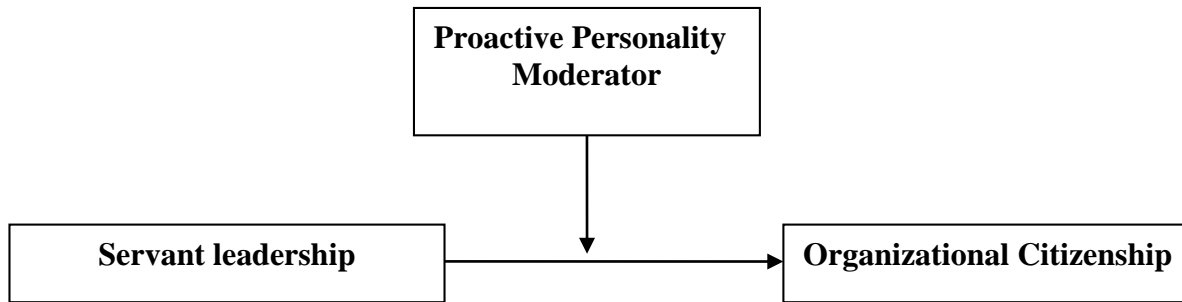
III. MATERIALS AND METHODS

Research Design:

A descriptive cross sectional research design were used for this study.

Total population and size:

The population of the study was 150 employees selected from specific department of sheikh Zayed hospital Lahore.

Research instrument:

A self-administered and modified version questionnaire was adopted from the different article "relationship between servant leadership and organizational citizenship behavior and impact of proactive personality" used to collect data from the participants.

Independent tool:

Demographic: The data which include Name (optional) Age, Gender, institute, department, employees and leaders or in charge of the department.

Servant leaderships: composed of the questions regarding the servant leaderships which include 14 items, adopted from the (Ehrhart and Naumann 2004).

Dependent tool:

Organizational citizenship: Questions regarding organizational citizenship behavior which includes 17 items adopted from (Lee and Allen 2002).

Moderator:

Proactive personality: The last 10 questions regarding the assessment of Proactive personality 10 questions adopted from (Seibert, Crant, and Kraimer 1999).

Sampling techniques:

Data were collected from the nurses through random sampling technique.

Sample Size:

Sample size was calculated via Solvins formula. n = 110

Data Analysis:

Inferential statistics of Chi-square($x2$) were used to analyze the association between the variable. Relibility assessed by the use of Cronbach's Alpha and its value of 0.65 was demonstrated that the questionnaire was reliable.Regression analyses was carried out to determine whether there was the linear trend between the variables. And validity analyses were used to examine the results.In the end, all the data were put into the software SPSS 21 version and the findings and results were drawn on the basis of statistical procedures.

Including Criteria:
- ✓ Employees of sheikh Zayed hospital.
- ✓ Female Nurses
- ✓ Admin office staff
- ✓ Willing to participate
- ✓ Those who understands English

Time Framework:

This study time duration is approximately take 2-3 months.

Informed Consent: Consents taken from all the participants and free hand will be given to the participants to take part in the study or refused to participate, participants will have also be the right to mentioned name or not.

Ethical consideration: Enough information of research will be provided to participants with help of full consent and this will be achieved via a consent form attach to the questionnaire. Confidentiality will be considered by informing participants. The right of participants will be protected by Nuremberg Code of Ethics.

IV. RESULTS

This study is conducted at Sheikh Zayed hospital to regulate and find out the relationship between servant leadership and organizational citizenship and how the proactive personality effect as moderator. The result of this study distributed into two sections, first section is statistics of demographic factors. Second section is relationship between, independent and dependent tools.

Table 1: Demographic factors frequencies

Demographic Variable		Frequency	Valid Percent
Gender:	Female	110	100%
	Total	**110**	**100%**
Marital Status	Married.	78	70.9%
	Unmarried	32	29.1%
	Total	**110**	**100%**
Age:	18-25 years	19	17.3%
	26-35 years	65	59.1%
	36-50 years	24	21.8%
	Above 50 years	2	1.8%
	Total	**110**	**100**
Qualification:	Diploma in general nursing	88	80%
	Post RN BSN	20	18.8%
	MSN	2	1.8%
	Total	**110**	**100%**

Table 1 shows that the frequency of demographic variables and the results examined the relationship between servant leadership was participate in this study. The marital status of the participants was and organizational citizenship behaviour and the effects of major 78 (70.9%) and only 32 (29.1%) were unmarried. The age group of participants was, moderately 19 (17.3%) were 18-25 years. Data majority 65 (59.1%) were 26-35 year old, 24 (21.8%) were 36-50 years old, and proactive personality. Data uploaded to the SPSS software for the initial analysis. The Kaiser-Meyer Olkin (KMO) qualification of participants was, majority 88 (80%) were hold diploma and Bartlett's Test measure of sampling adequacy was used to holding the degree of bachelors sciences in nursing (Post RN), and only 2 (1.8%) examine the appropriate the less of Factor Analysis. Factors include, sciences in nursing. servant leadership, Organizational citizenship and proactive personality was analyzed individually.

Validity of Self-Administered Questionnaire

Correlations
Table 2
Correlation

Likert scale questionnaire		SL	OCB	PP
Servant Leadership (SL)	Pearson Correlation	1	.722**	.828**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
Organizational citizenship behavior (OCB)	Pearson Correlation	.722**	1	.661**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
Proactive personality (PP)	Pearson Correlation	.828**	.661**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that the Pearson correlation test was used to check the significant level and results revealed that there is significant correlation between servant leadership, organizational citizenship behaviour and proactive personality and $p \leq 0.01$.

Table 3
ANOVA^a
Model Summary

R	R-sq	MSE	F	df1	df2	p
.7331	.5374	.0792	41.0524	3.0000	106.0000	.0000

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	9.475	1	9.475	117.864	.000^b
1	Residual	8.682	108	.080		
	Total	18.157	109			

a. Dependent Variable: OCB_ALL. b. Predictors: (Constant), SL_ALL

Table 3 shows the interpretation of ANOVA and results revealed that there is significant relationship between dependent and independent variable and p=.000

Relationship between servant leadership and organizational citizenship

Table 4
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.102	.266		4.148	.000
Servant Leadership	.692	.064	.72	10.857	.000

Note: a. Dependent Variable: Organizational citizenship behaviour All.

As shown in Table 4, Model 1, there was a strong positive relationship between servant leadership and organizational citizenship behaviour (β = .72, p <.05). Hence, alternative Hypothesis 1 that was Servant leadership behaviour has positive effect on organizational citizenship behaviour) supported. It is discovered that the indirect or incidental effect of servant leadership on OCB through.

Table 5sEffects of proactive personality on servant leadership and organizational citizenship behaviour

PP_ALL	Effect	se	t	p	LLCI	ULCI
3.8055	.5677	.1210	4.6898	.0000	.3277	.8077
4.2709	.5137	.1153	4.4552	.0000	.2851	.7422
4.7363	.4597	.1445	3.1819	.0019	.1732	.7461

Table 5 shows that the effects of proactive personality on servant leadership and organizational citizenship behaviour. Level of confidence for all confidence intervals in output is 95.00 and sample size is 110.and results revealed that there are no statistical significance transition points within the observed Range of the moderator. There for alternative hypotheses 2 is rejected. R-square increase due to interaction (s). Values for quantitative moderators are the mean and plus/minus one SD from mean. Values for dichotomous moderators are the two values of the moderator.

Model Summary
Table 6

	coeff	se	t	p	LLCI	ULCI
Constant	-.7031	2.1377	-.3289	.7429	-4.9413	3.5352
PP-ALL	.6006	.5347	1.1233	.2639	-.4595	1.6606
SL-ALL	1.0094	.6008	1.6799	.0959	-.1819	2.2006
Int-1	-.1161	.1436	-.8081	.4208	-.4008	.1687

Table 6 shows that total variation of .5374% in dependent (OCB) variable has explained by independent variable that is S.L. Similarly, moderator has insignificant relationship within dependent variable (SL) as well as with dependent variable (OCB). Independent variable also has insignificant relationship with dependent variable that's why interaction is also insignificant with dependent variable.

Table 7
Conditional effect of X on Y at values of the moderator

PP_ALL	Effect	se	t	p	LLCI	LLCI
3.8055	.5677	.1210	4.6898	.0000	.3277	.8077
4.2709	.5137	.1153	4.4552	.0000	.2851	.7422
4.7363	.4597	.1445	3.1819	.0019	.1732	.7461

R-square increase due to interaction(s):

	R2-Chng	F	df1	Df2	p
Int-1	.0028	.6530	1.0000	106.0000	.4208

Table 7 shows that if we checked the conditional effects of lower values which is near about 3.80 then the moderator is going to significant between the relationship of independent and dependent variables. When it goes to 4.73 its starts going towards insignificance.

V. DISCUSSION

Leaders are important personals in organizations in terms of their effects on subordinates and organizations. Similarly, their relationship with the followers is one of the most major part for organizations. Correspondingly, the quality of this relationship is also one of the key element of employee behaviours. In this research, it is noticed that the role of servant leadership and organizational citizenship behaviour r by prominent the role of leaders and their relations with the subordinates.

Servant leadership might be forward to lead to greater desires of empowerment in employees for different reasons. First of all, by considering the needs of subordinates and allocate them with circumstances for development (Earhart 2004; Liden et al. 2008; Stone et al. 2004), servant leaders should lead followers in perceiving their jobs as having value. In addition, by treating their followers with respect rather than simply using them for their own gain, servant leaders lead followers to experience a heightened sense of meaning in their jobs. Second, by treating followers with benevolence and responding to their individual developmental needs (Van Dierendonck 2011).

In related studies it was discovered that servant leadership is easy to talk but difficult to practice. The result of the study was near to similar to study conducted in Saudi Arabia published in 2016 regarding servant leadership and organizational citizenship behavior(Al-Amri, Al Hajji, and Alawaji 2016). Another study conducted in 2017 regarding how servant leadership effects on organizational citizenship behavior and the results are same to present study (Newman et al. 2017).

Recently a study conducted in 2018 regarding leadership and organizational citizenship behavior and the results are again same with the present study (Yang and Wei 2018). Eight year back a study conducted in 2010 in USA and the results were different from present study (Vondey 2010).

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