Effects of Servant Leader Behaviors on Organizational Citizenship Behaviors for the Individual (OCB-I) in the Nigeria's Utility Industry Using Partial Least Squares (PLS)

Abdu Ja'afaru Bambale[1] --- Faridahwati Mohd Shamsudin[2] --- Chandrakatan a/l Subramaniam[3]

[1]*Department of Business Administration and Entrepreneurship, Bayero University, Kano, Nigeria*
[2,3]*School of Business Management, University Utara Malaysia (UUM)*

ABSTRACT

This study examines the effects servant leader behaviors on employee organizational citizenship behaviors for the individual (OCB-I) among low and middle level employees of utility sector organizations in Nigeria. Specifically, this study examined the role of five servant leader behaviors - emotional healing, creating value for the community, conceptual skills, helping subordinates grow and succeed and putting subordinates first - on one major forms of employee citizenship behaviors - organizational citizenship behaviors that benefit the individual (OCB-I), A sample of 325 employees was used for empirical testing, and Partial Least Squares Method (PLS) algorithm and bootstrap techniques were used to test the hypothesized relationships. The results provided support for most of the hypothesized relationships except two. Specifically, emotional healing, conceptual skills, helping subordinates grow and succeed, putting subordinates first, are significantly and positively related to both OCB-I. However, creating value for the community is significantly but negatively related to OCB-I. Therefore, significant positive effects of emotional healing, conceptual skills, helping subordinates grow and succeed, and putting subordinates first suggest that the servant leader constructs are important in motivating followers' OCB-I in organizations. Enhanced performance of OCB-I can improve the overall effective function of organizations. Contributions, limitations, and implications are discussed.

Keywords: Citizenship behaviors, Servant leadership, Emotional healing, Conceptual skills, Helping subordinates grow and succeed, Community service, Putting subordinates first.

1. Introduction

One of the most important areas of concern among organizational theorists and practitioners is organizational effectiveness. A good mechanism for achieving it is through employees' willingness to perform their duties beyond the formal specifications of job roles, termed as oorganizational citizenship behaviour (OCB). Organizational citizenship behaviour (OCB) is defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988, p4). Employee OCB also benefits organizations directly or indirectly. Direct organizational benefits include volunteerism, assistance between co-workers, and unusual employee attendance to an important meeting, employee's

punctuality and active participation in organizational affairs (Farh, Podsakoff, & Organ, 1990). Indirect benefits, as Smith, Organ, and Near (1983) stress, include lubricating the social machinery of the organization. Also Katz (1964) considered such discretionary behaviour essential for strong organizational social systems. He posited that the organization gains a measure of systemic resiliency from the small, spontaneous acts of selfless sensitivity, cooperation, and uncompensated contribution.

OCB is defined as employees' willingness to go above and beyond the prescribed roles that they have been assigned (Organ, 1990). The OCB constructs (Williams & Anderson, 1991) include organizational citizenship behavior for the individual (OCB-I) and organizational citizenship behavior for the organization (OCB-O). The organizational citizenship behavior for the individual (OCB-I) was operationalized as a behavior that immediately benefits specific individual and indirectly contributes to the organization (Williams & Anderson, 1991). This study is concerned with only the OCB-I construct. This is because OCB-I construct is the most recognized OCB construct and most important to development of cooperation, team-work and organizational development.

Generally, utility services impact greatly on a country's living standards, and overall economic growth. Specifically, they affect capacities of the local industries to produce quality and affordable products that can compete favourably in the global marketplace. It has been reported that the public utility sectors account for 7.1% to 11% of the GDP (Workd-Bank, 1994), and the impacts of such services on human development and enhanced quality of life are just apparently enormous (Ariyo & Jerome, 2004).

Unfortunately, the Nigerian utility organizations including Nigerian Electric Power Authority (NEPA) now Power Holding Company of Nigeria (PHCN), Nigeria Telecommunication Company (NITEL) and various Water Boards in all the states of Nigerian Federation have been performing abysmally. The problem of poor performance among utility organizations has been a subject of considerable discussion (Jerome, 1999). Despite heavy investment in capital infrastructures, and high recurrent expenditures, efficient and effective provision of electricity, telephone, water, and transport services has remained a heinous task to achieve. The Nigerian public utilities have started to experience decreasing performance since the Nigeria's oil boom years of the 1970s (Ariyo & Jerome, 2004). The problems in the Nigerian utility sector have unfortunately reached crisis proportions when the Nigeria's electricity power system almost collapsed by increasingly becoming erratic; water taps continuously remaining dry for most of the time; and the performance of telecommunication and postal services continuously remaining to be very unsatisfactory (Ariyo & Jerome, 2004). The experienced problem of the utility sector has led to negative consequences on the Nigerian economy causing extremely high costs of operations within the real sector, and lowering quality of life and well-being of the average Nigerians (Ariyo & Jerome, 2004). The Nigerian public could no longer get services expeditiously from public sector organizations (Orabuchi, 2005).

The bulk of the performance problems and deficiencies of the Nigerian utility sector could more appropriately be attributed to managerial inefficiencies and inappropriate leadership approaches. Previous studies have found that the management capabilities to imbibe the culture of commitment, sacrifice, citizenship, discipline, and general motivation among their subordinates are grossly inadequate to solve performance challenges of various Nigerian organizations especially the utilities (Echu, 2008). Specifically and summarily, there is a general consensus that the managements of Nigeria's utility organizations are by and large inefficient and ineffective.. Ability of management of utility sector organizations to effectively motivate and sustain positive employee performance might be the most difficult challenge and crucial responsibility to put the utility sector in order. In 2000, the intractable performance problem faced by public corporations in Nigeria led to government's decision to think of initial commercialization, and final privatization of the government owned corporations. Consequently, in 2013, Power Holding Company of Nigeria (PHCN) was unbundled and sold to private investors.

Although process and structural hiccups to performance can be solved by implementing structural process improvements, or by business transformation, stimulating employees to perform at their highest level, or performing beyond their normal call of duty may still remain a fundamental issue. Indeed, several transformation programs in Nigeria may fail to deliver expected results if the basic factors, including inculcating the servant leader behaviours within utility organizations remain neglected. Servant leader behaviours include placing the needs of the subordinates by leaders before their own needs and helping subordinates grow to reach their maximum potential and achieve optimal organizational and career success (Greenleaf, 1977).

A few studies have investigated the relationships between servant leadership and OCB generally (Ehrhart, 2004; Güçel & Begeç, 2012; Hu & Liden, 2011; Hunter et al., 2013; Walumbwa, Hartnell, &

Oke, 2010). However, except Walumbwa *et al*. (2010) all the previous studies were concentrated in the US and Europe. In addition, none of the previous studies has focused on the employees of utility organizations. This study is unique in three different ways. In the first place, this study tries to investigate the effects of servant leader behaviours on the performance of OCB-I among the employees of utility organizations (electricity, telecommunications and water). Secondly, for the first time, this study has investigated the effects of servant leader behaviours on the performance of OCB-I in Nigeria. Nigeria is the biggest and most populous nation in the African continent with a population of about 170 million people. Thirdly, and more importantly, this study is unique from the previous studies because of the use of partial least squares (PLS) path analysis to establish the nature of the relationship between servant leader behaviours and OCB-I. Methodologically, therefore, this study would offer a new approach to explaining the empirical relationship between servant leader behaviours and OCB-I.

2. Literature Review and Hypotheses Development

With the help of the literature for this study and theoretical justifications, hypotheses for this study have been formulated for empirical testing and validation. This study has eight constructs namely emotional healing, creating value for the community, conceptual skills, helping subordinates grow and succeed and putting subordinates first as the independent variables, and OCB-I as the dependent variable. Seven hypotheses were formulated for testing in this study. Clear understanding of previous servant leadership-OCB studies is important in formulation of hypotheses regarding the relationship between servant leader behaviors and OCB-I.

2.1. Servant Leader Behaviors and OCB-I

The organizational citizenship behavior for the individual (OCB-I) was defined as a behavior that immediately benefits specific individual and indirectly contributes to attainment of organizational goals (Williams & Anderson, 1991). Specifically, the OCB-I consists of behaviors directed at specific individuals in the organization including courtesy, politeness and helping.

Servant leadership behavior creates a pervasive positive social context that in turn positively affects subordinates' work attitudes and behaviors. Servant leaders provides situational response-producing stimulus from which their subordinates interpret and understand their environment (Takeuchi, Chen, & Lepak, 2009), thus influencing subordinates' attitudes and behaviors in form of OCB-I. The behaviour of leaders is believed to be a powerful communication of what is important and how others should behave in the organization (Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). Empirically, some studies (Bandura, 1986; Brockner & Higgins, 2001; Graham, 1991; Kark & Van Dijk, 2007) demonstrated that the behaviour of role models who are high in status or power receives particular attention and is replicated because it may be perceived as an endorsement of specific beliefs and norms regarding what are appropriate or important in the organization.

Importantly, Smith *et al*. (1983) argued that a leader serves as a model for subordinates and that social psychological studies have demonstrated that pro-social behaviors such as OCB-I are influenced by models. Although these perspectives have indicated how servant leaders' behaviors toward subordinates influence subordinates, social exchange theory (Blau, 1964) explicates why subordinates respond to their leaders' behaviour. According to this theory, the quality of social interactions induces informal obligations to reciprocate favours to those who have acted in one's interest. This relationship is often depicted as a form of unspoken reciprocity in which individuals seek to repay favours until a perceived balance of exchanges exists (Blau, 1964). Servant leaders have conditioned themselves as selfless; they express genuine care and concern; and they act in the best interest of their followers, thereby creating a social context in which followers reciprocate by engaging in OCB. When servant leaders engage in selfless, supporting and developmental behaviors across all subordinates in the organization, subordinates reciprocate accordingly. More specifically, subordinates reciprocate by engaging in OCB toward the leader as a specific form of exchange. They perform OCB as a general form of exchange to support and sustain the positive social environment in response to the leader's behaviour. Subordinates' OCB should ultimately help the leader achieve his/her own goals.

A few studies have investigated the relationships between servant leadership and OCB (Ehrhart, 2004; Güçel & Begeç, 2012; Hu & Liden, 2011; Hunter *et al*., 2013; Vondey, 2010; Neubert *et al*., 2008). Ehrhart (2004) was the first to examine servant leadership and OCB among 298 employees of grocery departmental stores in the USA. He has tested a model in which perception of procedural justice climate was hypothesized as a mediator between servant leadership and OCB. He revealed an indirect significant

relationship between servant leadership and OCB through the mediating effect of procedural justice climate.

Neubert *et al*. (2008) also conducted another servant leadership-OCB study by examining the mediating effects regulatory focus has on the relationship between servant leadership and OCB among 229 full time US workers including loan underwriters, first-grade teachers, and accountants. They examined two leadership styles (i.e. initiating structure and servant leadership) and their relationship with OCB through the influence of regulatory focus. Among other things, the results demonstrated that servant leadership through regulatory focus has significant positive effects on OCB. Further, the results showed significant differential effects on OCB; servant leadership influences helping and creative behaviours more than initiating structure.

Liden, Wayne, Zhao, & Henderson (2008) provided additional empirical evidence about the relationship between servant leadership and employee citizenship behaviors by using a sample of 298 students from a Midwestern university in the USA. They demonstrated that servant leadership at individual level makes a unique contribution beyond transformational leadership and LMX in explaining community citizenship behaviors. The results confirmed Graham's (1991) claim on the difference between servant leadership, transformational leadership and LMX. Servant leadership uniquely explained community citizenship, in-role performance and organizational commitment, suggesting that such leadership exhibits an active concern for the well-being of broader organizational constituencies and the community at large.

Important to this study is the work of Walumbwa *et al*. (2010), who conducted a dyadic servant leadership-OCB study among 815 employees of seven multinational companies in Kenya. They examined the extent to which employee attitudes including affective commitment to the supervisor and self-efficacy and two specific group climates namely procedural justice climate and service climate, mediate the relationship between servant leadership and OCB. Results demonstrated support for indirect significant positive effect of servant leadership on OCB. Their study represents a significant contribution to the literature by demonstrating the ability of servant leadership to influence commitment to the supervisor, self-efficacy, procedural justice climate and service climate, which ultimately motivate employee OCBs. However, the study, like other servant leadership-OCB studies, is not without some limitations. A major weakness of the study is limited generalization as all the samples used were drawn from multinational companies. So, the findings may not be relevant to explain the relationship between servant leadership and organizational citizenship behaviour (OCB) in indigenous and public organizations. Thus, similar studies are needed in different work settings and cultural contexts. Against this background, Walumbwa *et al*. (2010) themselves stressed the need for a similar study in different organizational and cultural settings for better understanding of the processes and conditions in which servant leaders are more or less effective in influencing employee OCB.

Another servant leadership-OCB study was conducted by Vondey (2010) with a sample of 114 that cut across various industries in the United States to investigate the moderating role of person-organization fit and organizational identification on the relationship between servant leadership and OCB. The findings revealed a direct but partial effect of servant leadership on employee OCB. Furthermore, findings demonstrated positive moderating effects of person-organization fit and organizational identification on the relationship between servant leadership and OCB. One of Vondey's (2010) limitation is regarding the use of servant leadership instruments by considering only four items of Liden *et al*. (2008) 28 items. In order to address this weakness, Vondey himself suggested that future studies apply Liden *et al*.'s instrument holistically.

Hu and Liden (2011) studied the moderating strength of servant leadership on the relationship between goal, process clarity and team potency, team performance, and team OCB. They demonstrated that servant leadership strongly moderates the relationships between goal, process clarity and team potency, team performance and team OCB. This study is important to both practice and research because it provided a new critical role of servant leadership for building effective team OCBs.

Recently, Van Dierendonck and Nuijten (2011) conducted an open online servant leadership survey among 135 participants from the Netherlands with a view to develop a new servant leadership instrument as well testing its psychometric power to predict some follower outcomes. Findings revealed eight dimensions with a total of 30 items. The dimensions include standing back, empowerment, accountability, forgiveness, courage, authenticity, humility and stewardship. More importantly, the result demonstrated that servant leadership significantly predicts follower OCB. More specifically, the accountability dimension of the servant leadership showed a moderately strong relationship with civic

virtue dimension of OCB. In addition, humility dimension of servant leadership showed a moderately strong effect on civic virtue, altruism and taking charge dimensions of the OCB constructs. Interestingly, the results further demonstrated that as the leader becomes more forgiving, the followers decrease their engagements in political activities of the organization.

Additionally, Güçel and Begeç (2012) investigated 67 administrative and faculty members of a private university in Turkey with the aim of finding the effects of servant leadership on OCBs. The results demonstrated that vision and serve dimensions of the servant leadership construct have positive significant effect on sportsmanship and civic virtue dimensions of OCB. More recently, Hunter *et al.* (2013) investigated 337 employees from US based retail stores to find the effect of agreeableness, extraversion, servant leadership and service climate at both the individual and group level, on followers' helping behaviour, and turnover intentions. Results demonstrated both direct and indirect significant positive effect of servant leadership on task-focused OCB-I. Specifically, the results demonstrated the impact of unit-level servant leadership on promoting helping behaviour among subordinates through the positive effect of service climate. Critically, apart from development of new servant leadership measures, this study has offered a little contribution to the literature as the effect of servant leadership on OCB through service climate were earlier investigated by Walumbwa (2010). However, it can still be considered useful because it has provided additional validating evidence about the indirect effect of servant leadership on OCB in a newer context (US).

On the basis of the literature review and reasoning, the following hypotheses were formulated:

Hypothesis 1:   There is a significant positive relationship between emotional healing and organizational citizenship behaviors for the individuals (OCB-I)

Hypothesis 2:   There is a significant positive relationship between creating value for the community and organizational citizenship behaviors for the individuals (OCB-I).

Hypothesis 3: There is a significant positive relationship between conceptual skills *and organizational citizenship behaviors for the individuals (OCB-I).*

Hypothesis 4:   There is a significant positive relationship between helping subordinates grow and succeed *and organizational citizenship behaviours for the individuals (OCB-I).*

Hypothesis 5:   There is a significant positive relationship between putting subordinates first *and organizational citizenship behaviors for the individuals (OCB-I).*

2.2. Theoretical Framework

Relationships between servant leader behaviors and OCB-I in this study were explained by the use of social exchange theory (Blau, 1964). The fundamental basis of social exchange theory is that relationships providing more benefits than costs will yield enduring mutual trust and attraction (Blau, 1964). These social transactions encompass material benefits (i.e. salaries, bonuses, and allowances) and psychological rewards in form of status, loyalty and approval Yukl (1994). Central to both social exchange theory and the norm of reciprocity is the concept of unspecified obligations. Unspecified obligations denote human behaviour that when one individual party does a favour to another, there exists an expectation of some future return from the other individual party.

Exchange relationships with the organization and with one's immediate supervisor are of great significance to subordinate employees (Jawahar & Carr, 2007). Based on social exchange theorem of unspecified obligations which is central to both the norm of reciprocity, employees' exchange relationship with the organization is influenced greatly by unspecified obligations. One of good mechanisms for the unspecified obligation to develop for employees is through servant leader behaviors. Employee OCB-I could be developed as a result of beneficial leadership behaviors employees experience in the course of their normal day-to-day relationships with supervisors or managers.
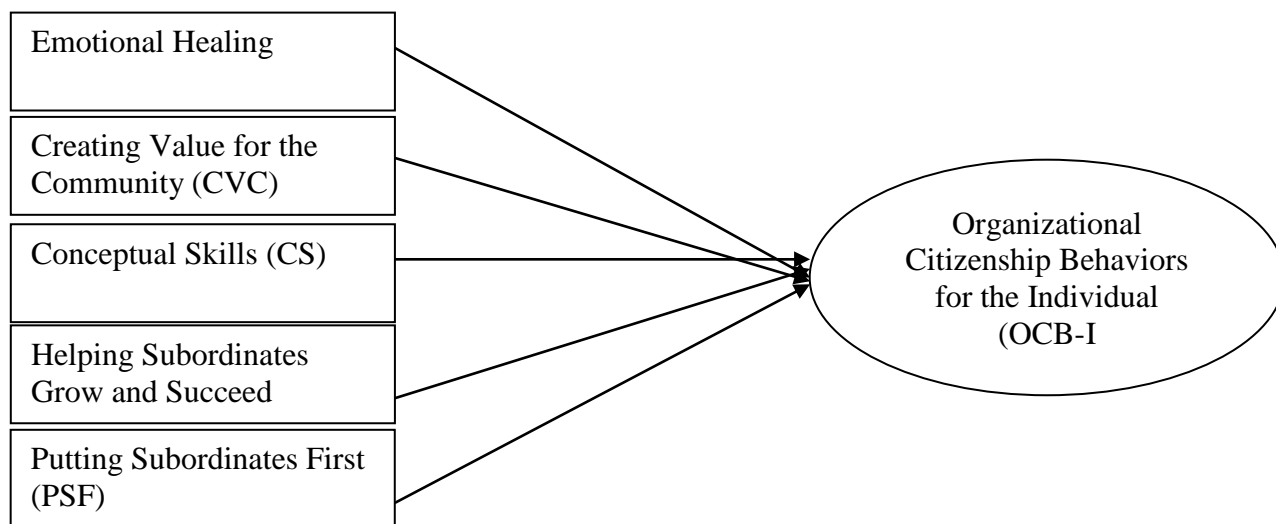
Figure-2.1. Conceptual Framework of Servant Leader Behaviors and OCB-I

Specifically, because servant leaders continually strive to heal emotionally, create value for the community, help solve organizational problems, helping subordinates grow and succeed, and putting subordinates first before any other consideration (Liden *et al*., 2008), employees might be influenced to exhibit OCB-I. In other words, employees might be prompted to perform OCB-I to reciprocate the good gestures (good leadership behaviors) performed toward them by their leaders.

3. Methods
3.1. Sample
A sample of 291 middle and lower level employees from three utility organizations including PHCN, NITEL and Kano State Water Board operating in Kano State of Nigeria were used in this study. Stratified probability sampling was employed in drawing the sample from the three utility organizations. Majority of the respondents were males (76%) and were non-supervisory (56%). Also most of the respondents have fallen within 31-40 age brackets, while respondents within the age bracket of 51 and above constitute the minority. In addition, data reveals that majority of the sample (56%) population have had quite long working experience. Finally, the descriptive statistics shows that majority (39%) of the respondents have had their first degree, or equivalent

3.2. Measures
3.2.1. OCB-I
The organizational citizenship behavior for the individual was defined as a helping behavior of an employee towards another employee that indirectly contributes to organizational goal achievement (Williams & Anderson, 1991). The OCB-I construct was measured using 7 items of the Williams and Anderson's (1991) instrument. Example of items concerning this construct is "I help others who have heavy workloads". The composite reliability coefficient of this instrument was .94 in the study sample.

3.2.2. Putting Subordinates First (PSF)
This means the act of using actions and words to make it clear to the immediate followers that satisfying their work needs is a priority to the leader (Liden *et al's,* 2008). Putting subordinates first construct was measured using 3 items from Liden et al's (2008) instrument. Example of item concerning putting subordinates first is "My manager seems to care more about my success than his/her own". The composite reliability coefficient of this instrument was .93 in the study sample.

3.2.3. Helping Subordinates Grow and Succeed
This is an act of demonstrating genuine concern for others' career growth and development by providing support and mentoring (Liden *et al's,* 2008). Helping subordinates grow and succeed construct was measured using 3 items from Liden et al's (2008) instrument. Example of item concerning helping subordinates grow and succeed is "My manager makes my career development a priority". The composite reliability coefficient of this instrument was .92 in the study sample.

3.2.4. Conceptual Skills

This means leader's ability of possessing the knowledge of the organization and tasks at hand so as to be in a position to effectively support and assist others, especially immediate followers (Liden *et al's,* 2008). The conceptual skill construct was measured using 4 items from Liden *et al's* (2008) instrument. Example of items concerning conceptual skills is "My manager is able to effectively think through complex problems'. The composite reliability coefficient of this instrument was .89 in the study sample.

3.2.5. Creating Value for the Community

Creating value for the community refers to a conscious and genuine concern for helping the community by offering service to help them achieve their objectives (Liden *et al's,* 2008). Creating value for the community construct was measured using 4 items from Liden *et al's* (2008) instrument. Example of item concerning creating value for the community is "My manager emphasizes the importance of giving back to the community". The composite reliability coefficient of this instrument was .90 in the study sample.

3.2.6. Emotional Healing

This dimension is concerned with supervisor's act of showing sensitivity to others' personal concerns. Emotional healing construct was measured using 3 items from Liden *et al's* (2008) instrument. Example of item concerning emotional healing is "My manager cares about my personal well-being". The composite reliability coefficient of this instrument was .85 in the study sample.

The OCB-I construct that represented the endogenous construct of this study was among the famous two OCB constructs (OCB-I and OCB-O) developed by Williams and Anderson, (1991). The 5 servant leader behaviors (emotional healing, creating value for the community, conceptual skills, putting subordinates and helping subordinates grow and succeed) were derived from 7 dimensional servant leadership instrument developed by Liden et al. (2008). All the separate measurements representing 6 constructs of this study were combined into a single instrument and respondents were asked to rate their responses on a 7-point Likert scale, ranging from Strongly Disagree to Strongly Agree.

3.3. Procedure

The data in this study was collected using survey research. Copies of the questionnaire used were delivered to the respondents using hand delivery. Respondents were asked to rate the degree to which their supervisors exhibit certain servant leader behaviors and to what extent they perform certain extra-role behaviors that benefit their colleagues or superiors. Data were fed into to SPSS version 16 for cleaning and descriptive analysis and later exported to PLS for path for analysis.

4. Analyses and Results

4.1. Measurement Model

PLS principal component analysis was used to refine and fit the data for this study. After PLS confirmatory factor analysis (CFA), five of the seven servant leader behaviors (Liden *et al.*, 2008) survived and were retained. Although the two dimensional constructs of OCB (Williams & Anderson, 1991) were retained, only OCB-I was used in this study. This study looked at organizational citizenship behaviors (OCB) construct from individual perspective (OCB-I) because organization is an invisible entity, and, therefore, more logical to look at OCB from individuals' perspective.

The factor loadings from the final PLS measurement models were reported in Table 1. All items loaded significantly (> .50) on their respective constructs, thus indicating items reliability. Composite reliability (Werts, Linn, & Jöreskog, 1974) coefficients for scales used in the study have exceeded the minimum threshold level of .70 (Nunnally & Bernstein, 1994) which was indication of reliability of all scales used in this study (Table 1). In addition, results revealed that the variance extracted regarding all the constructs in this study exceeded the minimum threshold value of .50. This indicated convergent validity of all scales used in this study (Table 1).

Similarly in Table 2, Fornell and Larcker's (1982) test for discriminant validity has demonstrated relatively high variance extracted for each construct compared to the inter-scale correlations, thus indicating discriminant validity of the 5 constructs involved in this study (i.e., OCB-I, PSF, HSGS, CVC, CS and EH).

Table-4.1. Convergence and Reliability Analysis

Construct	Items	Loadings	Composite Reliability	AVE
EH	SL1	0.78	0.85	0.60
	SL2	0.83		
	SL3	0.77		
CVC	SL5	0.81	0.90	0.70
	SL6	0.86		
	SL7	0.83		
	SL8	0.83		
CS	SL9	0.72	0.89	0.67
	SL10	0.83		
	SL11	0.88		
	SL12	0.85		
PSF	SL16	0.90	0.93	0.81
	SL17	0.92		
	SL18	0.88		
HSGS	SL24	0.95	0.92	0.78
	SL25	0.90		
	SL26	0.80		
OCB-I	OCB3	0.81	0.94	0.80
	OCB5	0.76		
	OCB6	0.99		
	OCB7	0.99		

Source: Survey Data

Note: EH = Emotional healing ; CVC = Creating value for the community; CS = Conceptual skills; PSF = Putting subordinates first; HSGS = Helping subordinates grow and succeed; OCB-I = organizational citizenship behavior for the individual.

a. Composite reliability $(\rho c) = (\Sigma\ \lambda i)2\ /\ [(\Sigma\ \lambda i)2\ +\ \Sigma\ Var\ (\varepsilon i)]$, where λi is the outer factor loading, and *Var* $(\varepsilon i) = 1 - \lambda i$.is the measurement error or the error variance associated with the individual indicator variable(s) for that given factor (Fornell & Larcker, 1981).

b. Average variance extracted (AVE) $= (\Sigma\ \lambda 2i)\ /\ [(\Sigma\ \lambda 2\ i)\ +\ \Sigma\ Var\ (\varepsilon i)]$, where where λi is the outer factor loading, and *Var* $(\varepsilon i) = 1 - \lambda i$, is the measurement error or the error variance associated with the individual indicator variable(s) for that given factor (Fornell & Larcker, 1981).

Table-4.2. Discriminant Validity

Construct	CS	CVC	EH	HSGS	PSF	OCBI
CS	**0.82**					
CVC	0.50	**0.83**				
EH	0.30	0.35	**0.77**			
HSGS	0.29	0.41	0.42	**0.89**		
PSF	0.16	0.41	0.43	0.52	**0.90**	
OCBI	0.15	0.06	0.29	0.19	0.26	**0.89**

Source: Survey Data

Note: Diagonals that appeared in bold represent the average variance extracted while the other entries represent the squared correlations.

4.2. Structural Model

The results as demonstrated in Table 4 indicated support for hypotheses 1, 3 and 5, while hypotheses 2 and 4 were not empirically supported.

In the first place the results indicated that emotional healing leader behavior strongly influences followers' OCB-I in organizations (β= 0.222; t= 3.362, p<.000). In other words, whenever a leader exhibits genuine concern for personal well-being of his/her followers, the followers reciprocate strongly by helping co-workers or even supervisors to accomplish job tasks or fix their personal problems. Secondly, the results demonstrated significant negative relationship between creating value for the community and OCB-I (β= -0.183; t= 2.153, p<.016). In other words the results showed that when a leader exhibits genuine concern for community well-being and development, his/her followers react by reducing their citizenship behaviors toward colleagues or supervisors (OCB-I). Thirdly, the results demonstrated that the conceptual skills (CS) strongly influenced OCB-I (β= 0.169; t= 2.796, p<.003). This indicates that subordinate employees may perform OCB-I when a leader or supervisor exhibits his/her ability to understand and solve complex organizational problems. Fourthly, results indicated that helping subordinates grow and succeed was not significantly related to OCB-I (β= 0.022; t= 0.328, p<.371). This indicated that respondents from the sampled organizations did not associate their supervisors with exhibiting positive behaviors directed at helping subordinates grow and succeed as individuals in their respective organizations.

Table-4.3. Results for Servant Leader Behaviors and OCB-I

Path Coefficients	Beta (β)	Standard Error	T Statistics	Decision
EH -> OCBI	0.222**	0.068	3.362	Supported
CVC -> OCBI	-0.183*	0.089	2.153	Not Supported
CS -> OCBI	0.169**	0.067	2.796	Supported
HSGS -> OCBI	0.022	0.068	0.328	Not Supported
PSF -> OCBI	0.213**	0.068	3.092	Supported

Source: Survey Data

Note: ** Indicates the item is significant at the p<0.01 level. * Indicates the item is significant at the p<0.05 level

Lastly, results have demonstrated that putting subordinates first (PSF) do significantly and positively influence employees to perform OCB-I (β= 0.213; t= 3.092, p<.001). The results, thus indicated that when supervisors demonstrate high level consideration of subordinates' interests involving leader's personal sacrifices, prioritizing interests of followers, and considering followers' interest first, the followers in return respond with strong level of OCB-I.

Importantly, the results demonstrate that among the five predictors of OCB-I, emotional healing (EH) has the highest significant standardized beta coefficient (β= 0.222), which indicates that the predictor is the most important variable in predicting the OCB-I.

4.3. Discussion of Findings

This study examined 291 employees of utility sector in Kano, Nigeria about relationship amongst five servant leader behaviors including emotional healing, creating value for the community, conceptual skills, putting subordinates and helping subordinates grow and succeed as exogenous constructs and OCB-I as endogenous construct. Most of the proposed hypotheses received considerable support. Based on the available literature, this is the first study in West African region to assess the relationship of the 5 servant leader behaviors with OCB construct that focuses on employees only (OCB-I). In this study, OCB-I refers to the level of employee positive voluntary behavior that benefits other individuals in the organizations (Williams & Anderson, 1991).

Results of this study shown that four servant leader behaviors including emotional healing, creating value for the community, conceptual skills and putting subordinates first have significant relationships with the overall OCB-I. Only one servant leader behavior, namely, helping subordinates grow and succeed did not significantly relate to the overall performance of employee OCB-I.

Hypothesis 1 of this study stated that emotional healing (EH) is significantly related to OCB-I. As expected, the finding provides support for the hypothesis. The finding showed that supervisors or managers exhibit emotional healing toward their subordinates, the subordinates, in turn, would respond by exhibiting helping behaviors toward co-workers and supervisors. The reciprocal employees' behavior is consistent with social exchange (Blau, 1964). Social exchange theory emphasizes that individuals are psychologically indebted and hence compelled to return benefits they received in material or non-material form to the person that benefited them (Blau, 1964). In the current study, participants might have demonstrated OCB-I in an attempt to emulate the supervisors' extra efforts of emotional counseling, preaching the gospel of patience and rekindling of hope and confidence on subordinate employees.

Hypothesis 2 of this study stated that creating value for the community (CVC) is significantly but negatively related to OCB-I. Creating value for the community (CVC) is a servant leader behavior demonstrating the leader's unlimited liability for a specific community-related activity that is needed to rebuild the community (Greenleaf, 1972). Contrary to expectation, a negative and significant relationship was found. Hence, hypothesis H 2 was not supported. This finding has significantly differed from the previous findings (Liden, et al., 2008; Vondey, 2010) that demonstrated positive significant relationship. One plausible explanation for the present finding may be that employees possibly see community development activities as a waste of resources because they cannot see any direct benefit to themselves or the organization. The negative relation between creating value for the community and OCB-I may also be related to the wrong perception that management is prioritizing the community more than it does to issues concerning the employees or the organization. Supportive to this analysis is the argument of equity theory (Adams, 1965). Equity theory stresses that if individuals perceive actions of a party of interest to be unfair, tension will be created that the employee will be motivated to address (Ramlall, 2004). Therefore, in the case of this study, the participants might consider reducing their loyalty and cooperativeness to the management (OCB-I) as a protest for paying increasing attention to community development by the management.

Hypothesis 3 of this study stated that conceptual skill (CS) is significantly related to OCB-I. Conceptual skill is defined as a supervisor's ability to possess the knowledge of the organization and tasks at hand in order to effectively support and assist subordinates and others within the organization (Liden *et al*., 2008). The current findings provided empirical support for the hypothesis and are, thus, consistent with past studies (Ehrhart, 2004; Hu & Liden, 2011; Liden *et al*., 2008; Neubert*et al*., 2008; Walumbwa *et al*., 2011). Additionally, the current finding is in line with social exchange theory. Social exchange theory (Blau, 1964), when a person does a favor for another person, there is an expectation of some future favorable return. It is, therefore, likely that the OCB-I shown by the participants in the current study was an appreciation of benefits received from their managers and supervisors.

Hypothesis 4 of this study stated that helping subordinates grow and succeed (HSGS) is significantly related to OCB-I. Helping subordinates grow and succeed is a behavior that demonstrates genuine concern for subordinates' career growth and development through mentoring and other supportive services (Liden *et al*., 2008). Results demonstrated not significant relationship between the two constructs. The finding contradicted the teachings of social exchange theory (Blau, 1964). The current findings demonstrate that helping subordinates grow and succeed does not directly influence OCB-I. This finding is inconsistent with previous studies (Ehrhart, 2004; Hu & Liden, 2011; Liden *et al*., 2008; Neubert *et al*., 2008; Walumbwa *et al*., 2011). The insignificant result may suggest that the positive leader behavior of helping subordinates grow and succeed might be misinterpreted as mere impression management. Impression management consists of behaviors initiated by an individual to establish a particular identity or shape people's attributions of the individual's dispositions (Jones & Pittman, 1982). Impression management suggests that the primary motive, both within and outside the organization, for a particular behavior, is to win support and avoid negative evaluation (Rosenfeld, Giacalone, & Riordan, 1995). It might be possible that employees perceive the helping behaviour of their leaders to be unnatural, artificial, and manipulative and, therefore, becomes of no effect on their behavior.

Hypothesis 5 of this study stated that putting subordinates first (PSF) is significantly related to OCB-I. Putting subordinates first is defined as a leader's use of words and actions to clearly convince the immediate followers that their work needs are the leader's priority (Liden *et al*., 2008). As expected, the current findings validated the hypothesis by providing strong empirical support. The finding is similar to that of previous studies (Ehrhart, 2004; Hu & Liden, 2011; Liden *et al*., 2008; Neubert *et al*., 2008; Walumbwa *et al*., 2011). The finding is positive because employees that participated in this study value managers' behaviors that appear to favor their yearnings and aspirations first before anyone else's in the organization. The finding means that the leader behaviour of putting subordinates first directly and positively relates to employee OCB-I. It is not surprising for putting subordinates first to enhance OCB-I as demonstrated in this finding because naturally people are motivated to reciprocate good with good (Blau, 1964). Therefore, the positive relationship between putting subordinates first and OCB-I might be because of the leaders' show of care and concern to build and develop subordinates even at the expense of the leaders' own interests.

5. Implications

The findings of the present study have several important implications regarding to organizational management or practice, theory development and methodology of research. The implications were discussed one after the other in the following sections.

The current findings have contributed to management practice by revealing the importance of servant leadership as a significant leadership style. Certainly, increased managers' awareness about the connection between servant leader behaviors and positive work outcomes (for e.g. OCB-I) can help to motivate supervisory employees to develop servant leader behaviors. In addition, the current findings have revalidated the significant relationship of servant leadership and OCB in newer context (i.e. Nigeria). Consequently, the current study has provided additional demographic bases for comparative studies and additional validation regarding the significant relationship between servant leadership and OCB.

The current study represents an additional contribution to the existing servant leadership-OCB literature. The servant leadership-OCB study is still considered to be new considering the period the studies began and the number of the few studies found in the literature. Literature revealed that although servant leadership appears to be an old concept that has been in the literature for more than four decades (Greenleaf, 1970), it started to appear in OCB literature only recently (i.e. less than one decade ago). The findings have also helped in extending the theory of social exchange (Blau, 1964).

Previous servant leadership-OCB studies have employed the use of analytical tools including the SPSS and SEM AMOS to produce results (Ehrhart, 2004; Vondey, 2010; Walumbwa *et al*. 2011). This study has explored a relatively new tool of analysis (i.e., PLS) to explain the structural relationship the constructs of this study. The use of PLS tool provides an opportunity for testing the robustness and predictive power of the tool in a study that explores integrative relationships of servant leader behaviors and OCB-I. Secondly, by using servant leadership-OCB model in this study, the PLS tool provided a new framework for comparisons of results obtained from previous studies that used different tools of analysis. Finally, methodological contribution of this study relates to the validation of the Williams and Anderson's (1991) OCB measurement scale adopted in this study. This study has answered the call for full application of Liden et al.'s (2008) measurement in understanding the influence of servant leadership (Vondey, 2010). Thus, the current study represents a unique methodological contribution to servant leadership-OCB literature.

6. Limitations and Future Research Directions

Despite the revealed findings, this study has some limitations. These limitations include use of self-reporting method, common-method bias, lack of good sampling frame, use of cross-sectional survey,

Firstly, this study only employed the self-reporting method to collect the needed data on the relationship between servant leader behaviors and OCB-I. Although this method is consistent with previous OCB studies (Ehrhart, 2004; Vondey, 2010; Walumbwa *et al*. 2011), some researchers are skeptical of the reliability of the measure because of possible rater's bias. Despite the fear of bias, employee rating still remains the most effective and reliable mechanism to assess employee OCB (Eastman, 1994; Ehrhart, 2004).

Secondly, this study used stratified random sampling without a sampling frame. Lack of sampling frame is considered one of the major methodological limitations encountered in this research. This study was conducted among the lower and middle level employees of Nigeria's utility organizations. Given that these organizations do not officially allow lists of their employees to outsiders for reason of confidentiality, it poses a constraint on the current study's sampling technique. However, the lack of a sampling frame is a common challenge in management research that involves employees as the unit of analysis. Against this background, Babbie (2004) suggests that social research requires selection of a sample from the population that is not easily listed, necessitating the creation and executing an appropriate sampling strategy. This study attempted to overcome the constraint of lack of sampling frame by trying to randomize the sampling selection as much as possible. To avoid the challenge of unavailability of a sampling frame, future research should consider different organizations with less stringent need to protect confidentiality. Future studies may consider public universities or institutions of higher learning as they may be more liberal and cooperative in releasing the list of their employees.

Thirdly, cross-sectional survey was adopted for this study in which data was collected within the period of only three months. The problem of using the cross-sectional survey is that the studied variables (i.e., servant leader behaviors and OCB-I) might change over time. A change in management policy, leadership style or economic situation could have an impact on the research variables. Because this study is not longitudinal, it has a specified expected period of completion of three years; a longer period for data collection is not feasible. In view of this procedural short coming, future research may use a longitudinal study to explore the interactions between servant leader behaviors, psychological ownership and OCBs. Specifically, future research may use experimental or qualitative interview designs to assess causality. Schwab (2005) argues that researchers should be using longitudinal data to examine causal relationships to reduce the common method variance (CMV) bias.

Fourthly, this study only focused on the employees of Nigeria's utility organizations (PHCN, NITEL and KSWB) in Kano State, indicating limited scope of the study. Although this study did not aim at comparing the employees of Nigeria's utility organizations (PHCN, NITEL and KSWB) at different regions, differences may be found. Given the fact that workers of the three utility organizations are homogenous and available resources are limited, focusing on one geographical region (North-west) became more appropriate and economical. Because of the differences in geographical locations and the possible variance, it is recommended that future research should consider covering all the remaining five geo-political regions (north-east, north-central, south-west, south-east and south-south) and comparisons of various responses be made.

Fifthly, the model presented in this study is too small in scope to explain adequately employee performance of OCB-I in Nigeria's utility organizations. However, future research may come in to

investigate other variables that may adequately provide high variance in employee OCB-I. Along this line, future studies should consider various conditions under which servant leader behaviors would be more or less effective. Therefore, this study suggests future study to investigate the possible use of personality factors including conscientiousness, emotional stability, openness to experience and extraversion as moderating variables on the relationship between servant leadership behaviors and OCB-I. Because servant leaders spend great deal of time at encouraging and inculcating characteristics that may be useful to followers, employee personality characteristics can facilitate or increase performance of OCB-I. Similarly, future study can investigate the possible use of job satisfaction as a mediating variable between servant leader behaviors and OCB-I. This is because servant leader behaviors focus on identifying and meeting the needs of employees. Therefore, employees are likely to experience job satisfaction when experienced servant leader behaviors, thus capable of leading them to possibly exhibit OCB-I.

Because some employees hate jobs that have challenge and responsibility (Hackman & Oldham, 1976), some employees do not desire to work with servant leaders who try to know employees closely so as to help, develop and guide them for career and organizational success (Liden *et al* 2008). Indeed, from the informal conversations with participants in the current study, it is discovered that some employees who are corrupt minded view servant leaders as "restraining" in their way of thinking and approach of discharging organizational responsibilities. Therefore, future research may investigate the extent to which people's mindset on leaders within a given culture can moderate effectiveness of servant leader behaviors in influencing employee OCB-I.

7. Conclusion

Results of this study shown that four servant leader behaviors including emotional healing, creating value for the community, conceptual skills and putting subordinates first have significant positive relationships with the overall OCB-I. Only one servant leader behavior, namely, helping subordinates grow and succeed did not significantly relate to the overall performance of employee OCB-I. The present study has contributed to the body of knowledge by providing validating empirical evidence about the relationship between servant leader behaviors and OCB-I using a newer context (Nigeria) and setting (utility sector). Against this background, this study would practically be relevant to ailing Nigerian utility organizations, specifically PHCN Plc, NITEL Limited and KSWB. Results of this study indicate that embracing, inculcating and practicing of servant leader behaviors and OCB-I, by the ailing or rather ineffective utility sector organizations, could help to revive and enhance the effective functioning of the organizations. For the first time PLS path analysis was employed in explaining the relationship between servant leader behaviors and OCB-I.

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