



The Influence of Servant Leadership on Organizational Citizenship Behavior

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Abstract. In today's highly competitive oil and gas industry, organisations increasingly rely on their most valuable resource, human capital, to enhance their efficiency and effectiveness. Organisational Citizenship Behavior (OCB) is recognised as a behaviour that can positively impact organisational effectiveness. However, Company X, a private sector company operating in Indonesia's oil and gas industry, still faces challenges in fostering OCB among its employees. One of the factors that influence OCB is leadership style. This study aims to investigate the role of one of the known leadership styles, the servant leadership, along with its dimensions, which are empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship on OCB at Company X. Drawing on the social exchange theory, the study postulates that employees who experience servant leadership will engage in OCB as a form of reciprocity, such as assisting absent colleagues. Data were collected from 125 participants and analysed using multiple linear regression analysis in SPSS v.23. The results indicate that only two dimensions of servant leadership, namely empowerment and standing back, significantly influence OCB. Theoretical and practical implications are discussed based on the research findings.

Keywords: Servant leadership, Organizational Citizenship Behavior (OCB), Oil and Gas Company, Social Exchange Theory

1 Introduction

1.1 Background

One of the highly demanded sectors in Indonesia's energy industry is oil and gas. As of the end of 2019, Indonesia boasted substantial reserves, including 3.7 billion barrels of proven oil reserves and 65.160 bscf of gas reserves (SKK Migas, 2021). The oil and gas sector has become increasingly competitive, marked by high risks, advanced technology requirements, and substantial capital investments. To confront these challenges, organisations must rely on their most valuable asset: human resources. Human resources have the potential to significantly enhance organisational effectiveness and efficiency (Watve, 2014; Marin & Verdier, 2012). Companies seek employees who go beyond formal job descriptions and positively influence the organisation's functioning. Such employees, often described as organisational "citizens," willingly engage in actions that benefit their colleagues and the company. They willingly exceed their formal job responsibilities (Grego-Planer, 2019). This behaviour is referred to as Organizational Citizenship Behavior (OCB), a concept defined by Organ (1988) as voluntary

individual actions that are not explicitly recognised by the formal reward system but collectively contribute to the efficient operation of the organisation.

Several factors influence the emergence of OCB in employees, with leadership style being one of them (Podsakoff et al., 2000). A prior study by Gucl and Begec (2012) established the positive impact of servant leadership on OCB. Dubrin (2010) described that servant leadership involves leaders assisting subordinates or followers in achieving their personal goals while collaborating with them. Unlike other leadership approaches primarily focused on enhancing the organisation's financial and non-financial performance, servant leadership emphasises the growth and development of followers, encompassing their psychological well-being, emotional advancement, and ethical awareness. The emergence of OCB in employees is influenced by various factors, including leadership style (Podsakoff et al., 2000). A previous study by Gucl and Begec (2012) has proven the positive influence of a leadership style called servant leadership on OCB. According to Dubrin (2010), servant leadership entails assisting subordinates or followers in achieving their own goals as well as the leaders by collaborating with them. Unlike other leadership approaches, which are primarily focused on improving the organisation's bottom line in both financial and non-financial terms, servant leadership is more concerned with the growth of followers in various areas, such as their psychological well-being, emotional development, and ethical understanding.

1.2 Relationship between OCB and Servant Leadership

When examining servant leadership in a broader context, the connection between servant leadership and Organizational Citizenship Behavior (OCB) can be elucidated through the lens of social exchange theory. This theory posits that social interactions create implicit obligations to reciprocate actions that have benefited one party. Employees often feel a sense of duty to engage in OCB when they observe their leaders, particularly supervisors, demonstrating genuine care and concern (Elche et al., 2020; Eva et al., 2019). Consequently, when servant leaders exhibit a sincere interest in their subordinates' personal and professional growth, they are perceived as admirable and possessing integrity. This perception can lead subordinates to experience a psychological obligation to reciprocate by engaging in OCB (Eva et al., 2019). Studies conducted by Liden et al. (2008) and Van Dierendonck (2010) have provided empirical evidence of a positive relationship between servant leadership, encompassing eight dimensions: empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship, and OCB. Building on this explanation, the researcher proposes the following hypothesis:

H1: Servant leadership influences organisational citizenship behaviour positively.

H2: The empowerment dimension influences organisational citizenship behaviour positively.

H3: The accountability dimension influences organisational citizenship behaviour positively.

H4: The standing back dimension influences organisational citizenship behaviour positively.

H5: The humility dimension influences organisational citizenship behaviour positively.

H6: The authenticity dimension influences organisational citizenship behaviour positively.

H7: The courage dimension influences organisational citizenship behaviour positively.

H8: The forgiveness dimension influences organisational citizenship behaviour positively.

H9: The stewardship dimension influences organisational citizenship behaviour positively.

2 Methods

2.1 Participants, Sample, and Procedure

This study involved active employees from Company X, a private sector firm operating in the Indonesian oil and gas industry. The participants, aged between 20 and 60, had been under the leadership of their current direct supervisor for at least one year. The study's population consisted of 182 permanent employees working at Company X's Jakarta office, each with at least one year of work experience. The sample size for the study was determined using the Slovin formula, allowing for a 5% margin of error, resulting in a sample size of 125 individuals.

Data was collected by distributing a Google Form link containing the research questionnaire. The researcher collaborated with a representative from Company X's Human Resources department to facilitate the distribution of the online questionnaire to the targeted research participants. Research participants could directly access the online questionnaire via the provided Google Form link.

2.2 Measurement

The researcher will use a measurement tool from Williams & Anderson (1991) to measure organisational citizenship behaviour. This instrument has two dimensions, called OCBO and OCBI. OCBI is OCB behaviour directed at individuals, whereas OCBO is OCB behaviour directed at the organisation. This measuring tool has a total of 14 items, 7 for each dimension. The researcher used the SLS (Servant Leadership Survey) from Van Dierendonck and Nutjien (2010) to measure servant leadership. There are eight dimensions of servant leadership described in 30 items. They comprised empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship.

3 Results and Discussion

3.1 Correlation

Based on the results of the correlation analysis in Table 1, servant leadership ($r = .605$, $p < .001$) has a positive and significant relationship with organisational citizenship behaviour. According to the table below, which provides an interpretation of the correlation coefficient based on the Guilford criterion, the correlation coefficient 0.605 shows a strong positive relationship between the variables Servant Leadership (SL) and Organizational Citizenship Behavior (OCB).

Table 1. Pearson Correlation

		Servant Leadership	OCB
Servant Leadership	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	125	125
OCB	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	125	125

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

3.2 Regression

Using Table 2 as a basis, the F value is 9.695. The F table value is 2.0192 when $df_1 = 8$ and $df_2 = 116$. The F value ($9.695 > 2.0192$) indicates that the 8 dimensions of servant leadership have a significant impact on OCB simultaneously. From Table 2, the empowerment and standing back dimension shows a significant influence on OCB as evidenced by a greater T value than the T table of 1.9806, and a significant value of .000, which is less than the significance level of 0.05. The other dimensions do not significantly influence OCB since the T value is lower than the T table value of 1.9806, and the significant value is greater than the significance level of 0.05.

Table 2. F-Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.903	8	.738	9.695	.000 ^b
	Residual	8.828	116	.076		
	Total	14.731	124			

a. Dependent Variable: OCB

b. Predictors: Empowerment, Accountability, Standing Back, Humility, Authenticity, Courage, Forgiveness, and Stewardship

3.3 Discussion

Hypothesis 1, stating that servant leadership positively influences OCB, is supported by the findings in Table 2. The F value of 9.695 indicates a significant positive influence of the eight dimensions of servant leadership on OCB collectively. This aligns with social exchange theory, suggesting that when leaders prioritise their followers' needs and development, it encourages reciprocity in the form of OCB. Hypothesis 2, which suggests that the empowerment dimension positively influences OCB, is supported by Table 3's findings. The regression coefficient for the empowerment dimension is 0.224, with a T value of 2.447 and a significant value of 0.000, indicating a significant influence. This means that better empowerment practices lead to higher OCB. Hypothesis 3, which suggests that the accountability dimension positively influences OCB, is not supported by Table 3's findings. This result may be due to Company X's hierarchical culture, where accountability primarily focuses on task completion and meeting performance targets rather than fostering group accountability and engagement in OCB.

Hypothesis 4, which suggests that the standing back dimension positively influences OCB, is supported by Table 3's findings. The regression coefficient for standing back is positive at 0.166, with a T value of 2.682 and a significant value of 0.008, indicating a significant influence. Leaders in Company X likely foster a culture valuing creativity and innovation, granting employees autonomy to contribute fresh ideas, which is crucial in the oil and gas sector. Hypothesis 5, which suggests that the humility dimension positively influences OCB, is not supported by Table 3's findings. In certain contexts, such as the oil and gas industry, humility might be perceived as a weakness rather than a strength. Employees may prefer assertive leadership over humility, which could reduce its impact on OCB. Hypothesis 6, which suggests that the authenticity dimension positively influences OCB, is not supported by Table 3's findings. Authenticity often involves vulnerability and admitting mistakes, which might be seen as weaknesses in contexts valuing competence and expertise. Employees in such settings may prioritise strength and capability over authenticity, reducing its impact on OCB.

Hypothesis 7, which suggests that the courage dimension positively influences OCB, is not supported by Table 3's findings. In the risk-averse environment of the oil and gas industry, leaders often prioritise caution and stability due to the potential for accidents and financial consequences. This caution may limit courage's perceived relevance or effectiveness in influencing OCB. Hypothesis 8, which suggests that the forgiveness dimension positively influences OCB, is not supported by Table 3's findings. In the oil and gas industry, where performance metrics and strict standards are paramount, the emphasis may be on holding individuals accountable rather than forgiving them. Leaders might prioritise performance reviews and corrective actions over forgiveness, potentially reducing its impact on OCB. Hypothesis 9, which suggests that the stewardship dimension positively influences OCB, is not supported by Table 3's findings. The oil and gas industry's fast-paced and demanding nature may leave leaders with limited time to invest in developing stewardship relationships.

Table 3. Multiple Linear Regression

Model	Unstandardised Co-efficient		Standardised Co-efficient		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.951	.292		6.673	.000
Empowerment	.224	.092	.278	2.447	.016
Accountability	.040	.059	.060	.681	.497
Standing Back	.166	.062	.305	2.682	.008
Humility	-0.050	.073	-.071	-.683	.496
Authenticity	.008	.066	.014	.125	.901
Courage	.068	.055	.117	1.223	.224
Forgiveness	.073	.039	.153	1.847	.067
Stewardship	.014	.065	.023	.217	.829

a. Dependent Variable: OCB

4 Conclusion

This study confirms a positive link between servant leadership and organisational citizenship behaviour (OCB) in Company X, supporting Hypothesis 1. Servant leadership practices in the organisation correlate with higher OCB levels, aligning with the social exchange theory. The Pearson correlation test shows a significant positive relationship between servant leadership and OCB, emphasising their strong connection. Employees displaying more OCB tend to work in organisations with prominent servant leadership, highlighting its role in encouraging positive behaviours beyond job duties. Hypothesis 2 is supported, indicating that the empowerment dimension of servant leadership has the most significant impact on OCB in Company X. When employees feel empowered, with decision-making freedom and ownership, they engage more in OCB. Employee empowerment fosters autonomy, motivation, and ownership, driving behaviours benefiting the organisation. The standing back dimension of servant leadership also significantly influences OCB. It encourages creativity, innovation, and autonomy, motivating employees to participate in OCB. Delegating authority builds trust and support, contributing to higher OCB levels.

However, the remaining servant leadership dimensions (accountability, humility, authenticity, courage, forgiveness, and stewardship) do not significantly affect OCB in Company X. Industry culture, hierarchy, task focus, and performance orientation may limit their impact. In summary, servant leadership positively influences OCB in Company X, with empowerment and standing back dimensions having the most substantial effects. Future research can explore different servant leadership dimensions, control variables like employee demographics, and include multiple Indonesian oil and gas companies for a broader perspective.

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