Linking Servant Leadership with Organizational Citizenship Behavior through Trust: An Embryonic Structural Modelling Approach

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Abstract

The objective of the present study is to examine the relationship between servant leadership and organizational citizenship behaviors (OCBs) along with mediating effect of trust on servant leadership and OCB relationship. The data was collected through self-administered questionnaire from 345 respondents of four public sector universities in Pakistan. The embryonic structural equation modelling approach was used for data analysis.
Results of investigation confirmed the significant positive relationship between servant leadership and organizational citizenship behavior, and that trust partially mediates positively in servant leadership and OCB link. First limitation of the present research is, of cross sectional data. Secondly as the study is based on public sector universities data, therefore, it limits the generalization of its findings to private sector universities. Thirdly all the respondents of the study were full time faculty members; hence, the results may not be relevant to contingent employees. The findings contribute to a better understanding of the servant leadership – OCB link, and to promote OCB through collectivist culture of Pakistan. The present study is perhaps the first to employ embryonic structural equation modelling method to investigate the servant leadership – OCB relationship along with mediating effect of trust in Pakistan.

**Keywords:** Servant leadership, organizational citizenship behavior, trust, mediation.

**Introduction**

Leadership has always remained the most experimental topic for authors. There is still a big scope for authors to understand this phenomenon completely (Burns, 1978). This is the reason that it continues to allow the researchers to recognize and define leadership. According to Maxwell (1993) “leadership is influence - nothing more, nothing less”. Similarly, Bennis (2007) explained leadership as, “Leadership is grounded in a relationship”. In today’s reckless and rapidly changing business and geo-political atmosphere, leadership is perhaps in greater instability than ever before. Burns (1978) has highlighted the importance of leaders while characterizing leadership as “leaders encouraging followers to act for certain objectives that signify the values and the motivations, the aspirations and expectations of both leaders and followers”. Furthermore, Drucker (2003) indicated, “the only definition of a leader is someone who has followers”. However, Alexander (2006) described a modern-day research in which 84% of organizational leaders recognized that the very definition of actual leadership has transformed in the last five years. Autocratic and lassiz-faire leadership styles of the past are no longer appropriate for the today’s employees, as organizations are becoming flatter and leadership is becoming gradually more supportive (Bennis, 2007).

As we are in twenty-first century, we are starting to understand that traditional styles of leadership are gradually yielding to a better and exemplary model - one which is established on cooperation and openness; one which inspires others to take participation in decision making process; one which is strongly grounded in ethical, moral and kind behavior; and one which is aim to improve the development of people. Simultaneously improving the quality and value of our many organizations. We call this emerging style to servant leadership (Spears, 1998). As organizations transform from large, bureaucratic structures to smaller, more flexible structures that can better respond to today’s competitive environment, a new management paradigm is required. Servant-leadership, with its emphasis on employee empowerment, teamwork and flatter organizational structures is seen as a best fit. Moreover, research has shown servant leadership to be prevalent and effective in such diverse countries as the South Africa, USA, Arab/Bedouin, Australia, and Holland (Dillman, 2004; Dannhauser and Boshoff, 2006). In addition, servant leadership has been found appropriate in the business, government and non-profit sectors, and equally important and appropriate in educational sector (Barbuto and Wheeler, 2006; Dannhauser and Boshoff, 2006).

In 21st century organizational setting of accommodating relationships, flattened organizational structures, and global competition, organizational citizenship behaviors have also shown to be thoughtful to an effective organizational working (Podsakoff et al., 2000). The concept of organizational citizenship behavior (OCB) was coined by (Organ, 1988) defining it as an optional behavior that is not the part of employee formal job but that promotes the effective functioning of the organization. Similarly we could say that OCB is an optional behavior that goes beyond one’s formal
job and is intended to support other employee in an organization. In the organizational setting, citizenship behaviors generally describe an extra struggle shown by employees on behalf of other colleagues or for the organization as a whole. Equally trust plays a very important role in amongst servant leadership and OCB link. A major part of the leader’s work has been, and continues to be, dealing and working with other people to find and resolve problems, but whether leader’s gets access to the information and creative thinking which depend on the degree of trust of people upon them. Trust and integrity moderate the leader’s access to information and co-operation (Nyhan and Marlowe, 1997). When followers trust a leader, they are ready to be vulnerable to the leader’s activities – confident that their decencies, rights, and interests will never be neglected. Honesty and credibility, for instance, consistently marks at the top most lists of features admired in leaders because it is absolutely critical to the topic of leadership. If employees are going to follow somebody happily, whether it be into clash or into the boardroom, they first wish to guarantee themselves that the individual is worthy of their trust. Trust in the leader is absolutely necessary for an effective functioning of the organization and it is the level of confidence that one employee has in their boss competence and willingness to act in a formal, fair, moral, and expectable manner (Nyhan and Marlowe, 1997).

The objective of this current study is to examine the association between servant leadership and organizational citizenship behaviors (OCBs) along with mediating effect of trust in SL – OCB link. Notably, Hostede’s cultural ranking model has rated Pakistan to be a highly collectivist culture and very low on individualism by scoring it as 14/100 (Robbins and Judge, 2007). Therefore, the present study has not only added value and significance by exploring the mediating effect of trust in the linkage between servant leadership and OCB, but has also increased our understanding and knowledge by studying these concepts in a collectivist culture of Pakistan. The present study will also help the educational sector of Pakistan to highlight certain guiding principles which will assist in developing strategies to promote OCB among faculty members. In Pakistan, the universities in their present shape are not geared to produce novel knowledge. Moreover, their graduate and undergraduate study programs are not up to international standards. The faculty members do not co-operate with each other in research activities, the research culture in the universities require improvement. Organizational citizenship Behaviors facilitate the colleagues, students, supervisors, and subordinates to extend the nature of helping behavior towards mutual gains and managing equal workload.

**Literature Review**

**Servant Leadership**

Robert K. Greenleaf in 1977 first described servant-leadership which mainly focuses on leader’s main motivation and part as service to others. Similarly, Servant-leadership emphasizes on improved service to others people and encouraging their subordinates to take participate in decision making process of the organization. Purifying Greenleaf’s vision, Spears (1998) also considered servant leadership as “one which is grounded on groups, teamwork and openness; one which pursues to involve others in organizational activities; one which is strongly based in principled and kind behavior; and one which is improving the growth of team members and other colleagues. The similar notion is backed by Laub (1999) that servant leadership as a sympathetic and exercise of authority that focuses on the interests of their employees. Employee’s interest is the first priority for the leader. According to Greenleaf (1977) the major part of leadership in the leader’s opinion is that first to serve than to lead. Servant leadership is deeply-rooted in an intrinsic feeling to deliver services to others (Greenleaf, 1977; Bass, 2000). Revealed by (Greenleaf, 1977), servant leaders recognize that they are first of all servants; thus, their first importance is to seek the follower’s trust. Furthermore, he proposed that servant leadership focuses on developing individuals to their fullest capability in the areas of task efficiency, community stewardship, self-starter, and future leadership abilities.

In the view of Behavioral scientists, there are ten main leadership characteristics, or qualities in Greenleaf’s writings (Russell and Stone, 2002). (1) Listening is an important communication
instrument, essential for accurate and exact communication and for actively representing respect for others. (2) Empathy: The aptitude to mental development one’s own awareness into that of another employee. (3) Healing: in view of Greenleaf, healing as “to make complete”. The servant leader identifies that the shared human wish to find wholeness in one’s self, and maintenances in others. (4) Awareness: Short of awareness, we lose leadership opportunities. (5) Persuasion: The actual servant-leader nurtures group consensus through “kind but clear and determined encouragement, and does not use group compliance through position power. (6) Conceptualization: The servant-leader can consider solutions to difficulties that do not currently exist. (7) Foresight: “Intuition or foresight is more useful than average guess about what is going to occur when in the future”. (8) Stewardship: Organizational agents, or ‘trustees’ are worried not only for the employees within the organization, but also the institute as a whole, and its influence on and relationship with all of group. (9) Assurance to the development of people: The top-secret in making organizational team to their fullest capabilities require by developing them to the top level. (10) Building community: Large organizations also aim to build the community so that social liaison is justified in society.

Researchers were keen to take interest in the importance of leadership in the organizational setting during the early part of the twentieth century. In start, leadership theories were focused on qualities which differentiated leaders and followers, while many other theories were developed to look other variables such as situational factors and talent levels. In this way, many leadership theories have developed, and these can be categorized as one of eight major types: Great man theory propounds that the ability of leadership is always inherent – that leaders are born not made. The second theory is a trait theory, which often identifies specific personality or behavioral traits shared by leaders which are either born or made. Then, contingency theory of leadership focuses on particular situations related to the environment that might decide which particular style of leadership is appropriate and best suited for that specific particular situation. In the context of situational theories, leaders select the best course of act based upon situational settings. Different approaches and styles of leadership may be more suitable for certain types of decision-making process. According to behavioral approaches, employees can learn to become leaders through training, teaching and experience. Participative leadership technique encourages their employees to take participate in decision making process; this theory suggested that the best leadership approach is the one that takes the input from others into account. Moreover, transactional leadership focuses on the role of administration, organization and group performance. According to these theories, leadership is based on the method of rewards and punishments. Transformational leaders encourage and inspire employees by serving group members by realizing the vitality and higher value of the job. These leaders are concentrated on the performance of team members, but also require each person to fulfill his or her own talent. Leaders with this approach often have high morale and upright standards. Researchers normally compared servant leadership with transformational leadership. In present time servant-leadership and transformational leadership both has become a widespread leadership theories because both emphasis on amazing leader qualities and its humanistic valuation of followers. Several behavioral researchers have stated that both transformational and servant-leadership approaches are deep-rooted in the charismatic leadership model developed by Max Weber (A German Scientist) in the early 20th centuries (Smith et al., 2004; Stone, Russell and Patterson, 2004). Without a doubt, both approaches share the charismatic leadership theory emphasis on leadership qualities, skills and behavior. In reality, transformational and servant-leadership are different approaches and however, are neither the substitutes of each other (Stone, Russell and Patterson, 2004). As a substitute, they are complementary models that share a focus on the employees, both in terms of gratitude of followers and of stress on leadership qualities, but differ meaningfully in leader inspiration, organizational goals, measures of achievement, resulting cultures, and contextual suitability. In the view of (Smith et al., 2004), the transformational leader is eventually interested by to achieve organizational objectives, on the other hand, the servant-leader is ultimately interested to help and support the self-actualization of employees. Consequently, servant-leadership focuses more on people over production, and transformational leadership focuses on the reverse. In
2000, five of the top ten organizations in Fortune’s list were said to be the practitioners of servant-leadership (Sendjaya and Sarros, 2002). Organizations that follow and promote servant-leadership include Southwest Airlines, Starbucks Coffee Company, and many of the nation’s top colleges and universities.

**Organizational Citizenship Behaviors**

In the view of (Hoffman et al., 2007) organizational citizenship behavior (OCB) is work-related behavior focused on individuals and the organization as a whole outside the area of traditional job statements (in-role behavior) and official organizational reward systems that, in overall, encourages and promotes the efficient and effective functioning of the organization. The term Organizational Citizenship Behavior (OCB) is anything positive, encouraging and practical which employees demonstrate at their own will, supports colleagues and benefits the overall productivity of an organization (Organ, 1988). Organizational citizenship behavior is not all the time formally acknowledged or rewarded by the organization and concepts like cooperation or friendliness are also not easy to measure (Podsakoff et al., 2000). The typical examples of OCB include showing positive attitude, offering to help a novice become familiar with his/her job at the office, helping coworker who may be under stressed due to deadlines, and organizational-related works such as working for colleagues and over time without expectation of reward. Similarly think of employees who are supportive with their boss/superiors and colleagues, willing to make sacrifices, are ready to cooperate and are easier to work with – these behaviors are all included within OCB. There are five dimensions of OCB (Organ, 1988).

1. **Altruism:** being helpful, cooperative, and accommodating.
2. **Courtesy:** being well-mannered, polite and avoid conflicts.
3. **Conscientiousness:** carefulness, and doing extra than just the requirement.
4. **Civic virtue:** giving importance and showing involvement within the organization.
5. **Sportsmanship:** accepting and tolerating less than ideal working conditions.

The traditional and common measures used as suitable and valid predictors of OCB include; organizational commitment, job satisfaction, employee engagement, trusts between an employee and his/her colleagues, motivation, and perceived fairness (Organ, 1988; Podsakoff et al., 2000). Moreover, OCB enhances the social environment in the organization, lowering rates of absenteeism and turnover intentions, increases employee well-being, along with the productivity (Podsakoff et al., 2000). In the view of (Podsakoff et al., 2000) leadership behaviors have been discovered to play an important role in promoting organizational citizenship behavior. The suggested positive link and association between servant-leadership and OCB is also supported by (Smith et al. 1983). Therefore, employees having bosses as servant-leaders would be likely to follow these behaviors in their communications with each other and, accordingly, show higher levels of OCB. Similarly, (Smith et al., 1983) described that leader supportiveness and motivation initiates an arrangement of exchange that is shared, non-contractual and ultimately results in reciprocal positive, healthy exchanges between leader and followers. Numerous researchers suggested servant leadership may be more beneficial to organizational citizenship behaviors due to its emphasis on employee development, community growth, and shared leadership (Graham, 1991; Laub, 1991). According to (Winston, 2003), the leader’s service to the employees results in the employee’s reciprocal service to the leader. In the view of (Stone et al., 2004) the purpose of the servant leader’s is not to order others but rather to inspire, motivate and facilitate the employees. According to (Greenleaf, 1977) if leaders serve followers, in response followers will be inspired to serve others. Same argument is provided by (Organ et al., 2005) that employees who perceive their leaders to help subordinates, who offer personal support to employees, and who display genuine interest in their followers, will be encouraged and motivated to reciprocate and to give to others. Accordingly the following hypothesis was proposed for the study.

**H1:** Servant leadership will positively influence organizational citizenship behavior.
Trust

Trust is one of the important variables in the organizational behavior literature. Trust is an optimistic expectancy that another will not -- through arguments, actions, or choices -- act opportunistically (Joseph and Winston, 2005). The term expectation in our definition undertakes understanding of and familiarity with the other people. Trust takes lot of time to form, building gradually and accumulating. Majority of us find it difficult, if not impossible, to trust somebody instantly if we are unaware and uninformed of anything about him or her (Reinke, 2004). Researchers have explored five dimensions of trust: honesty, competence, uniformity, faithfulness, and openness (Joseph and Winston, 2005). With the intention of trust, one must have faith that the other employee or group will behave in an expectable way which will motivate one to act in a same way of high trust. When relationships fit in to the means of reciprocity and when the pattern of exchange is supposed as being reasonable, employees are more likely to come to have confidence that they will not be abused and exploited (Blau, 1964).

Many prominent researchers have explored strongly positive relationships between servant leadership and trust (Reinke, 2004; Joseph and Winston, 2005; Dannhauser and Boshoff, 2006). In addition, trust has also been determined to be an important mediator of the association between transformational leadership behaviors and OCB in the view of (Mackenzie et al., 2001). When individuals recognize that they are being treated justly (a basis for trust), they tend to involve voluntarily in citizenship behaviors (Organ, 1988). Many prominent researchers have explored strong positive association between trust and OCB (Dirks and Ferrin, 2002; Asgari et al., 2008).

According to social exchange theory (Blau, 1964), the evidence that social behavior is the result of an exchange procedure and the give-and-take of social and material resources is a important form of human interaction. In the view of Blau (1964), social exchange relationships are constructed on trust. That is, when an employee gives trust to another, in reply they do so trusting that the other party will definitely reciprocate in a same manner. Subsequently servant leadership has been hypothesized to be positively associated with both OCB and trust, As Greenleaf’s stated that nothing happens and we cannot create win-win situation without trust, proposes the likelihood of a causal or mediating route where trust mediates the positive association between servant leadership and Organizational Citizenship Behavior (OCB).

**H2:** Trust mediates positively in the relationship between servant leadership and OCB.

**Figure 1: Conceptual Model**

![Diagram](image)

The conceptual model is presented in figure 1. The diagram shows that there is one independent variable i.e. servant leadership; there is one dependent variable i.e. organizational citizenship behavior; and there is one mediating variable i.e. Trust. It shows the rational link among the three different types of variables i.e. dependent, independent, and mediating variables.
**Methodology**

In the present research, personally administered questionnaire/instruments were used to gather the relevant data. This kind of data collection technique was less expensive and helped in collecting the completed answers within a short period of time. Before filling the questionnaire, the respondents were given an informed consent form and were also informed of their rights. After finishing the questionnaires, the respondents returned back the questionnaire to the researcher. Moreover, the participant’s demographic information is presented in Table-4. The sample of this present research was drawn from four public sector universities in Islamabad. These were randomly selected from a list of public sector universities in Islamabad (HEC, 2012). Participants of the study consist of all full-time faculty members (Lecturers and Assistant Professors) of four public sector universities in Islamabad. A total of 445 faculty members working in different universities were approached to fill the questionnaires, out of 445, only 345 faculty members got agreed to be the part of the study and filled questionnaires. They were also given confidentially assurances and ensured that participation is total voluntarily. In the present research the standardized questionnaires were used to measure the variables.

First of all the servant leadership was measured with 5 questions from (Barbuto and Wheeler, 2006) (e.g., “This individual sacrifices his/her own benefits to meet my requirements”). The internal consistency (Cronbach’s Alpha) for the scale in this study was .77. Similarly, organizational citizenship behavior was measured using 5 items from (Podsakoff et al., 1990) (e.g., “Follows company instructions and guidelines even when no one is observing.”); the internal consistency (Cronbach’s Alpha) for the scale in this study was .79. Finally, trust was measured using 5 items from (Nyhan and Marlowe, 1997), (e.g., “My level of self-confidence that my leader/boss is technically capable at the critical elements of his or her work”). The internal consistency (Cronbach’s Alpha) for the scale in this study was .76.

In the present study path analysis was performed, using AMOS 7, to analyze the proposed model. Such as the effect of low sample size on the Chi-square test, we utilized two-step process to test the proposed model as suggested by (Anderson and Garbing, 1988). In the first stage, analysis was conducted on the five questions/items of Servant Leadership, five items of Trust and five items of OCB. After the factor structures were validated, researcher moved towards the path analysis to examine the hypothesized association among five servant leadership items, five trust items and five OCB items. This process was adopted as the sample size was lesser. According to (Gorsuch, 1983; Hatcher, 1994) a minimum subject requirement to item ratio is at least 5:1. On the other hand, (Nunnally, 1978) suggested that the subject to item ratio should be at least 10:1. Failure to have a typical sample of sufficient size may result in unstable loadings (Cliff, 1970). In the present research model, there were three embryonic variables named as Servant Leadership, Trust and Organizational Citizenship Behavior entails structural model. The structural model tests the paths among Servant leadership, trust, and OCB. Moreover, the fitness of the model was analyzed and assessed by the fit statistics.

**Results**

In present research study the model fit was measured by the following fit statistics as Chi-square value was divided by the associated degree of freedom (x 2/df) to estimate the model fitness relative to the sample size (Bollen,1989; Kline,1998) then Root Mean Square Error of Approximation (RMSEA) is viewed to measure the differences among population covariance and population implicit covariance matrix; In contrast to the null model Comparative Fit Index (CFI) was measured; and Goodness of Fit Index (GFI) was also measured to estimate the fluctuations between the sample covariance matrix and the sample implicit covariance matrix.

The measurement model is first tested for the fit to the data. The model attained an accepted fit (Table 3) as $X^2/df = 2.36$, CFI= 0.96, TLI=0.94, and RMSEA=0.07 and the factor loadings are greater than 0.7, moreover, majority of $R^2$ values are larger than 0.5 (see Table 2). Servant leadership, trust and
OCB are tested with the help of structural equation modeling technique to study the paths among them. The path from servant leadership to trust ($= 0.47, p < 0.01$) is significant. Similarly, positive and significant results are seen through the direct structural paths from servant leadership ($= 0.19, p < 0.05$) and trust ($= 0.59, p < 0.01$) to OCB (see Figure 2). The indirect effect of servant leadership on OCB is significant ($= 0.27, p < 0.01$). This shows that the effect of servant leadership on OCB is partially mediated by trust. The confirmatory factor analysis (CFA) indicated that the models fit the data and all the factor loadings were significant and greater than 0.5. (Fit statistics are provided in Table 2).

**Discussion and Conclusion**

The main objective of the research was to test a model that seeks to clarify associations between three major constructs in the organizational behavior field – servant leadership, trust, and organizational citizenship behavior. In general results showed that servant leadership directly effect on OCB and the relationship between servant leadership and OCB is partially mediated by trust. Major contribution of present research is the examination of trust as a mediator through structural equation modeling technique in the collectivist culture of Pakistan. Organizations can develop trust and enhance OCB through servant leadership because the servant leader strives for to build groups and teams that increase strengths and compensate for flaws. The objective is to build the best overall likelihood for success. Employees wish to know that they matter to the organization they work for and that they also add value and their role is very important for the smooth functioning of the organization. Similarly, Servant leaders can rarely accomplish anything of long-lasting value alone. Leaders must improve and develop an effective team to make accomplishment long lasting and endless. Many organizations, businesses and even nonprofit organizations have embraced general objectives that are either financial concentrated or financial driven. These approaches often generate a deviation in purpose from the central objectives. The servant focused leaders pursue the greater good of the organization. Greater good is not always concentrated on the financial benifits of the organization. The greater objective becomes one that shifts intent and focus from the profit side to the people side. Money and financial benefits are often not the main objective. People are the main objectives. Doing what is good for the betterment of employees, stockholders and customers becomes the primary goal.

Organizations must follow few points to promote OCB at workplace. First of all they should not discriminate and discourage their employees in the organization. Second they should make all decisions on purely merit bases and they should provide justice to their employees at workplace. OCB can be enhanced by admitting faults when they happen, make an apology and quickly taking appropriate corrective actions, furthermore, employees must involve in positive development programs because it improves their energy which eventually results in showing citizenship behaviors. Moreover employees become more open and approachable at the workplace that finally may lead to display higher levels of citizenship behaviors. Citizenship behaviors can be encouraged at workplace by providing training to employees on time management, stress management, and positive attitude. Thus, the present research has made a appreciated and valuable contribution by adding to the growing body of literature on the three very important and main research areas of organizational setting in the collectivist culture of Pakistan.

While analyzing the results, few limitations of the research should be kept in minds which are as follows: (1) First potential limitations of the present study may be the use of cross sectional data or data which is taken only once, (2) The research has been conducted on public sector universities which limits the generalization of the findings to only private sector universities, (3) All the respondents of the study were full time faculty members having stable employment; therefore they were involved in social exchange based employment relationships. The results, thus, may not be relevant to part time or contractual faculty members are involved in an economic exchange based employment relationships. Previous studies have suggested that part time employees engage less in citizenship behaviors (Van-Dyne and Ang, 1998; Stamper and Van Dyne, 2001). The future research may also investigate more
potential mediators of servant leadership ---- OCB relationship e.g., intrinsic motivation, and job satisfaction.

**Figure 2: The Structural Equation model**

Equation – 1: \( Y (TR) = \beta_0 + \beta_1 (SL) + \mu \) \( \beta_1 = 0.47 \)

Equation – 2: \( Y (OCB) = \beta_0 + \beta_1 (TR) + \mu \) \( \beta_1 = 0.59 \)

Equation – 3: \( Y (OCB) = \beta_0 + \beta_1 (SL) + \mu \) \( \beta_1 = 0.19 \)

Direct effect = 0.19

Indirect effect = 0.47*0.59 = 0.27

Total effect = 0.19 + 0.27 = 0.46

The mediating effect of trust in the relationship between servant leadership and OCB is 0.27, it’s a partial mediation.

**Table 2: The measurement Model**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Items</th>
<th>Factor Loadings</th>
<th>( R^2 )</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Servant Leadership</strong></td>
<td>1</td>
<td>0.724</td>
<td>0.61</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>0.762</td>
<td>0.51</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0.763</td>
<td>0.63</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>0.725</td>
<td>0.53</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0.726</td>
<td>0.55</td>
</tr>
<tr>
<td><strong>Trust</strong></td>
<td>1</td>
<td>0.875</td>
<td>0.77</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>0.711</td>
<td>0.74</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0.715</td>
<td>0.68</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>0.794</td>
<td>0.64</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0.735</td>
<td>0.58</td>
</tr>
<tr>
<td><strong>OCB</strong></td>
<td>1</td>
<td>0.792</td>
<td>0.51</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>0.768</td>
<td>0.63</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0.756</td>
<td>0.53</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>0.745</td>
<td>0.55</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0.726</td>
<td>0.71</td>
</tr>
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</table>
Table 3: Fit Indices

<table>
<thead>
<tr>
<th>Fit Indices</th>
<th>Perfect Fit</th>
<th>Accepted Fit</th>
<th>Path Model</th>
<th>Structural Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>X²/df</td>
<td>X²/df &lt; 3</td>
<td>3 &lt; X²/df &lt; 5</td>
<td>1.91</td>
<td>2.36</td>
</tr>
<tr>
<td>CFI</td>
<td>0.97 &lt; CFI &lt; 1</td>
<td>0.95 &lt; CFI &lt; 0.97</td>
<td>0.98</td>
<td>0.96</td>
</tr>
<tr>
<td>TLI</td>
<td>0.95 &lt; TLI &lt; 1</td>
<td>0.90 &lt; TLI &lt; 0.95</td>
<td>0.97</td>
<td>0.94</td>
</tr>
<tr>
<td>GFI</td>
<td>0.95 &lt; GFI &lt; 1</td>
<td>0.90 &lt; GFI &lt; 0.95</td>
<td>0.96</td>
<td>0.93</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0 &lt; RMSEA &lt; 0.05</td>
<td>0.05 &lt; RMSEA &lt; 0.08</td>
<td>0.05</td>
<td>0.07</td>
</tr>
</tbody>
</table>

Table 4: HEC Recognized Public Sector Universities of Islamabad/Rawalpindi

1. Air University, Islamabad
2. Allama Iqbal Open University, Islamabad
3. Bahria University Islamabad
4. COMSATS Institute of Information Technology, Islamabad
5. Federal Urdu University of Arts, Sciences and Technology, Islamabad
6. International Islamic University, Islamabad
7. National University of Modern Languages, Islamabad
8. National University of Sciences and Technology, Islamabad
9. Quaid-i-Azam University Islamabad

Table 5: The Main Characteristics of the Sample (N = 345)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>200</td>
<td>58%</td>
</tr>
<tr>
<td>Female</td>
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</tr>
<tr>
<td>Age</td>
<td></td>
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<tr>
<td>Less than 35 years</td>
<td>110</td>
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<tr>
<td>35-45 years</td>
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<td>45%</td>
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<tr>
<td>More than 45 years</td>
<td>80</td>
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<td>Tenure</td>
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<tr>
<td>Less than 5 years</td>
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<td>5-10 years</td>
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</tr>
<tr>
<td>11-15 years</td>
<td>60</td>
<td>17%</td>
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<tr>
<td>More than 15 years</td>
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<tr>
<td>Designation</td>
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<tr>
<td>Lecturer</td>
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</tr>
<tr>
<td>Assistant Professor</td>
<td>170</td>
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References


