

Chapter 14

Servant Leadership Influence on Organizational Citizenship Behavior With the Mediation Role of Emotional Intelligence: A Case of Public Universities in Ethiopia

Dambi Dugo

Bule Hora University, Ethiopia

Shashi Kant

 <https://orcid.org/0000-0003-4722-5736>

Bule Hora University, Ethiopia

Zerihun Kinde Alemu

Ethiopian Civil Service University, Ethiopia

ABSTRACT

This investigation investigates the association among leader servant behavior and behavior of organization citizenship (OCB) within the perspective of higher education institutes in Ethiopia, emphasizing the mediating function of intelligence based on emotions. The investigation involved 385 staff members from various higher education institutes across Ethiopia. Initially, the Kaiser-Meyer-Olkin (KMO) coefficient was utilized to assess the sample adequacy for factor investigation. Following this, confirmatory factor investigation (CFA) was conducted to validate the measurement model and its proxies. Subsequently, the authors examined the hypothesized associations among leader servant behavior, intelligence based on emotions, and behavior of organization citizenship using structural equation modeling (SEM) with the AMOS investigation tool. The outcomes depict that leader servant behavior substantially enhances behavior of organization citizenship, while intelligence based on emotions serves as a critical mediator in this association.

DOI: 10.4018/979-8-3693-9281-2.ch014

INTRODUCTION

The implication of leadership founded on ethics in the perspective of interconnected international firm cannot be overstated. Leader servant behavior, characterized by fairness, morality, and respect for ethical values, plays a crucial function in shaping the culture of an organization and influencing employee behavior. As highlighted by Taamneh (2024), leader servant behavior affirmatively influences Behavior of organization citizenship (OCB), which encompasses voluntary actions taken by staff members for the benefit of the organization. This is particularly relevant in developing countries like Ethiopia, where workplaces encounter unique opportunities and challenges. The connection among leader servant behavior and ethical transparency is essential for fostering a affirmative organizational climate (Asefa et al., 2023). The notion of leadership founded on ethics emerged in the latter part of the twentieth century as organizations considered that leadership behavior substantially influences employee satisfaction and organizational management. According to Brown and Treviño (2006), cited by Ali et al. (2024), ethical leaders cultivate a culture of trust and belonging among staff members. Given the dynamic nature of Ethiopia's socio-economic environment, the emphasis on leadership founded on ethics aims to enhance leaders' influence within organizations over time. However, there remains a lack of empirical studies directly examining these processes, particularly from an African perspective (Nemr & Liu, 2021).

While there is a growing body of investigation on OCB and leadership founded on ethics, numerous challenges persist. Materialistic leadership behaviors, characterized by a focus on self-serving gains, are commonly observed in Ethiopian workplaces (Birhane et al., 2024). This contributes to low employee commitment and poor organizational performance. Additionally, the absence of reliable measures for assessing OCB in regional perspectives complicates the examination of these associations. This investigation aims to address these gaps by investigating the mediating function of intelligence based on emotions in the association among leader servant behavior and OCB within higher education institutes in Ethiopia (Adawiyah et al., 2022). Previous investigation has explored the nexus among OCB, culture of organization, and leadership founded on ethics; however, many questions remain unanswered, particularly in the Ethiopian perspective (Adawiyah et al., 2022). There is an urgent need for empirical investigations to understand how ethnic proxies influence these interactions and the ways in which leader servant behavior fosters employee commitment and accountability. Further studies are also necessary to explore the associations among extrinsic proxies such as ethnic expectations and economic fluctuations.

Consequently, this investigation aims to fill existing gaps by providing a qualitative investigation of the associations among leader servant behavior, intelligence based on emotions, and OCB in the perspective of higher education institutes in Ethiopia. By employing both quantitative and qualitative data, we seek to develop a comprehensive understanding of these dynamics. The outcomes will offer valuable insights for future scholars and policymakers on fostering leadership founded on ethics behaviors that enhance employee commitment and organizational influence. The investigation question guiding this investigation is: ***“How does leader servant behavior influence Behavior of organization citizenship in Ethiopian higher education institutes, and what function does intelligence based on emotions play as a mediator?”*** This investigation is crucial for understanding leadership behaviors in Ethiopia.

22 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/servant-leadership-influence-on-organizational-citizenship-behavior-with-the-mediation-role-of-emotional-intelligence/372868

Related Content

Organizational Culture and Job Satisfaction

Ana Galvão, Cecília Magalhães, Eugénia Maria Garcia Jorge Anes and Marco Pinheiro (2026). *Leadership Psychology and Development: Performance, Wellbeing, and Evolution* (pp. 115-136).

www.irma-international.org/chapter/organizational-culture-and-job-satisfaction/412684

Pedagogical Challenges in Cross-Cultural Chinese Language Teaching: Perceptions and Experiences of Chinese Immersion Teachers in the U.S.

Wenying Zhou and Guofang Li (2017). *Educational Leadership and Administration: Concepts, Methodologies, Tools, and Applications* (pp. 1656-1681).

www.irma-international.org/chapter/pedagogical-challenges-in-cross-cultural-chinese-language-teaching/169078

Andragogical Leaders Immersing Into the Metaverse

Linda Marie Ellington (2023). *Handbook of Research on Andragogical Leadership and Technology in a Modern World* (pp. 324-340).

www.irma-international.org/chapter/andragogical-leaders-immersing-into-the-metaverse/322985

Determination of the Most Suitable Leadership Type in the Hotel Industry Using Best-Worst Method

Kevser Arman and Arzu Organ (2023). *Leadership Approaches in Global Hospitality and Tourism* (pp. 73-90).

www.irma-international.org/chapter/determination-of-the-most-suitable-leadership-type-in-the-hotel-industry-using-best-worst-method/318272

Integrated Electronic HEI Performance Management

Teay Shawyun (2021). *Encyclopedia of Organizational Knowledge, Administration, and Technology* (pp. 1108-1131).

www.irma-international.org/chapter/integrated-electronic-hei-performance-management/263603