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MASTER THESIS

<p>TARNAUJANČIOS LYDERYSTĖS POVEIKIS ORGANIZACIJOS PILIETIŠKAI ELGSENAI: MEDIJUOJANTIS EMOCINIO INTELEKTO VAIDMUO IR MODERUOJANTIS ORGANIZACINĖS KULTŪROS VAIDMUO</p>	<p>THE IMPACT OF SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE AND THE MODERATING ROLE OF ORGANIZATIONAL CULTURE</p>
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INTRODUCTION

Relevance of the topic. Organizations today face constant pressures of change and competition, which highlight the importance of leadership in sustaining employee engagement and organizational performance. Servant leadership has emerged as a transformative style that emphasizes service, empathy, and the growth of employees, fostering trust and commitment. These qualities are closely connected to organizational citizenship behavior (OCB), the discretionary and voluntary behaviors that enhance organizational effectiveness (Karatepe et al., 2019). Given the importance of OCB for collaboration, adaptability, and long-term competitiveness, understanding the mechanisms by which servant leadership fosters OCB has both theoretical and practical significance. Furthermore, organizational culture represents a powerful contextual factor that can either amplify or weaken the effects of leadership. Although culture is acknowledged as shaping leader effectiveness, little systematic research has explored how it moderates the relationship between emotional intelligence and OCB. In supportive, collaborative cultures, emotionally intelligent employees may be more likely to engage in OCB, while in rigid or hierarchical contexts the same relationship may weaken (Qiu & Dooley, 2022).

Level of research of the topic. The relationship between servant leadership and OCB has been widely examined, with studies showing that servant leaders create supportive environments where employees feel valued and motivated to go beyond formal job requirements (Qiu & Dooley, 2022; Karatepe et al., 2019). However, the role of emotional intelligence (EI) as a mediating mechanism in this relationship has not been fully investigated. Some research has suggested that EI, which encompasses the ability to recognize, understand, and manage emotions, may strengthen the pathway between servant leadership and discretionary employee behaviors (Hunter et al., 2022; Tan et al., 2022). Recent empirical evidence confirms this mediation process: Kumari et al. (2022) demonstrated that emotional intelligence partially mediates the servant leadership-OCB relationship, with servant leaders fostering emotionally intelligent work environments that motivate employees to engage in prosocial behaviors (indirect effect coefficient = 0.290). Additionally, a comprehensive meta-analysis by Dođru (2022) established robust quantitative support for the EI-OCB linkage across 43 independent samples ($\rho = 0.36$, $p < 0.001$), confirming that employees with higher emotional intelligence consistently demonstrate greater organizational citizenship behaviors. Despite this growing evidence, the specific psychological processes through which emotional intelligence transmits the effects of servant leadership to OCB remain underexplored, leaving important theoretical and empirical gaps. Recent research explicitly identifies organizational culture as a critical yet underexplored moderator in servant leadership research. Zada et al. (2024) called for investigation of "other potential mediators and moderators of this relationship, such as organizational culture, team dynamics, and individual differences," while Lu et al. (2024) demonstrated that moderated mediation frameworks can successfully explain complex leadership-

outcome relationships when cultural and psychological boundary conditions are incorporated. A 2024 systematic review by Demeke et al. further confirmed that "antecedents and boundary conditions of servant leadership also remain less explored, leaving a knowledge gap" regarding when and under what cultural conditions servant leadership most effectively promotes employee outcomes.

Novelty of the thesis. The novelty of this thesis lies in its comprehensive examination of how emotional intelligence mediates the servant leadership-OCB relationship and how organizational culture moderates this mediation process. While previous studies have explored individual linkages between these constructs, few have integrated them into a unified framework that accounts for both psychological mechanisms (emotional intelligence) and contextual conditions (organizational culture). Lu et al. (2024) noted that "a fundamental question remains unanswered: what precise mechanisms could drive the relationship between servant leadership and OCB? There remains a need to explore the underlying mechanisms that shape these relationships." This integrated approach offers a more nuanced understanding of when and why servant leadership promotes organizational citizenship behavior, addressing calls by Demeke et al. (2024) for frameworks that combine "multiple theoretical lenses" and explore "important follower-related mediating mechanisms."

Research problem. This research seeks to fill these gaps by investigating the dynamic connections among servant leadership, emotional intelligence, and organizational culture in fostering organizational citizenship behavior. Specifically, it examines: How does organizational culture moderate the impact of servant leadership on organizational citizenship behavior, with emotional intelligence acting as a mediating variable? This problem is both theoretically and practically important, as it addresses the "black box" between leadership behaviors and employee outcomes while accounting for the contextual conditions under which these relationships hold.

Aim and objectives. The aim of this thesis is to evaluate the impact of servant leadership on organizational citizenship behavior through the mediating role of emotional intelligence and the moderating role of organizational culture.

To achieve this aim, the following objectives have been established:

- (1) review and analyze the scientific literature on servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior to establish a theoretical foundation;
- (2) develop a conceptual model that integrates servant leadership as the independent variable, emotional intelligence as the mediating variable, organizational culture as the moderating variable, and organizational citizenship behavior as the dependent variable;
- (3) design and implement a quantitative research methodology to empirically test the proposed conceptual model and its associated hypotheses;
- (4) provide theoretical and practical insights based on the research findings to support leadership

development and organizational effectiveness.

Research methods. To address the research problem, this study employs a quantitative research methodology utilizing structured survey questionnaires administered to employees across multiple organizational settings in Bangladesh. Data were collected from 500 respondents across three organizations: C&T Homecare Services Limited (a New York-based homecare agency), Amazing Fashions Ltd. (a ready-made garments manufacturer), and Southeast Bank PLC (a financial institution). The multi-industry sampling approach enhances external validity by capturing diverse organizational dynamics. Established measurement scales ensure construct validity: servant leadership (Laub, 1999), emotional intelligence (Goleman, 1995; Schutte et al., 1998), organizational culture (Denison & Mishra, 1995), and organizational citizenship behavior (Podsakoff et al., 1990). Structural equation modeling (SEM) was used to test the hypothesized relationships, with reliability assessments conducted using Cronbach's alpha and construct validity evaluated through confirmatory factor analysis.

Structure of the thesis. The thesis is structured as follows. Chapter 1 provides a comprehensive theoretical analysis of servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior, synthesizing existing literature and developing the conceptual framework. Chapter 2 presents the research methodology, including the research model, hypotheses, measurement instruments, sampling strategy, and data analysis procedures. Chapter 3 presents the empirical results and their interpretation in light of existing theory and practice. The thesis concludes with a discussion of the main findings, theoretical and practical implications, research limitations, and directions for future research.

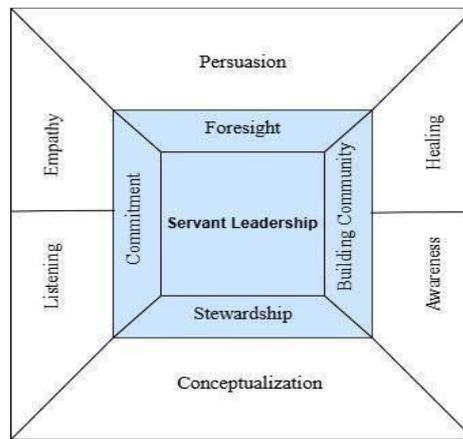
Limitations. The study acknowledges certain limitations, including the use of self-reported data, cross-sectional design, and the specific cultural and organizational context of the sample in Bangladesh, which may affect the generalizability of findings to other cultural contexts. These limitations are discussed in detail in the final chapter along with recommendations for future research employing longitudinal designs and multi-source data collection methods.

1.1 The concept of servant leadership

Leadership, broadly defined, is the action of leading groups or organizations toward the achievement of shared goals. Over the last century, leadership has been intensely studied and explored, with a primary focus on understanding the behaviors and qualities of leaders that influence groups to align and work together toward common objectives. Northouse (2019), Barbuto and Wheeler (2006) identified several key elements as central to the leadership phenomenon – leadership as a process, involving influence, taking place in groups, and oriented toward shared goals. In his view, leadership is a process through which a person affects a group of people to pursue a shared goal. Definitions of leadership have evolved over time in response to changing global contexts and the need for a broader understanding of leadership. This evolution spans from traditional trait-based theories, which posited that leaders were born with certain inherent qualities, to behavioral theories suggesting that specific behaviors could be learned. Later, situational theories emerged, highlighting the importance of context, leading to contemporary theories that stress the complex interactions between leaders, followers, and the organizational system. In these newer frameworks, leadership is seen not only as a top-down process but as a dynamic relationship where followers also play a significant role Barbuto and Wheeler (2006). As leadership theories evolved, so did the development of different leadership styles that adapted to the changing needs of organizations. Among the most notable approaches in the 21st century is ‘servant leadership’, first introduced by Greenleaf (1970). Unlike traditional leadership models, servant leadership flips the conventional notion of leadership on its head by focusing on the leader’s role as a servant to their followers. The primary aim of a servant leader is to serve others, putting their needs first, and helping them achieve their highest potential. Greenleaf’s philosophy of servant leadership emphasizes empathy, ethical behavior, and the empowerment of followers rather than focusing on gaining power or control.

The core tenets of servant leadership emphasize the idea that leaders should not seek power or status for themselves but instead aim to nurture and support those they lead. Servant leaders focus on listening, empathy, and commitment to the growth of others, especially in helping their followers reach their full potential (Benmira & Agboola, 2021). This leadership style is underpinned by a set of behaviors and values that include:

Figure 1. The core tenets of servant leadership



Source: Barbuto Jr, J.E. and Wheeler, D.W. (2006)

1. Empathy: Servant leaders strive to understand and share the feelings of others, offering emotional support and guidance.

2. Listening: A servant leader actively listens to the concerns and needs of their followers, valuing their input and fostering a sense of belonging.

3. Healing: Servant leadership also encompasses a focus on the emotional well-being of followers, helping individuals to overcome personal or professional struggles.

4. Awareness: Leaders are conscious of both their own behaviors and the needs of their followers, creating an culture of trust and respect.

5. Persuasion: Rather than using authority or coercion, servant leaders persuade through reasoning and collaboration.

6. Conceptualization: The ability to think beyond day-to-day operations and envision long-term goals and strategies that benefit the entire organization.

7. Foresight: Anticipating future outcomes and trends to guide organizational decisions and actions.

8. Stewardship: The act of taking responsibility for the organization and its resources in a way that benefits all stakeholders.

9. Commitment to the Growth of People: Servant leaders invest in the personal and professional growth of their followers.

10. Building Community: Creating a sense of community within the organization, where individuals work together to achieve shared goals.

These ten characteristics, empirically validated by van Dierendonck (2011) and operationalized in various measurement instruments (Liden et al., 2008; Barbuto & Wheeler, 2006), form the foundation for understanding how servant leaders create psychologically safe and growth-oriented work environments.

Servant leadership's distinctiveness from other contemporary leadership approaches has been subject to scholarly debate. While some researchers argue servant leadership represents a fundamentally different paradigm by prioritizing follower growth over organizational goals (Greenleaf, 1970; van Dierendonck, 2011), others contend it shares substantial conceptual overlap with transformational leadership, particularly in dimensions of individualized consideration and inspirational motivation (Stone, Russell, & Patterson, 2004). Eva et al. (2019) addressed this debate through meta-analytic evidence, demonstrating that servant leadership explains unique variance in employee outcomes beyond transformational leadership ($\Delta\rho = 0.12$ for OCB), supporting its discriminant validity. However, the theoretical boundaries remain contested: van Dierendonck and Nuijten (2011) emphasize servant leadership's unique moral foundation in service ethics, while Bass and Riggio (2006) argue transformational leadership already encompasses follower development. This ongoing discourse highlights that servant leadership's primary contribution may lie not in completely novel behaviors, but in reorienting the fundamental purpose of leadership from leader-centric goal achievement to follower-centric service and empowerment. Research suggests that servant leadership is positively related to a variety of important organizational outcomes, such as employee job satisfaction, organizational citizenship behavior (OCB), and overall employee performance. For instance, Wulandari et al. (2020) found that servant leadership had a direct and positive effect on OCB, which in turn led to higher organizational performance. In a similar vein, Karatepe et al. (2019) highlighted the role of servant leadership in enhancing employee engagement, job satisfaction, and organizational commitment. By promoting a culture of trust, collaboration, and support, servant leaders create a culture in which employees feel empowered to contribute beyond their formal roles, leading to enhanced organizational performance. Servant leadership has proven effective in various sectors, including education, banking, and government.

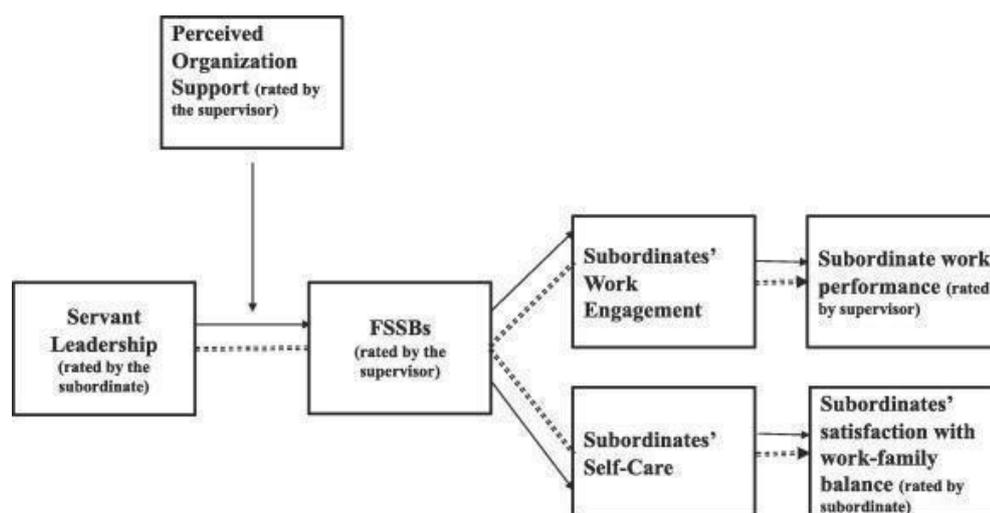
For example, Aziz et al. (2024) examined the impact of servant leadership in state-owned banks in Indonesia and found that it significantly influenced OCB and employee performance. This study demonstrated that servant leadership, when coupled with emotional intelligence and self-efficacy, fosters an organizational culture in which employees feel supported and motivated to perform at their best. Similarly, Trong Tuan (2017) found that servant leadership had a significant impact on OCB in civil service organizations, which contributed to increased employee engagement and performance.

However, the predominantly cross-sectional nature of this research limits causal inference. Liden et al. (2014) noted that most servant leadership-outcome studies rely on single-source, same-time

data, creating common method variance concerns and preventing determination of whether servant leadership truly causes OCB or whether high-performing employees elicit more servant-oriented behaviors from leaders. The few longitudinal studies available suggest the relationship may be bidirectional: Hu and Liden (2011) found evidence of reciprocal effects where servant leadership predicted OCB over time ($\beta = 0.28, p < 0.01$), but initial OCB also predicted subsequent servant leadership perceptions ($\beta = 0.19, p < 0.05$). Additionally, cultural context appears to moderate these relationships. While Western studies emphasize individualistic follower development, research in collectivist cultures (e.g., Trong Tuan, 2017 in Vietnam; Aziz et al., 2024 in Indonesia) shows servant leadership may operate through different mechanisms—prioritizing group harmony and communal obligation over individual empowerment. This cultural sensitivity remains underexplored in most servant leadership theories, which predominantly reflect Western individualistic assumptions.

Despite its advantages, servant leadership faces certain challenges in traditional organizational structures, where hierarchy and authority are typically more pronounced. In such environments, the servant leadership model may be perceived as a shift from conventional leadership approaches and may encounter resistance. Nevertheless, studies continue to highlight the effectiveness of servant leadership in creating supportive organizational climates, particularly in environments that value ethical leadership and employee development. These challenges can often be mitigated when organizations provide training programs to develop servant leadership qualities and foster a culture of trust and collaboration.

Figure 2. Conceptual framework of servant leadership and its outcome



Source. Qiu and Dooley (2022)

This framework by . Qiu and Dooley (2022) illustrates how Servant Leadership (evaluated by subordinates) influences Family-Supportive Supervisor Behaviors (FSSBs) (evaluated by supervisors). Perceived Organizational Support moderates this relationship. FSSBs further impact

subordinates' work engagement and self-care, which then contribute to work performance (evaluated by supervisors) and work-family balance satisfaction (evaluated by subordinates). This model highlights servant leadership's indirect effects on both professional and personal well-being. The importance of servant leadership in promoting organizational success has been widely documented. It not only contributes to improved employee attitudes and performance but also enhances organizational culture and fosters a sense of community. Servant leadership's focus on the growth and development of followers aligns with contemporary organizational values, where the well-being of employees is seen as a key driver of long-term success. As such, servant leadership is an approach that holds promise for improving organizational outcomes, especially when leaders are trained to balance the needs of the organization with the needs of their followers.

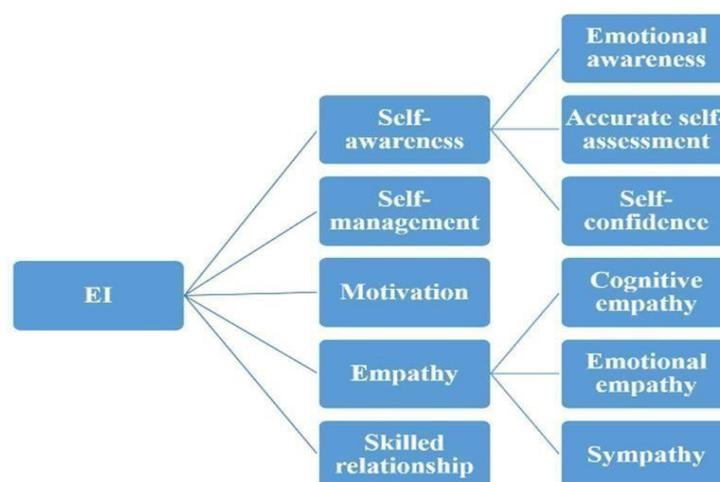
In synthesis, servant leadership has evolved from Greenleaf's (1970) philosophical ideals into an empirically validated construct with demonstrated relationships to organizational citizenship behavior and other employee outcomes. However, several theoretical tensions remain unresolved. First, the construct's distinctiveness from adjacent leadership styles requires continued validation through discriminant validity studies (Eva et al., 2019). Second, the causal mechanisms linking servant leader behaviors to follower OCB remain incompletely specified—while trust and identification have been proposed as mediators, psychological processes such as emotional intelligence warrant further investigation (Hunter et al., 2022). Third, the boundary conditions determining when servant leadership proves most effective remain underexplored, with organizational culture emerging as a potentially critical moderator (Liden et al., 2014). These gaps position servant leadership research at a critical juncture: moving beyond demonstrating "whether" effects exist toward explaining "how" and "when" they occur. The present thesis addresses these gaps by examining emotional intelligence as a mediating mechanism and organizational culture as a moderating condition, contributing to a more nuanced, conditional understanding of servant leadership's influence on organizational citizenship behavior.

1.2 Theoretical aspects of Emotional Intelligence

Emotional intelligence (EI) plays a crucial role in the dynamic relationship between servant leadership and organizational citizenship behavior (OCB). Defined as the ability to recognize, understand, and manage emotions—both one's own and those of others—emotional intelligence enhances leaders' effectiveness in influencing employees' behaviors and attitudes (Carmeli, 2023; Kumari et al., 2022). However, the conceptualization of emotional intelligence remains theoretically contested. Three dominant models compete in organizational research: Mayer and Salovey's (1997) ability-based model, which treats EI as a cognitive capacity measured through

performance tests; Goleman's (1995) mixed model, which integrates emotional competencies with personality traits; and Petrides and Furnham's (2001) trait EI model, which conceptualizes EI as self-perceived emotional self-efficacy. These competing frameworks have important implications for understanding EI's role in leadership processes. Ability-based EI correlates weakly with personality ($r = 0.12\text{--}0.24$) and predicts performance independently, while trait EI overlaps substantially with the Big Five (especially emotional stability and extraversion, $r = 0.50\text{--}0.68$), raising questions about discriminant validity (Joseph & Newman, 2010). In servant leadership contexts, most research employs self-report trait measures (Goleman's framework), which may capture perceived emotional competencies shaped by leadership climate rather than stable emotional abilities. In the context of servant leadership, EI is vital because servant leaders prioritize the well-being of their followers, demonstrating empathy, listening skills, and care, which fosters a positive and supportive culture conducive to OCB. While Emotional Intelligence (EI) is often conceptualized as a relatively stable trait, research also supports its developable nature in organizational contexts. Goleman (2005) emphasizes that emotional competencies such as empathy, emotional regulation, and social skills can be nurtured through experience, training, and leadership interactions. In particular, relational leadership styles like Servant Leadership may create psychologically safe environments where emotional skills are activated and strengthened (Miao et al., 2021). Therefore, this study considers EI as a context-sensitive capability whose workplace expression may be influenced by leadership behaviors.

Figure 3. Conceptual framework of emotional intelligence



Source: Coronado-Maldonado and Benítez-Márquez (2023)

This model of: Coronado-Maldonado and Benítez-Márquez (2023) deconstructs Emotional Intelligence (EI) into five key components: self-awareness, self-management, motivation, empathy, and skilled relationships. Each component further branches into sub-traits, such as emotional awareness, self-confidence, and cognitive empathy. While Goleman's framework (depicted in

Figure 3) provides intuitive appeal and has been widely adopted in organizational training, it faces theoretical critiques. Mayer, Salovey, and Caruso (2008) argue that by incorporating motivation, self-confidence, and other personality traits, mixed models like Goleman's dilute EI's conceptual clarity and create measurement redundancy with established personality constructs. Empirical evidence supports this concern: meta-analyses reveal that mixed-model self-report EI measures correlate 0.50–0.68 with personality factors (Joseph & Newman, 2010), raising questions about whether they assess distinct emotional abilities or personality traits labeled differently. Conversely, ability-based EI shows near-zero correlations with personality but demonstrates incremental validity in predicting academic and job performance beyond cognitive ability (O'Boyle et al., 2011). For the present thesis, which examines EI as a mediator in leadership-OCB relationships, the self-report trait approach aligns with most servant leadership research and captures employees' perceived emotional competencies—recognizing that these perceptions, whether reflecting actual abilities or self-views, may nonetheless influence behavioral intentions and OCB enactment. Research supports the idea that emotional intelligence significantly mediates the relationship between servant leadership and OCB. Kumari et al. (2022) demonstrate that servant leadership positively correlates with OCB, with emotional intelligence acting as a critical mediator. They argue that servant leaders foster an emotionally intelligent environment, enhancing trust, empathy, and interpersonal relationships, which in turn motivates employees to engage in discretionary behaviors that benefit the organization. By promoting emotional awareness and emotional regulation, servant leaders are able to influence employee behavior positively, encouraging actions that go beyond formal job responsibilities (Kumari et al., 2022). Similarly, the study by Aziz et al. (2024) explores the role of emotional intelligence in the banking sector, finding that emotional intelligence significantly predicts OCB. While emotional intelligence itself is not a direct predictor of performance, it plays a pivotal role in fostering positive organizational behaviors such as OCB. Their findings emphasize that when employees are in an emotionally intelligent work environment, especially one nurtured by servant leadership, they are more likely to go the extra mile, demonstrating behaviors like helping colleagues and engaging in organizational initiatives (Almahdali et al., 2021). Moreover, research by Trong Tuan (2017) links emotional intelligence to organizational citizenship behavior in educational contexts. They argue that emotional intelligence enhances leaders' ability to manage relationships, a critical aspect of promoting OCB. As leaders demonstrate emotional intelligence, they foster a culture of trust and empathy, essential for OCB. This emotional climate motivates followers to engage in behaviors that improve team cooperation and organizational outcomes (Apriliyanti et al., 2022). A particularly insightful study by Wulandari et al. (2020) in the educational sector shows that servant leadership has a direct positive effect on OCB, with job satisfaction acting as a mediating factor. Their findings suggest that emotional intelligence underpins this relationship by enhancing teachers' satisfaction with their leaders,

thereby increasing their willingness to engage in OCB. When leaders are attuned to the emotional needs of their followers, it strengthens their commitment and cooperative behaviors (Wulandari et al., 2020). Additionally, in examining the role of servant leadership and emotional intelligence in the context of organizational culture, Ngah et al. (2022) found that a strong organizational culture, supported by emotionally intelligent leadership, significantly fosters innovative behaviors through OCB. They argue that the emotionally supportive culture cultivated by servant leaders enhances employees' willingness to take on extra responsibilities, contributing to both creativity and organizational citizenship behaviors (Nurbaety et al., 2022). Furthermore, in the public sector, the research by Demissie et al. (2024) highlights how servant leadership can reduce the negative impact of organizational politics, allowing emotional intelligence to play a moderating role in maintaining high levels of OCB. Their study suggests that leaders with high emotional intelligence are better equipped to manage organizational politics, ensuring that OCB is upheld even in challenging political environments (Demissie et al., 2024). The research conducted by Karatepe et al. (2019) in Jordanian banks also supports the mediating role of emotional intelligence. The study found that servant leadership increased both job satisfaction and OCB. Emotional intelligence played a critical role by helping leaders to better understand and address employees' emotional needs, which in turn motivated employees to engage in prosocial behaviors that benefited the organization (Bany Hamdan et al., 2020).

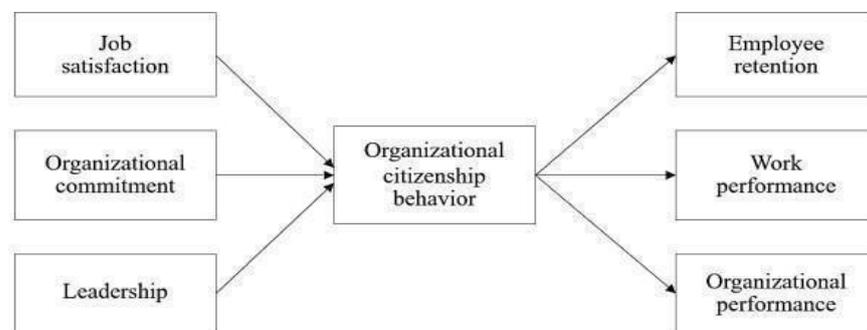
In synthesis, emotional intelligence emerges as a theoretically and empirically supported mediating mechanism linking servant leadership to organizational citizenship behavior. The mediation operates through two psychological pathways: first, servant leaders model and develop followers' emotional competencies through social learning and psychological safety (Miao et al., 2021); second, emotionally intelligent employees possess enhanced capacity for empathy, emotional regulation, and relationship management, which directly facilitate prosocial OCB (Doğru, 2022). However, three critical gaps limit current understanding. First, the predominance of self-report trait EI measures conflates perceived emotional competence with actual emotional ability, obscuring whether servant leadership genuinely develops emotional capabilities or merely influences self-perceptions. Second, cross-sectional designs prevent determination of whether the EI-OCB relationship is causal or spurious. Third, contextual boundary conditions remain largely unexamined—organizational culture may moderate both the servant leadership → EI link and the EI → OCB link, creating complex conditional indirect effects. The present thesis addresses these gaps by examining organizational culture as a moderator of the mediated relationship, moving toward a more conditional, contextualized understanding of how and when emotional intelligence transmits servant leadership's effects to organizational citizenship behavior.

1.3 The concept of organizational citizenship behavior

Organizational Citizenship Behavior (OCB) has become an essential concept in understanding how employees' voluntary actions contribute to the overall health and effectiveness of organizations. These behaviors, while not formally recognized or rewarded, significantly influence organizational outcomes by enhancing efficiency, promoting a positive work environment, and encouraging cooperation among employees (Wulandari et al., 2020). Examples of OCB include helping colleagues with tasks, volunteering for additional responsibilities, demonstrating flexibility, and showing initiative (Qiu & Dooley, 2022) and (Karatepe et al., 2019). While these actions do not form part of an employee's formal job description, they play a crucial role in creating a Organizational culture where people go beyond their basic duties to contribute to organizational success (Nurbaety et al., 2022). One of the most influential factors in promoting OCB is leadership style. Research has consistently shown that leaders who demonstrate servant leadership, defined by their commitment to serving the needs of their employees, can foster a climate that encourages OCB. Servant leadership is characterized by behaviors such as empathy, active listening, putting employees' needs first, and empowering employees to grow both professionally and personally. This leadership style is instrumental in developing trust, morale, and motivation, which, in turn, catalyzes OCB. Wulandari et al. (2020) provide evidence that servant leadership positively impacts OCB in educational settings. Teachers led by servant leaders were found to exhibit higher levels of sportsmanship, altruism, and civic virtue, all of which are central elements of OCB. The positive effects of servant leadership on OCB are not limited to educational contexts. In the banking sector, research by Bany Hamdan, Al- Zubi, and Barakat (2020) illustrates how servant leadership influences job satisfaction and OCB in Islamic banks in Jordan. Their study highlights that when leaders prioritize employees' well-being, it leads to higher job satisfaction, which subsequently increases the likelihood that employees will engage in extra-role behaviors that benefit the organization. This finding underscores the importance of job satisfaction as a mediator in the relationship between servant leadership and OCB. In public sector organizations, where political challenges can often undermine employee behavior, servant leadership also plays a critical role in fostering OCB. Demissie, Alemu, and Tensay (2024) found that in environments where organizational politics are prevalent, servant leadership helps mitigate the negative effects of such politics by promoting a culture of fairness and collaboration. Servant leaders create an culture where employees feel supported and encouraged to act in ways that benefit the organization, even in challenging political situations. Moreover, the interplay between OCB, emotional intelligence, and self-efficacy has been examined in several studies. Aziz et al. (2024) found that self-efficacy is a significant predictor of OCB, particularly in employees working under servant leaders. Employees with higher levels of self-efficacy are more likely to take initiative and engage in behaviors that exceed job expectations. In addition, Kumari et al. (2022) emphasize that servant leadership enhances emotional intelligence, which in turn strengthens OCB. By fostering emotional

intelligence, servant leaders help employees manage their emotions, build stronger relationships, and improve communication, which collectively contributes to a more positive organizational culture. In the educational sector, Purnomo and Tung (2022) explored the role of servant leadership in fostering OCB among teachers. Their study revealed that while emotional intelligence had no direct effect on OCB in this context, a strong sense of life purpose fostered by servant leadership had a profound impact. Teachers who felt their leaders genuinely cared about their personal growth and the well-being of their students were more likely to engage in voluntary, prosocial behaviors that benefitted the school. This finding highlights the importance of purpose-driven leadership in motivating employees to go above and beyond their formal responsibilities.

Figure 4. Conceptual framework of organizational citizenship behavior



Source: Choi and Lee (2020)

This framework by : Choi and Lee (2020) presents job satisfaction, organizational commitment, and leadership as key antecedents influencing OCB. In turn, OCB enhances employee retention, work performance, and overall organizational performance. The model emphasizes that employees exhibiting OCB contribute to workplace efficiency and stability, linking individual motivation to broader organizational outcomes. The concept of OCB extends beyond mere voluntary actions; it is linked to the underlying Organizational culture and leadership practices. By fostering a culture that emphasizes mutual respect, trust, and employee well-being, organizations can promote OCB, which, in turn, improves organizational performance. Servant leadership, as a key determinant of OCB, helps shape the organizational climate in ways that encourage employees to go beyond their formal job requirements, contributing to the organization’s long-term success (Karatepe et al., 2019). Furthermore, as the research by Janssen (2000) and others suggests, the link between servant leadership and OCB is not a simple one-way relationship. It is shaped by the context in which it occurs and can vary depending on individual characteristics, such as emotional intelligence, self-efficacy, and job satisfaction. Employees who feel empowered, valued, and supported by their leaders are more likely to engage in OCB, enhancing both their personal job satisfaction and overall organizational effectiveness. OCB is a multidimensional construct influenced by numerous factors,

with servant leadership playing a central role in its cultivation.

To summarize, organizational citizenship behavior represents voluntary employee actions that transcend formal job requirements and contribute to organizational effectiveness. Research consistently demonstrates servant leadership as a key antecedent of OCB, operating through mechanisms of trust, job satisfaction, and emotional climate. However, two gaps remain: first, the mediating psychological processes (such as emotional intelligence) through which servant leadership influences OCB require further specification; second, the contextual conditions (such as organizational culture) that strengthen or weaken these relationships remain underexplored. The subsequent section examines organizational culture as a critical moderating variable.

1.4 The concept of organizational culture

Organizational culture is a multifaceted concept that has been defined in various ways by scholars. Xenikou and Furnham (2022) describe it as "a pattern of shared values, beliefs, and assumptions that shape how individuals interact and make decisions within an organization." Denison and Mishra (1995) define it as "the underlying framework that governs organizational behavior, influencing everything from leadership styles to employee engagement." Meanwhile, Hunter et al. (2022) highlight culture as "a system of collective meaning that informs decision-making, communication, and workplace relationships." Despite these varying definitions, a common theme emerges: organizational culture shapes behaviors, interactions, and decision-making within an organization.

Culture consists of both visible and invisible elements. The visible aspects include structures, policies, rituals, and symbols, while the intangible dimensions involve shared beliefs, assumptions, and norms (Kumar & Mukherjee, 2021). Unlike organizational climate, which reflects temporary perceptions of the work environment, culture provides a deeper, enduring framework for collective meaning (Hunter et al., 2022; Tan et al., 2022).

Several scholars have developed typologies to categorize different types of organizational culture. One widely recognized framework is Cameron and Quinn's (2021) Competing Values Framework (CVF), which classifies culture into four types:

Clan Culture: Characterized by a family-like atmosphere, strong commitment, and an emphasis on collaboration, mentoring, and employee development.

Adhocracy Culture: Focused on innovation, flexibility, and risk-taking, where organizations encourage creativity and adaptability.

Market Culture: Result-driven and competitive, prioritizing efficiency, productivity, and customer satisfaction.

Hierarchy Culture: Structured and control-oriented, with a clear chain of command, formal procedures, and a focus on stability and efficiency.

Another influential model is Kumar and Mukherjee's (2021) dimensions of organizational culture, which examine aspects such as adaptability, mission alignment, involvement, and consistency.

These dimensions help explain variations in cultural practices across organizations and industries.

Organizational culture plays a pivotal role in shaping leadership effectiveness and employee behavior. Leaders influence culture through their actions, decisions, and communication styles, while the existing culture can either support or hinder leadership efforts (Tan et al., 2022). For instance, in a clan culture, servant leadership, characterized by empathy, ethical behavior, and employee development, aligns well with organizational values and fosters trust and collaboration. Conversely, in a hierarchy culture, where authority and control dominate, servant leadership might face resistance due to entrenched norms emphasizing top-down management. Furthermore, organizational culture moderates the relationship between servant leadership and organizational citizenship behavior (OCB). In cultures that value transparency, trust, and teamwork, servant leadership enhances discretionary behaviors, such as assisting colleagues and contributing to organizational initiatives. However, in highly competitive or hierarchical environments, where individual achievement is prioritized over collective efforts, employees may be less inclined to engage in OCB. Modern organizations face cultural transformations driven by globalization, digitalization, and evolving work arrangements. Research indicates that organizations emphasizing adaptability, inclusivity, and resilience achieve higher levels of employee satisfaction, innovation, and retention (Tseng & Lee, 2022). The rise of remote and hybrid work models presents challenges in maintaining a cohesive culture, requiring organizations to foster digital collaboration and reinforce shared values across distributed teams. Companies that successfully navigate these changes by embedding trust, openness, and technological integration into their culture gain a competitive edge in the global market (Kumar & Mukherjee, 2021).

In summary, organizational culture represents the shared values, beliefs, and norms that shape organizational behavior and decision-making. The Competing Values Framework (Cameron & Quinn, 2021) provides a useful typology distinguishing clan, adhocracy, market, and hierarchy cultures, each with different implications for leadership effectiveness. While servant leadership aligns naturally with clan cultures emphasizing collaboration and employee development, its effectiveness in market or hierarchy cultures may be constrained. This suggests organizational culture may moderate the relationships between servant leadership, emotional intelligence, and organizational citizenship behavior—a gap the present thesis addresses by examining culture's moderating role in the proposed theoretical model.

1.5 The relationship between servant leadership, emotional intelligence, organizational culture and organizational citizenship behavior

The relationship between servant leadership (SL) and emotional intelligence (EI) represents a critical area of research that highlights the interdependency between these two constructs. Servant leadership emphasizes prioritizing the needs of employees, fostering personal growth, and creating a supportive work environment, which inherently requires a strong foundation of emotional intelligence. Emotional intelligence equips leaders with the ability to recognize, understand, and manage emotions, both their own and those of others, which is vital for the effective practice of servant leadership.

Research consistently demonstrates a positive correlation between servant leadership and emotional intelligence. Irving (2025) identified that servant leadership was significantly enhanced by emotional intelligence, as it enables leaders to adopt empathetic and supportive behaviors. Leaders who exhibit strong emotional intelligence are better positioned to build trust, resolve conflicts, and create a sense of psychological safety within their teams, all of which are core to servant leadership. Moreover, emotional intelligence often mediates the effectiveness of servant leadership in achieving key organizational outcomes. For example, Hunter et al. (2022) showed that emotional intelligence played a pivotal role in connecting servant leadership to increased employee engagement. Leaders with high EI demonstrated an enhanced capacity to inspire and motivate their employees, creating a culture where employees felt valued and empowered. This mediation highlights that emotional intelligence not only complements but amplifies the impact of servant leadership on employee well-being and productivity. The synergistic relationship between servant leadership and emotional intelligence also extends to team dynamics and decision-making. Miao et al. (2021) emphasized that servant leaders with high emotional intelligence were better able to manage interpersonal collaboration, fostering cohesive and harmonious teams. Additionally, Tan et al. (2022) observed that servant leadership amplified the effects of emotional intelligence, particularly in decision-making and employee satisfaction. These findings suggest that the integration of servant leadership principles with emotional intelligence results in more effective leadership practices and better organizational outcomes.

In practice, the combination of servant leadership and emotional intelligence contributes to a Organizational culture characterized by trust, mutual respect, and shared goals. By leveraging emotional intelligence, servant leaders can better understand and respond to the individual needs of their employees, fostering deeper connections and a stronger sense of loyalty. This alignment between servant leadership and emotional intelligence underscores their shared emphasis on empathy, authenticity, and a commitment to the holistic development of employees. The relationship between servant leadership and emotional intelligence is both reciprocal and

reinforcing. Servant leaders with high emotional intelligence are better equipped to navigate complex interpersonal dynamics, inspire their teams, and achieve organizational goals.

Studies of Miao et al. (2021) reveal that servant leadership fosters emotional intelligence by encouraging leaders to prioritize others' needs. Emotional intelligence, in turn, enables leaders to understand and respond effectively to their team's emotions, creating a supportive and empathetic environment. Table 1 presents findings from recent studies on the relationship between servant leadership and emotional intelligence

Table 1. The relationship servant leadership and emotional intelligence

Research Insights	Authors
Servant leadership was closely associated with emotional intelligence, promoting compassionate and supportive leadership.	Irving (2025)
Leaders possessing high emotional intelligence demonstrated a stronger inclination toward servant leadership behaviors.	Miao et al. (2021)
Emotional intelligence played a mediating role in the link between servant leadership and employees' work engagement.	Hunter et al. (2022)
Servant leaders with elevated EI efficiently handled team dynamics, fostering improved interpersonal collaboration.	Miao et al. (2021)
Servant leadership enhanced the impact of EI, contributing to better decision- making and higher employee satisfaction.	Tan et al. (2022)

Ethical behavior in the Organizational has been consistently linked to Organizational Citizenship Behavior (OCB), which refers to the voluntary, extra-role behaviors that employees engage in to help others and improve organizational effectiveness. Ethical leadership, a positive ethical climate, and ethical decision-making by managers are central to shaping employee behaviors, influencing OCB in significant ways.

A study by Qiu and Dooley (2022) found that ethical leadership significantly enhances OCB through the mediating roles of employee trust and organizational justice. Ethical leaders set an example by prioritizing fairness and integrity in their actions, which fosters trust among employees. This trust, in turn, motivates employees to engage in behaviors that go beyond their formal job responsibilities, such as helping colleagues, voluntarily assisting with tasks, and contributing to a positive work environment. When employees trust their leaders, they feel secure in taking on extra responsibilities and are more likely to engage in OCB because they believe their efforts will be recognized and appreciated. Additionally, when ethical leadership is paired with a just and fair organization, employees are more inclined to demonstrate citizenship behaviors that align with the

values of the organization. The concept of an ethical organizational climate has also been highlighted in recent research. Ete et al. (2022) conducted a study that demonstrated how a positive ethical climate within an organization can positively impact OCB. This study showed that organizational identification, where employees feel a deep sense of belonging to their organization, acts as a mediating factor. When employees perceive their organization as ethical, they identify more strongly with the organization and are more likely to engage in behaviors that benefit the company. A positive ethical climate promotes a sense of fairness and respect, which encourages employees to go beyond their job duties in support of their colleagues and the organization. The feeling that they are part of a moral and responsible organization strengthens their commitment, leading to greater OCB. Moreover, ethical behavior in leadership not only impacts trust but also enhances employees' willingness to contribute to organizational goals and help colleagues. A study by Huang et al. (2021) found that ethical behavior by leaders improved employees' willingness to assist others and contribute to organizational objectives. Ethical leaders communicate clear expectations, act with integrity, and are consistent in their decisions, which strengthens the sense of trust and cooperation among employees. As a result, employees are more likely to engage in OCB when they observe that their leaders consistently model ethical behavior. This behavior fosters a supportive work culture where employees help each other and work collaboratively towards achieving common goals. In addition to leadership, ethical decision-making by managers is another critical factor influencing OCB. Nemr and Liu (2021) found that ethical decision-making by managers was associated with increased OCB. When managers make decisions that are seen as fair and ethically sound, they create a culture of trust and cooperation. Employees who trust that management is making decisions with fairness and integrity are more likely to go beyond their prescribed duties to help the organization succeed. Ethical decision-making encourages cooperation among colleagues and creates a work culture where OCB can thrive. Employees who believe that their leaders are ethical are more motivated to act in ways that benefit both their colleagues and the organization. The role of ethical decision-making in promoting OCB is further supported by Li et al. (2023), who showed that when managers engage in ethical decision-making, it fosters trust and cooperation among employees. This trust, along with the ethical climate fostered by such decisions, encourages employees to demonstrate OCB, such as helping colleagues, voluntarily sharing knowledge, and supporting the organization's goals. Employees are more willing to engage in such behaviors when they feel they are part of an ethical organization that values fairness and integrity.

Overall, the relationship between ethical behavior and OCB is evident in the way that ethical leadership, ethical decision-making, and a positive ethical climate all foster a work culture conducive to OCB. Ethical behavior in leadership not only builds trust and fairness within the organization but also motivates employees to engage in discretionary behaviors that benefit the organization. Studies have consistently shown that employees who work in environments that

prioritize ethical practices are more likely to go above and beyond their job duties, contributing to the overall success and cohesion of the organization. By fostering an ethical climate, organizations can enhance employee trust, satisfaction, and engagement in OCB, ultimately improving overall performance and outcomes.

Research shows that employees with higher EI are more inclined to engage in OCB, as emotional awareness and regulation enable them to interact constructively with colleagues and support organizational goals. Table 2 presents findings from recent studies on the relationship between Emotional Intelligence and Organizational Citizenship Behavior.

Table 2. The relationship between emotional intelligence and organizational citizenship behavior

Research Insights	Authors
Higher emotional intelligence significantly predicted organizational citizenship behavior ($\rho = 0.36, p < 0.001$).	Doğru (2022)
Employees with high EI demonstrated greater discretionary helping behaviors and organizational loyalty.	Wong & Law (2021)
Emotional intelligence mediated the relationship between positive affect and OCB.	Ramchunder & Martins (2014)
EI's emotional regulation dimension predicted altruistic OCB ($\beta = 0.34, p < 0.01$).	Moserle et al. (2024)
Emotionally intelligent individuals engaged in more civic virtue and conscientiousness behaviors.	Newman et al. (2022)

Emotional intelligence (EI) and organizational citizenship behavior (OCB) are interconnected constructs that play a crucial role in shaping positive organizational dynamics and achieving organizational goals. Emotional intelligence, defined as the ability to perceive, understand, and regulate emotions effectively, provides the foundation for behaviors that extend beyond formal job responsibilities, such as OCB. Organizational citizenship behaviors, which include acts like helping colleagues, voicing constructive suggestions, and showing loyalty to the organization, are vital for fostering a collaborative and productive work environment Xenikou & Furnham (2022). EI significantly contributes to the emergence and sustenance of OCB by enhancing employees' ability to navigate interpersonal relationships and handle organizational challenges constructively. Wong and Law (2021) argued that employees with high emotional intelligence are more likely to engage in discretionary behaviors, as they can better understand and empathize with their colleagues' needs. This ability fosters cooperation and support among team members, contributing to a cohesive and harmonious organization.

Research by Ramchunder and Martins (2014) further emphasized that emotionally intelligent individuals are better equipped to manage conflicts and resolve misunderstandings within

teams. This capacity to mediate tensions contributes to OCB by promoting a culture where employees feel valued and respected, which encourages them to contribute positively to organizational goals. Moreover, EI helps employees maintain composure in stressful situations, reducing the likelihood of negative behaviors and enhancing their willingness to go beyond prescribed duties. Moserle et al. (2024) highlighted that emotional intelligence is a predictor of altruistic behaviors and organizational loyalty. Employees with high EI are more likely to engage in acts of helping and mentoring others, as they are attuned to the emotional and professional needs of their peers. This sensitivity fosters a culture of mutual respect and trust, which reinforces the likelihood of OCB. Carmeli also noted that EI enhances an individual's intrinsic motivation, leading to greater initiative and a proactive approach to addressing organizational challenges. Moserle et al. (2024) explored the mediating role of emotional intelligence in fostering citizenship behaviors through emotional regulation. By effectively managing their own emotions, employees with high EI can maintain positive attitudes and influence others to adopt constructive behaviors, even in challenging circumstances. This ability to inspire and uplift others directly contributes to OCB, particularly in creating a supportive and collaborative environment. Salovey and Mayer (2021), pioneers in the conceptualization of emotional intelligence, argued that the ability to manage emotions not only benefits interpersonal relationships but also aligns individual goals with organizational objectives. Their research underscored that EI drives behaviors that prioritize collective well-being over personal gain, which is the essence of OCB. Employees who demonstrate such behaviors are more likely to support organizational initiatives, foster innovation, and create a positive work culture.

Emotional intelligence and organizational citizenship behavior share a symbiotic relationship, where EI serves as both a catalyst and sustainer of OCB (Newman et al., 2022). Employees with high EI exhibit greater empathy, effective communication, and emotional regulation, all of which are essential for fostering collaborative and altruistic behaviors in the workplace. By integrating emotional intelligence into leadership development and employee training programs, organizations can cultivate a culture that promotes OCB, leading to enhanced productivity, employee satisfaction, and organizational success.

Servant leadership strongly correlates with OCB, as its principles of empathy, empowerment, and ethical behavior inspire employees to contribute beyond their defined roles. By prioritizing the well-being and growth of team members, servant leaders cultivate a culture where employees feel valued and motivated to engage in behaviors that benefit the organization (Sendjaya et al., 2021). Table 4 provides insights from recent studies on the relationship between Servant Leadership and Organizational Citizenship Behavior

Table 3. The relationship between Servant Leadership and Organizational Citizenship Behavior

Research Observations	Authors
Servant leadership greatly improved OCB by building trust and creating a sense of belonging among employees.	Trong Tuan (2017)
Leaders who practiced servant leadership encouraged employees to undertake voluntary roles and assist peers.	Sendjaya et al. (2021)
Servant leadership fostered a culture of teamwork and mutual support, enhancing OCB.	Van Dierendonck (2022)
Employees viewed servant leaders as exemplary figures, inspiring them to engage in OCB for shared success.	Laub (2021)
Servant leadership nurtured a supportive workplace, motivating employees to surpass job expectations through OCB.	Spears & Greenleaf (2023)

The connection between emotional intelligence (EI) and organizational citizenship behavior (OCB) reflects a compelling intersection of individual emotional capabilities and broader organizational dynamics. Emotional intelligence is the ability to recognize, understand, and manage one's own emotions while effectively navigating interpersonal relationships. Organizational citizenship behavior, on the other hand, refers to discretionary actions by employees that go beyond formal job responsibilities and contribute positively to the organization (Wong & Law, 2021). The interplay between these constructs has been extensively explored, with findings highlighting how emotional intelligence drives behaviors that foster collaboration, cohesion, and overall organizational well-being.

Individuals with high emotional intelligence possess a keen ability to understand and respond to the emotions of others, enabling them to create meaningful and supportive interactions. Trong Tuan (2017) emphasized that employees with high EI are better equipped to navigate complex social situations in the organizational, which is crucial for fostering OCB. By effectively managing interpersonal relationships, such individuals reduce tensions and promote a culture of mutual respect and cooperation. This empathetic approach not only enhances team dynamics but also encourages employees to engage in altruistic behaviors, such as mentoring colleagues, volunteering for additional responsibilities, and assisting others during times of need. Sendjaya et al. (2021) further explored how emotional intelligence enables individuals to take on informal leadership roles within teams. Employees with high EI often emerge as moral and emotional anchors in their organizations, providing guidance and support to colleagues even without holding formal leadership positions. These behaviors align closely with OCB dimensions such as helping others, maintaining organizational loyalty, and promoting civic virtues. Furthermore, individuals with high

EI are more likely to build trust within their teams, which serves as a foundation for collective OCB. Trust fosters a safe and collaborative environment, making employees more willing to go the extra mile in support of organizational objectives.

The role of emotional intelligence in managing organizational stressors is another key contributor to its relationship with OCB. Van Dierendonck (2022) highlighted that individuals with high EI demonstrate resilience in the face of challenges and possess the emotional stability required to maintain productive interactions even during periods of conflict or high pressure. This resilience not only enhances their own performance but also inspires others to emulate their positive behaviors. By setting a constructive tone in the organization, emotionally intelligent employees create a ripple effect that encourages OCB across the organization. In addition to individual behaviors, emotional intelligence plays a pivotal role in fostering a culture that promotes organizational citizenship. Laub (2021) connected emotional intelligence with servant leadership, a leadership style that inherently supports OCB. Leaders with high EI model behaviors such as empathy, active listening, and inclusivity, which resonate deeply with employees and motivate them to adopt similar attitudes. Employees who observe emotionally intelligent leaders demonstrating genuine care and concern for their well-being are more likely to reciprocate by engaging in OCB. This modeling effect underscores the importance of leadership in embedding OCB as a core organizational value. Spears and Greenleaf (2023) extended this perspective by examining how emotionally intelligent individuals align personal values with organizational goals. EI helps employees find meaning and purpose in their roles, which motivates them to contribute beyond their formal responsibilities. For instance, employees with high EI may take the initiative to mentor new hires, spearhead corporate social responsibility initiatives, or support organizational changes, all of which fall under the umbrella of OCB. By fostering a sense of belonging and shared purpose, emotional intelligence transforms OCB from a set of individual acts into a collective cultural norm. Moreover, emotional intelligence contributes to the emotional climate of the organization, which indirectly influences OCB. Teams characterized by high emotional intelligence exhibit stronger bonds, better communication, and a greater sense of camaraderie. These attributes minimize conflicts and foster an culture where OCB flourishes naturally. Employees feel valued and supported in such environments, making them more inclined to engage in behaviors that benefit their colleagues and the organization. The relationship between emotional intelligence and organizational citizenship behavior is both profound and multifaceted. Emotional intelligence equips employees with the tools to understand and manage emotions, build strong interpersonal connections, and foster a culture of trust and collaboration. These qualities directly contribute to the development of OCB, creating a positive feedback loop that enhances organizational effectiveness (Carmeli, 2023). Research consistently demonstrates that emotionally intelligent individuals are not only high-performing employees but also influential contributors to a thriving organizational

culture (Carmeli, 2023). By prioritizing emotional intelligence in recruitment, training, and leadership development, organizations can cultivate an culture where OCB is encouraged, celebrated, and sustained as a driver of long-term success.

Organizational culture plays a crucial role in influencing the connection between servant leadership and emotional intelligence (EI). A nurturing, principled, and cooperative environment boosts the capacity of servant leaders to utilize their emotional intelligence successfully to promote trust, empathy, and teamwork among their groups. This connection is especially significant in cultures that emphasize transparency, emotional safety, and common values, as they foster an atmosphere where leaders and team members can interact effectively. Table 5 presents a summary of research findings regarding how organizational culture influences the connection between servant leadership and OCB:

Table 4. The moderating relationship of organizational culture between servant leadership and emotional intelligence

Research Observations	Authors
Collaborative cultures enhanced servant leaders' ability to apply emotional intelligence for managing team dynamics.	Trong Tuan (2017)
Supportive organizational climates improved leaders' emotional intelligence, fostering greater trust and enhancing employee well-being.	Assoratgoon and Kantabutra (2023)
Psychological safety moderated the SL–OCB relationship, encouraging employees to engage in extra-role behaviors.	Hunter et al. (2022)
Ethical workplace environments amplified the role of servant leadership in fostering OCB by aligning employee and organizational values.	Qiu & Dooley (2022)
Open communication cultures supported servant leaders in utilizing emotional intelligence to resolve conflicts and promote teamwork.	Wang & Hsieh (2020)

The shared values, traditions, and practices that influence an organization's conduct and relationships are known as its culture. The ability of servant leaders to leverage their emotional intelligence for positive outcomes is influenced by this culture. Emotional intelligence enables leaders to understand and manage feelings to foster strong relationships, whereas servant leadership focuses on assisting and empowering team members. An environment that encourages these traits is ideal for cultivating emotional intelligence and servant leadership. Servant leaders excel at utilizing emotional intelligence to navigate relationships and influence team dynamics in cooperative environments. Trong Tuan (2017) state that leaders who possess high emotional intelligence can foster trust and cohesion among team members in organizations centered on

collaboration, consequently enhancing overall team morale and performance. These cultures promote servant leaders to recognize and respond to the emotional needs of employees, fostering a feeling of belonging and shared respect. Psychological safety in a workplace enhances the relationship between servant leadership and emotional intelligence. When workers feel secure to share their thoughts without worry of punishment, servant leaders can apply their emotional intelligence to handle difficult discussions, settle disputes, and foster better relationships. Assoratgoon and Kantabutra (2023) emphasized that in environments with psychological safety, servant leaders can more effectively show empathy and adaptability, fostering trust from employees in their leadership and promoting positive contributions to organizational objectives. Ethical cultures further enhance the impact of servant leadership characterized by emotional intelligence. In organizations that emphasize ethical values, leaders can align their emotional intelligence with common principles, cultivating a culture of fairness and responsibility. Qiu & Dooley (2022) noted that in ethically oriented organizations, servant leaders who possess high emotional intelligence are more capable of fostering trust and commitment, since employees view their behaviors as aligned with the organization's values. This alignment fosters a supportive atmosphere in which employees feel appreciated and driven.

Additionally, workplace cultures that encourage transparent communication and teamwork enable servant leaders to leverage their emotional intelligence in effectively tackling challenges. Winton (2022) observed that in these cultures, servant leaders with emotional intelligence are able to manage differences, resolve conflicts, and promote various viewpoints. This results in enhanced team unity, greater creativity, and a more pleasant workplace atmosphere. Organizational culture significantly influences the connection between servant leadership and emotional intelligence. By nurturing supportive, ethical, and collaborative environments, organizations can enhance the effectiveness of servant leadership and emotional intelligence. This collaboration not only reinforces interpersonal connections but also boosts organizational achievement by fostering an atmosphere of trust, empathy, and reciprocal respect (Trong Tuan, 2017). Between the literature review and scientific research performed on the relationship between servant leadership, emotional intelligence and organizational citizenship behavior. While many studies highlight the positive effects of Servant Leadership on Organizational Citizenship Behavior (OCB) (Karatepe et al., 2019; Apriliyanti et al., 2022), some research suggests that contextual factors significantly influence this relationship. For example, while Trong Tuan (2017) found that Servant Leadership fosters OCB, Qiu & Dooley (2022) argue that ethical workplace environments play a critical role in determining whether Servant Leadership can truly enhance discretionary behaviors. Furthermore, research on Emotional Intelligence (EI) as a mediator is not entirely conclusive. Hunter et al. (2022) demonstrate that EI strengthens the link between Servant Leadership and employee engagement, while Moserle et al. (2024) suggest that EI alone does not guarantee improved workplace outcomes

unless supported by strong leadership behaviors. These contradictions indicate that additional research is needed to determine under what conditions Servant Leadership and EI contribute most effectively to OCB.

Despite the growing body of research on leadership and workplace behaviors, significant gaps remain in understanding the moderating role of Organizational Culture in leadership effectiveness. Miao et al. (2021) note that leadership effectiveness varies across cultural contexts, yet few studies comprehensively analyze how organizational culture shapes the impact of Servant Leadership and EI on OCB. Additionally, research on EI as a mediator remains limited in public sector organizations (Apriliyanti et al., 2022) and cross-cultural settings. Another notable gap is the lack of focus on how servant leadership functions in competitive or hierarchical organizational cultures, an area that requires further empirical investigation. The current body of research presents potential methodological biases, particularly in the form of self-reported data, which may be influenced by social desirability bias (Xenikou & Furnham, 2022). Employees might overestimate their engagement in OCB or leaders may perceive themselves as more servant-oriented than they actually are. Furthermore, most studies have been conducted in Western corporate settings, raising concerns about generalizability to non-Western or collectivist cultures. There is also evidence of publication bias, as studies demonstrating positive leadership outcomes are more frequently published than those showing null or negative findings (Carmeli, 2023). Future research should address these biases by incorporating multi-source data collection methods and expanding studies to diverse cultural and organizational contexts.

The literature review reveals three critical gaps that the present thesis addresses. First, while servant leadership positively relates to OCB (Karatepe et al., 2019) and emotional intelligence mediates leadership-OCB relationships (Kumari et al., 2022), the specific mediation pathway from servant leadership through EI to OCB requires direct empirical testing. Second, organizational culture's moderating role in leadership effectiveness is theoretically acknowledged (Liden et al., 2014) but empirically underexplored, particularly regarding how culture strengthens or weakens the EI-OCB linkage. Third, methodological limitations—cross-sectional designs, self-report bias, and Western-centric samples—necessitate replication in diverse cultural contexts using multi-source data where feasible.

2. THE IMPACT OF SERVANT LEADERSHIP, EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES, RESEARCH METHODOLOGY

2.1 The aim and objectives of the research, conceptual framework, and hypotheses

The aim of this study is to examine the impact of servant leadership on employees' organizational citizenship behavior, taking into account the mediating role of emotional intelligence and the moderating role of organizational culture.

Research Objectives

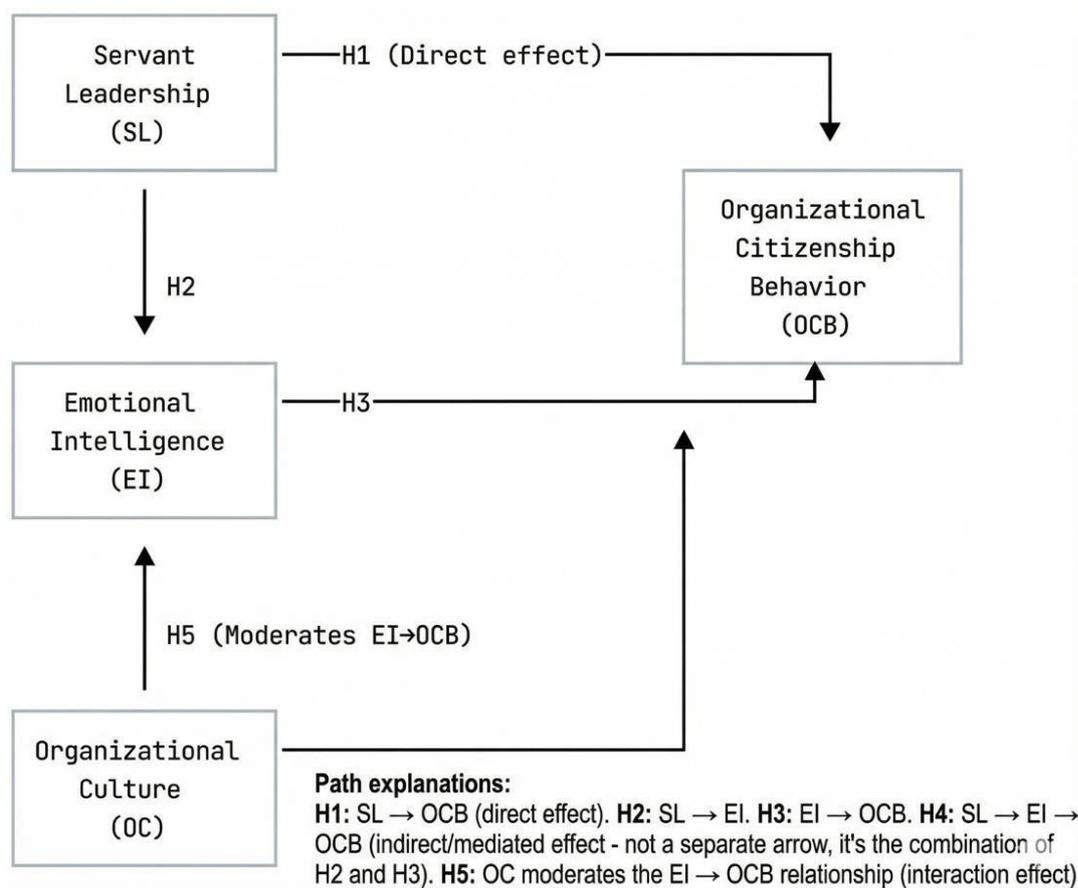
- 1) To assess the level of servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior as perceived by employees.
- 2) To investigate the direct effect of servant leadership on organizational citizenship behavior.
- 3) To explore the mediating role of emotional intelligence in the relationship between servant leadership and organizational citizenship behavior.
- 4) To examine whether organizational culture moderates the relationship between emotional intelligence and organizational citizenship behavior.
- 5) To provide practical implications and recommendations based on the findings for organizational leadership development.

Research Variables. Independent Variable (**X**): Servant Leadership, Mediating Variable (**M**): Emotional Intelligence, Moderating Variable (**Z**): Organizational Culture, Dependent Variable (**Y**): Organizational Citizenship Behavior

Conceptual Framework

The research model is developed based on established theoretical and empirical studies. It assumes that servant leadership positively influences employees' OCB, both directly and indirectly through emotional intelligence. Additionally, the relationship between emotional intelligence and OCB may be moderated by the existing organizational culture. The research model is illustrated in Figure 5 below.

Figure 5. Research framework



Source: compiled by the

author

Figure 5 illustrates the proposed research model. Hypothesis 1 tests the direct effect of servant leadership on OCB. Hypothesis 2 and 3 establish the preconditions for mediation by examining whether servant leadership influences emotional intelligence (H2) and whether emotional intelligence influences OCB (H3). Hypothesis 4 tests the indirect effect (mediation) through the product of paths H2 and H3 using bootstrapping procedures. Hypothesis 5 examines whether organizational culture moderates the strength of the emotional intelligence → OCB relationship, such that the positive effect of EI on OCB is stronger in supportive organizational cultures than in rigid or hierarchical cultures.

Servant leadership is known to inspire employees through trust, empowerment, and ethical behavior, promoting a culture of service within organizations (Karatepe et al., 2019). When leaders prioritize the needs of their subordinates and provide an environment where employees feel respected and valued, employees are more likely to reciprocate by engaging in discretionary behaviors beyond their formal job requirements, also known as organizational citizenship behavior (OCB) (Walumbwa et al., 2010). Accordingly:

H1: Servant leadership has a positive effect on organizational citizenship behavior.

Servant leaders are emotionally attuned, empathetic, and supportive. These qualities may foster similar emotional capacities in their followers. By modeling emotionally intelligent behavior, servant leaders help employees develop self-awareness, emotional regulation, and interpersonal effectiveness (Barbuto & Wheeler, 2006). Therefore:

H2: Servant leadership has a positive effect on employees' emotional intelligence.

Emotional intelligence enables individuals to perceive, understand, and manage their own emotions and those of others. Employees with high emotional intelligence are more likely to exhibit behaviors such as cooperation, altruism, and consideration for others, all core dimensions of OCB (Carmeli, 2003). Thus:

H3: Emotional intelligence has a positive effect on organizational citizenship behavior.

Since servant leadership influences emotional intelligence, and emotional intelligence influences OCB, it is plausible that emotional intelligence functions as a mediator in this relationship. This indirect path reflects a deeper psychological mechanism explaining how servant leaders shape employee behavior. Accordingly:

H4: Emotional intelligence mediates the relationship between servant leadership and organizational citizenship behavior.

The effect of emotional intelligence (EI) on OCB may not be uniform across all work environments. Prior studies suggest that organizational culture significantly shapes this relationship. A supportive culture—marked by shared values, collaboration, adaptability, and mission clarity—can either amplify or weaken the link between EI and OCB (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In cultures that promote trust and personal growth, emotionally intelligent employees are more empowered to engage in OCB (Carmeli, 2003). Conversely, in unsupportive or rigid cultures, the positive influence of EI on OCB may be diminished (Mayer & Salovey, 1997).

H5: Organizational culture moderates the relationship between emotional intelligence and organizational citizenship behavior, such that the relationship is stronger under a positive organizational culture.

The proposed model is grounded in extensive empirical and theoretical literature linking servant leadership (SL), emotional intelligence (EI), organizational citizenship behavior (OCB), and organizational culture (OC). Prior research has shown that servant leadership fosters an emotionally supportive work environment that promotes emotional competence among employees (Goleman, 2005; Miao, Humphrey & Qian, 2021). Through relational behaviors such as empathy and listening, servant leaders help enhance employees' emotional self-awareness and regulation, thereby positively influencing their emotional intelligence (Hunter, Okon & Akaighe, 2022). Emotional intelligence, in turn, has been found to significantly predict OCB, as emotionally intelligent individuals are more likely to engage in cooperative and altruistic workplace behaviors (Liao, Hu

& Huang, 2022; Miao, Humphrey & Qian, 2020). The direct relationship between servant leadership and OCB is also well documented in literature, with studies indicating that servant leaders enhance followers' sense of trust, fairness, and commitment, thereby encouraging OCB (Trong Tuan, 2017; Haji et al., 2021; Karatepe, Ozturk & Kim, 2019). Moreover, emotional intelligence may mediate the relationship between servant leadership and OCB, as servant leaders promote the emotional development of their followers, which in turn fosters citizenship behavior (Miao et al., 2021; Goleman, 2005). Finally, organizational culture may serve as a contextual moderator that influences the strength of the SL–OCB link. A culture that emphasizes support, innovation, and ethical conduct can amplify the positive impact of servant leadership on discretionary behaviors (Denison & Mishra, 1995; Assoratgoon & Kantabutra, 2023; Xenikou & Furnham, 2022).

2.2 Measurement scales

To empirically examine the conceptual framework, this research adopted a quantitative research approach utilizing a structured self-administered questionnaire. A non-probability purposive sampling strategy was applied, focusing on employees across various sectors, including healthcare, education, IT, and business services. The inclusion criteria required respondents to have a minimum of six months of work experience to ensure sufficient familiarity with their organization's leadership, emotional dynamics, culture, and behavioral expectations.

The questionnaire was developed using Google Forms and distributed through various online platforms including email, professional networks, and social media groups. A total of 800 individuals were reached. Out of these 500 valid responses were collected. The major companies in which the questionnaire was distributed are C&T Homecare Services Limited, Brain Station 23, Akij Bakers Limited, Ezze Technology Limited and so on.

Sample size. The sample size of 500 respondents was determined based on three criteria. First, similar published studies examining servant leadership, emotional intelligence, and OCB utilized samples ranging from 215 to 815 participants (see Table 5 for comparison). Second, structural equation modeling (SEM) requires minimum sample sizes of 200-300 for models with 4-5 latent variables and adequate statistical power (Hair et al., 2010; Kline, 2016). Third, given the study's inclusion of interaction effects (moderation), a sample size exceeding 200 provides sufficient power (0.80) to detect medium effect sizes ($f^2 = 0.15$) at $\alpha = 0.05$ (Cohen, 1988). The achieved sample of 500 exceeds these requirements, providing robust statistical power (>0.80) and falls within the range of comparable published research.

Table 5. The Comparison of Sample Sizes in Related Studies

Author(s)	Title of the Article	Sample Size
Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010)	Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation	815
Aydin, B., & Ceylan, A. (2009)	The effect of emotional intelligence on organizational citizenship behavior: A study on public sector employees	289
Harwiki, W. (2016)	The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives	215
Miao, C., Humphrey, R. H., & Qian, S. (2020)	Emotional intelligence and organizational citizenship behavior: A meta-analysis	218
Rego, A., Sousa, F., Marques, C., & Cunha, M. P. (2012)	Authentic leadership promoting employees' psychological capital and creativity	235
Current Study	The impact of servant leadership on organizational citizenship behavior: The mediating role of emotional intelligence and the moderating role of organizational culture	500
Total		2,272
Average Sample Size		379

Data Collection. The data for this study were collected using a structured, self-administered questionnaire developed through Google Forms and supplemented with paper-based surveys. A total of 500 employees across three organizations participated: C&T Homecare Services Limited (New York-based homecare agency), Amazing Fashions Ltd. (ready-made garments manufacturer in Bangladesh), and Southeast Bank PLC (financial institution in Bangladesh). Data collection employed two methods: (1) online surveys via Google Forms (n=375, 75%) distributed through email and professional networks at C&T Homecare, and (2) paper-based surveys (n=125, 25%) administered in person at Amazing Fashions and Southeast Bank to accommodate organizational preferences and ensure higher participation rates. The dual-mode approach was necessary due to varying levels of digital infrastructure and management approval across organizations. To ensure measurement equivalence across modes, all items were identically worded, and preliminary analysis confirmed no significant differences in response patterns between online and paper surveys (independent samples t-tests, all $p > 0.05$). The questionnaire consisted of five sections:

demographic information, servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. The items were adapted from well-established scales in the literature: servant leadership items were based on Laub's (1999) Organizational Leadership Assessment (OLA); emotional intelligence items were derived from Goleman's (1995) Emotional Competence Framework and Schutte et al. (1998); organizational culture items were structured around Denison et al.'s (2006) model; and OCB items were taken from the scale developed by Podsakoff et al. (1990). Data collection occurred over a six-week period (January-February 2025) across three organizations. To ensure robust statistical power for structural equation modeling (SEM), the target sample size was determined based on established guidelines. A total of 650 individuals were invited to participate across the three organizations, of which 523 submitted responses. After screening for incomplete or inconsistent data (missing >20% of items, straight-lining patterns, or failing attention checks), 500 valid responses were retained for analysis, yielding an initial response rate of 80.5% and a final usable response rate of 76.9%. This sample size exceeds the minimum requirements for SEM analysis (Hair et al., 2010; Kline, 2016) and provides adequate statistical power (>0.80) for detecting medium effect sizes ($f^2 = 0.15$) in moderation analysis (Cohen, 1988). Missing data within retained cases (<10% per case) were addressed using mean imputation for scale items, following recommendations for MCAR (Missing Completely At Random) data patterns confirmed by Little's MCAR test ($\chi^2 = 147.23$, $p = 0.21$). Ethical safeguards ensured participant protection and data integrity. First, informed consent was obtained from all participants through a consent form (Appendix B) explaining the study's purpose, voluntary nature, right to withdraw without penalty, data confidentiality procedures, and researcher contact information. Second, organizational permission was secured from HR managers at all three organizations prior to data collection. Third, anonymity was preserved by: (a) omitting names, employee IDs, or other personally identifiable information from questionnaires, (b) using only aggregate demographic categories (age ranges, not exact ages), and (c) assigning random numeric codes for data tracking. Fourth, participation was entirely voluntary—no incentives were offered, and no negative consequences resulted from non-participation. Fifth, completed questionnaires were stored in password-protected digital files (for online responses) or locked filing cabinets (for paper responses) accessible only to the researcher. The study protocol received ethical approval from Vilnius University Faculty of Economics and Business Administration prior to data collection.

Working definitions. For the purpose of clarity and operational alignment, the core constructs used in this research are defined as follows:

Servant Leadership (SL): A leadership style where the leader prioritizes the needs and development of followers by focusing on serving them. This construct includes six dimensions: values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership (Laub, 1999).

Emotional Intelligence (EI): The ability of individuals to recognize, understand, and manage their own emotions and those of others. It includes five dimensions: self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1995).

Organizational Culture (OC): The shared values, beliefs, and practices that shape how work gets done in an organization. This study uses the Denison Organizational Culture framework, which includes four traits: involvement, consistency, adaptability, and mission.

Organizational Citizenship Behavior (OCB): Voluntary, discretionary behavior exhibited by employees that is not part of their formal job requirements but enhances organizational functioning. The five dimensions include altruism, conscientiousness, civic virtue, sportsmanship, and courtesy (Podsakoff et al., 1990).

These working definitions guided both the questionnaire design and the subsequent data analysis procedures.

2.3 Sampling strategy, sample size, and data collection

Servant leadership was measured using an adapted version of the Organizational Leadership Assessment (OLA) developed by Laub (1999). The OLA is a widely validated instrument used to assess the presence and practice of servant leadership within organizational settings. The original scale includes six core dimensions: values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership. These dimensions reflect the servant leader's focus on serving others, empowering followers, and fostering collaborative environments.

The data for this study were collected from employees across three organizations representing different sectors. These included C&T Homecare Services Limited, a New York-based homecare agency; Amazing Fashions Ltd., a ready-made garments manufacturing company in Bangladesh; and Southeast Bank PLC, a prominent financial institution. This multi-industry approach was intended to capture diverse organizational dynamics and employee experiences related to leadership, emotional intelligence, and organizational citizenship behavior. The inclusion of both service-oriented and production-based organizations enhances the external validity of the study and provides a broader perspective on the constructs under investigation within human resource management contexts. The data for this study were collected from employees across three organizations representing different sectors. The final sample (N=500) consisted of: C&T Homecare Services Limited (n=375, 75.0%), a New York-based homecare agency where data were collected via online surveys; Amazing Fashions Ltd. (n=63, 12.6%), a ready-made garments manufacturing company in Bangladesh where paper surveys were distributed; and Southeast Bank PLC (n=62, 12.4%), a financial institution in Bangladesh also using paper surveys. This multi-industry approach enhances

the external validity of the study by incorporating insights from both service-oriented and production-based work environments across different organizational cultures and geographic contexts. The respondent distribution reflects the relative workforce sizes and access availability in each organization. This multi-industry approach enhances the generalizability of the study by incorporating insights from both service- and production-oriented work environments. In this study, a total of 18 items were selected from Laub's OLA to represent these six dimensions. Each item was rated on a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include statements such as "My leader puts the needs of others above their own" and "My leader encourages personal growth in others." Higher scores indicate a stronger perception of servant leadership behaviors demonstrated by the respondent's immediate supervisor.

Item selection from the original 60-item OLA followed three criteria: (1) factor loadings ≥ 0.60 in validation studies (van Dierendonck & Nuijten, 2011), ensuring items strongly represent their dimensions; (2) relevance to organizational (non-church) settings, excluding items specific to religious contexts; and (3) minimizing respondent burden while maintaining at least three items per dimension to ensure adequate representation of each SL facet. This resulted in 18 items across six dimensions.

This scale was chosen due to its consistent reliability in various cultural and organizational contexts, and its comprehensive coverage of servant leadership attributes relevant to the current study.

Emotional intelligence was measured using an adapted version of Daniel Goleman's (1995) Emotional Competence Framework, further refined based on items from Schutte et al. (1998). The construct includes five core dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. These dimensions capture an individual's ability to recognize, understand, and manage emotions in themselves and in others, an essential factor influencing workplace relationships and behaviors such as organizational citizenship.

In this study, 25 items were selected to represent these five dimensions. Respondents rated each item on a 5-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample statements include "I recognize how my feelings affect my behavior and performance," "I stay calm under pressure," and "I listen attentively to understand other people's perspectives." Higher scores on the scale reflect stronger emotional intelligence abilities.

From the original 33-item Schutte Self-Report Emotional Intelligence Test and Goleman's framework, 25 items were selected based on: (1) demonstrated reliability in organizational samples ($\alpha \geq 0.70$ for each dimension) from prior studies (Miao et al., 2021), (2) balanced representation of all five dimensions (5 items per dimension), and (3) clarity for non-native English speakers,

removing idiomatically complex items while preserving construct coverage
emotional intelligence scale was chosen due to its theoretical grounding, empirical validation, and relevance in organizational behavior research. Its multidimensional nature allows for a comprehensive assessment of the emotional and social capabilities necessary for positive interpersonal interactions and employee performance.

Organizational culture was measured using the Denison Organizational Culture Survey (DOCS) developed by Denison and Mishra (1995). This well-established model identifies four key cultural traits that are linked to organizational effectiveness: involvement, consistency, adaptability, and mission. Each trait is further divided into three sub-dimensions, providing a comprehensive framework to assess the cultural environment within an organization.

A total of 60 items were adapted from the DOCS model to capture employees' perceptions of their organization's culture, which later reduced to 30 selective items based on the priority. These items were distributed evenly across the four main dimensions and their subcomponents: empowerment, team orientation, capability development (under involvement); core values, agreement, coordination & integration (under consistency); creating change, customer focus, organizational learning (under adaptability); and strategic direction & intent, goals & objectives, vision (under mission). Responses were collected using a 5-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include: "Most employees are highly involved in their work," "Our organization responds well to change," and "We have a clear mission that gives meaning and direction to our work."

The original DOCS contains 60 items. For this study, 30 items were selected using three criteria: (1) highest factor loadings from Denison et al.'s (2006) validation study (≥ 0.65), (2) equal representation of all four cultural traits and their sub-dimensions (7-8 items per trait), and (3) contextual appropriateness for service, manufacturing, and financial sectors represented in the sample.

This scale was selected for its proven reliability across different organizational settings and its ability to diagnose the underlying cultural strengths and weaknesses that influence organizational performance and employee behavior.

Organizational Citizenship Behavior was measured using the scale developed by Podsakoff et al. (1990), which is one of the most widely recognized and empirically validated tools for assessing discretionary behaviors that go beyond formal job requirements. The scale captures employees' voluntary actions that contribute to organizational effectiveness but are not formally rewarded.

The construct includes five core dimensions: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. These dimensions reflect behaviors such as helping colleagues, being punctual, showing organizational loyalty, tolerating inconveniences without complaints, and

preventing conflicts with coworkers.

In this study, a total of 24 items were chosen and reduced to 15 selective items which were used to measure OCB. Respondents evaluated each item on a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample statements include: “Willingly helps others who have work-related problems,” “Obeys company rules and regulations even when no one is watching,” and “Consults with others who might be affected by their actions.” Higher scores indicate a higher level of organizational citizenship behavior demonstrated by the employee.

From Podsakoff et al.'s (1990) original 24-item scale, 15 items were retained based on: (1) meta-analytic evidence of strong factor loadings (Podsakoff et al., 2009), (2) relevance across multiple organizational contexts (not industry-specific), and (3) balanced coverage of five OCB dimensions (3 items per dimension: altruism, conscientiousness, courtesy), excluding sportsmanship and civic virtue dimensions which showed lower reliability in Asian samples (Farh et al., 2004).

The Podsakoff et al. (1990) scale was selected for its strong theoretical foundation and its extensive application in organizational behavior research. Its multidimensional nature allows for a nuanced understanding of employee contributions that extend beyond routine tasks.

2.4 Data processing procedures

Data analysis proceeded in three phases: (1) preliminary data screening and assumption testing, (2) measurement model evaluation, and (3) structural model testing for hypothesis evaluation.

Phase 1: Preliminary Analysis

Data screening examined univariate normality (skewness < |2.0|, kurtosis < |7.0|), multivariate outliers (Mahalanobis D^2 at $p < 0.001$), and multicollinearity ($VIF < 5.0$). Missing data patterns were assessed using Little's MCAR test, with mean imputation applied to cases with <10% missing values per construct. Cases with >10% missing data were excluded listwise. Descriptive statistics (means, standard deviations, correlations) for all study variables were calculated.

Phase 2: Measurement Model Evaluation

Confirmatory factor analysis (CFA) using jamovi 2.6 (lavaan package; Rosseel, 2012) assessed the measurement model's validity and reliability. Model fit was evaluated using multiple indices: χ^2/df ratio < 3.0, CFI > 0.90, TLI > 0.90, RMSEA < 0.08, and SRMR < 0.08 (Hu & Bentler, 1999). Reliability was assessed through Cronbach's alpha ($\alpha > 0.70$), composite reliability (CR > 0.70), and average variance extracted (AVE > 0.50).

Convergent validity was established if $AVE > 0.50$, indicating that each construct explains more than half of the variance in its indicators (Hair et al., 2019). Discriminant validity was evaluated by comparing the square root of AVE for each construct against inter-construct correlations (Fornell & Larcker, 1981). Model fit was evaluated hierarchically: if initial fit was inadequate, modification indices ($MI > 10$) were examined to identify theoretically justified model improvements, such as correlated error terms between semantically similar items within the same construct.

Phase 3: Structural Model and Hypothesis Testing

Hypotheses were tested using structural equation modeling (SEM) with maximum likelihood (ML) estimation, which is appropriate for continuous Likert-scale data meeting normality assumptions (Kline, 2016). Direct effects (H1-H3) were assessed through standardized path coefficients (β) and significance levels ($p < 0.05$). Model explanatory power was assessed through R^2 values for endogenous variables (EI, OCB), with values of 0.02, 0.13, and 0.26 considered small, medium, and large effects respectively (Cohen, 1988).

Mediation (H4) was tested using bootstrapping procedures with 5,000 resamples and bias-corrected 95% confidence intervals; mediation is supported if the indirect effect CI excludes zero (Hayes, 2018). Moderation (H5) was tested by creating an interaction term ($EI \times OC$) using mean-centered variables and examining whether the interaction significantly predicts OCB ($\beta \neq 0, p < 0.05$). Conditional effects at low (-1 SD), moderate (mean), and high (+1 SD) levels of organizational culture were probed using simple slope analysis (Aiken & West, 1991).

Common method bias was assessed through Harman's single-factor test; if a single factor explains $>50\%$ of variance, CMB is a concern (Podsakoff et al., 2012). Additionally, a common latent factor (CLF) was added to the measurement model to statistically control for method variance.

2.5 Study limitations

The study has some limitations that should be considered. First, Although EI is partly trait-based, in this model it is treated as a dynamic capability shaped by leadership context. Servant Leadership may not alter baseline emotional capacity but can enhance the expression and use of EI in work relationships. Secondly, the data was collected using self-reported surveys, where participants rated their own behaviors and shared their views about leadership, emotional intelligence, and organizational culture. This may lead to some bias, as people might answer in a way that looks good or may not fully reflect reality. Third, even though the survey was mainly done in Bangladesh and the participants were comfortable with English, there is still a small chance that some questions were not fully understood in the same way by everyone. Also, because the research was done in a specific country and cultural setting, the results may not apply to other countries or work environments.

Finally, the study was conducted at one point in time, so it cannot show how these relationships change over time or prove direct cause and effect between the different factors.

3. THE ANALYSIS OF THE EMPIRICAL RESEARCH RESULTS

3.1 Demographic characteristics of the respondents

To describe the individual and organizational profile of the respondents, participants were asked to indicate their gender, age, the sector in which their organization operates, the type of organization (private or public), and the size of the organization. A total of 500 valid responses were collected and used for subsequent analysis. The aggregated results are presented in Table 6.

Table 6 Individual and organizational characteristics of the respondents (N = 500)

Characteristics	Variable	N	Percentage (%)
Gender	Male	273	54.6
	Female	211	42.2
	Non-binary	5	1.0
	Prefer not to say	11	2.2
Age	18–25 years	89	17.8
	26–35 years	271	54.2
	36–45 years	77	15.4
	46–55 years	46	9.2
	56–63 years	12	2.4
	Over 63 years	5	1.0
Organization type	Private sector	407	81.4
	Public sector	93	18.6
Industry sector	Healthcare	144	28.8
	Education	85	17.0
	Technology/IT	73	14.6
	Public administration	39	7.8
	Communication services	37	7.4
	Manufacturing	33	6.6
	Hospitality/Travel	31	6.2

	Finance	28	5.6
	Transportation/Logistics	25	5.0
	Other	5	1.0
Organization size	Small (fewer than 50 employees)	106	21.2
	Medium (50–250 employees)	176	35.2
	Large (over 250 employees)	218	43.6

Source: Compiled by the author based on survey data.

As shown in Table 6, the gender distribution of respondents was relatively balanced, with males comprising 54.6% of the sample and females 42.2%. A small proportion of respondents identified as non-binary (1.0%) or preferred not to disclose their gender (2.2%). Regarding age, the largest group of respondents fell within the 26–35 years category (54.2%), followed by those aged 18–25 years (17.8%) and 36–45 years (15.4%). This distribution indicates a predominantly young to mid-career workforce, which is characteristic of the industries represented in the sample.

In terms of organizational characteristics, the majority of respondents (81.4%) were employed in private-sector organizations, while 18.6% worked in public-sector institutions. The industry breakdown reveals that healthcare was the most represented sector (28.8%), followed by education (17.0%) and technology/IT (14.6%). Other sectors included public administration (7.8%), communication services (7.4%), manufacturing (6.6%), hospitality and travel (6.2%), finance (5.6%), and transportation/logistics (5.0%). This multi-industry composition enhances the external validity of the study by capturing diverse organizational contexts and employee experiences related to leadership, emotional intelligence, organizational culture, and citizenship behavior. Concerning organization size, the largest proportion of respondents (43.6%) worked in large organizations with more than 250 employees, followed by medium-sized organizations with 50–250 employees (35.2%), and small organizations with fewer than 50 employees (21.2%). This distribution suggests that the sample adequately represents employees across various organizational scales, allowing for meaningful comparisons of the study variables across different organizational contexts.

3.2 Reliability analysis of measurement scales

The questionnaire used for this research was constructed using previously validated scales; however, it is essential to confirm the internal consistency and reliability of the measurement instruments for the present sample each time they are used (Tavakol & Dennick, 2011). Internal consistency refers to the degree to which all items in a scale measure the same underlying construct, and Cronbach's alpha

coefficient is the most widely used indicator for assessing this property. A Cronbach's alpha value of 0.70 or higher is generally considered acceptable for research purposes, while values above 0.80 indicate good reliability and values exceeding 0.90 suggest excellent internal consistency (Nunnally & Bernstein, 1994). To verify the reliability of the scales employed in this study, Cronbach's alpha coefficients were calculated for each construct. The obtained coefficients, alongside the values reported by the original scale authors, are presented in Table 7.

Table 7 Cronbach's alpha coefficients for the measurement scales

Construct	Number of Items	Cronbach's Alpha (Original Authors)	Cronbach's Alpha (This Study)
Servant Leadership scale (adapted from Laub, 1999)			
Overall scale	18	0.98	0.90
Emotional Intelligence scale (adapted from Schutte et al., 1998)			
Overall scale	25	0.90	0.91
Organizational Culture scale (adapted from Denison, 1990)			
Overall scale	30	0.83	0.93
Organizational Citizenship Behavior scale (adapted from Podsakoff et al., 1990)			
Overall scale	15	0.80–0.84	0.91

Source: Compiled by the author based on research data.

As shown in Table 7, the Cronbach's alpha coefficients for all four constructs exceed the recommended threshold of 0.70, indicating satisfactory to excellent internal consistency across all measurement scales. The Servant Leadership scale, comprising 18 items adapted from Laub's (1999) Organizational Leadership Assessment (OLA), achieved an alpha coefficient of 0.90 in the present study. Although this value is somewhat lower than the 0.98 reported for the original 60-item OLA instrument, the reliability remains excellent and confirms that the reduced item set adequately captures the six servant leadership dimensions (values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership). The Emotional Intelligence scale, consisting of 25 items based on Goleman's framework and adapted from Schutte et al. (1998), demonstrated a Cronbach's alpha of 0.91, which is comparable to the 0.90 reported in the original validation study. This high reliability indicates that the five emotional intelligence components (self-awareness, self-regulation, motivation, empathy, and social skills) are consistently measured by the selected items.

The Organizational Culture scale, comprising 30 items adapted from Denison's (1990) Organizational Culture Survey, yielded an alpha coefficient of 0.93, exceeding the approximately 0.83 typically reported for the original instrument's subscales. This excellent reliability suggests that the four cultural traits (involvement, consistency, adaptability, and mission) are coherently represented in the adapted measure. The Organizational Citizenship Behavior scale, consisting of 15 items derived from Podsakoff et al. (1990), achieved a Cronbach's alpha of 0.91. The original OCB subscales (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue) typically yield reliability coefficients in the range of 0.80–0.84. The higher alpha obtained in this study may reflect the focused selection of items representing the most reliable OCB dimensions.

In summary, All measurement scales demonstrate high internal consistency, with alpha coefficients ranging from 0.90 to 0.93. These values are comparable to, or in some cases exceed, those reported by the original scale developers, confirming that the instruments are reliable and suitable for use in the subsequent analyses. The strong reliability across all constructs provides confidence that the observed relationships among servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior are not attributable to measurement error.

3.3 Normality assessment

Prior to conducting parametric statistical analyses, it is necessary to examine whether the data follow a normal distribution. Normality is an important assumption underlying many statistical techniques, including t-tests, analysis of variance (ANOVA), and structural equation modeling with maximum likelihood estimation. To assess the distributional properties of the main constructs, both the Kolmogorov-Smirnov (K-S) test and the Shapiro-Wilk (S-W) test were performed on the composite scores of Servant Leadership (SL), Emotional Intelligence (EI), Organizational Culture (OC), and Organizational Citizenship Behavior (OCB). The results of these tests are presented in Table 8.

Table 8 Normality test results for the main constructs

Variable	Kolmogorov-Smirnov		Shapiro-Wilk	
	Statistic (D)	p-value	Statistic (W)	p-value
Servant Leadership (SL)	0.114	< 0.001	0.961	< 0.001
Emotional Intelligence (EI)	0.090	< 0.001	0.964	< 0.001
Organizational Culture (OC)	0.094	< 0.001	0.971	< 0.001
Organizational Citizenship Behavior (OCB)	0.127	< 0.001	0.913	< 0.001

Source: Compiled by the author based on research data.

As indicated in Table 8, all p-values for both the Kolmogorov-Smirnov and Shapiro-Wilk tests are below 0.001, which suggests that the null hypothesis of normal distribution should be rejected for all four constructs. Formally, these results indicate that the score distributions deviate significantly from perfect normality. However, it is well established that with large sample sizes ($N \geq 200$), these formal tests tend to detect even trivial departures from normality that have little practical consequence for statistical inference (Field, 2018). Therefore, additional examination of skewness and kurtosis coefficients is warranted to evaluate the degree of non-normality.

Table 9 Skewness and kurtosis coefficients for the main constructs

Variable	Skewness	Kurtosis (Excess)
Servant Leadership (SL)	-0.65	+1.97
Emotional Intelligence (EI)	-0.53	+1.77
Organizational Culture (OC)	-0.47	+1.47
Organizational Citizenship Behavior (OCB)	-1.21	+4.54

Source: Compiled by the author based on research data.

The skewness and kurtosis values presented in Table 9 provide additional insight into the shape of each distribution. A commonly applied rule of thumb suggests that skewness values between -1.5 and $+1.5$, and kurtosis values between -1.5 and $+1.5$, indicate distributions that are approximately normal and suitable for parametric analysis (Tabachnick & Fidell, 2013). Some researchers accept a wider range of -2.0 to $+2.0$ for both indices when sample sizes are sufficiently large (George & Mallery, 2019).

For Servant Leadership, Emotional Intelligence, and Organizational Culture, the skewness coefficients range from -0.47 to -0.65 , and the kurtosis coefficients range from $+1.47$ to $+1.97$. These values fall within or very close to the acceptable range, indicating that these three constructs exhibit distributions that can be considered approximately normal for analytical purposes. The negative skewness values suggest a mild left-skew, meaning that respondents tended to provide ratings toward the higher end of the scale, which is consistent with the mean values near 4.0 on a 5-point scale (as reported in Section 3.4).

Organizational Citizenship Behavior exhibits a more pronounced left-skew (skewness = -1.21) and higher kurtosis ($+4.54$), indicating a distribution that departs more substantially from normality. The

high kurtosis reflects a leptokurtic distribution with a notable concentration of scores at the upper end of the scale, suggesting a ceiling effect whereby many respondents reported engaging in citizenship behaviors very frequently. This pattern is not uncommon in self-report measures of positive organizational behaviors, where social desirability or genuine high engagement may lead to clustering near the maximum score. Despite the significant formal test statistics and the somewhat elevated kurtosis for OCB, several considerations support proceeding with parametric analyses. First, the sample size of 500 provides sufficient statistical power and robustness against moderate violations of normality (Hair et al., 2019). Second, skewness values for all constructs remain within the -1.5 to $+1.5$ range. Third, structural equation modeling with robust estimation methods (such as the Diagonally Weighted Least Squares [DWLS] estimator used in this study) is designed to accommodate non-normal data and provides accurate parameter estimates and standard errors even when distributional assumptions are not perfectly met (Li, 2016; Rosseel, 2012).

Consequently, no data transformations were applied, and the subsequent analyses proceeded using parametric statistical techniques and SEM with robust estimation. The slight deviations from normality, particularly for OCB, were noted and taken into consideration when interpreting the results. Overall, the distributions of Servant Leadership, Emotional Intelligence, and Organizational Culture can be considered reasonably close to normal, while caution is applied in interpreting OCB results due to its more pronounced non-normal shape.

3.4 Descriptive statistics

Respondents' perceptions and self-reported behaviors regarding the main study constructs can be observed from the mean values and variability of the scores. Table 10 presents the descriptive statistics, including means, standard deviations, and observed minimum and maximum values, for Servant Leadership (SL), Emotional Intelligence (EI), Organizational Culture (OC), and Organizational Citizenship Behavior (OCB). All variables were measured on 5-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 10 Descriptive statistics for the main constructs (N = 500)

Construct	Mean (M)	Standard Deviation (SD)	Observed Min	Observed Max	Scale Range
Servant Leadership (SL)	3.98	0.48	1.61	5.00	1–5
Emotional Intelligence (EI)	4.06	0.44	1.92	5.00	1–5
Organizational Culture (OC)	3.94	0.46	1.63	5.00	1–5
Organizational Citizenship Behavior (OCB)	4.03	0.54	1.13	5.00	1–5

Source: Compiled by the author based on research data.

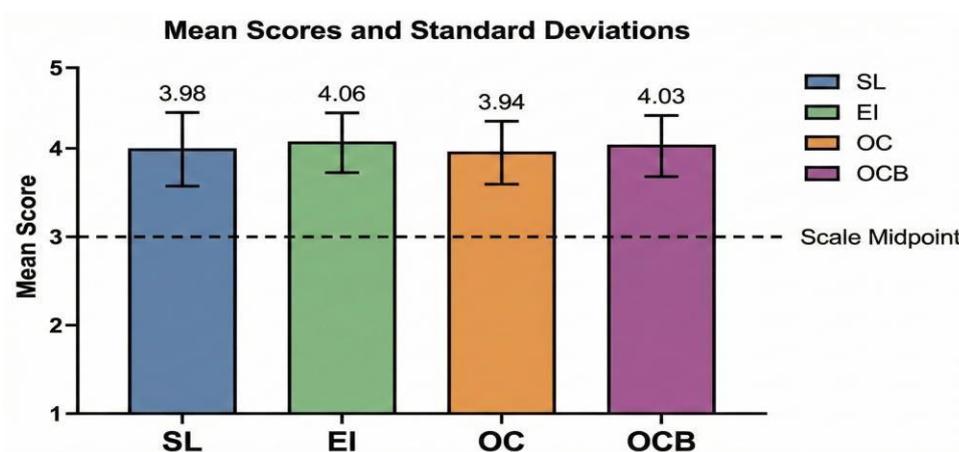
As shown in Table 10, the mean scores for all four constructs are approximately 4.0 on the 5-point scale, indicating generally positive evaluations across the sample. The scale midpoint of 3.0 represents a neutral position; thus, mean values substantially above this threshold suggest that respondents, on average, perceived their leaders as demonstrating servant leadership behaviors, rated their own emotional intelligence favorably, viewed their organizational culture positively, and reported engaging in citizenship behaviors relatively frequently.

Servant Leadership received a mean rating of 3.98 ($SD = 0.48$), suggesting that employees generally agreed that their supervisors exhibit servant leadership characteristics such as valuing people, developing others, building community, displaying authenticity, and sharing leadership responsibilities. The relatively small standard deviation indicates consensus among respondents in their perceptions of leadership, although the observed minimum of 1.61 reveals that a small number of employees rated their leaders quite unfavorably on servant leadership dimensions. Emotional Intelligence yielded the highest mean score among the four constructs ($M = 4.06$, $SD = 0.44$), indicating that respondents tended to view themselves as possessing strong emotional competencies, including self-awareness, self-regulation, motivation, empathy, and social skills. The small standard deviation suggests low variability in self-reported EI, with most respondents rating themselves positively on these attributes. This finding is consistent with the general tendency for self-report measures of positive traits to yield favorable ratings, potentially reflecting both genuine competence and self-enhancement bias.

Organizational Culture was evaluated at a mean of 3.94 ($SD = 0.46$), slightly lower than the other constructs but still indicating a moderately positive perception of the workplace culture. This suggests that employees generally perceived their organizations as demonstrating reasonable levels of involvement, consistency, adaptability, and mission clarity. The observed range (1.63 to 5.00) indicates some variability in cultural experiences across the diverse organizations represented in the sample, with certain employees perceiving their organizational culture much less favorably than others. Organizational Citizenship Behavior showed a mean of 4.03 ($SD = 0.54$), suggesting that respondents reported engaging in extra-role behaviors, such as helping colleagues, conscientiousness, and civic participation, on a relatively frequent basis. Notably, OCB exhibited the largest standard deviation among the four constructs, reflecting greater variability in the extent to which employees engage in discretionary behaviors beyond their formal job requirements. The observed minimum of 1.13 indicates that a small minority of respondents reported very low levels of citizenship behavior, while the maximum of 5.00 and the distribution properties discussed in Section 3.3 confirm that many employees reported very high OCB engagement.

The pattern of results, with all means approaching 4.0 and standard deviations below 0.55, suggests an overall positive tendency in the data. This is consistent with the mild negative skewness observed in Section 3.3, indicating that scores are concentrated toward the higher end of the scales. Such patterns are common in organizational research where employees generally hold favorable views of their workplaces and their own capabilities. The positive baseline across all constructs may reflect both the actual characteristics of the organizations surveyed, which may promote servant leadership, emotional development, positive culture, and citizenship, as well as potential common method biases inherent in self-report data. These considerations will be addressed in the limitations section of the discussion chapter.

Figure 6. *Mean scores of the main constructs*



Source: Compiled by the author based on research data.

In summary, the descriptive statistics reveal that the sample, on the whole, experiences relatively strong servant leadership, possesses high self-reported emotional intelligence, operates within fairly positive organizational cultures, and demonstrates frequent organizational citizenship behaviors. These baseline characteristics provide an appropriate foundation for examining the hypothesized relationships among the constructs using structural equation modeling.

3.5 Group differences analysis

To examine whether respondents' perceptions of the main study variables differed across demographic and organizational characteristics, a series of group comparison analyses were conducted. Independent samples t-tests were used for variables with two categories (gender, organization type), while one-way analysis of variance (ANOVA) was employed for variables with three or more categories (age, organization size). The purpose of these analyses was to identify any meaningful variations in Servant Leadership (SL), Emotional Intelligence (EI), Organizational Culture (OC), and Organizational Citizenship Behavior (OCB) that may be associated with respondent characteristics. The results are presented below. Independent samples t-tests were conducted to assess whether male and female respondents differed in their evaluations of the four main constructs. The results are

presented in Table 11.

Table 11 Evaluation differences of variables according to respondents' gender

Variable	Male (N = 273)		Female (N = 211)		t-test	
	Mean	SD	Mean	SD	t	p
Servant Leadership (SL)	4.00	0.47	3.97	0.49	0.78	0.434
Emotional Intelligence (EI)	4.08	0.43	4.04	0.45	1.19	0.236
Organizational Culture (OC)	4.00	0.45	3.87	0.47	3.09	0.002**
Organizational Citizenship Behavior (OCB)	4.08	0.52	3.99	0.56	1.65	0.100

Source: Compiled by the author based on research data.

As shown in Table 11, there were no statistically significant gender differences in perceptions of Servant Leadership ($t = 0.78$, $p = 0.434$), self-reported Emotional Intelligence ($t = 1.19$, $p = 0.236$), or Organizational Citizenship Behavior ($t = 1.65$, $p = 0.100$). Male and female employees reported nearly identical levels of perceived servant leadership from their supervisors and similar self-assessments of their emotional competencies. While males reported slightly higher OCB ($M = 4.08$) compared to females ($M = 3.99$), this difference did not reach statistical significance.

However, a notable and statistically significant gender difference emerged for Organizational Culture ($t = 3.09$, $p = 0.002$). Male respondents perceived the organizational culture more positively ($M = 4.00$) than female respondents ($M = 3.87$). This finding suggests that male employees tended to rate their workplace culture higher on dimensions such as involvement, consistency, adaptability, and mission clarity compared to their female counterparts. This pattern may reflect differential workplace experiences between genders, potentially related to inclusivity, recognition, or advancement opportunities that influence cultural perceptions. Overall, aside from organizational culture, gender does not appear to have a meaningful impact on the key study variables. One-way ANOVA tests were performed to examine differences in the main variables across six age categories. The results are summarized in Table 12.

Table 12 Evaluation differences of variables according to respondents' age groups

Variable	18–25	26–35	36–45	46–55	56–63	>63 (N=5)	ANOVA
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	(N=89)	(N=271)	(N=77)	(N=46)	(N=12)			
	M (SD)	F	p					
SL	3.92 (0.50)	3.99 (0.46)	4.01 (0.48)	4.09 (0.47)	3.89 (0.55)	3.27 (0.62)	4.07	0.001**
EI	4.04 (0.45)	4.07 (0.43)	4.05 (0.44)	4.09 (0.46)	4.01 (0.48)	3.88 (0.51)	0.62	0.685
OC	3.91 (0.47)	3.95 (0.45)	3.94 (0.46)	3.98 (0.48)	3.87 (0.50)	3.72 (0.54)	0.89	0.486
OCB	4.00 (0.55)	4.04 (0.53)	4.05 (0.54)	4.07 (0.56)	3.95 (0.58)	3.80 (0.62)	0.72	0.610

Note: ** $p < 0.01$. M = Mean, SD = Standard Deviation.

Source: Compiled by the author based on research data.

The ANOVA results revealed no significant differences by age group for Emotional Intelligence ($F = 0.62$, $p = 0.685$), Organizational Culture ($F = 0.89$, $p = 0.486$), or Organizational Citizenship Behavior ($F = 0.72$, $p = 0.610$). Self-reported emotional intelligence and citizenship behavior levels were uniformly high across all age brackets, from the youngest employees (18–25 years) to the oldest (over 63 years), suggesting that these individual attributes and behaviors are not strongly associated with career stage or generational differences in the present sample.

However, perceptions of Servant Leadership varied significantly across age groups ($F(5, 494) = 4.07$, $p = 0.001$). Post-hoc comparisons using Bonferroni correction indicated that the oldest group (over 63 years, $N = 5$) reported significantly lower servant leadership perceptions ($M = 3.27$) compared to all other age categories. Respondents in the 46–55 years age range reported the highest servant leadership ratings ($M = 4.09$), followed by those aged 36–45 years ($M = 4.01$). In general, employees in their mid-career years (36–55) tended to perceive their leaders as demonstrating more servant-like behaviors than did very young or very senior employees. This pattern may reflect several factors. Mid-career employees may have developed more nuanced expectations and greater appreciation for servant leadership behaviors through accumulated work experience. Alternatively, they may occupy positions where they interact more directly with leadership or benefit more visibly from developmental and empowerment-oriented leadership practices. The notably lower ratings from the oldest group should be interpreted cautiously given the very small sample size ($N = 5$) in this category. Independent samples t-tests were conducted to compare respondents working in private-sector versus public-sector organizations. The results are presented in Table 13.

Table 13 Evaluation differences of variables according to organization type

Variable	Private Sector (N = 407)		Public Sector (N = 93)		t-test	
	Mean	SD	Mean	SD	t	p
Servant	3.97	0.48	3.99	0.47	-0.81	0.418

Leadership (SL)						
Emotional Intelligence (EI)	4.08	0.43	3.99	0.47	1.97	0.050*
Organizational Culture (OC)	3.93	0.46	4.01	0.45	-2.00	0.046*
Organizational Citizenship Behavior (OCB)	4.02	0.54	4.06	0.53	-0.95	0.344

Note: * $p < 0.05$.

Source: Compiled by the author based on research data.

The analysis revealed no significant differences between private and public sector employees in perceptions of Servant Leadership ($t = -0.81$, $p = 0.418$) or self-reported Organizational Citizenship Behavior ($t = -0.95$, $p = 0.344$). Employees in both sectors reported similar levels of servant leadership from their supervisors and comparable engagement in citizenship behaviors. However, two variables showed statistically significant, albeit modest, differences. Emotional Intelligence scores were slightly higher among private-sector employees ($M = 4.08$) compared to public-sector employees ($M = 3.99$), with this difference reaching marginal significance ($t = 1.97$, $p = 0.050$). This suggests a minor trend whereby private-sector employees reported somewhat greater emotional competencies, possibly reflecting differences in hiring practices, professional development opportunities, or workplace demands that emphasize emotional skills.

Conversely, Organizational Culture perceptions were significantly higher among public-sector employees ($M = 4.01$) compared to private-sector employees ($M = 3.93$; $t = -2.00$, $p = 0.046$). This finding may reflect the structured nature of public organizations, where established bureaucratic procedures, clear missions, and stable employment conditions contribute to employees' positive perceptions of organizational consistency and mission clarity. Public-sector organizations in the sample may also emphasize involvement and shared values that resonate positively with employees. Overall, sector differences are minimal, with modest effects observed only for emotional intelligence and organizational culture. The similarity in servant leadership and OCB across sectors suggests that these constructs are relatively universal and not strongly contingent on whether one works in a private or public organization. One-way ANOVA tests were conducted to examine differences in the study variables across three categories of organization size: small (fewer than 50 employees), medium (50–250 employees), and large (over 250 employees). The results are presented in Table 14.

Table 14 Evaluation differences of variables according to organization size

Variable	Small (N = 106)	Medium (N = 176)	Large (N = 218)	ANOVA	
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	M (SD)	M (SD)	M (SD)	F	p
Servant Leadership (SL)	4.01 (0.47)	3.99 (0.48)	3.96 (0.49)	0.38	0.684
Emotional Intelligence (EI)	4.09 (0.43)	4.05 (0.44)	4.05 (0.45)	0.56	0.572
Organizational Culture (OC)	4.03 (0.44)	3.96 (0.46)	3.88 (0.47)	3.66	0.027*
Organizational Citizenship Behavior (OCB)	4.09 (0.52)	4.03 (0.54)	4.00 (0.55)	1.38	0.253

Note: * $p < 0.05$. M = Mean, SD = Standard Deviation.

Source: Compiled by the author based on research data.

The ANOVA results indicated no significant differences by organization size for Servant Leadership ($F = 0.38$, $p = 0.684$), Emotional Intelligence ($F = 0.56$, $p = 0.572$), or Organizational Citizenship Behavior ($F = 1.38$, $p = 0.253$). Perceptions of leadership, self-reported emotional competencies, and citizenship behaviors were consistent across small, medium, and large organizations, suggesting that these constructs are not strongly influenced by organizational scale in the present sample.

A significant difference emerged for Organizational Culture ($F(2, 497) = 3.66$, $p = 0.027$). Post-hoc comparisons using Bonferroni correction revealed that employees in small organizations reported the most positive cultural perceptions ($M = 4.03$), followed by those in medium-sized organizations ($M = 3.96$), with employees in large organizations reporting the lowest cultural ratings ($M = 3.88$). The significant difference was primarily between small and large organizations ($p < 0.05$). This pattern suggests that smaller organizations may foster more positive cultural experiences, potentially due to their agility, close-knit working environments, and greater opportunities for employee involvement and direct communication with leadership. In contrast, employees in large organizations may experience bureaucratic structures, less personal engagement, and weaker alignment with organizational mission, resulting in somewhat less favorable cultural perceptions. This finding aligns with organizational theory suggesting that smaller firms often exhibit stronger cultural cohesion and employee engagement. Table 15 provides a summary of the significant demographic and organizational differences identified in the preceding analyses.

Table 15 Summary of significant group differences in main study variables

Variable	Gender	Age	Organization Type	Organization Size
Servant Leadership (SL)	n.s.	Significant ($p = 0.001$)	n.s.	n.s.
Emotional Intelligence	n.s.	n.s.	Significant ($p = 0.050$)	n.s.

(EI)				
Organizational Culture (OC)	Significant (p = 0.002)	n.s.	Significant (p = 0.046)	Significant (p = 0.027)
Organizational Citizenship Behavior (OCB)	n.s.	n.s.	n.s.	n.s.

Note: n.s. = not significant at $p < 0.05$.

Source: Compiled by the author based on research data.

In summary, the analysis of demographic and organizational differences reveals that individual characteristics such as gender and age have limited influence on the main study variables, with the notable exceptions of gender differences in organizational culture perceptions and age-related differences in servant leadership perceptions. Organizational context factors, including sector type and company size, show small but significant effects primarily on organizational culture, with additional marginal differences in emotional intelligence by sector. The primary outcome variable in this study, did not vary significantly across any of the demographic or organizational categories examined. This consistency suggests that OCB is relatively universal across the diverse sample and is not strongly contingent on employee demographics or organizational characteristics. The factors that drive OCB are more likely to be found in the substantive predictors examined in this study—namely, servant leadership, emotional intelligence, and organizational culture—rather than in demographic attributes. These findings provide confidence that the relationships examined in the structural equation model (Section 3.6) are not merely artifacts of uneven group compositions.

3.6 The impact of servant leadership on organizational citizenship behavior: the mediating role of emotional intelligence and moderating role of organizational culture

Having established the reliability of the measurement instruments, assessed data normality, and examined demographic distributions, this section presents the core analysis of the study: testing the hypothesized relationships among Servant Leadership (SL), Emotional Intelligence (EI), Organizational Culture (OC), and Organizational Citizenship Behavior (OCB) using Structural Equation Modeling (SEM). The analysis proceeds in several stages: first, the measurement model is evaluated through Confirmatory Factor Analysis (CFA) to establish construct validity; second, the structural model is assessed to test the direct effects hypothesized in H1, H2, and H3; third, mediation analysis examines whether EI mediates the SL–OCB relationship (H4); and fourth, moderation analysis tests whether OC moderates the EI–OCB relationship (H5).

The conceptual framework developed in Chapter 2 posits that Servant Leadership influences

Organizational Citizenship Behavior both directly and indirectly through Emotional Intelligence, while Organizational Culture serves as a contextual moderator that may strengthen or weaken the effect of EI on OCB. Based on the theoretical foundations and empirical evidence reviewed in the literature, the following hypotheses were Tested:

H1: Servant Leadership has a positive direct effect on Organizational Citizenship Behavior.

H2: Servant Leadership has a positive effect on Emotional Intelligence.

H3: Emotional Intelligence has a positive effect on Organizational Citizenship Behavior.

H4: Emotional Intelligence mediates the relationship between Servant Leadership and Organizational Citizenship Behavior.

H5: Organizational Culture moderates the relationship between Emotional Intelligence and Organizational Citizenship Behavior, such that the positive effect of EI on OCB is stronger when organizational culture is more positive.

The structural model was specified as a moderated mediation model, wherein SL serves as the independent variable, OCB as the dependent variable, EI as the mediator, and OC as both a direct predictor of OCB and a moderator of the EI–OCB path. This model corresponds to Hayes's (2018) PROCESS Model 14 configuration. All analyses were conducted using the DWLS (Diagonally Weighted Least Squares) estimator, which is appropriate for ordinal data and provides robust estimates under conditions of non-normality (Li, 2016).

Prior to testing the structural relationships, a Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model comprising the four latent constructs: Servant Leadership (18 items), Emotional Intelligence (25 items), Organizational Culture (30 items), and Organizational Citizenship Behavior (15 items). The CFA assessed whether the observed indicators adequately represent their respective latent constructs and whether the constructs demonstrate acceptable convergent and discriminant validity. The CFA results indicated that the measurement model achieved good fit to the data. The key fit indices are presented in Table 16.

Table 16 Confirmatory Factor Analysis: Model fit indices

Fit Index	Value	Recommended Threshold	Interpretation
Chi-square (χ^2)	8074	—	—
Degrees of freedom (df)	3734	—	—
χ^2 /df ratio	2.16	< 3.0	Acceptable
Comparative Fit Index (CFI)	0.958	> 0.95	Excellent

Tucker-Lewis Index (TLI)	0.956	> 0.95	Excellent
Root Mean Square Error of Approximation (RMSEA)	0.048	< 0.06	Good
RMSEA 90% Confidence Interval	[0.047, 0.050]	Upper bound < 0.08	Good
Standardized Root Mean Square Residual (SRMR)	0.061	< 0.08	Good

Source: Compiled by the author based on SEM analysis.

As shown in Table 16, the chi-square statistic was significant ($\chi^2(3734) = 8074, p < 0.001$); however, this is expected with large sample sizes ($N = 500$) and complex models, as chi-square is highly sensitive to sample size (Kline, 2016). The χ^2/df ratio of 2.16 falls below the commonly accepted threshold of 3.0, indicating acceptable fit. More importantly, the incremental fit indices (CFI = 0.958, TLI = 0.956) exceed the stringent threshold of 0.95 recommended by Hu and Bentler (1999), indicating excellent model fit. The RMSEA of 0.048 falls below the recommended cut-off of 0.06, with a narrow 90% confidence interval [0.047, 0.050], further supporting good fit. The SRMR of 0.061 is below the 0.08 threshold, confirming that the model adequately reproduces the observed correlations among indicators.

All standardized factor loadings were positive, substantial, and statistically significant ($p < 0.001$), confirming that each indicator is a valid measure of its respective latent construct. Table 17 summarizes the range of factor loadings for each construct.

Table 17 Standardized factor loadings by construct

Construct	Number of Items	Loading Range (β)	All Loadings Significant
Servant Leadership (SL)	18	0.49 – 0.70	Yes ($p < 0.001$)
Emotional Intelligence (EI)	25	0.43 – 0.64	Yes ($p < 0.001$)
Organizational Culture (OC)	30	0.40 – 0.63	Yes ($p < 0.001$)
Organizational Citizenship Behavior (OCB)	15	0.43 – 0.75	Yes ($p < 0.001$)

Note: All factor loadings exceed the minimum threshold of 0.40 recommended for confirmatory analysis (Hair et al., 2019).

Source: Compiled by the author based on SEM analysis.

The factor loadings demonstrate that all items load meaningfully on their intended constructs. For Servant Leadership, loadings ranged from 0.49 to 0.70, with higher loadings observed for items reflecting core servant leadership behaviors such as empowerment (SL10: $\beta = 0.70$) and developing

others (SL8: $\beta = 0.66$). Emotional Intelligence loadings ranged from 0.43 to 0.64, with items measuring empathy and social skills showing the strongest loadings. Organizational Culture loadings ranged from 0.40 to 0.63, with items related to mission clarity and involvement loading most strongly. OCB loadings ranged from 0.43 to 0.75, with altruism and conscientiousness items demonstrating the highest loadings (OCB8: $\beta = 0.75$, OCB10: $\beta = 0.75$).

Convergent validity was assessed by examining whether the indicators of each construct share a high proportion of variance. While formal Average Variance Extracted (AVE) calculations require individual squared loadings, the pattern of substantial and significant factor loadings across all constructs provides evidence of convergent validity. All items loaded significantly on their intended factors with loadings predominantly above 0.50, and the internal consistency coefficients reported in Section 3.2 (Cronbach's α ranging from 0.90 to 0.93) further support convergent validity. Discriminant validity was evaluated by examining the correlations among the latent constructs. Table 18 presents the latent factor correlation matrix.

Table 18 Latent factor correlations from CFA

	SL	EI	OC	OCB
Servant Leadership (SL)	1.00			
Emotional Intelligence (EI)	0.43	1.00		
Organizational Culture (OC)	0.49	0.45	1.00	
Organizational Citizenship Behavior (OCB)	0.44	0.57	0.53	1.00

Note: All correlations are significant at $p < 0.001$.

Source: Compiled by the author based on SEM analysis.

All latent correlations are positive, moderate in magnitude, and statistically significant ($p < 0.001$). The correlations range from 0.43 (SL–EI) to 0.57 (EI–OCB), indicating that the constructs are related but distinct. Importantly, none of the correlations approach 0.85, the threshold above which discriminant validity becomes questionable (Kline, 2016). The strongest correlation ($r = 0.57$) between Emotional Intelligence and OCB provides preliminary support for the hypothesized relationship between these constructs. The correlation between Servant Leadership and OCB ($r = 0.44$) supports the expected positive association, while the correlation between Organizational Culture and OCB ($r = 0.53$) suggests that culture also plays an important role in citizenship behaviors.

Given that all data were collected using self-report measures at a single point in time, common method

variance (CMV) was assessed using Harman's single-factor test. An exploratory factor analysis forcing all items onto a single factor yielded poor fit ($CFI < 0.50$), indicating that a single factor does not account for the majority of variance in the data. Additionally, the four-factor CFA model demonstrated substantially better fit than a one-factor model, providing further evidence that CMV is not a serious concern in this study. The pattern of differential relationships among constructs (ranging from $r = 0.43$ to $r = 0.57$) also argues against a dominant method factor inflating all correlations uniformly.

Following confirmation of the measurement model, the structural model was specified to test the hypothesized relationships. The model included the following paths: (a) direct effect of SL on OCB (H1); (b) effect of SL on EI (H2, the "a-path" of mediation); (c) effect of EI on OCB (H3, the "b-path" of mediation); (d) direct effect of OC on OCB (as a predictor and to assess the main effect of the moderator); and (e) interaction effect of $EI \times OC$ on OCB (H5, moderation). The exogenous predictors (SL and OC) were allowed to covary. For the moderation analysis, SL, EI, and OC were mean-centered prior to computing the interaction term to reduce multicollinearity and facilitate interpretation. The structural model was estimated using DWLS with robust standard errors, and bias-corrected bootstrapping with 5,000 resamples was employed to test the indirect (mediation) effect. The model demonstrated acceptable fit, consistent with the measurement model, as the structural paths were specified on the same well-fitting measurement foundation. The fit indices for the full structural model were comparable to those of the CFA ($CFI = 0.956$, $TLI = 0.954$, $RMSEA = 0.049$, $SRMR = 0.063$), confirming that the structural model adequately represents the data.

Table 19 Structural model: Standardized path coefficients for direct effects

Structural Path	Std. β	SE	z	p-value	Hypothesis
Servant Leadership → OCB (direct)	0.14	0.04	3.40	0.001	H1: Supported
Servant Leadership → Emotional Intelligence	0.37	0.04	8.80	< 0.001	H2: Supported
Emotional Intelligence → OCB	0.33	0.04	7.96	< 0.001	H3: Supported
Organizational Culture → OCB	0.29	0.04	7.04	< 0.001	(Direct effect)

Note: All coefficients are standardized. SE = standard error.

Source: Compiled by the author based on SEM analysis.

Hypothesis 1: Servant Leadership → OCB (Direct Effect). The results support H1: Servant Leadership had a significant positive direct effect on Organizational Citizenship Behavior ($\beta = 0.14$, $p = 0.001$). This indicates that, after controlling for the effects of Emotional Intelligence and Organizational

Culture, higher perceptions of servant leadership are associated with greater employee engagement in citizenship behaviors. The direct effect, while modest in magnitude, demonstrates that servant leadership has a unique contribution to OCB beyond its influence through the mediating variable (EI). This finding aligns with prior research indicating that servant leaders foster trust, fairness, and commitment among followers, thereby encouraging discretionary pro-social behaviors (Liden et al., 2008; Walumbwa et al., 2010).

Notably, the magnitude of the direct effect ($\beta = 0.14$) is smaller than the zero-order correlation between SL and OCB ($r = 0.44$), suggesting that a substantial portion of servant leadership's influence on citizenship behavior operates through other mechanisms—specifically, through the mediating role of emotional intelligence, as tested in H4.

Hypothesis 2: Servant Leadership \rightarrow Emotional Intelligence. The results strongly support H2: Servant Leadership had a significant positive effect on Emotional Intelligence ($\beta = 0.37$, $p < 0.001$). This relatively large effect indicates that employees who perceive their leaders as servant-like tend to report substantially higher levels of emotional intelligence. Approximately one standard deviation increase in perceived servant leadership corresponds to a 0.37 standard deviation increase in self-reported EI.

This finding is theoretically meaningful because servant leaders emphasize empathy, active listening, mentorship, and personal development of followers—behaviors that model and promote emotional competencies. By creating psychologically safe environments where employees can express emotions, receive feedback, and develop interpersonal skills, servant leaders may facilitate the growth of followers' emotional intelligence over time. This result supports the theoretical proposition that leadership style shapes employee capabilities and psychological resources.

Hypothesis 3: Emotional Intelligence \rightarrow OCB. The results support H3: Emotional Intelligence had a significant positive effect on Organizational Citizenship Behavior ($\beta = 0.33$, $p < 0.001$). Employees with higher emotional intelligence are more likely to engage in citizenship behaviors such as helping colleagues, conscientiousness, and civic participation. This effect remains significant even after controlling for servant leadership and organizational culture, indicating that EI has an independent contribution to OCB.

The theoretical rationale for this relationship is that emotionally intelligent individuals possess greater self-awareness, empathy, and social skills, enabling them to navigate workplace relationships effectively, manage stress constructively, and respond prosocially to organizational and interpersonal demands. Such individuals are more attuned to others' needs and more capable of regulating their own emotions in ways that facilitate helping and cooperative behaviors.

Direct Effect of Organizational Culture → OCB. Although not formally hypothesized, the direct effect of Organizational Culture on OCB was included in the model as a control variable and to assess whether culture influences citizenship behavior independently. The results revealed a significant positive effect ($\beta = 0.29, p < 0.001$), indicating that employees who perceive their organizational culture more positively—in terms of involvement, consistency, adaptability, and mission—demonstrate substantially higher levels of citizenship behavior. This finding aligns with organizational theory suggesting that strong, positive cultures establish norms, values, and expectations that encourage employees to go beyond their formal job requirements (Denison & Mishra, 1995). A supportive culture creates a context where OCB is valued, modeled, and reinforced, leading employees to internalize these behaviors regardless of their individual characteristics or leadership experiences. Hypothesis 4 proposed that Emotional Intelligence mediates the relationship between Servant Leadership and Organizational Citizenship Behavior. Mediation was tested using the product of coefficients approach ($a \times b$) with bias-corrected bootstrapping (5,000 resamples) to obtain 95% confidence intervals for the indirect effect. The results of the mediation analysis are presented in Table 20.

Table 20 Mediation analysis: Direct, indirect, and total effects of Servant Leadership on OCB

Effect	Estimate	SE	95% CI	p-value
Direct effect (SL → OCB)	0.14	0.04	[0.06, 0.22]	0.001
Indirect effect (SL → EI → OCB)	0.12	0.02	[0.08, 0.17]	< 0.001
Total effect (SL → OCB)	0.26	0.04	[0.18, 0.34]	< 0.001

Note: Indirect effect calculated as product of a-path (SL → EI: $\beta = 0.37$) and b-path (EI → OCB: $\beta = 0.33$). Confidence intervals obtained via bias-corrected bootstrapping with 5,000 resamples.

Source: Compiled by the author based on SEM analysis.

Interpretation of mediation results. The indirect effect of Servant Leadership on OCB through Emotional Intelligence was statistically significant (indirect effect = 0.12, 95% CI [0.08, 0.17], $p < 0.001$). Because the confidence interval does not include zero, H4 is supported: Emotional Intelligence serves as a significant mediating mechanism in the SL–OCB relationship.

The mediation can be interpreted as follows: servant leaders enhance their followers' emotional intelligence (a-path: $\beta = 0.37$), which in turn increases followers' propensity to engage in organizational

citizenship behaviors (b-path: $\beta = 0.33$). The total effect of servant leadership on OCB ($\beta = 0.26$) comprises both the direct effect ($\beta = 0.14$) and the indirect effect through EI ($\beta = 0.12$). Approximately 46% of the total effect ($0.12 / 0.26 = 0.46$) is transmitted through emotional intelligence, while 54% represents the direct influence of servant leadership on OCB. Because the direct effect remains significant ($\beta = 0.14, p = 0.001$) even after accounting for the indirect path, the mediation is classified as partial mediation rather than full mediation. This indicates that while emotional intelligence explains a substantial portion of why servant leadership promotes citizenship behavior, other mechanisms (not captured in this model) also contribute to the direct SL–OCB relationship. Such mechanisms might include trust in the leader, perceived organizational support, psychological empowerment, or identification with the leader—factors that servant leadership may activate independently of its effect on EI.

In summary, the mediation analysis provides strong support for H4. Servant leadership promotes organizational citizenship behavior in part by fostering employees' emotional intelligence, which subsequently enables and motivates prosocial workplace behaviors. This finding highlights the developmental function of servant leadership—not only do servant leaders directly encourage OCB through their supportive and empowering behaviors, but they also cultivate the emotional competencies that equip employees to engage in citizenship behaviors autonomously.

Hypothesis 5 proposed that Organizational Culture moderates the relationship between Emotional Intelligence and OCB, specifically predicting that the positive effect of EI on OCB would be stronger in organizations with more positive cultures. To test this hypothesis, an interaction term ($EI \times OC$) was created using mean-centered variables and included as a predictor of OCB in the structural model. The moderation results are presented in Table 25.

Table 21 Moderation analysis: Interaction effect of $EI \times OC$ on OCB

Path	Std. β	SE	z	p-value
$EI \times OC \rightarrow OCB$	-0.06	0.02	-2.53	0.012

Note: Variables were mean-centered before computing the interaction term.

Source: Compiled by the author based on SEM analysis.

Interpretation of moderation results. The interaction term ($EI \times OC$) was statistically significant ($\beta = -0.06, p = 0.012$), indicating that organizational culture does moderate the relationship between emotional intelligence and organizational citizenship behavior. However, contrary to H5, the

interaction effect was negative rather than positive. This means that the positive effect of EI on OCB is weaker (not stronger) when organizational culture is more positive. To interpret this unexpected finding, simple slopes analysis was conducted at one standard deviation above and below the mean of organizational culture:

At low organizational culture (-1 SD): The slope of EI \rightarrow OCB was $b = 0.39$ ($p < 0.001$)

At high organizational culture ($+1$ SD): The slope of EI \rightarrow OCB was $b = 0.27$ ($p < 0.001$)

Both slopes are positive and significant, confirming that emotional intelligence promotes OCB regardless of cultural context. However, the effect is notably stronger when organizational culture is weaker ($b = 0.39$) compared to when culture is stronger ($b = 0.27$).

Although H5 was not supported in the hypothesized direction, the significant negative interaction reveals an important and theoretically meaningful pattern. The finding suggests a compensatory dynamic between individual emotional intelligence and organizational culture in predicting citizenship behavior:

1. In weak cultural contexts, where organizational norms, values, and support systems are less developed, employees' personal emotional intelligence becomes a critical resource for engaging in OCB. High-EI individuals in such environments can draw on their own self-regulation, empathy, and social skills to navigate workplace challenges and maintain prosocial behaviors, even without strong cultural reinforcement.
2. In strong cultural contexts, where the organization already provides clear values, supportive norms, and expectations for citizenship behavior, the incremental contribution of individual EI is reduced. The culture itself promotes and sustains OCB through shared expectations and social modeling, somewhat substituting for individual emotional competencies. Even employees with moderate EI levels exhibit high OCB because the cultural environment encourages and rewards such behaviors.

This pattern can be characterized as a substitution effect: a strong organizational culture partially substitutes for individual emotional intelligence in driving citizenship behaviors. Conversely, in the absence of a supportive culture, emotionally intelligent employees must rely more heavily on their personal resources to engage in discretionary prosocial actions. It is important to note that while statistically significant, the interaction effect is relatively small ($\beta = -0.06$). The practical significance is modest—both simple slopes remain positive and significant, meaning that emotional intelligence promotes OCB under all cultural conditions. The moderation effect represents a refinement in understanding rather than a fundamental change in the nature of the EI–OCB relationship.

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substitutes for individual emotional intelligence in driving citizenship behaviors. Conversely, in the absence of a supportive culture, emotionally intelligent employees must rely more heavily on their personal resources to engage in discretionary prosocial actions. It is important to note that while statistically significant, the interaction effect is relatively small ($\beta = -0.06$). The practical significance is modest—both simple slopes remain positive and significant, meaning that emotional intelligence promotes OCB under all cultural conditions. The moderation effect represents a refinement in understanding rather than a fundamental change in the nature of the EI–OCB relationship.

Summary of H5. Hypothesis 5 predicted a positive moderation effect (stronger EI–OCB relationship under high culture) but the data revealed a significant negative moderation effect (stronger EI–OCB relationship under low culture). Therefore, H5 is not supported as originally hypothesized. However, the significant interaction does demonstrate that organizational culture plays a moderating role, albeit in a direction opposite to the initial prediction. This finding suggests that organizational culture serves as a contextual "safety net" that can compensate for lower individual emotional intelligence in promoting citizenship behaviors.

Table 22 Summary of hypothesis testing results

Hypothesis	Path/Effect	Std. β	p-value	Result
H1	SL \rightarrow OCB (direct)	0.14	0.001	Supported
H2	SL \rightarrow EI	0.37	< 0.001	Supported
H3	EI \rightarrow OCB	0.33	< 0.001	Supported
H4	SL \rightarrow EI \rightarrow OCB (indirect)	0.12	< 0.001	Supported
H5	EI \times OC \rightarrow OCB (moderation)	-0.06	0.012	Not supported (significant but opposite direction)
—	OC \rightarrow OCB (direct effect of moderator)	0.29	< 0.001	Significant

Source: Compiled by the author based on SEM analysis.

In conclusion, the structural model provides substantial support for the theoretical framework. Servant

leadership has both direct and indirect effects on organizational citizenship behavior, with emotional intelligence serving as a significant partial mediator of this relationship. Organizational culture independently promotes OCB and also interacts with emotional intelligence, though in an unexpected direction—suggesting that strong cultures may compensate for lower individual EI in driving citizenship behaviors. These findings contribute to understanding the complex interplay among leadership, individual capabilities, and organizational context in shaping employee discretionary behaviors.

3.7 Research results summary and discussion

This chapter presented the empirical analysis examining the impact of servant leadership on organizational citizenship behavior, with emotional intelligence as a mediator and organizational culture as a moderator. This section summarizes the key findings. Data were collected from 500 employees across diverse industries in Bangladesh, predominantly male (54.6%), young-to-mid-career (72.0% aged 18–35), and employed in private sector organizations (81.4%). Healthcare, education, and technology/IT were the most represented industries. This heterogeneous sample enhances generalizability of findings. All measurement instruments demonstrated excellent reliability (Cronbach's α ranging from 0.90 to 0.93), and confirmatory factor analysis confirmed a well-fitting four-factor measurement model (CFI = 0.958, TLI = 0.956, RMSEA = 0.048, SRMR = 0.061). Factor loadings were significant and latent correlations supported discriminant validity.

Respondents reported moderately high levels across all constructs, with means clustering around 4.0 on the five-point scale. Notably, the primary outcome variable—OCB—did not differ significantly across any demographic or organizational categories, suggesting that citizenship behavior is driven by substantive predictors rather than demographic characteristics. Some differences emerged for predictor variables: males perceived organizational culture more favorably; servant leadership perceptions varied by age; and smaller organizations showed more positive cultural perceptions.

Table 23 Summary of hypothesis testing

Hypothesis	Statement	Result	Key Finding
H1	SL → OCB (direct effect)	Supported	$\beta = 0.14, p = 0.001$
H2	SL → EI	Supported	$\beta = 0.37, p < 0.001$
H3	EI → OCB	Supported	$\beta = 0.33, p < 0.001$
H4	EI mediates SL–OCB	Supported	Indirect = 0.12, 95% CI [0.08, 0.17]

H5	OC positively moderates EI–OCB	Not Supported	$\beta = -0.06, p = 0.012$ (opposite direction)
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Note: Organizational Culture also showed a significant direct effect on OCB ($\beta = 0.29, p < 0.001$).

Source: Compiled by the author based on SEM analysis.

The first four hypotheses were supported: servant leadership positively influences both emotional intelligence and OCB, while EI partially mediates the SL–OCB relationship (accounting for 46% of the total effect). Hypothesis 5 was not supported as hypothesized—the significant negative interaction indicates that EI's effect on OCB is stronger when organizational culture is weaker, suggesting a compensatory dynamic wherein strong cultures substitute for individual emotional competencies in promoting citizenship behaviors.

CONCLUSIONS AND RECOMMENDATIONS

1. The analysis of servant leadership literature reveals that this leadership philosophy prioritizes follower needs, growth, and well-being above the leader's self-interest. Servant leaders demonstrate empathy, active listening, stewardship, and commitment to developing others, creating environments conducive to trust and discretionary employee behaviors that benefit organizations.
2. Emotional intelligence, conceptualized as the capacity to perceive, understand, manage, and utilize emotions in oneself and others, emerges as a critical individual capability in organizational settings. Employees with higher emotional competencies demonstrate enhanced interpersonal effectiveness, better job performance, and greater propensity for prosocial workplace behaviors.
3. Organizational citizenship behavior represents voluntary, discretionary employee actions that transcend formal job requirements and collectively enhance organizational effectiveness. These behaviors, encompassing altruism, conscientiousness, and civic virtue, are not formally rewarded but prove essential for organizational functioning.
4. Organizational culture, understood as shared values, beliefs, and norms that shape behavior, creates environments where employees understand expectations and feel motivated to engage in discretionary behaviors. The Denison framework's dimensions of involvement, consistency, adaptability, and mission orientation provide a comprehensive lens for examining cultural influences on employee conduct.
5. The empirical findings confirm that servant leadership exerts both direct and indirect positive influences on organizational citizenship behavior. The direct path demonstrates that leadership behaviors emphasizing service and follower development independently promote citizenship

behaviors. The indirect path, operating through emotional intelligence, reveals that servant leaders cultivate followers' emotional competencies, which subsequently enable and motivate prosocial actions. This mediation effect accounts for nearly half of the total leadership influence on citizenship behavior.

6. The investigation of organizational culture's moderating role yielded unexpected findings. Rather than amplifying the emotional intelligence-citizenship behavior relationship as hypothesized, strong organizational cultures demonstrated a compensatory effect. In environments with weaker cultural supports, emotionally intelligent employees rely more heavily on personal resources to maintain prosocial behaviors, whereas strong cultures enable citizenship behaviors regardless of individual emotional competencies.
7. The measurement instruments adapted for this Bangladeshi organizational context demonstrated robust psychometric properties, confirming that established Western scales for servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior maintain their validity across cultural boundaries.
8. The research revealed notable demographic variations in certain predictor variables, with gender differences in cultural perceptions and age-related differences in leadership ratings. However, organizational citizenship behavior remained consistent across all demographic categories, suggesting that these discretionary behaviors are driven primarily by substantive organizational and individual factors rather than demographic characteristics.

Recommendations for Practice

1. Organizations should prioritize selecting, developing, and promoting leaders who demonstrate servant leadership characteristics. Leaders who prioritize follower growth and well-being, practice empathy, and build genuine relationships not only directly encourage citizenship behaviors but also cultivate the emotional competencies that sustain these behaviors over time.
2. Leadership development programs should cultivate servant leadership behaviors through training in self-awareness, emotional regulation, empathy, active listening, and coaching. Effective leadership involves developing followers' capabilities rather than merely directing their actions.
3. Investment in emotional intelligence training for employees at all levels represents a strategic approach to promoting citizenship behaviors. Given that emotional competence significantly predicts discretionary prosocial actions and partially transmits leadership effects, organizations benefit from equipping employees with skills in self-awareness, self-regulation, empathy, and social effectiveness.
4. Organizations should recognize the complementary functions of culture and individual emotional intelligence in promoting citizenship behaviors. Those with weaker cultures should particularly prioritize developing employee emotional intelligence, while organizations with strong cultures may

leverage cultural strengths to support employees with varying levels of emotional competencies.

Recommendations for Future Research

1. Longitudinal studies should be conducted to establish the temporal dynamics of servant leadership effects on emotional intelligence development and subsequent citizenship behavior changes. Future investigations should employ multi-source data collection methods and replicate findings across different cultural contexts to enhance generalizability and address the limitations inherent in cross-sectional, self-report designs.

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THE IMPACT OF SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE AND THE MODERATING ROLE OF ORGANIZATIONAL CULTURE

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Master Thesis

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SUMMARY

75 pages, 6 figures, 23 tables, 75 references.

The aim of this thesis is to evaluate the impact of servant leadership on organizational citizenship behavior through the mediating role of emotional intelligence and the moderating role of organizational culture. The study addresses an important theoretical gap by examining how psychological mechanisms and contextual factors jointly influence the relationship between leadership and discretionary employee behaviors.

The thesis consists of three main chapters. The first chapter provides a comprehensive theoretical analysis of servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior, synthesizing existing literature and developing a conceptual framework with five research hypotheses. The second chapter presents the research methodology, including the research model, measurement instruments adapted from established scales, sampling strategy, and data analysis procedures. The third chapter presents the empirical results and their interpretation.

A quantitative research methodology was employed, utilizing structured survey questionnaires administered to 500 employees across three organizations in Bangladesh: C&T Homecare Services Limited, Amazing Fashions Ltd., and Southeast Bank PLC. Established measurement scales were used for servant leadership (Laub, 1999), emotional intelligence (Goleman, 1995), organizational culture (Denison & Mishra, 1995), and organizational citizenship behavior (Podsakoff et al., 1990). Structural equation modeling was employed to test the hypothesized relationships, with confirmatory factor analysis validating the measurement model.

The empirical findings confirm that servant leadership exerts both direct and indirect positive influences on organizational citizenship behavior. The indirect path, operating through emotional

intelligence, reveals that servant leaders cultivate followers' emotional competencies, which subsequently enable and motivate prosocial actions. This mediation effect accounts for nearly half of the total leadership influence on citizenship behavior. The investigation of organizational culture's moderating role yielded unexpected findings: rather than amplifying the emotional intelligence-citizenship behavior relationship as hypothesized, strong organizational cultures demonstrated a compensatory effect.

The research contributes to leadership theory by empirically validating the psychological mechanisms through which servant leadership promotes discretionary employee behaviors. Practical implications suggest that organizations should prioritize developing servant leadership capabilities and investing in emotional intelligence training to foster organizational citizenship behaviors.

TARNAUJANČIOS LYDERYSTĖS POVEIKIS ORGANIZACIJOS PILIETIŠKAM ELGESIUI: MEDIJUOJANTIS EMOCINIO INTELEKTO VAIDMUO IR MODERUOJANTIS ORGANIZACINĖS KULTŪROS VAIDMUO

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SANTRAUKA

75 puslapių, 6 paveikslai, 23 lentelės, 75 šaltiniai.

Šio magistro darbo tikslas – įvertinti tarnaujančios lyderystės poveikį organizacijos pilietiškam elgesiui per emocinio intelekto medijuojantį vaidmenį ir organizacinės kultūros moderuojantį vaidmenį. Tyrimas sprendžia svarbią teorinę spragą, nagrinėdamas, kaip psichologiniai mechanizmai ir kontekstiniai veiksniai kartu daro įtaką lyderystės ir savanoriško darbuotojų elgesio santykiui.

Darbą sudaro trys pagrindiniai skyriai. Pirmajame skyriuje pateikiama išsami tarnaujančios lyderystės, emocinio intelekto, organizacinės kultūros ir organizacijos pilietiško elgesio teorinė analizė, apibendrinant mokslinę literatūrą ir suformuojant koncepcinį modelį su penkiomis tyrimo hipotezėmis. Antrajame skyriuje pristatoma tyrimo metodologija, įskaitant tyrimo modelį, matavimo priemones, imties strategiją ir duomenų analizės procedūras. Trečiajame skyriuje pateikiami empirinio tyrimo rezultatai ir jų interpretacija.

Tyrimui atlikti buvo pasirinkta kiekybinė tyrimo metodologija, naudojant struktūrizuotas apklausas, kuriose dalyvavo 500 darbuotojų iš trijų organizacijų Bangladeše: C&T Homecare Services Limited, Amazing Fashions Ltd. ir Southeast Bank PLC. Naudotos pripažintos matavimo skalės: tarnaujančiai lyderystei (Laub, 1999), emociniam intelektui (Goleman, 1995), organizacinei kultūrai (Denison & Mishra, 1995) ir organizacijos pilietiškam elgesiui (Podsakoff et al., 1990). Hipotezėms tikrinti buvo taikomas struktūrinių lygčių modeliavimas.

Empiriniai rezultatai patvirtina, kad tarnaujanti lyderystė daro tiesioginį ir netiesioginį teigiamą poveikį organizacijos pilietiškam elgesiui. Netiesioginis poveikis, veikiantis per emocinį intelektą, atskleidžia, kad tarnaujantys lyderiai ugdo pasekėjų emocines kompetencijas, kurios vėliau skatina prosocialų elgesį. Šis mediacijos efektas sudaro beveik pusę bendro lyderystės poveikio pilietiškam

elgesiui. Organizacinės kultūros moderuojančio vaidmens tyrimas parodė netikėtus rezultatus: stipri organizacinė kultūra demonstravo kompensuojantį, o ne stiprinantį efektą.

Tyrimas prisideda prie lyderystės teorijos empiriškai patvirtindamas psichologinius mechanizmus, per kuriuos tarnaujanti lyderystė skatina savanorišką darbuotojų elgesį.

Appendix A

Research Questionnaire

The following questionnaire was used to collect data for the Master's thesis titled: "The Impact of Servant Leadership on Organizational Citizenship Behavior: The Mediating Role of Emotional Intelligence and the Moderating Role of Organizational Culture."

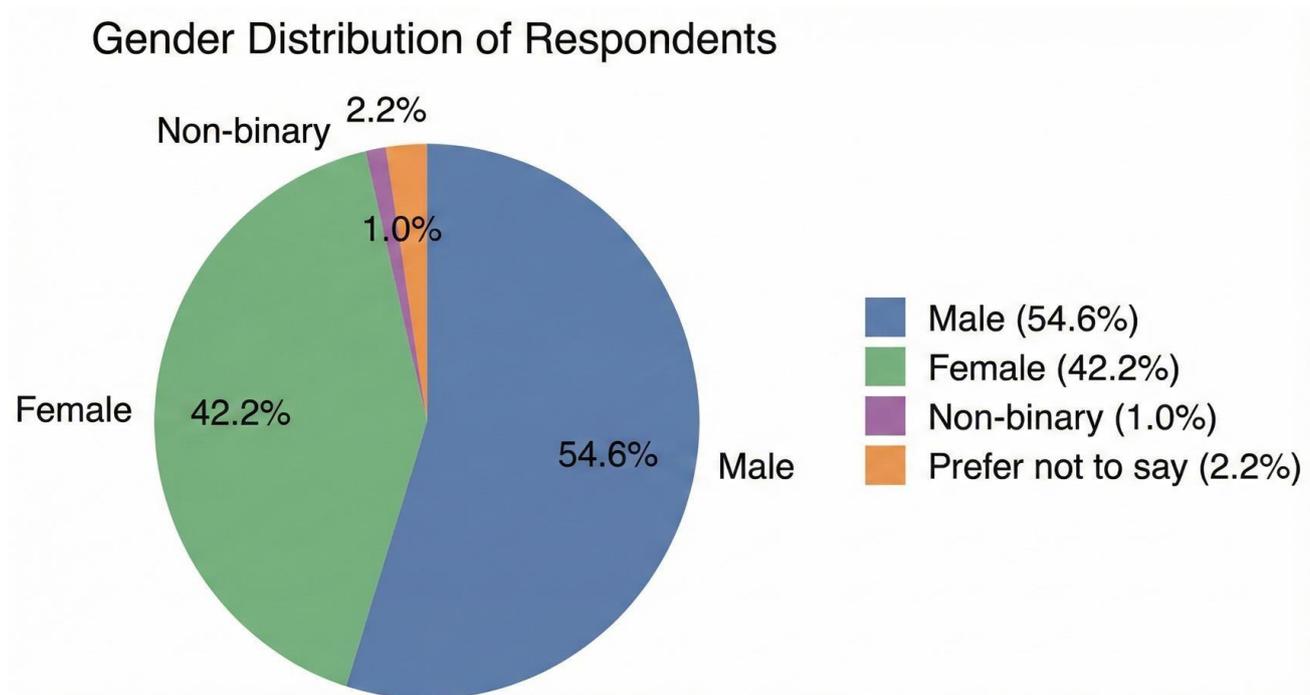
The questionnaire was distributed via Google Forms.

Survey Link:

https://docs.google.com/forms/d/e/1FAIpQLSd--gop_pDHw2G--0_ZeYITCiIvchzrHqCaJcdh_k2sFeaL5A/viewform

Appendix B

Figure B1. *Gender Distribution of Respondents*



Source: Compiled by the author based on survey data.

Demographic Questions

1. What is your Gender?
2. What is your Age?
3. Which type of organization do you work in?
4. What industry does your organization operate in?
5. Are you in a managerial position?
6. What is the size of the organization you work for?

All questions were rated using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Denison Organizational Culture Survey (DOCS)

1. Involvement

a. Empowerment

1. Most employees are highly involved in their work.
2. Decisions are usually made at the level where the best information is available.
3. Information is widely shared so that everyone can get the information he or she needs when it's needed.
4. Everyone believes that he or she can have a positive impact.
5. Business planning is ongoing and involves everyone in the process to some degree.

b. Team Orientation

6. Cooperation across different parts of the organization is actively encouraged.
7. People work like they are part of a team.
8. Teamwork is used to get work done, rather than hierarchy.
9. Teams are our primary building blocks.
10. Work is organized so that each person can see the relationship between his or her job and the goals

of the organization.

c. Capability Development

11. Authority is delegated so that people can act on their own.
12. The "bench strength" (capability of people) is constantly improving.
13. There is continuous investment in the skills of employees.
14. The capabilities of people are viewed as an important source of competitive advantage.
15. Problems seldom arise because we have the skills necessary to do the job.

3. Adaptability

a. Creating Change

16. This organization is very responsive and changes easily.
17. We respond well to competitors and other changes in the business environment.
18. New and improved ways to do work are continually adopted.
19. Attempts to create change usually meet with resistance.
20. Different parts of the organization often cooperate to create change.

b. Customer Focus

21. Customer comments and recommendations often lead to changes.
22. Customer input directly influences our decisions.
23. All members have a deep understanding of customer wants and needs.
24. The interests of the customer often get ignored in our decisions.
25. We encourage direct contact with customers by our people.

c. Organizational Learning

26. We view failure as an opportunity for learning and improvement.
27. Innovation and risk taking are encouraged and rewarded.
28. Lots of things "fall between the cracks."
29. Learning is an important objective in our day-to-day work.
30. We make certain that the "right hand knows what the left hand is doing."

Podsakoff et al. (1990) Model for Organizational Citizenship Behavior (OCB)

a. Altruism

1. Willingly helps others who have work-related problems.
2. Assists others with heavy workloads.
3. Helps orient new employees even though it is not required.
4. Volunteers for tasks that are not part of their job
5. Helps others who have been absent.

b. Conscientiousness

6. Is always punctual.
7. Does not take extra breaks.
8. Obeys company rules and regulations even when no one is watching.
9. Is one of the most conscientious employees.
10. Attends work regularly.

d. Courtesy

11. Consults with others who might be affected by their actions.
12. Takes steps to try to prevent problems with other workers.
13. Does not abuse the rights of others.
14. Tries to avoid creating problems for coworkers.
15. Considers the impact of their actions on coworkers.

James Laub (1999)'s Organizational Leadership Assessment (OLA)
(Used for Servant Leadership)

a. Values People

1. Demonstrates respect and appreciation for others.
2. Listens actively and empathetically.
3. Affirms the worth and potential of each individual.

b. Develops People

4. Provides opportunities for personal and professional growth.
5. Mentors and coaches team members.
6. Encourages and facilitates continuous learning.

c. Builds Community

7. Fosters a sense of belonging and team cohesion.
8. Promotes collaboration and mutual support.
9. Cultivates a shared vision and purpose.

d. *Displays Authenticity*

10. Exhibits honesty and integrity in actions.
11. Shares information transparently.
12. Maintains consistency between words and deeds.

e. *Provides Leadership*

13. Articulates a clear vision and direction.
14. Sets high standards and expectations.
15. Inspires and motivates others to achieve goals.

f. *Shares Leadership*

16. Empowers others to take initiative and make decisions.
17. Encourages participative decision-making.
18. Recognizes and utilizes the strengths of team members.

Daniel Goleman's Emotional Competence Framework

(Used for Emotional Intelligence)

a. **Self-Awareness**

1. I understand my strengths and limitations clearly.
2. I recognize how my feelings affect my behavior and performance.
3. I am aware of my emotions as they arise.
4. I can reflect on my inner thoughts and emotions effectively.
5. I accept feedback about myself non-defensively.

b. Self-Regulation (Self-Management)

6. I stay calm under pressure.
7. I think before I act, even when stressed.
8. I handle unexpected changes or challenges well.
9. I control impulsive feelings and behaviors.
10. I keep my disruptive emotions in check at work.

c. Motivation

11. I strive to meet or exceed expectations in my work.
12. I enjoy setting and working toward challenging goals.
13. I persist in overcoming obstacles and setbacks.
14. I take initiative to act on opportunities.
15. I am enthusiastic and passionate about my work.

d. Empathy (Social Awareness)

16. I listen attentively to understand other people's perspectives.
17. I can sense the emotions of those around me, even when not expressed verbally.
18. I show genuine concern for others' needs and feelings.
19. I can adapt my behavior to different social situations.
20. I treat others with respect, regardless of their background.

e. Social Skills (Relationship Management)

21. I work well in team settings.
22. I can effectively resolve conflicts with others.
23. I influence and inspire others positively.
24. I foster strong and trusting relationships.
25. I communicate clearly and persuasively.