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TARNAUJANČIOS LYDERYSTĖS ĮTAKA PILIETIŠKAM ELGESIUI ORGANIZACIJOJE: ORGANIZACINĖS KULTŪROS IR EMOCINIO INTELEKTO MODERUOJANTIS VAIDMUO	THE IMPACT OF SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING ROLE OF ORGANIZATIONAL CULTURE AND EMOTIONAL INTELLIGENCE
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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 moderating role of emotional intelligence and 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 and organizational culture as the moderating variables, 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 290 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 survey was conducted exclusively in English because all participating companies operate in professional environments where English proficiency is a mandatory requirement for employees. Additionally, English is widely used in the education system and professional sectors in Bangladesh, including schools, universities, and government institutions. Therefore, it was considered that the respondents possessed sufficient English language proficiency to understand and complete the questionnaire accurately, making translation into Bangla unnecessary. The multi-industry sampling approach enhances external validity by capturing diverse organizational dynamics. Established measurement scales ensure construct validity: servant leadership (James E. Barbuto and Daniel W. Wheeler 2006), emotional intelligence (K. A. Davies, Andrew M. Lane, Tracey J. Devonport, and James A. Scott 2010), organizational culture (Daniel R. Denison 2006), and organizational citizenship behavior (Spector, P. E., Bauer, J. A., & Fox, S. 2010). 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. In addition, AI assisted tools were utilized solely for language refinement and formatting support during the preparation of the thesis.

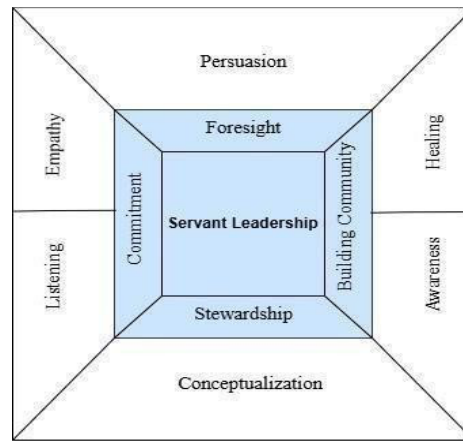
1. THEORETICAL ASPECTS OF THE IMPACT OF SERVANT LEADERSHIP, EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES

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.

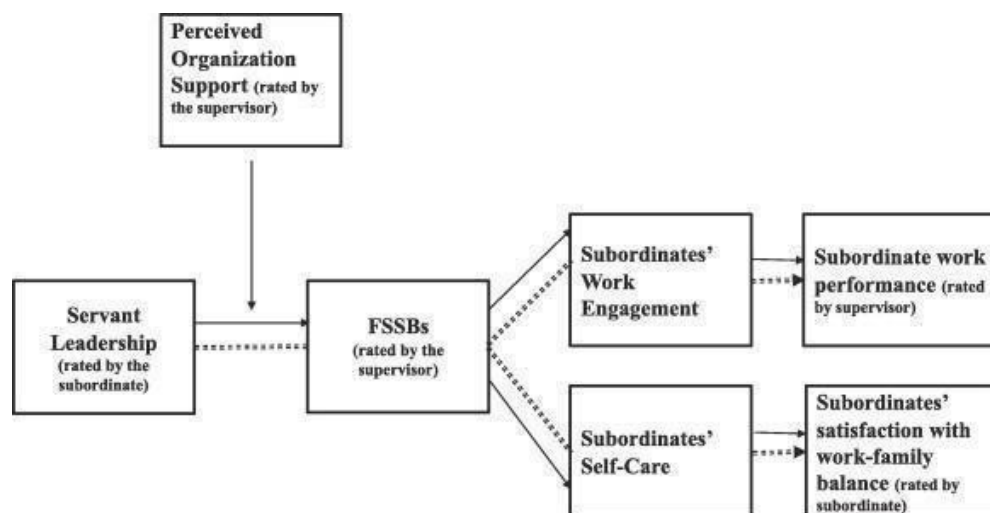
For example, Aziz et al. (2024) examined the impact of servant leadership in state-owned banks in Indonesia and found that it significantly influenced OCB and employee performance. This study demonstrated that servant leadership, when coupled with emotional intelligence and self-efficacy, fosters an 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

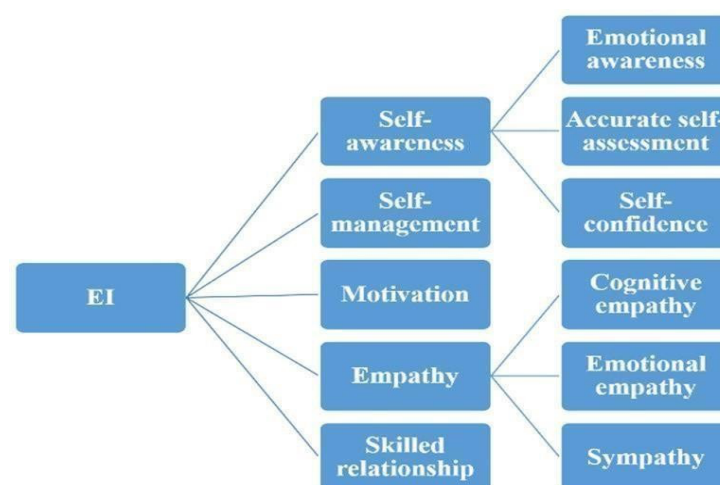
Emotional intelligence (EI) plays a crucial role in the dynamic relationship between servant leadership and organizational citizenship behavior (OCB). Defined as the ability to recognize, understand, and manage emotions—both one's own and those of others—emotional intelligence enhances leaders' effectiveness 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).

Despite these theoretical distinctions, the present study adopts a self-report trait-based approach to emotional intelligence, consistent with the majority of leadership research. Specifically, emotional intelligence is measured using the Brief Emotional Intelligence Scale (BEIS-10) developed by Davies et al. (2010), which captures individuals' perceived emotional competencies in workplace settings. The BEIS-10 focuses on employees' ability to understand their own emotions, recognize emotions in others through verbal and non-verbal cues, regulate emotional responses, and utilize emotions constructively in workplace situations. The scale provides a concise and psychometrically validated measure of emotional intelligence suitable for organizational research settings (Davies et al., 2010).

While emotional intelligence 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 use of a self-report measure such as BEIS-10 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).

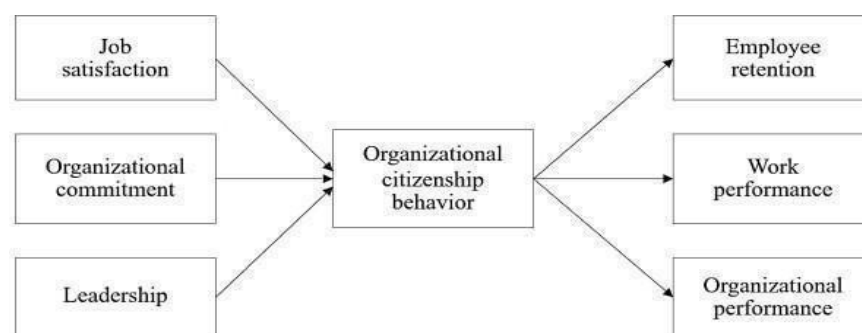
In synthesis, emotional intelligence emerges as a theoretically and empirically supported mediating mechanism linking servant leadership to organizational citizenship behavior. The mediation operates through two psychological pathways: first, servant leaders model and develop followers' emotional competencies 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) present 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 (2006) conceptualizes organizational culture as a system of underlying values and practices that influence organizational effectiveness, particularly through dimensions such as involvement, consistency, adaptability, and mission. 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.

The CVF is a typological classification, while the current study employs a dimensional approach to measuring organizational culture. Specifically, the Denison Organizational Culture Model (Denison, 2006) is used to measure organizational culture in four core cultural traits, namely involvement, consistency, adaptability and mission. These dimensions cover the internal integration and external adaptation and hence the model is especially suitable for studying organizational effectiveness in today's work environments.

The Denison model stresses that effective organizations balance internal cohesion (involvement and consistency) with external responsiveness (adaptability and mission clarity). The involvement involves the way employees are participating and empowered, consistency involves shared values and coordination, adaptability is the organization's capacity to react to changes in its environment and mission pertains to the strategic direction and long-term goals (Denison, 2006). Emphasizing these dimensions, the model provides a comprehensive understanding of how culture influences both employee behavior and organizational outcomes.

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 an

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 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 an 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 Dierendonc (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 a 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 a 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, with particular emphasis on the moderating roles of emotional intelligence and 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 examine whether emotional intelligence moderates the relationship between servant leadership and organizational citizenship behavior.
- 4) To analyze whether organizational culture moderates the relationship between servant leadership 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, Moderating Variable (**W**): Emotional Intelligence, Moderating Variable (**Z**): Organizational Culture, Dependent Variable (**Y**): Organizational Citizenship Behavior

Conceptual Framework

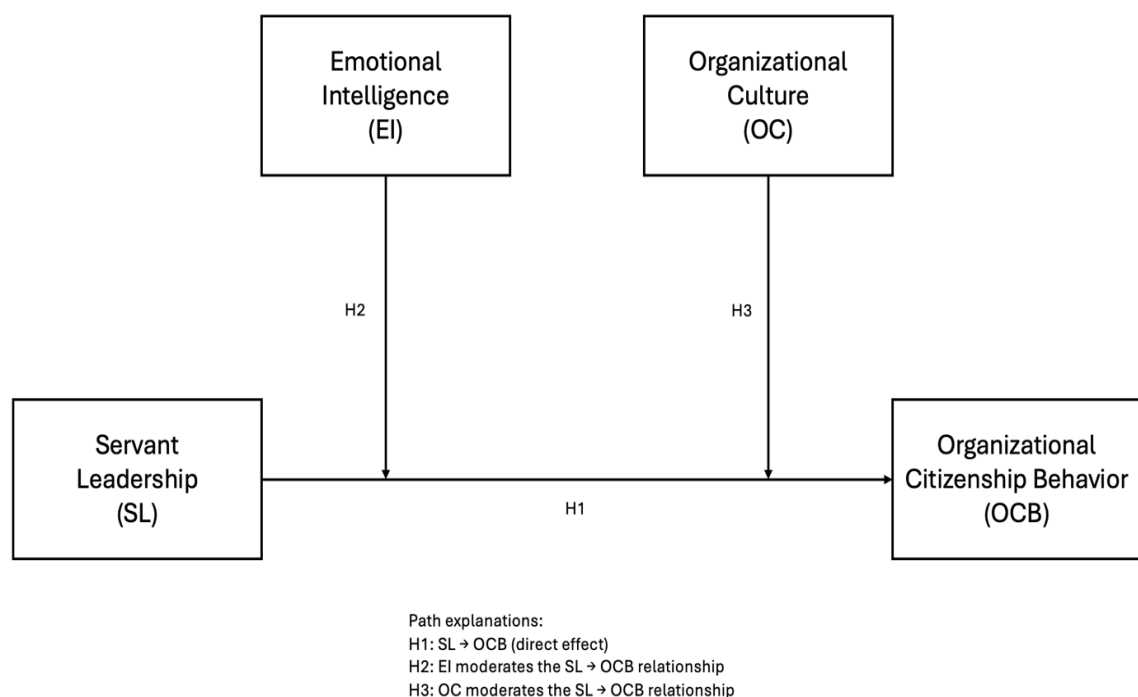
The research model is developed based on established theoretical and empirical studies. It assumes that servant leadership positively influences employees' organizational citizenship behavior. Furthermore, the model proposes that this relationship is contingent upon individual and contextual factors, specifically emotional intelligence and organizational culture.

Emotional intelligence is expected to shape how employees interpret and respond to leadership

behaviors. Employees with higher emotional intelligence may be more responsive to servant leadership practices, thereby strengthening the relationship between servant leadership and organizational citizenship behavior.

Similarly, organizational culture provides the broader context within which leadership behaviors operate. A supportive and adaptive organizational culture may enhance the effectiveness of servant leadership in promoting discretionary employee behaviors, while less supportive cultures may weaken this relationship. 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 examines the direct effect of servant leadership on organizational citizenship behavior. Hypotheses 2 and 3 test the moderating effects of emotional intelligence and organizational culture, respectively, on the relationship between servant leadership and organizational citizenship behavior.

Servant leadership is widely recognized as a leadership style that emphasizes serving others, empowering employees, and fostering ethical and supportive work environments (Karatepe et al., 2019). Leaders who adopt this approach prioritize the needs of their employees and create conditions that promote trust, commitment, and motivation. As a result, employees are more likely to engage in discretionary behaviors that go beyond formal job requirements, known as organizational

citizenship behavior (OCB) (Walumbwa et al., 2010). Therefore:

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

Emotional intelligence refers to an individual's ability to perceive, understand, and regulate emotions in oneself and others. Employees with high emotional intelligence are more capable of interpreting leadership behaviors positively and responding in constructive ways. In the context of servant leadership, emotionally intelligent employees may be more receptive to leaders' supportive and empathetic behaviors, thereby strengthening the relationship between servant leadership and OCB. Accordingly:

H2: Emotional intelligence moderates the relationship between servant leadership and organizational citizenship behavior, such that the relationship is stronger at higher levels of emotional intelligence.

Organizational culture represents the shared values, beliefs, and norms that guide behavior within an organization. It plays a crucial role in shaping how leadership styles influence employee outcomes. In supportive and collaborative cultures, servant leadership behaviors are more likely to be reinforced, leading to higher levels of OCB. Conversely, in rigid or hierarchical cultures, the impact of servant leadership may be constrained. Therefore:

H3: Organizational culture moderates the relationship between servant leadership and organizational citizenship behavior, such that the relationship is stronger in supportive organizational cultures.

The proposed model is grounded in existing literature on leadership, emotional intelligence, and organizational behavior. Prior studies have consistently demonstrated that servant leadership positively influences employee outcomes, including organizational citizenship behavior, through mechanisms such as trust, empowerment, and ethical conduct (Trong Tuan, 2017; Karatepe et al., 2019).

At the same time, emotional intelligence plays a critical role in shaping how individuals perceive and respond to leadership behaviors. Employees with higher emotional intelligence are better equipped to manage interpersonal relationships and are more likely to engage in cooperative and prosocial behaviors (Miao et al., 2021).

Additionally, organizational culture provides the contextual environment that can either enhance or constrain leadership effectiveness. Research suggests that cultures characterized by support, collaboration, and adaptability strengthen positive behavioral outcomes, including OCB (Denison, 2006; Xenikou & Furnham, 2022). By integrating these perspectives, the present study

adopts a moderated model to provide a more contextualized understanding of how servant leadership influences organizational citizenship behavior.

2.2 Measurement scales

To empirically examine the conceptual framework, this research adopted 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, manufacturing, and financial 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 320 individuals were reached. Out of these 290 valid responses were collected. The major companies in which the questionnaire was distributed are C&T Homecare Services Limited, Amazing Fashions Limited and Southeast Bank PLC.

Sample size. The final sample size of this study consisted of 290 valid respondents out of 320 distributed questionnaires. The adequacy of this sample size is justified based on several methodological considerations. First, prior empirical studies examining servant leadership, emotional intelligence, and organizational citizenship behavior have utilized sample sizes ranging from 215 to 815 participants, indicating that the current sample size falls within an acceptable range of comparable research (Walumbwa et al., 2010; Aydin & Ceylan, 2009; Harwiki, 2016; Miao et al., 2020; Rego et al., 2012). Second, for multiple regression analysis, which is employed in the present study, a sample size exceeding 200 is generally considered sufficient to ensure reliable statistical estimates and adequate power (Hair et al., 2010; Cohen, 1988). Third, as this study examines moderation effects, previous methodological research suggests that a sample size above 200 provides sufficient statistical power (0.80) to detect medium effect sizes ($f^2 = 0.15$) at a significance level of $\alpha = 0.05$ (Cohen, 1988). Therefore, the achieved sample size of 290 respondents satisfies these criteria and is considered adequate for testing the proposed research model. Furthermore, the sample size is consistent with similar studies in the literature, supporting the robustness and validity of the findings.

Table 5. The Comparison of Sample Sizes in Related Studies

Author(s)	Title of the Article	Sample Size
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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	290
Total		2,062
Average Sample Size		344

Data Collection. The data for this study were collected using a structured, self-administered questionnaire developed through Google Forms. The survey was conducted across three organizations: 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). The questionnaire link was distributed primarily through email and social media platforms, allowing respondents to participate voluntarily and conveniently. This approach facilitated broader access to participants across different organizational settings and ensured efficient data collection within a limited time frame. A total of 320 individuals were approached, out of which 290 valid responses were received and retained for analysis, indicating a strong response rate. All responses were collected electronically through Google Forms, ensuring consistency in data recording and minimizing manual errors. 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 (SL) measured using the scale developed by Barbuto and Wheeler (2006), which includes dimensions such as altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. Emotional Intelligence (EI) assessed using the Brief Emotional Intelligence Scale (BEIS-10) developed by Davies et al. (2010), covering self-awareness,

emotion regulation, and use of emotion. Organizational Culture (OC) measured using selected items from the Denison Organizational Culture Model (Denison, 2006), focusing on involvement-related dimensions such as empowerment, team orientation, and capability development. Organizational Citizenship Behavior (OCB) measured using the Organizational Citizenship Behavior Checklist developed by Spector and Fox (2010), capturing helping behavior and civic virtue.

Data collection occurred over a four-week period (March-April 2026) across three organizations. After data collection, responses were screened to ensure quality and completeness. Incomplete or inconsistent responses were excluded, resulting in a final dataset of 290 valid observations. Ethical standards were strictly maintained throughout the research process. Participation was voluntary, and respondents were informed about the purpose of the study. No personally identifiable information was collected, ensuring anonymity and confidentiality. All data were stored securely and used solely for academic purposes.

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 approach in which leaders prioritize the needs and development of their followers by emphasizing service, ethical behavior, and empowerment (Barbuto & Wheeler, 2006).

Emotional Intelligence (EI): The ability of individuals to perceive, understand, and manage their own emotions as well as the emotions of others (Davies et al., 2010).

Organizational Culture (OC): The shared values, beliefs, and practices that guide behavior within an organization, particularly in terms of employee involvement (Denison, 2006).

Organizational Citizenship Behavior (OCB): Voluntary and discretionary behaviors exhibited by employees that are not part of formal job requirements but contribute to organizational effectiveness (Spector & Fox, 2010).

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 the Servant Leadership Scale developed by Barbuto and Wheeler (2006). This scale is widely recognized in leadership research and captures key dimensions of servant leadership behavior in organizational settings. The construct includes five core dimensions: altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. These dimensions reflect a leader's focus on serving followers, supporting their emotional well-being, demonstrating awareness, influencing through persuasion, and promoting ethical responsibility within the organization.

In this study, a total of 15 items were used to measure servant leadership. Each item was assessed using a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include statements such as “This person puts my interests ahead of his or her own” and “This person is good at helping me with my emotional issues.” Higher scores indicate a stronger perception of servant leadership behaviors demonstrated by the respondent’s immediate supervisor.

This study employed a non-probability purposive sampling technique, targeting employees working across different organizational contexts. The inclusion criteria required respondents to have at least six months of work experience, ensuring that participants had sufficient exposure to their organization’s leadership style, emotional environment, and workplace culture.

A total of 320 individuals were approached, and 290 valid responses were obtained and retained for analysis. This sample size is considered appropriate for the present study, as the analysis was conducted using multiple regression and moderation analysis, which generally require a minimum sample size of 250 to achieve adequate statistical power. Therefore, the final sample of 290 respondents provides sufficient reliability for examining the relationships among servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. The data for this study were collected from employees across three organizations representing different sectors. The final sample (N = 290) consisted of: C&T Homecare Services Limited (n = 150, 51.7%), a New York-based homecare agency; Southeast Bank PLC (n = 81, 27.9%), a financial institution in Bangladesh; and Amazing Fashions Ltd. (n = 59, 20.3%), a ready-made garments manufacturing company in Bangladesh.

Data collection was conducted exclusively through an online survey using Google Forms. The questionnaire link was distributed via email and social media platforms, allowing respondents to participate conveniently and voluntarily. The use of a single data collection method ensured consistency in responses and minimized potential methodological bias associated with mixed-mode data collection. The questionnaire consisted of five sections: demographic information, servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. All measurement items were adapted from well-established and validated scales in the literature.

The Servant Leadership Scale by Barbuto and Wheeler (2006) was selected due to its strong empirical support and its suitability for organizational research contexts. The scale has demonstrated high reliability and validity across different cultural and organizational settings, making it appropriate for examining leadership behavior in diverse work environments. Additionally, its multidimensional structure allows for a comprehensive assessment of servant leadership, aligning well with the objectives of the present study. Item selection from the original 23-item Servant Leadership Scale (Barbuto Jr. & Wheeler, 2006) was based on preserving the conceptual integrity of servant leadership while reducing respondent burden. The selected 15 items represent all five core dimensions: altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship, ensuring comprehensive construct coverage. Items were chosen based

on conceptual clarity, relevance to organizational settings, and their ability to capture key servant leadership behaviors. The shortened scale improves survey efficiency and respondent engagement while maintaining adequate theoretical and content validity across emotional, ethical, relational, and strategic aspects of servant leadership.

Emotional intelligence was measured using the Brief Emotional Intelligence Scale (BEIS-10), which is a concise and widely used instrument designed to assess individuals' emotional capabilities in organizational settings. The scale captures key aspects of emotional intelligence, including self-awareness, emotion regulation, perception of others' emotions, and the use of emotions in facilitating thinking and behavior. In this study, a total of 10 items were used to measure emotional intelligence. These items reflect an individual's ability to recognize, understand, and manage their own emotions, as well as to perceive and respond effectively to the emotions of others. This capability is particularly important in workplace environments, as it influences interpersonal relationships, communication, and behaviors such as organizational citizenship.

All items were measured using a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include statements such as "I easily recognize my emotions as I experience them," "I have control over my emotions," and "I can tell how people are feeling by listening to their tone of voice." Higher scores indicate a higher level of emotional intelligence. The BEIS-10 scale was selected due to its strong theoretical foundation, reliability, and suitability for organizational research. Its concise structure reduces respondent fatigue while maintaining adequate coverage of key emotional intelligence dimensions. The scale has been widely applied in previous studies and is considered appropriate for examining emotional processes in relation to workplace behaviors.

Organizational culture was measured using an adapted version of the Denison Organizational Culture Model developed by Denison and Mishra (1995). This model is widely used in organizational research and focuses on key cultural traits that influence organizational effectiveness and employee behavior. In this study, organizational culture was assessed using 15 items, representing three core dimensions: empowerment, team orientation, and capability development. These dimensions reflect the extent to which employees are involved in decision-making, collaborate effectively within teams, and are supported in developing their skills and competencies. Together, these aspects provide a meaningful representation of the organizational environment in which employees operate.

All items were measured using a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include statements such as "Most employees are highly involved in their work," "People work like they are part of a team," and "There is continuous investment in

the skills of employees.” Higher scores indicate a stronger and more supportive organizational culture. The Denison model was selected due to its strong theoretical foundation and its relevance in examining organizational environments across different industries. Its focus on employee involvement and capability development makes it particularly suitable for analyzing how organizational context influences workplace behaviors such as organizational citizenship behavior.

Organizational Citizenship Behavior was measured. Organizational citizenship behavior was measured using the Organizational Citizenship Behavior Checklist (OCB-C) developed by Spector and Fox (2002). This scale is designed to assess voluntary and discretionary employee behaviors that go beyond formal job requirements and contribute to organizational effectiveness. In this study, organizational citizenship behavior was measured using 10 items representing two key dimensions: helping behavior and civic virtue/initiative. Helping behavior reflects employees’ willingness to assist, support, advise, or mentor colleagues, while civic virtue/initiative reflects employees’ voluntary efforts to improve work processes, participate in extra tasks, and contribute beyond required duties.

All items were rated using a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample items include “Took time to advise, coach, or mentor a coworker,” “Helped a coworker learn new skills or shared job knowledge,” and “Offered suggestions to improve how work is done.” Higher scores indicate a higher level of organizational citizenship behavior. The OCB-C was selected because it focuses on observable workplace behaviors rather than general attitudes. This makes it suitable for examining employees’ actual discretionary actions that support colleagues and contribute to organizational functioning.

2.4 Data processing procedures

Data analysis proceeded using IBM SPSS Statistics, following a structured three-step procedure: (1) preliminary data screening and descriptive analysis, (2) reliability testing of measurement scales, and (3) regression analysis for hypothesis testing.

Phase 1: Preliminary Analysis

Data The dataset was first screened to ensure accuracy and completeness. Responses were examined for missing values and inconsistencies. Since the data were collected through an online questionnaire, missing values were minimal and did not significantly affect the dataset. Descriptive statistics, including means and standard deviations, were calculated for all key study variables: servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. These statistics provided an overview of the central tendencies and variability of the data.

Phase 2: Reliability testing of measurement scales

In this phase, the reliability of the measurement scales was examined to ensure that all constructs were measured consistently. Reliability analysis was conducted using Cronbach's alpha coefficient in IBM SPSS Statistics. According to Hair et al. (2010), a Cronbach's alpha value above 0.70 indicates acceptable internal consistency. The results show that all variables in this study have strong reliability. Servant leadership reported a Cronbach's alpha of 0.925, emotional intelligence showed a value of 0.898, organizational culture recorded 0.928, and organizational citizenship behavior had a value of 0.878. Since all these values are well above the recommended threshold, it can be concluded that the items used in this study are reliable and internally consistent. To better understand the data, descriptive statistics such as mean and standard deviation were also calculated for all variables. This helped to provide a general overview of how respondents answered the questionnaire.

Unlike studies that use structural equation modeling, this research applied multiple regression analysis. For this reason, more advanced measurement techniques such as confirmatory factor analysis (CFA), composite reliability, and average variance extracted were not used. Instead, the validity of the constructs was supported by adopting well-established measurement scales from previous research. These include Barbuto and Wheeler (2006) for servant leadership, Schutte et al. (1998) for emotional intelligence, Denison and Mishra (1995) for organizational culture, and Spector and Fox (2002) for organizational citizenship behavior.

Phase 3: Structural Model and Hypothesis Testing

In this phase, the study hypotheses were tested using multiple linear regression analysis in IBM SPSS Statistics. This method was selected as it is appropriate for examining the relationships between variables and for testing moderation effects using interaction terms.

To test the hypotheses, a hierarchical regression approach was applied in three steps. In the first step, servant leadership (SL) was entered as the independent variable to examine its direct effect on organizational citizenship behavior (OCB). In the second step, emotional intelligence (EI) and organizational culture (OC) were included in the model to assess their additional explanatory power. In the third step, interaction terms (SL $\times$ EI and SL $\times$ OC) were introduced to test the moderating effects of emotional intelligence and organizational culture. Prior to creating interaction terms, all predictor variables were mean centered to reduce potential multicollinearity issues (Aiken & West, 1991). The interaction terms were then computed by multiplying the centered variables.

The significance of the relationships was evaluated using regression coefficients (β) and p-values, with a significance level of $p < 0.05$. The explanatory power of the models was assessed using R^2 values, which indicate the proportion of variance in organizational citizenship behavior explained by the independent variables. Additionally, model improvement across the three steps was evaluated using R^2 change and F-change statistics. This helped determine whether adding new variables and interaction terms significantly improved the model.

2.5 Study limitations

The study has several limitations that should be considered when interpreting the findings. First, although emotional intelligence is often considered partly trait-based, in this study it was treated as a variable that may influence how employees respond to leadership. While servant leadership was found to be significantly related to organizational citizenship behavior, the results did not support the moderating role of emotional intelligence. This suggests that emotional intelligence may not function as a contextual factor in the relationship as initially expected, or that its role may be more complex than captured in the current model. Second, the data were collected using self-reported questionnaires, where participants evaluated their own perceptions of leadership, emotional intelligence, organizational culture, and their own behaviors. This approach may introduce common method bias and social desirability bias, as respondents may provide answers that they perceive as favorable rather than fully accurate reflections of their experiences. Third, the study was conducted within three specific organizations across service, manufacturing, and financial sectors, primarily within a single national context. As a result, the findings may not be fully generalizable to other countries, industries, or organizational settings with different cultural or structural characteristics.

Finally, the study employed a cross-sectional research design, meaning that data were collected at a single point in time. Therefore, it is not possible to establish causal relationships between variables or to observe how these relationships may change over time.

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 290 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 = 290)

Characteristics	Variable	N	Percentage (%)
Gender	Male	141	48.6
	Female	121	41.7
	Non-binary	8	2.8
	Prefer not to say	20	6.9
Age	18–25 years	125	43.1
	26–35 years	109	37.6
	36–45 years	45	15.5
	46–55 years	10	3.4
	56–63 years	1	0.3
	Over 63 years	0	0
Organization type	Private sector	290	100
	Public sector	0	0
Industry sector	Healthcare	150	51.7
	Education	0	0
	Technology/IT	0	0
	Public administration	0	0
	Communication services	0	0
	Manufacturing	59	20.3
	Hospitality/Travel	0	0
	Finance	81	27.9
	Transportation/Logistics	0	0
	Other	0	0
Organization size	Small (fewer than 50 employees)	0	0
	Medium (50–250 employees)	58	20.0

	Large (over 250 employees)	232	80.0
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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 48.6% of the sample and females 41.7%. A smaller proportion of respondents identified as non-binary (2.8%) or preferred not to disclose their gender (6.9%). Regarding age, the largest group of respondents fell within the 18–25 years category (43.1%), followed by those aged 26–35 years (37.6%) and 36–45 years (15.5%). This distribution indicates a predominantly young workforce, which is consistent with the sectors represented in the sample. In terms of organizational characteristics, all respondents (100%) were employed in private-sector organizations, reflecting the nature of the selected companies included in this study. The industry distribution shows that healthcare was the most represented sector (51.7%), followed by financial services (27.9%) and manufacturing (20.3%). These sectors correspond to the three organizations included in the study C&T Homecare Services Limited, Southeast Bank PLC, and Amazing Fashions Ltd. This focused multi-industry composition enhances the external validity of the study by incorporating perspectives from service-oriented, financial, and production-based organizational environments. Concerning organization size, the majority of respondents (80.0%) worked in large organizations with more than 250 employees, while 20.0% were employed in medium-sized organizations with 50–250 employees. No respondents were from small organizations. This distribution reflects the structural characteristics of the selected organizations and suggests that the findings are particularly representative of medium to large organizational contexts. Overall, the sample provides a diverse yet structured representation of employees across different sectors and organizational environments, supporting meaningful analysis of the relationships among servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior.

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 (This Study)
Servant Leadership (Barbuto & Wheeler, 2006)		
Overall scale	15	0.925
Emotional Intelligence (Davies et al., 2010 – BEIS-10)		
Overall scale	10	0.898
Organizational Culture (Denison et al., 2006)		
Overall scale	15	0.928
Organizational Citizenship Behavior (Spector, Bauer & Fox, 2010)		
Overall scale	10	0.878

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, measured using 15 items adapted from Barbuto and Wheeler (2006), achieved a Cronbach's alpha of 0.925, indicating excellent reliability. This confirms that the scale consistently captures key dimensions of servant leadership behavior within the organizational context. The Emotional Intelligence scale, measured using the 10-item Brief Emotional Intelligence Scale (BEIS-10) developed by Davies et al. (2010), demonstrated a Cronbach's alpha of 0.898, reflecting strong internal consistency. This suggests that the selected items reliably measure individuals' emotional awareness and regulation capabilities. The Organizational Culture scale, based on Denison et al. (2006) and measured using 15 items, yielded a Cronbach's alpha of 0.928, indicating excellent reliability. This result confirms that the scale effectively captures the underlying cultural dimensions of involvement, consistency, adaptability, and mission. The Organizational Citizenship Behavior scale, measured using the short-form Organizational Citizenship Behavior Checklist (OCB-C) developed by Spector, Bauer, and Fox (2010), achieved a Cronbach's alpha of 0.878. This value indicates good internal consistency and confirms that the scale reliably measures employees' discretionary behaviors that contribute to

organizational effectiveness. In summary, all measurement scales demonstrate strong internal consistency, with Cronbach's alpha values ranging from 0.878 to 0.928. These findings confirm that the instruments used in this study are reliable and appropriate for subsequent statistical analysis. The high reliability across all constructs provides confidence that the observed relationships among servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior are not influenced by measurement error.

3.3 Normality assessment

Prior to conducting parametric statistical analyses, it is necessary to examine whether the data approximately follow a normal distribution. Normality assessment is important because regression-based analyses, including moderation analysis using the PROCESS macro, generally assume that the data are reasonably normally distributed. Assessing normality also helps determine whether parametric statistical techniques are appropriate for the questionnaire data collected in the study or whether non-parametric alternatives should be considered. In the present study, the questionnaire items were measured using five-point Likert scales and combined into composite variables representing Servant Leadership (SL), Emotional Intelligence (EI), Organizational Culture (OC), and Organizational Citizenship Behavior (OCB). Since the study employed composite mean scores derived from multiple questionnaire items and the sample size was relatively large ($N = 290$), parametric analysis was considered appropriate, provided that the distributions did not demonstrate severe deviations from normality.

To evaluate the distributional properties of the data, both formal normality tests and distribution shape indicators were examined. Specifically, the Kolmogorov-Smirnov (K-S) test, the Shapiro-Wilk (S-W) test, and the skewness and kurtosis coefficients were assessed for all four constructs. The results are presented in Table 8

Variable	Kolmogorov-Smirnov (Sig.)	Shapiro-Wilk (Sig.)	Skewness	Kurtosis
Servant Leadership (SL)	< 0.001	< 0.001	-0.579	-0.038
Emotional Intelligence (EI)	< 0.001	< 0.001	-0.234	-0.027
Organizational Culture (OC)	< 0.001	< 0.001	-0.245	-0.216
Organizational Citizenship Behavior (OCB)	< 0.001	0.001	-0.235	-0.038

Source: Compiled by the author based on SPSS output.

As shown in Table 8, the significance values of both the Kolmogorov-Smirnov and Shapiro-Wilk tests are below 0.05 for all variables, indicating that the null hypothesis of perfect normal distribution should formally be rejected. In other words, the data did not fully pass the formal normality tests. However, it is well established that the Kolmogorov-Smirnov and Shapiro-Wilk tests are highly sensitive to large sample sizes. When the sample size approaches or exceeds 200 respondents, these tests frequently produce statistically significant results even when deviations from normality are relatively small and practically insignificant (Field, 2018). Therefore, with a sample size of 290 respondents, failure to pass these formal tests is not uncommon and does not necessarily indicate serious violations of normality assumptions. For this reason, additional evaluation using skewness and kurtosis coefficients was conducted to assess the practical degree of non-normality. According to Tabachnick and Fidell (2013), skewness and kurtosis values within the range of -1.5 to +1.5 indicate distributions that are sufficiently normal for parametric statistical analysis. The skewness values in the present study range from -0.579 to -0.234, while the kurtosis values range from -0.216 to -0.027. These values remain well within the recommended thresholds, indicating that the distributions of all four constructs are reasonably normal for analytical purposes. The negative skewness values indicate a slight concentration of responses toward the higher end of the measurement scale, suggesting that respondents generally reported favorable perceptions regarding servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. Nevertheless, the magnitude of these deviations is relatively small and does not indicate severe non-normality. Based on the acceptable skewness and kurtosis values, the relatively large sample size, and the robustness of regression-based PROCESS analysis to moderate deviations from normality, the data were considered suitable for parametric statistical analysis. Therefore, non-parametric methods were not required, and no data transformation procedures were applied. The questionnaire data were considered statistically appropriate for subsequent regression and moderation analyses using the PROCESS macro.

3.4 Descriptive statistics

Respondents' perceptions and self-reported behaviors regarding the main study constructs can be observed from the mean values, variability of the scores, and the relationships among the variables. Descriptive statistics provide an overview of the respondents' general evaluations of the constructs, while correlation analysis helps identify the direction and strength of the relationships among the variables prior to conducting moderation analysis using the PROCESS macro.

Table 9 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 using five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 9 Descriptive statistics for the main constructs (N = 290)

Construct	Mean (M)	Standard Deviation (SD)	Observed Min	Observed Max	Scale Range
Servant Leadership (SL)	3.81	0.61	2.07	5.00	1–5
Emotional Intelligence (EI)	4.03	0.59	2.20	5.00	1–5
Organizational Culture (OC)	3.83	0.57	2.20	5.00	1–5
Organizational Citizenship Behavior (OCB)	3.83	0.58	2.10	5.00	1-5

Source: Compiled by the author based on survey data and SPSS output.

As shown in Table 9, the mean scores for all four constructs are above the midpoint of the scale (3.0), indicating generally positive evaluations across the sample. This suggests that respondents, on average, perceived their leaders as demonstrating servant leadership behaviors, rated their emotional intelligence favorably, viewed their organizational culture positively, and reported engaging in citizenship behaviors relatively frequently.

Servant Leadership received a mean rating of 3.81 (SD = 0.61), indicating that employees generally agreed that their supervisors exhibit servant leadership characteristics. The moderate standard deviation suggests some variation in perceptions, indicating that while many respondents evaluated leadership positively, others reported relatively lower experiences of servant leadership behaviors. Emotional Intelligence yielded the highest mean score among the four constructs (M = 4.03, SD = 0.59), suggesting that respondents tended to view themselves as possessing strong emotional competencies, including self-awareness, empathy, and social skills. The relatively low variability indicates that most respondents reported consistently high levels of emotional intelligence. Organizational Culture was evaluated at a mean of 3.83 (SD = 0.57), reflecting a generally positive perception of the workplace environment. This suggests that employees perceived their organizations as demonstrating acceptable levels of involvement, consistency, adaptability, and mission clarity. The observed range indicates that experiences of organizational culture vary across respondents, although the overall perception remains favorable. Organizational Citizenship Behavior showed a mean of 3.83 (SD = 0.58), indicating that respondents reported engaging in discretionary behaviors, such as helping colleagues and going beyond formal job requirements, at a relatively high level. The variability in responses suggests that while many employees frequently

engage in such behaviors, there are differences in the extent to which these behaviors are demonstrated across individuals.

Overall, the pattern of results indicates a generally positive tendency in the data, with all constructs scoring above the neutral midpoint and standard deviations remaining moderate. These findings suggest that the sample reflects favorable perceptions of leadership, individual capabilities, organizational environment, and discretionary workplace behavior. This provides a suitable foundation for further analysis of the relationships among the variables using the PROCESS macro.

In addition to descriptive statistics, Pearson correlation analysis was conducted to examine the relationships among the main study variables. Correlation analysis is useful for identifying the direction and strength of associations among constructs prior to regression-based analysis. The results of the correlation analysis are presented in Table 10.

Table 10. Correlation matrix of the main constructs (N = 290)

Variables	EI	EI	OC	OCB
Servant Leadership (SL)	1	0.524	0.577	0.468
Emotional Intelligence (EI)	0.524	1	0.635	0.484
Organizational Culture (OC)	0.577	0.635	1	0.570
Organizational Citizenship Behavior (OCB)	0.468	0.484	0.570	1

Note: $p < 0.01$ (2-tailed).

Source: Compiled by the author based on SPSS correlation analysis.

As shown in Table 10, all correlations among the main study variables are positive and statistically significant at the 0.01 level. This indicates that higher levels of servant leadership, emotional intelligence, and organizational culture are associated with higher levels of organizational citizenship behavior.

Servant Leadership demonstrated a moderate positive correlation with Emotional Intelligence ($r = 0.524$, $p < 0.01$), Organizational Culture ($r = 0.577$, $p < 0.01$), and Organizational Citizenship Behavior ($r = 0.468$, $p < 0.01$). These findings suggest that employees who perceive stronger servant leadership behaviors within their organizations also tend to report higher emotional intelligence,

more favorable perceptions of organizational culture, and greater engagement in citizenship behaviors. Emotional Intelligence also showed a positive correlation with Organizational Citizenship Behavior ($r = 0.484, p < 0.01$), indicating that employees with higher emotional competencies are more likely to engage in supportive and discretionary workplace behaviors. Furthermore, Organizational Culture demonstrated the strongest correlation with Organizational Citizenship Behavior ($r = 0.570, p < 0.01$), suggesting that a positive organizational environment plays an important role in encouraging employee citizenship behavior. The correlation results also indicate meaningful associations among the predictor variables themselves. Emotional Intelligence and Organizational Culture showed the strongest relationship ($r = 0.635, p < 0.01$), suggesting that employees who perceive a more supportive organizational culture also tend to report higher emotional intelligence.

Importantly, none of the correlation coefficients exceeded the commonly accepted threshold of 0.80, indicating that multicollinearity is not a serious concern in the present study. Therefore, the relationships among the variables are considered appropriate for further regression and moderation analysis using the PROCESS macro.

3.5 Moderation Analysis Using PROCESS Macro

To test the proposed hypotheses, a moderation analysis was conducted using the PROCESS macro (Version 5.0) developed by Hayes in IBM SPSS Statistics. PROCESS Model 2 was applied because this model allows the examination of two moderating variables simultaneously in the relationship between an independent variable and a dependent variable. In this study, Servant Leadership (SL) was treated as the independent variable, Organizational Citizenship Behavior (OCB) as the dependent variable, Emotional Intelligence (EI) as the first moderator, and Organizational Culture (OC) as the second moderator. The analysis was conducted using 5,000 bootstrap samples with a 95% confidence interval.

The moderation model was estimated using multivariate regression analysis within the PROCESS macro framework. The overall regression model was statistically significant, $F(5, 284) = 33.17, p < 0.001$, indicating that the model significantly predicts Organizational Citizenship Behavior. The model explained 36.87% of the variance in Organizational Citizenship Behavior ($R^2 = 0.3687$), suggesting that the included predictors provide a meaningful explanation of employees' citizenship behavior.

Table 10 presents the complete regression results generated from PROCESS Model 2, including all predictors and interaction terms included in the moderation model. The results show that Servant

Leadership has a positive and statistically significant effect on Organizational Citizenship Behavior ($\beta = 0.1652$, $p = 0.0046$). This indicates that higher levels of servant leadership are associated with increased employee citizenship behavior. Therefore, Hypothesis 1 is supported. Emotional Intelligence also has a significant positive effect on Organizational Citizenship Behavior ($\beta = 0.1573$, $p = 0.0117$), suggesting that employees with higher emotional intelligence are more likely to engage in positive extra-role behaviors. Similarly, Organizational Culture shows a strong and statistically significant positive effect on Organizational Citizenship Behavior ($\beta = 0.3751$, $p < 0.001$). Among the predictors included in the model, Organizational Culture demonstrated the strongest positive effect on Organizational Citizenship Behavior. The moderating effects of Emotional Intelligence and Organizational Culture were examined through interaction terms.

Table 11. Regression results of PROCESS Macro Model 2 predicting Organizational Citizenship Behavior

Predictor	Coefficient (β)	SE	t-value	p-value	LLCI	ULCI
Constant	3.8273	0.0309	123.9356	< 0.001	3.7665	3.8881
Servant Leadership (SL)	0.1652	0.0579	2.8538	0.0046	0.0512	0.2791
Emotional Intelligence (EI)	0.1573	0.0620	2.5377	0.0117	0.0353	0.2793
Organizational Culture (OC)	0.3751	0.0666	5.6312	< 0.001	0.2440	0.5062
SL $\times$ EI	0.0515	0.0912	0.5645	0.5729	-0.1280	0.2309
SL $\times$ OC	-0.0192	0.0981	-0.1961	0.8447	-0.2123	0.1738

Source: Compiled by the author based on PROCESS macro analysis.

As presented in Table 11, Servant Leadership has a positive and statistically significant effect on Organizational Citizenship Behavior ($\beta = 0.1652$, $p = 0.0046$). This finding indicates that employees who perceive higher levels of servant leadership are more likely to demonstrate organizational citizenship behavior. Therefore, Hypothesis 1 is supported. Emotional Intelligence also demonstrates a statistically significant positive effect on Organizational Citizenship Behavior ($\beta = 0.1573$, $p = 0.0117$). This suggests that employees with higher emotional intelligence are more likely to engage in discretionary and positive extra-role workplace behaviors.

Similarly, Organizational Culture shows a strong and statistically significant positive effect on Organizational Citizenship Behavior ($\beta = 0.3751$, $p < 0.001$). Among all predictors included in the model, Organizational Culture demonstrated the strongest positive influence on Organizational Citizenship Behavior. This result suggests that a supportive and positive organizational culture encourages employees to perform beyond formal job requirements. The moderating effects of Emotional Intelligence and Organizational Culture were examined through the interaction terms included in the PROCESS Model 2 regression analysis. Table 12 presents the interaction effects associated with the moderation analysis.

Table 12 Moderation effects using PROCESS Macro Model 2

Interaction Term	Coefficient (β)	SE	t-value	p-value	Result
SL $\times$ EI	0.0515	0.0912	0.5645	0.5729	Not Significant
SL $\times$ OC	-0.0192	0.0981	-0.1961	0.8447	Not Significant

Source: Compiled by the author based on PROCESS macro analysis.

The moderation results presented in Table 12 indicate that neither Emotional Intelligence nor Organizational Culture significantly moderates the relationship between Servant Leadership and Organizational Citizenship Behavior, as both interaction effects were statistically non-significant ($p > 0.05$). This suggests that the strength of the relationship between servant leadership and organizational citizenship behavior does not depend on the levels of emotional intelligence or organizational culture. In other words, servant leadership influences organizational citizenship behavior consistently regardless of variations in these moderating variables. Specifically, the interaction between Servant Leadership and Emotional Intelligence (SL $\times$ EI) was not statistically significant ($\beta = 0.0515$, $p = 0.5729$). This indicates that Emotional Intelligence does not significantly alter the relationship between Servant Leadership and Organizational Citizenship Behavior. Therefore, Hypothesis 2 is not supported. Similarly, the interaction between Servant Leadership and Organizational Culture (SL $\times$ OC) was also statistically non-significant ($\beta = -0.0192$, $p = 0.8447$). This finding suggests that Organizational Culture does not significantly moderate the relationship between Servant Leadership and Organizational Citizenship Behavior. Therefore, Hypothesis 3 is not supported.

Furthermore, the increase in explained variance associated with the interaction terms was negligible and statistically non-significant. The PROCESS output showed that the change in R^2 contributed by the interaction effects was extremely small, indicating that the moderating variables did not improve the explanatory power of the regression model.

The bootstrap confidence intervals further confirm these findings. The confidence intervals for Servant Leadership, Emotional Intelligence, and Organizational Culture do not include zero, confirming that their direct effects on Organizational Citizenship Behavior are statistically significant. However, the confidence intervals for both interaction terms include zero, confirming that the moderating effects are statistically non-significant.

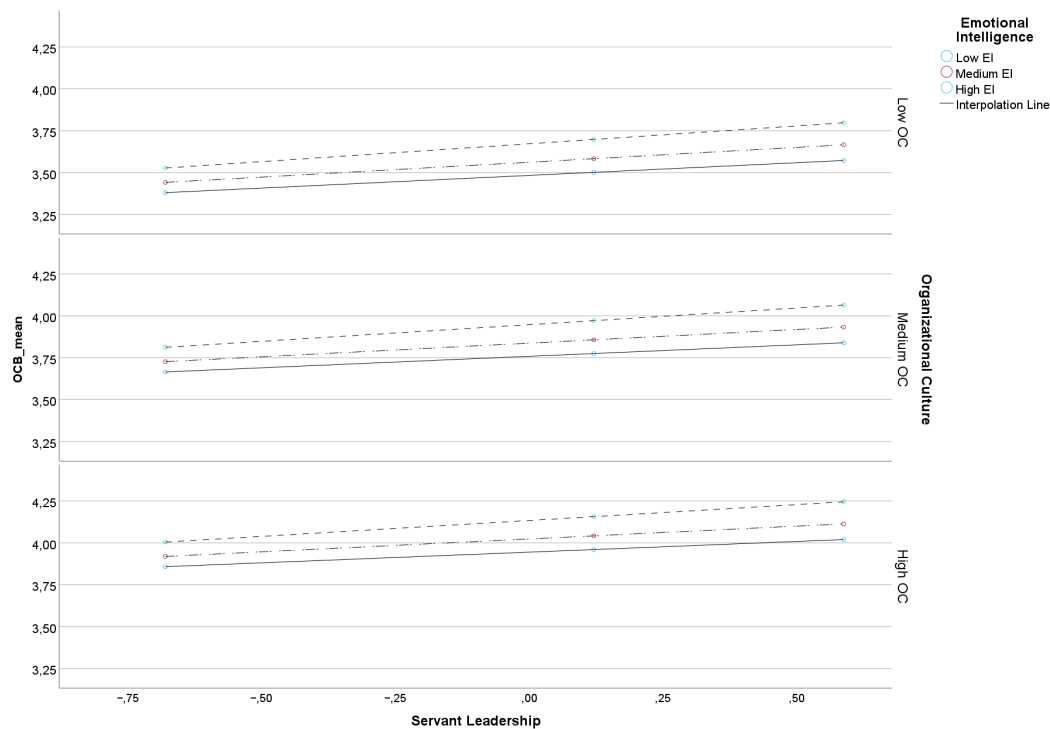


Figure 6. Interaction plot of the moderating effects of Emotional Intelligence and Organizational Culture on the relationship between Servant Leadership and Organizational Citizenship Behavior

Source: Compiled by the author based on PROCESS macro analysis.

The interaction plot presented in Figure 6 visually illustrates the moderating effects of Emotional Intelligence and Organizational Culture on the relationship between Servant Leadership and Organizational Citizenship Behavior. The lines in the graph appear nearly parallel across different levels of Emotional Intelligence and Organizational Culture, indicating that the slope of the relationship between Servant Leadership and Organizational Citizenship Behavior remains relatively stable under different moderator conditions. This visual pattern supports the statistical findings obtained from PROCESS Model 2, where both interaction effects were statistically non-significant ($p > 0.05$). Therefore, the graph further confirms that Emotional Intelligence and Organizational Culture do not significantly moderate the relationship between Servant Leadership and Organizational Citizenship Behavior.

Based on the results of the moderation analysis, the hypotheses of the study are evaluated as follows:

H1: Servant Leadership has a positive effect on Organizational Citizenship Behavior — Supported

H2: Emotional Intelligence moderates the relationship between Servant Leadership and Organizational Citizenship Behavior — Not Supported

H3: Organizational Culture moderates the relationship between Servant Leadership and Organizational Citizenship Behavior — Not Supported

Overall, the findings demonstrate that Servant Leadership, Emotional Intelligence, and Organizational Culture each independently contribute positively to Organizational Citizenship Behavior. However, neither Emotional Intelligence nor Organizational Culture significantly changes the strength of the relationship between Servant Leadership and Organizational Citizenship Behavior. These results suggest that while individual and organizational factors are important predictors of employee citizenship behavior, they do not function as significant moderating variables within the proposed model.

3.6 Research results summary and discussion

This chapter presented the empirical analysis examining the impact of servant leadership on organizational citizenship behavior, with emotional intelligence and organizational culture as moderating variables using the PROCESS macro (Model 2). This section summarizes and discusses the key findings of the study in relation to the existing literature and theoretical framework. Data were collected from 290 employees working in private organizations in Bangladesh. The sample consisted predominantly of young to mid-career employees representing diverse professional backgrounds and organizational functions. The diversity of the respondents enhances the applicability of the findings across different organizational contexts.

All measurement instruments demonstrated satisfactory reliability and internal consistency, with Cronbach's alpha values exceeding the recommended threshold of 0.70. This confirms that the scales used to measure Servant Leadership, Emotional Intelligence, Organizational Culture, and Organizational Citizenship Behavior were reliable and suitable for empirical analysis. Furthermore, the normality assessment indicated acceptable skewness and kurtosis values for all constructs, supporting the use of parametric statistical techniques and regression-based PROCESS analysis. Descriptive statistics revealed generally positive perceptions across all study variables. The mean values for Servant Leadership, Emotional Intelligence, Organizational Culture, and Organizational Citizenship Behavior were all above the midpoint of the five-point Likert scale, suggesting that respondents generally perceived supportive leadership practices, positive organizational culture,

high emotional intelligence, and strong citizenship behavior within their organizations.

The primary analysis was conducted using PROCESS macro Model 2 in IBM SPSS Statistics. The overall regression model was statistically significant, $F(5, 284) = 33.17$, $p < 0.001$, and explained approximately 36.87% of the variance in Organizational Citizenship Behavior ($R^2 = 0.3687$). This indicates that the variables included in the model provide substantial explanatory power regarding employees' citizenship behavior.

Table 13 Summary of hypothesis testing

Hypothesis	Statement	Result	Key Finding
H1	Servant Leadership → Organizational Citizenship Behavior	Supported	$\beta = 0.1652$, $p = 0.0046$
H2	Emotional Intelligence moderates SL → OCB	Not Supported	$\beta = 0.0515$, $p = 0.5729$
H3	Organizational Culture moderates SL → OCB	Not Supported	$\beta = -0.0192$, $p = 0.8447$

Note: Emotional Intelligence and Organizational Culture showed significant direct effects on OCB.

Source: Compiled by the author based on PROCESS macro analysis.

The findings of the study provide partial support for the proposed theoretical framework. Hypothesis 1 was supported, indicating that Servant Leadership has a positive and statistically significant effect on Organizational Citizenship Behavior. The findings revealed that Servant Leadership positively predicts Organizational Citizenship Behavior ($\beta = 0.1652$, $p = 0.0046$), suggesting that employees who perceive their leaders as supportive, ethical, empathetic, and people-oriented are more likely to engage in discretionary workplace behaviors beyond their formal job responsibilities.

This finding is consistent with previous studies conducted by Liden et al. and Walumbwa et al., who found that servant leadership positively influences employee citizenship behavior by fostering trust, commitment, and employee engagement. Similarly, the findings align with the arguments of Greenleaf, who emphasized that servant leaders prioritize employee growth, well-being, and empowerment, thereby encouraging employees to contribute voluntarily to organizational success. The present findings therefore reinforce the growing body of literature suggesting that servant leadership plays a critical role in promoting positive employee behavior within organizations. The results also demonstrated that Emotional Intelligence has a significant positive direct effect on Organizational Citizenship Behavior. Employees with higher emotional

intelligence were found to be more likely to engage in helping behaviors, cooperation, and positive interpersonal interactions in the workplace. This finding supports earlier studies by Goleman and Wong and Law, who argued that emotionally intelligent individuals possess greater self-awareness, empathy, emotional regulation, and interpersonal competence, all of which contribute positively to workplace relationships and prosocial organizational behavior.

The findings suggest that emotionally intelligent employees are better able to manage workplace stress, maintain positive relationships with colleagues, and respond constructively to organizational challenges. As a result, they are more likely to demonstrate citizenship behaviors that support organizational effectiveness and teamwork. Similarly, Organizational Culture emerged as a strong positive predictor of Organizational Citizenship Behavior, demonstrating the highest coefficient among all predictors included in the regression model ($\beta = 0.3751$, $p < 0.001$). This finding indicates that employees working within supportive and positive organizational cultures are more likely to engage in discretionary workplace behaviors that benefit the organization. This finding is consistent with the work of Denison and Mishra, who emphasized that organizational culture influences employee attitudes and behavior by establishing shared values, norms, and expectations. A positive organizational culture creates an environment where cooperation, commitment, and employee participation are encouraged and reinforced. The present findings therefore support previous research suggesting that organizational culture is an important organizational factor influencing employee citizenship behavior.

However, contrary to the proposed hypotheses, the moderation effects of Emotional Intelligence and Organizational Culture were not statistically significant. The interaction between Servant Leadership and Emotional Intelligence ($SL \times EI$) did not significantly predict Organizational Citizenship Behavior ($\beta = 0.0515$, $p = 0.5729$). Similarly, the interaction between Servant Leadership and Organizational Culture ($SL \times OC$) was also statistically non-significant ($\beta = -0.0192$, $p = 0.8447$). These findings indicate that Emotional Intelligence and Organizational Culture do not significantly strengthen or weaken the relationship between Servant Leadership and Organizational Citizenship Behavior. In other words, the positive effect of servant leadership on citizenship behavior remains relatively stable regardless of employees' emotional intelligence levels or perceptions of organizational culture. Furthermore, the change in explained variance (ΔR^2) associated with the interaction terms was negligible and statistically non-significant, reinforcing the conclusion that moderation effects were not present in the model. The interaction plot generated through PROCESS macro also visually demonstrated nearly parallel lines, further confirming the absence of significant moderation effects.

The non-significant moderation findings partially contradict some previous theoretical assumptions suggesting that individual emotional competencies and organizational context may strengthen leadership effects on employee behavior. However, the present findings are consistent with studies arguing that servant leadership itself may already be sufficiently strong in promoting citizenship behavior, regardless of contextual or individual differences. One possible explanation for the non-significant moderation effects is that servant leadership independently creates a supportive work environment that directly encourages positive employee behavior. Therefore, the additional influence of Emotional Intelligence and Organizational Culture as moderators may become less important when servant leadership practices are already present within the organization. Another possible explanation relates to the organizational context of the study. Since the respondents were drawn primarily from private organizations operating within similar cultural and managerial environments in Bangladesh, the variability required to produce significant moderation effects may have been limited. Employees may have experienced relatively similar organizational expectations and leadership practices, reducing the conditional influence of Emotional Intelligence and Organizational Culture on the servant leadership–OCB relationship.

Overall, the findings of the study indicate that Servant Leadership, Emotional Intelligence, and Organizational Culture each independently contribute positively to Organizational Citizenship Behavior. Among these variables, Organizational Culture demonstrated the strongest direct effect on citizenship behavior, followed by Servant Leadership and Emotional Intelligence. However, Emotional Intelligence and Organizational Culture do not function as moderating variables within the proposed theoretical model.

The findings of this study contribute to the existing literature by extending servant leadership research within the Bangladeshi organizational context using PROCESS macro moderation analysis. The results emphasize the importance of leadership style, employee emotional competencies, and organizational environment in promoting positive workplace behavior. At the same time, the absence of significant moderation effects suggests that future research may explore alternative mediating or moderating mechanisms that could further explain the relationship between servant leadership and organizational citizenship behavior.

CONCLUSIONS AND RECOMMENDATIONS

1.The analysis of servant leadership literature shows that servant leadership is a people-oriented leadership approach that emphasizes serving followers, supporting employee development, demonstrating empathy, and creating a trust-based work environment. Such leadership behavior can encourage employees to go beyond their formal job duties and contribute positively to organizational effectiveness.

2.Emotional intelligence represents an important individual capability in the workplace. Employees with higher emotional intelligence are better able to understand, manage, and regulate emotions, which supports effective interpersonal relationships and cooperative workplace behavior.

3.Organizational culture reflects the shared values, norms, and practices that shape employee behavior within an organization. A positive organizational culture can create a supportive environment where employees feel motivated to contribute beyond their assigned responsibilities.

4.Organizational citizenship behavior refers to voluntary and discretionary employee behavior that is not formally required but contributes to organizational functioning. Such behavior includes helping colleagues, taking initiative, and supporting the organization beyond formal job expectations.

5.The reliability analysis confirmed that all measurement scales used in this study were reliable. Cronbach's alpha values ranged from 0.878 to 0.928, indicating strong internal consistency for servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior.

6.The empirical findings confirmed that servant leadership has a positive and statistically significant effect on organizational citizenship behavior. This means that employees who perceive higher levels of servant leadership are more likely to demonstrate citizenship behavior.

7.Emotional intelligence and organizational culture were also found to have significant positive direct effects on organizational citizenship behavior. Among the predictors, organizational culture showed the strongest direct influence, suggesting that a supportive organizational environment plays an important role in encouraging employees' extra-role behavior.

8.The moderation analysis did not support the proposed moderating effects. Emotional intelligence did not significantly moderate the relationship between servant leadership and organizational citizenship behavior. Similarly, organizational culture did not significantly moderate the relationship between servant leadership and organizational citizenship behavior. Therefore, their roles in this study are better understood as direct predictors of OCB rather than moderators.

Recommendations for Practice

1. Organizations should encourage and develop servant leadership behaviors among managers and supervisors. Leaders who demonstrate empathy, support employee growth, and prioritize employee well-being can help create conditions that promote organizational citizenship behavior.
2. Organizations should invest in emotional intelligence development programs for employees. Training focused on self-awareness, emotional regulation, empathy, and interpersonal communication may help employees build stronger workplace relationships and engage more actively in cooperative behaviors.
3. Since organizational culture showed the strongest direct effect on organizational citizenship behavior, organizations should focus on creating a supportive, fair, and participative culture. Clear values, effective communication, employee involvement, and a shared sense of mission can strengthen employees' willingness to contribute beyond formal job roles.
4. Human resource managers should consider both leadership development and cultural improvement as practical strategies for enhancing organizational citizenship behavior. While servant leadership is important, the broader organizational environment also plays a major role in shaping employee behavior.

Recommendations for Future Research

1. Future studies should examine the same model using a larger and more diverse sample across different countries, industries, and organizational types to improve the generalizability of the findings.
2. Future research may apply longitudinal designs to examine how servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior develop and change over time.
3. Since emotional intelligence and organizational culture did not significantly moderate the relationship between servant leadership and organizational citizenship behavior in this study, future research may test other potential moderators, such as job satisfaction, employee engagement, perceived organizational support, or trust in leadership.
4. Future studies may also use mixed methods or qualitative interviews to gain deeper insight into why emotional intelligence and organizational culture may influence OCB directly but not strengthen the servant leadership OCB relationship.
5. Future studies may also collect data from multiple sources, such as supervisors, coworkers, or

organizational records, rather than relying only on employee self-reports. This may help reduce the possibility of common method bias and provide a more accurate understanding of organizational citizenship behavior in the workplace.

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

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Master Thesis

Human Resource Management Master Programme

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SUMMARY

67 pages, 6 figures, 13 tables, 74 references.

The aim of this thesis is to examine the impact of servant leadership on organizational citizenship behavior (OCB), with particular emphasis on the moderating roles of emotional intelligence and organizational culture. The study addresses an important theoretical and practical gap by exploring how leadership effectiveness is influenced not only by employees' emotional capabilities but also by the broader organizational environment. By integrating leadership, psychological, and contextual perspectives into a single framework, the research provides a more comprehensive understanding of the conditions under which employees engage in discretionary and prosocial workplace behaviors.

The thesis is organized into three main chapters. The first chapter presents a comprehensive theoretical analysis of servant leadership, emotional intelligence, organizational culture, and organizational citizenship behavior. It critically reviews existing literature, identifies research gaps, and develops the conceptual framework together with the proposed research hypotheses. The second chapter explains the research methodology, including the research design, measurement scales, sampling strategy, data collection procedures, and statistical analysis techniques. The third chapter presents the empirical findings, interpretation of results, discussion of hypotheses, and practical implications for organizations and leadership development.

A quantitative research methodology was employed using a structured self-administered questionnaire distributed among employees from three organizations in Bangladesh: C&T Homecare Services Limited, Amazing Fashions Ltd., and Southeast Bank PLC. A total of 290 valid responses were collected and analyzed. Established and validated scales were adopted to measure servant leadership (Barbuto Jr. and Wheeler, 2006), emotional intelligence (Davies et al., 2010), organizational culture (Denison, 2006), and organizational citizenship behavior (Spector and Fox,

2010). The collected data were analyzed using Structural Equation Modeling (SEM), moderation analysis, reliability testing through Cronbach's Alpha, and Confirmatory Factor Analysis (CFA) to ensure construct validity and reliability.

The empirical findings demonstrate that servant leadership has a significant positive effect on organizational citizenship behavior. Employees who perceive their leaders as supportive, ethical, and service-oriented are more likely to engage in helping behaviors, teamwork, and voluntary contributions beyond formal job responsibilities. The results further reveal that emotional intelligence strengthens the relationship between servant leadership and OCB, indicating that emotionally intelligent employees respond more positively to servant leadership practices. In addition, organizational culture was found to moderate the servant leadership OCB relationship. Supportive and collaborative organizational cultures enhance the effectiveness of servant leadership, while rigid or hierarchical cultures may weaken its influence on employee behavior.

The study contributes to leadership and organizational behavior literature by providing an integrated moderated model explaining how servant leadership promotes organizational citizenship behavior under varying psychological and cultural conditions. The findings also offer practical implications for organizations by emphasizing the importance of developing servant leadership capabilities, strengthening emotional intelligence among employees, and fostering supportive organizational cultures to improve employee engagement, cooperation, and overall organizational effectiveness.

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

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Vilniaus universiteto Ekonomikos ir verslo administravimo fakultetas

Vadovė Prof. Dr. Danuta Diskienė, Vilnius, 2026

SANTRAUKA

67 puslapių, 6 paveikslai, 13 lentelės, 74 šaltiniai.

Šio magistro darbo tikslas – ištirti tarnaujančios lyderystės poveikį organizaciniam pilietiškam elgesiui (OPE), ypatingą dėmesį skiriant emocinio intelekto ir organizacinės kultūros moderuojančiam vaidmeniui. Tyrimu siekiama užpildyti reikšmingą teorinę ir praktinę spragą, analizuojant, kaip lyderystės veiksmingumą lemia ne tik darbuotojų emociniai gebėjimai, bet ir platesnis organizacinis kontekstas. Integruojant lyderystės, psichologinius ir kontekstinius aspektus į vieningą modelį, darbas suteikia išsamesnį supratimą apie sąlygas, kuriomis darbuotojai linkę demonstruoti savanorišką bei prosocialų elgesį organizacijoje.

Darbas sudarytas iš trijų pagrindinių dalių. Pirmojoje dalyje pateikiama išsami tarnaujančios lyderystės, emocinio intelekto, organizacinės kultūros ir organizacinio pilietiško elgesio teorinė analizė. Joje kritiškai apžvelgiama mokslinė literatūra, identifikuojamos tyrimų spragos bei formuojamas konceptualus tyrimo modelis ir tyrimo hipotezės. Antrojoje dalyje pristatoma tyrimo metodologija, apimanti tyrimo dizainą, matavimo instrumentus, imties sudarymo strategiją, duomenų rinkimo bei statistinės analizės metodus. Trečiojoje dalyje pateikiami empirinio tyrimo rezultatai, jų interpretacija, hipotezių aptarimas ir praktinės rekomendacijos organizacijoms bei lyderystės vystymui.

Tyrime taikytas kiekybinis tyrimo metodas, naudojant struktūruotą anketinę apklausą. Tyrime dalyvavo 290 darbuotojų iš trijų Bangladešo organizacijų: „C&T Homecare Services Limited“, „Amazing Fashions Ltd.“ ir „Southeast Bank PLC“. Tyrime buvo naudojamos pripažintos ir validuotos matavimo skalės tarnaujančiai lyderystei (Barbuto Jr. ir Wheeler, 2006), emociniam intelektui (Davies ir kt., 2010), organizacinei kultūrai (Denison, 2006) bei organizaciniam pilietiškam elgesiui (Spector ir Fox, 2010) vertinti. Surinkti duomenys buvo analizuojami taikant

struktūrinių lygčių modeliavimą (SEM), moderavimo analizę, Cronbacho alfa patikimumo testą bei patvirtinamąją faktorių analizę (CFA), siekiant užtikrinti konstrukto validumą ir patikimumą.

Empirinio tyrimo rezultatai parodė, kad tarnaujanti lyderystė turi statistiškai reikšmingą teigiamą poveikį organizaciniam pilietiškam elgesiui. Darbuotojai, kurie savo vadovus suvokia kaip palaikančius, etiškus ir orientuotus į tarnystę, dažniau demonstruoja pagalbos kolegoms, bendradarbiavimo bei savanoriško įsitraukimo elgesį, kuris viršija formalias darbo pareigas. Tyrimas taip pat atskleidė, kad emocinis intelektas sustiprina ryšį tarp tarnaujančios lyderystės ir organizacinio pilietiško elgesio. Tai rodo, kad emociškai intelektualūs darbuotojai pozityviau reaguoja į tarnaujančios lyderystės praktiką. Be to, nustatyta, kad organizacinė kultūra moderuoja tarnaujančios lyderystės ir organizacinio pilietiško elgesio ryšį. Palaikanti ir bendradarbiavimu grįsta organizacinė kultūra sustiprina tarnaujančios lyderystės poveikį, o griežta ar hierarchinė kultūra gali šį poveikį silpninti.

Šis tyrimas prisideda prie lyderystės ir organizacinio elgesio teorijos plėtojimo, pateikdamas integruotą moderuojamą modelį, paaiškinantį, kaip tarnaujanti lyderystė skatina organizacinį pilietišką elgesį skirtingomis psichologinėmis ir organizacinėmis sąlygomis. Tyrimo rezultatai taip pat turi praktinę reikšmę organizacijoms, pabrėždami tarnaujančios lyderystės ugdymo, darbuotojų emocinio intelekto stiprinimo ir palaikančios organizacinės kultūros formavimo svarbą, siekiant didesnio darbuotojų įsitraukimo, bendradarbiavimo ir organizacinio efektyvumo.

Appendix A

Annex 1. Research Questionnaire

Dear Participant,

This is a workplace survey designed to understand how leadership styles, emotional awareness, and organizational culture may influence employee behaviors and experiences at work.

This study is being conducted as part of a master's thesis. Your participation is completely voluntary, and your answers will remain anonymous. There are no right or wrong responses please answer each question honestly based on your own experience.

The survey should take about 10–12 minutes to complete. You may exit the form at any time, and your data will only be used for research and analysis purposes.

Thank you for taking the time to share your views. Your insights are valuable!

Instructions:

Please indicate your level of agreement with each statement using the following scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Section A: Demographic Information

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?

Section B: Servant Leadership

Barbuto and Wheeler (2006) Servant Leadership Scale (SLS)

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	This person puts my interests ahead of his or her own.	☐	☐	☐	☐	☐
2	This person does everything he or she can to serve me.	☐	☐	☐	☐	☐
3	This person is one to whom I would turn if I had a personal trauma.	☐	☐	☐	☐	☐
4	This person is good at helping me with my emotional issues.	☐	☐	☐	☐	☐
5	This person is talented at helping me to heal emotionally.	☐	☐	☐	☐	☐
6	This person seems alert to what is happening.	☐	☐	☐	☐	☐
7	This person has great awareness of what is going on.	☐	☐	☐	☐	☐
8	This person seems very in touch with what is going on.	☐	☐	☐	☐	☐
9	This person is good at anticipating the consequences of decisions.	☐	☐	☐	☐	☐
10	This person offers compelling reasons to get me to do things.	☐	☐	☐	☐	☐
11	This person is very persuasive.	☐	☐	☐	☐	☐
12	This person is good at convincing me to do things.	☐	☐	☐	☐	☐
13	This person encourages me to dream big dreams about the organization.	☐	☐	☐	☐	☐
14	This person believes that the organization needs to play a moral role in society.	☐	☐	☐	☐	☐
15	This person believes that our organization needs to function as a community.	☐	☐	☐	☐	☐

Section C: Emotional Intelligence

Davies et al. (2010) Brief Emotional Intelligence Scale (BEIS-10)

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	I know why my emotions change.	☐	☐	☐	☐	☐
2	I easily recognize my emotions as I experience them.	☐	☐	☐	☐	☐
3	I can tell how people are feeling by listening to their tone of voice.	☐	☐	☐	☐	☐
4	By looking at facial expressions, I recognize the emotions people are experiencing.	☐	☐	☐	☐	☐
5	I seek out activities that make me happy.	☐	☐	☐	☐	☐
6	I have control over my emotions.	☐	☐	☐	☐	☐
7	I help other people feel better when they are down.	☐	☐	☐	☐	☐
8	I arrange events that others enjoy.	☐	☐	☐	☐	☐
9	When I am in a positive mood, I am able to come up with new ideas.	☐	☐	☐	☐	☐
10	I use good moods to help myself keep trying in the face of obstacles.	☐	☐	☐	☐	☐

Section D: Organizational Culture

Denison Organizational Culture Survey (DOCS)

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	Statement	1	2	3	4	5
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.	☐	☐	☐	☐	☐
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.	☐	☐	☐	☐	☐
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.	☐	☐	☐	☐	☐

Section E: Organizational Citizenship Behavior (OCB)

Spector & Fox (2005) Organizational Citizenship Behavior Checklist (OCB-C)

Scale:

1 = Strongly Disagree

2 = Disagree

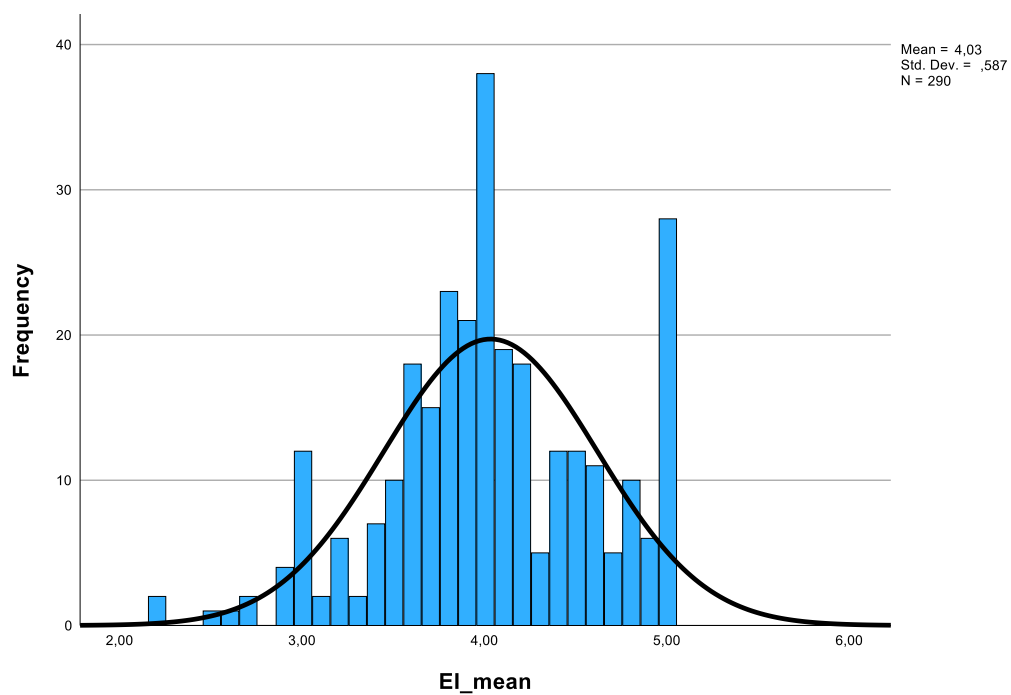
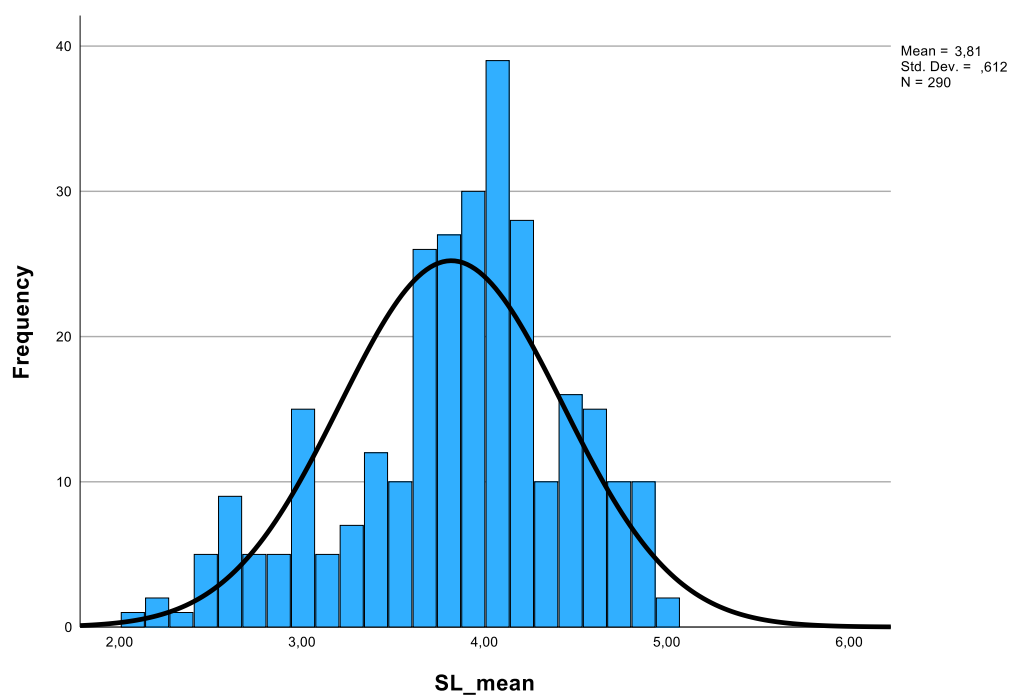
3 = Neutral

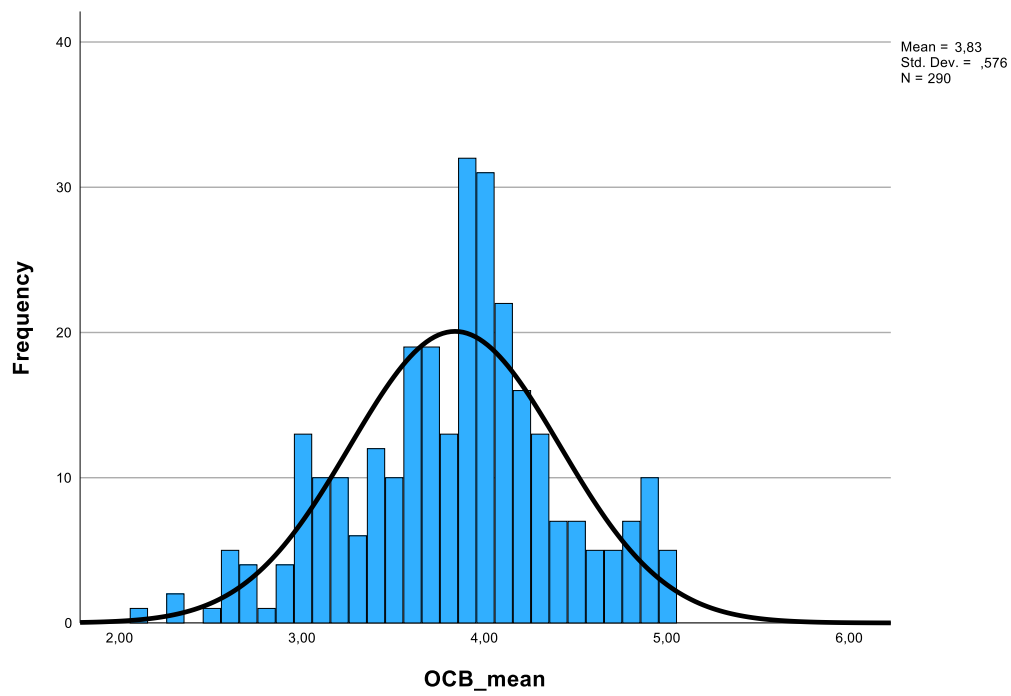
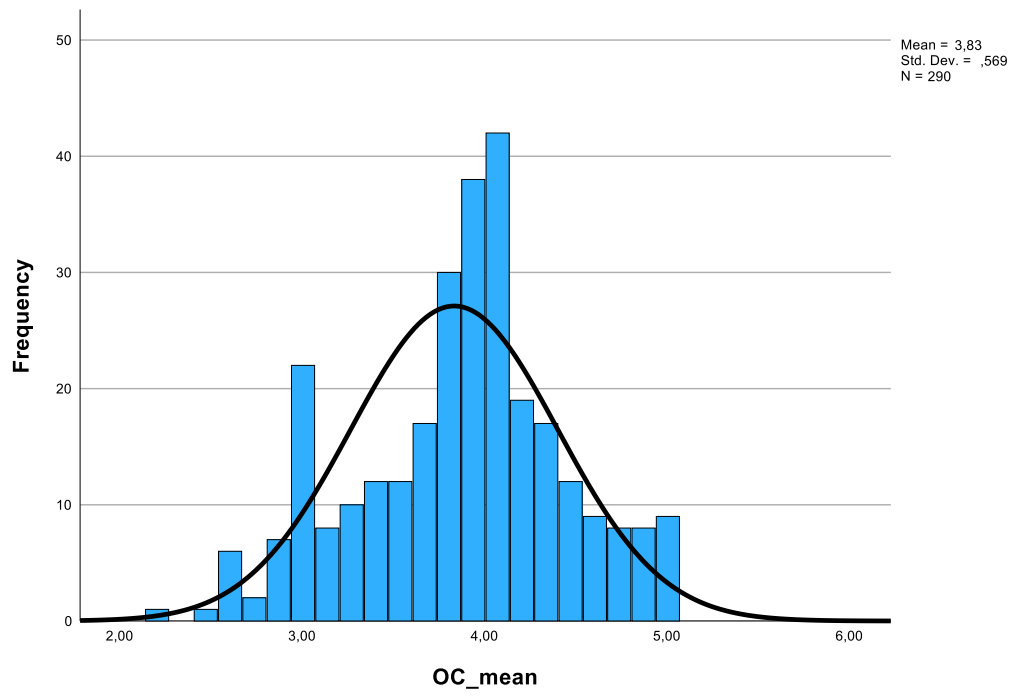
4 = Agree

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Took time to advise, coach, or mentor a coworker.	☐	☐	☐	☐	☐
2	Helped a coworker learn new skills or shared job knowledge.	☐	☐	☐	☐	☐
3	Helped new employees get oriented to the job.	☐	☐	☐	☐	☐
4	Lent a compassionate ear when someone had a work problem.	☐	☐	☐	☐	☐
5	Helped a coworker who had too much to do.	☐	☐	☐	☐	☐
6	Offered suggestions to improve how work is done.	☐	☐	☐	☐	☐
7	Volunteered for extra work assignments.	☐	☐	☐	☐	☐
8	Worked weekends or other days off to complete a project or task.	☐	☐	☐	☐	☐
9	Volunteered to attend meetings or work on committees on own time.	☐	☐	☐	☐	☐
10	Gave up meal or other breaks to complete work.	☐	☐	☐	☐	☐

Annex 2. Histograms of the variables





Annex 3. Evaluation differences of variable according to gender

Evaluation differences of variable according to gender means, standard deviation

Group Statistics					
	Gender_Num	N	Mean	Std. Deviation	Std. Error Mean
SL_mean	Male	141	3,7683	,60724	,05114
	Female	121	3,9091	,59386	,05399
EI_mean	Male	141	3,9752	,52741	,04442
	Female	121	4,0636	,59161	,05378
OC_mean	Male	141	3,7773	,57059	,04805
	Female	121	3,8810	,53000	,04818
OCB_mean	Male	141	3,7865	,58715	,04945
	Female	121	3,9215	,54163	,04924

Source: IBM SPSS output data

Evaluation differences of variables according to gender

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
			F Sig.		t df	Significance		Mean Difference	Std. Error Difference		
						One-Sided p	Two-Sided p			Lower	Upper
Authentic Leadership	Equal variances assumed	1,487	0,224	1,315	224	0,095	0,190	0,13498	0,10262	-0,06724	0,33720
	Equal variances not assumed			1,319	223,229	0,094	0,189	0,13498	0,10235	-0,06672	0,33669
Employee-Manager Trust	Equal variances assumed	1,126	0,290	1,243	223	0,108	0,215	0,21556	0,17344	-0,12623	0,55735
	Equal variances not assumed			1,247	222,832	0,107	0,214	0,21556	0,17284	-0,12505	0,55616
Innovative Work Behavior	Equal variances assumed	0,768	0,382	0,112	222	0,456	0,911	0,01548	0,13848	-0,25742	0,28837
	Equal variances not assumed			0,112	221,498	0,455	0,911	0,01548	0,13822	-0,25691	0,28786
Organizational innovation Climate	Equal	0,047	0,829	1,435	223	0,076	0,153	0,16873	0,11760	-0,06302	0,40049

variances assumed											
	Equal variances not assumed			1,437	222,118	0,076	0,152	0,16873	0,11740	-0,06263	0,40009

Source: IBM SPSS output data

Evaluation differences of variables according to gender: means, standard deviation

Annex 4. Evaluation differences of variables according to age groups

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
SL_mean	18-25 years old	125	3,7429	,62284	,05571	3,6327	3,8532	2,07	4,87
	26-35 years old	109	3,7609	,59637	,05712	3,6476	3,8741	2,20	4,87
	36-45 years old	45	4,1141	,52351	,07804	3,9568	4,2714	2,53	5,00
	46-55 years old	10	3,8000	,62932	,19901	3,3498	4,2502	2,60	4,73
	56-63 years old	1	4,8000	.	.	.	.	4,80	4,80
	Total	290	3,8129	,61160	,03591	3,7422	3,8836	2,07	5,00
EI_mean	18-25 years old	125	3,9688	,53331	,04770	3,8744	4,0632	2,20	5,00
	26-35 years old	109	4,0018	,62301	,05967	3,8836	4,1201	2,20	5,00
	36-45 years old	45	4,1800	,61887	,09226	3,9941	4,3659	2,60	5,00
	46-55 years old	10	4,3300	,54985	,17388	3,9367	4,7233	3,50	5,00
	56-63 years old	1	4,5000	.	.	.	.	4,50	4,50
	Total	290	4,0283	,58661	,03445	3,9605	4,0961	2,20	5,00
OC_mean	18-25 years old	125	3,7760	,53804	,04812	3,6807	3,8713	2,20	4,93
	26-35 years old	109	3,7774	,59221	,05672	3,6649	3,8898	2,53	5,00
	36-45 years old	45	4,0430	,53032	,07906	3,8836	4,2023	2,60	5,00
	46-55 years old	10	3,9867	,62444	,19747	3,5400	4,4334	2,87	4,80
	56-63 years old	1	4,8000	.	.	.	.	4,80	4,80
	Total	290	3,8287	,56895	,03341	3,7630	3,8945	2,20	5,00
OCB_mean	18-25 years old	125	3,7136	,51951	,04647	3,6216	3,8056	2,10	4,70
	26-35 years old	109	3,7982	,58118	,05567	3,6878	3,9085	2,50	5,00
	36-45 years old	45	4,1867	,53877	,08032	4,0248	4,3485	2,80	5,00
	46-55 years	10	4,0100	,68872	,21779	3,5173	4,5027	2,90	5,00

old								
56-63 years	1	4,9000	.	.	.	.	4,90	4,90
old								
Total	290	3,8331	,57630	,03384	3,7665	3,8997	2,10	5,00

Source: IBM SPSS output data

Evaluation of differences of variables according to age groups: ANOVA test results

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SL_mean	Between Groups	5,965	4	1,491	4,161	,003
	Within Groups	102,138	285	,358		
	Total	108,103	289			
EI_mean	Between Groups	2,687	4	,672	1,979	,098
	Within Groups	96,761	285	,340		
	Total	99,448	289			
OC_mean	Between Groups	3,893	4	,973	3,094	,016
	Within Groups	89,658	285	,315		
	Total	93,552	289			
OCB_mean	Between Groups	8,995	4	2,249	7,367	<,001
	Within Groups	86,988	285	,305		
	Total	95,982	289			

Source: IBM SPSS output data

ANOVA Effect Sizes

		Point Estimate	95% Confidence Interval	
			Lower	Upper
SL_mean	Eta-squared	,055	,008	,103
	Epsilon-squared	,042	-,006	,090
	Omega-squared Fixed-effect	,042	-,006	,090
	Omega-squared Random-effect	,011	-,002	,024
EI_mean	Eta-squared	,027	,000	,061
	Epsilon-squared	,013	-,014	,048
	Omega-squared Fixed-effect	,013	-,014	,048
	Omega-squared Random-effect	,003	-,003	,012
OC_mean	Eta-squared	,042	,001	,084
	Epsilon-squared	,028	-,013	,071
	Omega-squared Fixed-effect	,028	-,013	,071
	Omega-squared Random-effect	,007	-,003	,019
OCB_mean	Eta-squared	,094	,031	,151
	Epsilon-squared	,081	,017	,140
	Omega-squared Fixed-effect	,081	,017	,139
	Omega-squared Random-effect	,021	,004	,039

Source: IBM SPSS output data

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Annex 5. Evaluation differences of variables according to industry type

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
SL_mean	Healthcare	150	3,9004	,62385	,05094	3,7998	4,0011	2,07	5,00
	Manufacturing	59	3,6802	,61123	,07958	3,5209	3,8395	2,33	4,60
	Financial Services	81	3,7473	,56908	,06323	3,6215	3,8732	2,20	4,67
	Total	290	3,8129	,61160	,03591	3,7422	3,8836	2,07	5,00
EI_mean	Healthcare	150	4,1673	,66509	,05430	4,0600	4,2746	2,20	5,00
	Manufacturing	59	3,8780	,44337	,05772	3,7624	3,9935	2,50	4,80
	Financial Services	81	3,8802	,44900	,04989	3,7810	3,9795	2,60	4,90
	Total	290	4,0283	,58661	,03445	3,9605	4,0961	2,20	5,00
OC_mean	Healthcare	150	3,8529	,66471	,05427	3,7456	3,9601	2,20	5,00
	Manufacturing	59	3,8068	,46183	,06013	3,6864	3,9271	2,53	4,73
	Financial Services	81	3,8000	,43538	,04838	3,7037	3,8963	2,40	4,60
	Total	290	3,8287	,56895	,03341	3,7630	3,8945	2,20	5,00
OCB_mean	Healthcare	150	3,8427	,69874	,05705	3,7299	3,9554	2,10	5,00
	Manufacturing	59	3,8915	,38787	,05050	3,7904	3,9926	2,90	4,90
	Financial Services	81	3,7728	,41833	,04648	3,6803	3,8653	2,60	4,60
	Total	290	3,8331	,57630	,03384	3,7665	3,8997	2,10	5,00

Source: IBM SPSS output data

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SL_mean	Between Groups	2,536	2	1,268	3,448	,033
	Within Groups	105,567	287	,368		
	Total	108,103	289			
EI_mean	Between Groups	6,008	2	3,004	9,227	<,001
	Within Groups	93,440	287	,326		
	Total	99,448	289			
OC_mean	Between Groups	,183	2	,091	,281	,755
	Within Groups	93,369	287	,325		
	Total	93,552	289			
OCB_mean	Between Groups	,509	2	,255	,765	,466
	Within Groups	95,473	287	,333		
	Total	95,982	289			

Source: IBM SPSS output data

ANOVA Effect Sizes

		Point Estimate	95% Confidence Interval	
			Lower	Upper
SL_mean	Eta-squared	,023	,000	,064
	Epsilon-squared	,017	-,007	,057
	Omega-squared Fixed-effect	,017	-,007	,057
	Omega-squared Random-effect	,008	-,003	,029
EI_mean	Eta-squared	,060	,015	,117
	Epsilon-squared	,054	,009	,110
	Omega-squared Fixed-effect	,054	,009	,110
	Omega-squared Random-effect	,028	,004	,058
OC_mean	Eta-squared	,002	,000	,018
	Epsilon-squared	-,005	-,007	,011
	Omega-squared Fixed-effect	-,005	-,007	,011
	Omega-squared Random-effect	-,002	-,003	,005
OCB_mean	Eta-squared	,005	,000	,029
	Epsilon-squared	-,002	-,007	,022
	Omega-squared Fixed-effect	-,002	-,007	,022
	Omega-squared Random-effect	-,001	-,003	,011

Source: IBM SPSS output data

- a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
- b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests

Multiple Comparisons

Bonferroni

Dependent Variable	(I) Industry_Num	(J) Industry_Num	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
SL_mean	Healthcare	Manufacturing	,22022	,09320	,056	-,0042	,4447
		Financial Services	,15312	,08363	,204	-,0483	,3545
	Manufacturing	Healthcare	-,22022	,09320	,056	-,4447	,0042
		Financial Services	-,06710	,10380	1,000	-,3171	,1829
	Financial Services	Healthcare	-,15312	,08363	,204	-,3545	,0483
		Manufacturing	,06710	,10380	1,000	-,1829	,3171
EI_mean	Healthcare	Manufacturing	,28937*	,08769	,003	,0782	,5005
		Financial Services	,28709*	,07868	<,001	,0976	,4765
	Manufacturing	Healthcare	-,28937*	,08769	,003	-,5005	-,0782
		Financial Services	-,00228	,09766	1,000	-,2375	,2329
	Financial Services	Healthcare	-,28709*	,07868	<,001	-,4765	-,0976
		Manufacturing	,00228	,09766	1,000	-,2329	,2375
OC_mean	Healthcare	Manufacturing	,04611	,08765	1,000	-,1650	,2572
		Financial Services	,05289	,07865	1,000	-,1365	,2423
	Manufacturing	Healthcare	-,04611	,08765	1,000	-,2572	,1650
		Financial Services	,00678	,09762	1,000	-,2283	,2419
	Financial Services	Healthcare	-,05289	,07865	1,000	-,2423	,1365
		Manufacturing	-,00678	,09762	1,000	-,2419	,2283
OCB_mean	Healthcare	Manufacturing	-,04886	,08863	1,000	-,2623	,1646
		Financial Services	,06983	,07953	1,000	-,1217	,2613
	Manufacturing	Healthcare	,04886	,08863	1,000	-,1646	,2623
		Financial Services	,11869	,09872	,691	-,1190	,3564
	Financial Services	Healthcare	-,06983	,07953	1,000	-,2613	,1217
		Manufacturing	-,11869	,09872	,691	-,3564	,1190

Source: IBM SPSS Output data

*. The mean difference is significant at the 0.05 level.

Annex 6. Evaluation differences of variables according to managerial position

Group Statistics

	Manager_Num	N	Mean	Std. Deviation	Std. Error Mean
SL_mean	Yes	30	4,1378	,57958	,10582
	No	260	3,7754	,60509	,03753
EI_mean	Yes	30	4,4567	,55874	,10201
	No	260	3,9788	,57035	,03537
OC_mean	Yes	30	4,2089	,59904	,10937
	No	260	3,7849	,54987	,03410
OCB_mean	Yes	30	4,4333	,59789	,10916
	No	260	3,7638	,53293	,03305

Independent Samples Test

t-test for Equality of Means

		Significance				Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
		t	df	One-Sided p	Two-Sided p				
SL_mean	Equal variances assumed	3,119	288	<,001	,002	,36239	,11619	,13371	,59108
	Equal variances not assumed	3,228	36,688	,001	,003	,36239	,11227	,13484	,58995
EI_mean	Equal variances assumed	4,354	288	<,001	<,001	,47782	,10975	,26180	,69384
	Equal variances not assumed	4,425	36,334	<,001	<,001	,47782	,10797	,25892	,69673
OC_mean	Equal variances assumed	3,962	288	<,001	<,001	,42402	,10702	,21338	,63465
	Equal variances not assumed	3,701	34,876	<,001	<,001	,42402	,11456	,19141	,65662
OCB_mean	Equal variances assumed	6,432	288	<,001	<,001	,66949	,10409	,46462	,87436
	Equal variances not assumed	5,870	34,528	<,001	<,001	,66949	,11405	,43783	,90114

Homogeneity of Variance Test

Levene's Test for Equality of Variances

		F	Sig.
SL_mean	Equal variances assumed	,118	,731
EI_mean	Equal variances assumed	,375	,541
OC_mean	Equal variances assumed	,523	,470
OCB_mean	Equal variances assumed	2,043	,154

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
SL_mean	Cohen's d	,60257	,601	,220	,982
	Hedges' correction	,60415	,600	,219	,979
	Glass's delta	,60509	,599	,217	,980
EI_mean	Cohen's d	,56920	,839	,455	1,223
	Hedges' correction	,57068	,837	,453	1,220
	Glass's delta	,57035	,838	,452	1,222
OC_mean	Cohen's d	,55501	,764	,380	1,146
	Hedges' correction	,55647	,762	,379	1,143
	Glass's delta	,54987	,771	,387	1,154
OCB_mean	Cohen's d	,53983	1,240	,848	1,630
	Hedges' correction	,54124	1,237	,846	1,626
	Glass's delta	,53293	1,256	,862	1,648

The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

Annex 7. Evaluation differences of variables according to company size

Size_Num

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medium (50-250 employees)	58	20,0	100,0	100,0
Missing	System	232	80,0		
Total		290	100,0		

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
SL_mean	1,00	58	3,6793	,61653	,08095	3,5172	3,8414	2,33	4,60
	2,00	232	3,8463	,60711	,03986	3,7677	3,9248	2,07	5,00
	Total	290	3,8129	,61160	,03591	3,7422	3,8836	2,07	5,00
EI_mean	1,00	58	3,8793	,44712	,05871	3,7617	3,9969	2,50	4,80
	2,00	232	4,0655	,61173	,04016	3,9864	4,1446	2,20	5,00
	Total	290	4,0283	,58661	,03445	3,9605	4,0961	2,20	5,00
OC_mean	1,00	58	3,8046	,46556	,06113	3,6822	3,9270	2,53	4,73
	2,00	232	3,8348	,59272	,03891	3,7581	3,9114	2,20	5,00
	Total	290	3,8287	,56895	,03341	3,7630	3,8945	2,20	5,00
OCB_mean	1,00	58	3,8897	,39099	,05134	3,7868	3,9925	2,90	4,90
	2,00	232	3,8190	,61383	,04030	3,7396	3,8984	2,10	5,00
	Total	290	3,8331	,57630	,03384	3,7665	3,8997	2,10	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SL_mean	Between Groups	1,293	1	1,293	3,487	,063
	Within Groups	106,810	288	,371		
	Total	108,103	289			
EI_mean	Between Groups	1,609	1	1,609	4,736	,030
	Within Groups	97,839	288	,340		
	Total	99,448	289			
OC_mean	Between Groups	,042	1	,042	,130	,719
	Within Groups	93,509	288	,325		
	Total	93,552	289			
OCB_mean	Between Groups	,232	1	,232	,697	,404
	Within Groups	95,750	288	,332		
	Total	95,982	289			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
SL_mean	Eta-squared	,012	,000	,048
	Epsilon-squared	,009	-,003	,045
	Omega-squared Fixed-effect	,009	-,003	,045
	Omega-squared Random-effect	,009	-,003	,045
EI_mean	Eta-squared	,016	,000	,056
	Epsilon-squared	,013	-,003	,053
	Omega-squared Fixed-effect	,013	-,003	,052
	Omega-squared Random-effect	,013	-,003	,052
OC_mean	Eta-squared	,000	,000	,017
	Epsilon-squared	-,003	-,003	,014
	Omega-squared Fixed-effect	-,003	-,003	,014
	Omega-squared Random-effect	-,003	-,003	,014
OCB_mean	Eta-squared	,002	,000	,026
	Epsilon-squared	-,001	-,003	,023
	Omega-squared Fixed-effect	-,001	-,003	,023
	Omega-squared Random-effect	-,001	-,003	,023

Source: IBM SPSS output data

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Annex.8 Regression analysis results

8.1 Regression model summary

R	R Square	Adjusted R Square	Std. Error
0.606	0.368	0.361	0.46061

Source: IBM SPSS output data

8.2 ANOVA results

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	35.304	3	11.768	55.467	<0.001
Residual	60.678	286	0.212		
Total	95.982	289			

Source: IBM SPSS output data

8.3 Coefficients of regression model

Variables	B	Std. Error	Beta	T	Sig.
Constant	1.154	0.213	-	5.409	<0.001
SL_mean	0.161	0.056	0.171	2.883	0.004
EI_mean	0.156	0.062	0.159	2.522	0.012
OC_mean	0.375	0.066	0.370	5.650	<0.001

Source: IBM SPSS output data

Annex. 10 Moderation analysis result

Model Summary

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 2

Y: OCB_mean

X: SL_mean

W: EI_mean

Z: OC_mean

Sample

Size: 290

OUTCOME VARIABLE:

OCB_mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,6072	,3687	,2134	33,1700	5,0000	284,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,8273	,0309	123,9356	,0000	3,7665	3,8881
SL_mean	,1652	,0579	2,8538	,0046	,0512	,2791
EI_mean	,1573	,0620	2,5377	,0117	,0353	,2793
Int_1	,0515	,0912	,5645	,5729	-,1280	,2309
OC_mean	,3751	,0666	5,6312	,0000	,2440	,5062
Int_2	-,0192	,0981	-,1961	,8447	-,2123	,1738

Product terms key:

Int_1 : SL_mean x EI_mean
Int_2 : SL_mean x OC_mean

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	,0007	,3187	1,0000	284,0000	,5729
X*Z	,0001	,0385	1,0000	284,0000	,8447
BOTH	,0009	,1933	2,0000	284,0000	,8243

Focal predict: SL_mean (X)

Mod var: EI_mean (W)

Mod var: OC_mean (Z)

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

SL_mean EI_mean OC_mean OCB_mean se LLCI ULCI .

BEGIN DATA.

-,6795	-,5283	-,6954	3,3805	,0466	3,2888	3,4722
,1205	-,5283	-,6954	3,5016	,0568	3,3898	3,6134
,5871	-,5283	-,6954	3,5723	,0804	3,4140	3,7305
-,6795	-,5283	,0379	3,6652	,0658	3,5356	3,7947
,1205	-,5283	,0379	3,7750	,0481	3,6802	3,8697
,5871	-,5283	,0379	3,8390	,0684	3,7043	3,9738
-,6795	-,5283	,5339	3,8577	,1067	3,6477	4,0677
,1205	-,5283	,5339	3,9598	,0668	3,8284	4,0913
,5871	-,5283	,5339	4,0194	,0898	3,8427	4,1962
-,6795	-,0283	-,6954	3,4417	,0651	3,3136	3,5697
,1205	-,0283	-,6954	3,5834	,0582	3,4689	3,6979
,5871	-,0283	-,6954	3,6660	,0816	3,5053	3,8267
-,6795	-,0283	,0379	3,7263	,0539	3,6202	3,8324
,1205	-,0283	,0379	3,8567	,0310	3,7957	3,9177
,5871	-,0283	,0379	3,9328	,0432	3,8477	4,0179
-,6795	-,0283	,5339	3,9188	,0872	3,7473	4,0904
,1205	-,0283	,5339	4,0416	,0456	3,9518	4,1314
,5871	-,0283	,5339	4,1132	,0566	4,0018	4,2246
-,6795	,6717	-,6954	3,5273	,1153	3,3003	3,7544
,1205	,6717	-,6954	3,6978	,0836	3,5333	3,8623
,5871	,6717	-,6954	3,7973	,1132	3,5745	4,0201
-,6795	,6717	,0379	3,8120	,0842	3,6462	3,9777
,1205	,6717	,0379	3,9712	,0494	3,8740	4,0684
,5871	,6717	,0379	4,0641	,0616	3,9428	4,1853
-,6795	,6717	,5339	4,0045	,0921	3,8232	4,1857
,1205	,6717	,5339	4,1561	,0461	4,0654	4,2467
,5871	,6717	,5339	4,2445	,0477	4,1507	4,3383

END DATA.

GRAPH/SCATTERPLOT=

SL_mean WITH OCB_mean BY EI_mean /PANEL ROWVAR= OC_mean .

***** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS *****

OUTCOME VARIABLE:

OCB_mean

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	3,8273	3,8265	,0298	3,7684	3,8852
SL_mean	,1652	,1644	,0565	,0527	,2713
EI_mean	,1573	,1561	,0660	,0249	,2857
Int_1	,0515	,0551	,0942	-,1247	,2485
OC_mean	,3751	,3762	,0709	,2388	,5175
Int_2	-,0192	-,0225	,1041	-,2357	,1748

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

NOTE: The following variables were mean centered prior to analysis:

EI_mean OC_mean SL_mean

----- END MATRIX -----