

### **Servant Leadership, Other Orientation and OCB: A Review on Associations of Industrialists and Businessmen In Ankara**

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#### **ABSTRACT**

In this non experimental research, we tried to explain and understand how is the relationship between servant leadership and OCB with the mediating role of other orientation in non-profit organizations. We hope that considering non profit organizations has provided significant contribution to explain and understand the relationship between servant leadership and organizational citizenship behavior more and better especially with the mediating effect of other orientation.

**Keywords:** Servant Leadership, Other Orientation, Organizational Citizenship Behavior, Industrialists and Businessmen Associations.

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## Introduction

Servant leadership is seen as a new research field for leadership scholars.<sup>1</sup> According to leader member exchange theory, "members' work-related attitudes and behaviors depend on how their leaders treat them".<sup>2</sup> In this sense, since servant leaders prioritize serving the needs, demands and interests of followers<sup>3</sup>, followers are more likely to demonstrate behaviors that prioritize serving the needs, demands and interests of others or in other words their whole organizations. These kind of behavioral patterns are likely to bring about the development of followers' tendency to other orientation. The theory of other orientation suggests that individuals higher in other orientation are likely to be concerned with the welfare of others.<sup>4</sup> Organizational citizenship behavior is out of in-role behavior and task performance and it is considered extra-role performance<sup>5</sup> that occurs based on some independent variables such as leadership, motivation, organizational commitment, job satisfaction and etc.

In this study, the relationship between servant leadership (SL) and organizational citizenship behavior (OCB) was reviewed with the mediating role of other orientation (OO). It was asserted that there is a positive relationship between servant leadership and organizational citizenship behavior. Other orientees were considered as a bridge that may influence this relationship positively. Thus, it is argued that servant leadership behaviors lead to followers' other orientation and that other orientation of followers leads to increased engagement with OCB.

In this study, these arguments would like to be tested within a non-profit organization, in another word within an association mentioned above. Furthermore, a response of a question would like to be found out: In an organization, in where leader behaves like a servant, by influencing from this type of leadership, do employees or followers present other orientation? Thus, as a result of this, do servant leadership and other orientation cause OCB in that organization?

These three concepts, servant leadership, other orientation and OCB, can be seen more and easily in non-profit organizations more than profit organizations, since these organizational structures are based on voluntariness. In this study, to measure this relationship, members of the Associations of Industrialists and Businessmen have been considered as sampling and Ankara was selected as workspace based on its being capital city of Turkey and containing patterns of many factors like culture, belief, social structure and etc. Within this scope, it is thought that Ankara may be one of the most significant predictor for this study's aim.

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<sup>1</sup> Van Dierendonck, Dirk. "Servant leadership: A review and synthesis." *Journal of management* 37.4,2011.

<sup>2</sup> Rockstuhl, T., Dulebohn, J. H., Ang, S., & Shore, L. M. Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of applied psychology*, 97.6, 2012, p.1097.

<sup>3</sup> Greenleaf, Robert K. *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press, 1977; Van Dierendonck, op. cid.

<sup>4</sup> Lester, Scott W., Bruce M. Meglino, and M. Audrey Korsgaard. "The role of other orientation in organizational citizenship behavior." *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29.6, 2008; Meglino, Bruce M., and Audrey Korsgaard. "Considering rational self-interest as a disposition: organizational implications of other orientation." *Journal of Applied Psychology*, 89.6, 2004.

<sup>5</sup> Van Dyne, Linn, Jill W. Graham, and Richard M. Dienesch. "Organizational citizenship behavior: Construct redefinition, measurement, and validation." *The Academy of Management Journal*, 37.4, 1994; Organ, Dennis W. *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com, 1988.

Since it is seen that there are a lot of studies which include reviews and measurements on relationship between servant leadership and other orientation or servant leadership and organizational citizenship behavior (OCB) or other orientation and OCB, however, there is no study to be encountered which handles the relationship between these three concepts. That's why, this study is considered as an important and significant research to provide a theoretical contribution in literature.

### **Purpose of The Study**

The purpose of this study is to explore the relationship between servant leadership and organizational citizenship behavior with the mediating effect of other orientation and as research question how does servant leadership affect other orientedness and OCB in organizations. Based on this purpose of the study, following research questions were tried to be responded in this study:

1. Is there a correlation between servant leadership and the other orientation?
2. Is there a correlation between other orientation and OCB?
3. Is there a correlation between servant leadership and OCB or as a mediator is other orientation a need for this relationship in given sample?

### **Literature**

#### ***Servant Leadership***

The theory of servant leadership was presented by Robert K. Greenleaf in 1977.<sup>6</sup> In his book, Greenleaf defines leader as a servant. The first aim of a servant leader should be serving and meeting the needs of others.<sup>7</sup> These provide greatness<sup>8</sup> and motivation<sup>9</sup> to leaders. According to Patterson, a leader should focus on followers and their behaviors and attitudes.<sup>10</sup>

Servant leadership was discussed in many ways. Some authors<sup>11</sup> have reviewed servant leadership in its own model, some researchers have compared servant leadership with other types of leadership in their studies, such as transformational, authentic and spiritual leadership<sup>12</sup> and they have put similarities and differences from each other. These other types of leadership are not the subjects of this study, however, it is sufficient to indicate that servant leadership discerns itself from other types of leadership by focusing on organization, especially on followers or employees.

Features or dimensions of servant leadership have also been argued by some other authors. Patterson claims that a servant leader should lead and serve with agapao love and

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<sup>6</sup> Greenleaf, op. cid.

<sup>7</sup> Russell, Robert F., and A. Gregory Stone. "A review of servant leadership attributes: Developing a practical model." *Leadership & Organization Development Journal*, 23.3, 2002.; Greenleaf, op. cid.

<sup>8</sup> Greenleaf, op. cid.

<sup>9</sup> Russell ve Stone, op. cid.

<sup>10</sup> Patterson, Kathleen A. *Servant leadership: A theoretical model*. Diss. Regent University, 2003.

<sup>11</sup> Farling, Myra L., A. Gregory Stone, and Bruce E. Winston. "Servant leadership: Setting the stage for empirical research." *Journal of leadership studies* 6.1-2, 1999; Patterson, op. cid.; Van Dierendonck, op. cid.,

<sup>12</sup> Van Dierendonck, op. cid.; Sendjaya, Sen, James C. Sarros, and Joseph C. Santora. "Defining and measuring servant leadership behaviour in organizations." *Journal of Management studies*, 45.2, 2008.

humility, and trust, empower and serve followers, he or she should be altruistic and visionary for his or her followers<sup>13</sup>. Farling and colleagues have presented a model in which they argue that servant leaders should have a vision and credibility, they should be trustworthy and should influence others. According to another study<sup>14</sup>, servant leadership has nine dimensions which are emotional healing, producing value for own society, conceptual skills, empowerment, helping followers grow and succeed, prioritize followers, behave in ethics, relationships and servanthood. Sendjaya and his colleagues claim that there are twenty different features defined for servant leadership in literature and they can be subsumed under six different types of leader behaviors.<sup>15</sup> Therefore they have reduced them into six categories as “voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spiritually and transforming influence”<sup>16</sup>. According to the definitions and the dimensions, servant leadership presents a different working environment by prioritizing followers’ concerns, thoughts and growth and developments<sup>17</sup> which may cause other-orientation in an organization.

### **Other Orientation**

Other orientation theory is discussed in many studies in last few years as an alternative approach for organizations and organizational benefits against the approach of self-interest which is seen as the source of motivation<sup>18</sup>. Lester, et al., Meglino and Korsgaard define other orientation as concerning individuals with the welfare of others.<sup>19</sup> Meglino and Korsgaard emphasize that on the contrary of self-interest, other orientation focus on organizational goals rather than personal goals.<sup>20</sup> According to the theory of other orientation<sup>21</sup>, self-interest composes of focusing on personal goals, which depend on just one employee’s effort<sup>22</sup>, on the other side, other-oriented behaviors not only provide some benefits for organizations but affect whole colleagues or employees positively as well. De Dreu claims that employees, who behave in such an other orientation, make himself or herself appreciated by those concerned.<sup>23</sup> Although self-interest motivates employees in organizations<sup>24</sup>, other orientation also provides job satisfaction and high motivation with its altruistic side. Bolino, in his study in which he has reviewed altruism widely, argues that altruism symbolizes behaviors oriented at helping a specified worker, for instance a supervisor.<sup>25</sup> If a supervisor takes in consideration helping

<sup>13</sup> Patterson, op. cid.; Dennis, Robert S., Linda Kinzler-Norheim, and Mihai Bocarnea. "Servant leadership theory." *Servant leadership*. Palgrave Macmillan, London, 2010.

<sup>14</sup> Liden, Robert C., et al. "Servant leadership: Development of a multidimensional measure and multi-level assessment." *The leadership quarterly* 19.2, 2008.; Farling et al., a.g.e.

<sup>15</sup> Sendjaya, et al., op. cid.

<sup>16</sup> Ibid., p.406.

<sup>17</sup> Liden et al., op. cid.; Van Dierendonck, op. cid.

<sup>18</sup> Cropanzano, Russell, Barry Goldman, and Robert Folger. "Self-interest: Defining and understanding a human motive." *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior* 26.8, 2005.

<sup>19</sup> Lester et al., op. cid.; Meglino and Korsgaard, op. cid.

<sup>20</sup> Meglino and Korsgaard, op. cid.;

<sup>21</sup> Ibid.

<sup>22</sup> Grant, Adam M., and Amy Wrzesniewski. "I won't let you down... or will I? Core self-evaluations, other-orientation, anticipated guilt and gratitude, and job performance." *Journal of applied psychology* 95.1, 2010.

<sup>23</sup> De Dreu, Carsten KW. "Rational self-interest and other orientation in organizational behavior: a critical appraisal and extension of Meglino and Korsgaard, 2004.", 2006.

<sup>24</sup> Cropanzano, op. cid.;

<sup>25</sup> Bolino, Mark C. "Citizenship and impression management: Good soldiers or good actors?" *Academy of Management Review* 24.1, 1999.

teammates at top level, existing of altruism can be one of the major utility to the image of the actors.

Lester and colleagues argue that, the theory of other orientation is related to social exchange theory, in terms of the expectance of reciprocity.<sup>26</sup> Reciprocity is the main factor in social exchange theory to manage the exchange of benefits between employees and it provides effective and productive processes in terms of its norms and rules<sup>27</sup>. Since, other orientation is seen as the result of rational decision making process which interested in collective goals of an organization that should be fulfilled by collective actions, reciprocity occurs with collective rationality<sup>28</sup>.

## OCB

Depending on relevant studies<sup>29</sup>, Lester, Meglino and Korsgaard claim that Social Exchange Theory constitutes the basis of OCB.<sup>30</sup> "Social exchange theory describes the voluntary exchange of benefits that occur between two parties. Within this framework, OCB is a form of benefit provided by individuals within the social exchange relationship"<sup>31</sup>. Organizational citizenship behavior (OCB) is defined by Dennis Organ as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization"<sup>32</sup>. According to Van Dyne and colleagues, OCB is mostly related to extra role performance and functions of organizations.<sup>33</sup> This performance then may construct a relationship which forms employees' or followers' attitudes or behaviors in organizations to increase the motivation and commitment of them, thus performance of organizations. That's why it can be said that OCB is an outcome of individuals' behaviors.

## Method

### *Participants*

This study is correlational design in which correlational statistical tests will be used to explain the relationship between variables<sup>34</sup>. This study is also cross cultural and individual level that data will be collected from participants who are from different cultures and work in an organization as a group member. Unit of analysis of this study consists of leaders and followers who work in a non-profit organization in which people may show more voluntariness and work with their own will. Level of analysis is in this study, therefore, micro

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<sup>26</sup> Lester et al., op. cid.

<sup>27</sup> Lester et al., op. cid.

<sup>28</sup> De Dreu, op. cid.

<sup>29</sup> Cropanzano, Russell, Deborah E. Rupp, and Zinta S. Byrne. "The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors." *Journal of Applied psychology* 88.1, 2003, pp.160-169. Konovsky, Mary A., and S. Douglas Pugh. "Citizenship behavior and social exchange." *Academy of management journal* 37.3, 1994, pp.656-669.; Organ, Dennis W. "The motivational basis of organizational citizenship behavior." In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* 12.1, 1990, pp.43-72.; Lester et. al., op. cid.

<sup>30</sup> Lester et al., op. cid.

<sup>31</sup> Lester et al., op. cid.

<sup>32</sup> Organ, op. cid., p.4.

<sup>33</sup> Van Dyne, op. cid.

<sup>34</sup> Creswell, John W. "Educational research: planning." *Conducting, and Evaluating*, 2012.

level. The random sampling was used in this study because this study is quantitative research and data were collected from the participants in equal chance<sup>35</sup>. Sampling, in this study, was consisted of the industrialists and businessmen associations in Ankara. Ankara is the capital city of Turkey and with its population which is above five millions; it hosts from other cities of Turkey. That's why, since the industrialists and businessmen associations are a reflection of this huge structure, their members were required to participate our research. Furthermore, as non-profit organizations, in the industrialists and businessmen associations, servant leadership and other orientation can be considered more significant and more important than governmental or profit organizations. In this study, under professional solidarity associations, industrialists and businessmen associations were chosen since they are also related to real sector, economy and policy. It is thought that the results that were reached may give some ideas and may be useful to these fields for future researches.

### ***Instruments***

In this study, four questionnaires were applied to employees, mid-level managers and top managers/leaders of industrialists and businessmen associations for the data collection. The first questionnaire was about demographics including gender, age, education level and position in the organization. The second questionnaire was used to collect data about servant leadership (SL) with 27-item scale<sup>36</sup> developed by Dennis and Bocarnea on which there is a consensus to be used by previous studies<sup>37</sup> with response categories ranging from "Strongly Disagree" to "Strongly Agree" according to five point Likert type. The third questionnaire was used to attain information for other orientation (OO) with 24-item forced choice style measure, called Comparative Emphasis Scale (CES), developed by Ravlin and Meglino.<sup>38</sup> In this questionnaire, participants were required to choose one suitable response for themselves. It is claimed that measuring other orientation is problematic due to its describing kinds of behaviors such as helping people. It is about social desirable and this may causes bias. And this bias may affect measurement validity negatively.<sup>39</sup> Ravlin and Meglino argue that this kind of bias can be seen in Likert-type measures of other orientation.<sup>40</sup> To remove this kind of bias, as seen in previous studies<sup>41</sup> forced-choice measure of other orientation can be used.<sup>42</sup> The fourth and the last, for OCB we used 15-item scale developed by Podsakoff and friends and responses in this scale were also given in five point Likert type from "Strongly Disagree" to "Strongly Agree".<sup>43</sup> The first three questions in OCB scale were related to altruism, the second three questions were related to courtesy. While the third three questions were associated with conscientiousness, the fourth and the fifth were concerned with sportsmanship and civic virtue respectively.

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<sup>35</sup> Creswell, op. cid.

<sup>36</sup> Dennis, Robert S., and Mihai Bocarnea. "Development of the servant leadership assessment instrument." *Leadership & organization development journal*, 26.8, 2005.

<sup>37</sup> Patterson, op. cid.; Lester, et al., op. cid.; Russell and Stone, op. cid.

<sup>38</sup> Ravlin, Elizabeth C., and Bruce M. Meglino. "Effect of values on perception and decision making: A study of alternative work values measures." *Journal of Applied psychology* 72.4, 1987.

<sup>39</sup> Lester, et al., op. cid.; Korsgaard, et al., op. cid.

<sup>40</sup> Ravlin and Meglino, op. cid.

<sup>41</sup> Lester, et al., op. cid.; De Dreu, op. cid.; De Dreu and Nauta, op. cid.; Meglino and Korsgaard, op. cid.

<sup>42</sup> Ravlin and Meglino op.cid.

<sup>43</sup> Podsakoff et al., op.cid.

These questionnaires were used in previous studies<sup>44</sup> and had face validity. On the other hand, because of this research was executed in Turkey, these three questionnaires needed to be translated from English to Turkish. For this, relevant questionnaires, first, were translated by two English lecturers who are independent of each other whose main languages are Turkish and who work in English medium university. They both have a full command of either Turkish or English languages. After translation, other two lecturers who have same skills and work in the same university evaluated this translation in detail and then they made back translation to substantiate the previous translation and then they compared the texts together. When all corrections were completed, questionnaires were presented to participants so as to be responded. With these efforts mentioned, it has been thought that construct validity of this study would be provided. The completion time for each participant was approximately 10 minutes for all questionnaires.

### ***Data Collection Procedure***

Questionnaires were executed to 54 industrialists and businessmen association. During the data collection period, questionnaires were emailed two times and associations were called to remind the questionnaires that were sent to be responded as well. At the end of the data collection period, 36 responses were collected from participants through e-mail.

### ***Data Analysis***

In this study, SPSS 16 program was used for data analysis. We used descriptive analysis, correlational analysis, and One-Way Anova in order to find out responses to our research questions. Pearson model were used and neither positive nor negative relationship were mentioned in research questions, therefore we chose two tailed option in correlational analysis. In Anova analyses, data were reviewed and evaluated between and within groups. Furthermore, we did multiple comparisons among members of organizations by using posthoc tests.

### **Results**

Results of data analyses of SL, OO and OCB were compared in terms of control variables, such as gender, age, education and position at .05 levels of significance. In terms of gender, when we look at the results, we can see female respondents with 64% and male respondents with 36%.

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<sup>44</sup> Patterson, op. cid.; Cropanzano, et al., op.cid.; De Dreu, op. cid.; Lester, et al., op. cid.; Russell and Stone, op. cid.; Stone, A. Gregory, Robert F. Russell, and Kathleen Patterson. "Transformational versus servant leadership: A difference in leader focus." *Leadership & Organization Development Journal* (2004).; Meglino, & Korsgaard, op. cid.



		N	Mean	Std. Deviation	Std. Error	95% Lower Bound	Confidence Interval for Mean Upper Bound
SL	Female	23	90,1304	14,22323	2,96575	83,9798	96,2810
	Male	13	96,4615	20,13130	5,58342	84,2963	108,6268
	Total	36	92,4167	16,60185	2,76698	86,7994	98,0339
OO	Female	23	34,6087	2,82423	,58889	33,3874	35,8300
	Male	13	34,3846	2,39925	,66543	32,9348	35,8345
	Total	36	34,5278	2,64560	,44093	33,6326	35,4229
OCB	Female	23	56,0000	6,99350	1,45825	52,9758	59,0242
	Male	13	57,2308	6,23370	1,72892	53,4638	60,9978
	Total	36	56,4444	6,66524	1,11087	54,1893	58,6996

Table 1. Means and Standard Deviations for Gender

As control variable, age was considered mostly between 26 and 55 because this interval of age constitutes the majority of participants (%91), similarly bachelor’s degree and above generate the important part of the participants (%81), hence we focused mostly on this level of education.

		N	Mean	Std. Deviation	Std. Error	95% Lower Bound	Confidence Interval for Mean Upper Bound
SL	16-25	2	107,000	4,24264	3,00000	68,8814	145,1186
	26-40	12	89,417	12,91552	3,72839	81,2105	97,6228
	41-55	21	94,286	17,51612	3,82233	86,3125	102,259
	56+	1	60,000	.	.	.	.
	Total	36	92,417	16,60185	2,76698	86,7994	98,0339

OO	16-25	2	32,500	3,53553	2,50000	0,73450	64,2655
	26-40	12	34,417	2,93748	0,84798	32,5503	36,2831
	41-55	21	35,048	2,15583	0,47044	34,0663	36,0289
	56+	1	29,000	.	.	.	.
	Total	36	34,528	2,64560	0,44093	33,6326	35,4229
OCB	16-25	2	59,500	4,94975	3,50000	52,9758	103,9717
	26-40	12	54,667	8,82490	2,54753	53,4638	60,2737
	41-55	21	56,762	5,20485	1,13579		59,1311
	56+	1	65,000	.	.		.
	Total	36	56,444	6,66524	1,11087	54,1893	58,6996

Table 2. Means and Standard Deviations for Age

		N	Mean	Std. Deviation	Std. Error	95% Lower Bound	Confidence Interval for Mean Upper Bound
SL	Primary	1	95,0000	.	.	.	.
	High	4	101,5000	18,62794	9,31397	71,8588	131,1412
	Associate	2	92,0000	28,28427	20,00000	162,12410	346,1241
	Undergrad	15	94,7333	15,15853	3,91391	86,3388	103,1278
	Postgrad	14	87,2143	17,07981	4,56477	77,3527	97,0759
	Total	36	92,4167	16,60185	2,76698	86,7994	98,0339
OO	Primary	1	34,0000	.	.	.	.
	High	4	35,7500	0,50000	0,25000	34,9544	36,5456
	Associate	2	34,0000	2,82843	2,00000	8,58760	59,4124
	Undergrad	15	35,5333	2,55976	0,66093	34,1158	36,9509
	Postgrad	14	33,2143	2,75062	0,73514	31,6261	34,8024

Total	36	34,5278	2,64560	0,44093	33,6326	35,4229
OCB Primary	1	55,0000	.	.	.	.
High	4	57,5000	2,88675	1,44338	52,9065	62,0935
Associate	2	57,0000	2,82843	2,00000	31,5876	82,4124
Undergrad	15	55,1333	8,51777	2,19928	50,4164	59,8503
Postgrad	14	57,5714	5,91887	1,58188	54,1540	60,9889
Total	36	56,4444	6,66524	1,11087	54,1893	58,6996

Table 3. Means and Standard Deviations for Education

In terms of position in organization, employees/workers determined the results based on their rate among respondents (%72).

	N	Mean	Std. Deviation	Std. Error	95% Lower Bound	Confidence Interval for Mean Upper Bound
SL Employees	26	92,2308	16,75782	3,28648	85,4621	98,9994
Mid-man	6	98,0000	16,30951	6,65833	80,8842	115,1158
Top man	4	85,2500	17,34695	8,67347	57,6471	112,8529
Total	36	92,4167	16,60185	2,76698	86,7994	98,0339
OO Employees	26	34,9231	2,66718	0,52308	33,8458	36,0004
Mid-man	6	34,1667	2,31661	0,94575	31,7355	36,5978
Top man	4	32,5000	2,51661	1,25831	28,4955	36,5045
Total	36	34,5278	2,64560	0,44093	33,6326	35,4229
OCB Employees	26	56,1154	6,71313	1,31655	53,4039	58,8269
Mid-man	6	56,5000	6,92098	2,82548	49,2369	63,7631
Top man	4	58,5000	7,50555	3,75278	46,5570	70,4430

Total	36	56,4444	6,66524	1,11087	54,1893	58,6996
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Table 4. Means and Standard Deviations for Position in Organization

As shown in the tables 5, 6, 7 and 8, considering servant leadership, with respect to gender (.278), age (.106), education (.600) and position (.503), there is no significant difference between groups under the level of .05 significance. Similarly, when we look at other orientation, gender (.811), age (.089), education (.154) and position (.223) have no differences in terms of responding and no important effects were seen with regard to emerging of different responses based on the results of questionnaires. OCB is also presenting the same results that control variables do not vary across groups. The significance levels of gender, age, education and position are higher than .05.

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		Sum of Squares	df	MeanSquare	F	Sig.
SL	Between Groups	332,911	1	332,911	1,215	,278
	Within Groups	9313,839	34	273,936		
	Total	9646,750	35			
OO	Between Groups	,417	1	,417	,058	,811
	Within Groups	244,555	34	7,193		
	Total	244,972	35			
OCB	Between Groups	12,581	1	12,581	,277	,602
	Within Groups	1542,308	34			
	Total	1554,889	35			

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Table 5. Source Table for Analysis of Variance (Gender)

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Sum	of	MeanSquare
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		Squares				
			df		F	Sig.
SL	Between Groups	1657,548	3	552,516	2,213	,106
	Within Groups	7989,202	3	249,663		
			2			
	Total	9646,750	3			
			5			
OO	Between Groups	44,603	3	14,868	2,374	,089
	Within Groups	200,369	3	6,262		
			2			
	Total	244,972	3			
			5			
OCB	Between Groups	131,913	3	43,971	,989	,410
	Within Groups		3	44,468		
		1422,976	2			
	Total		3			
		1554,889	5			

Table 6. Source Table for Analysis of Variance (Age)

		Sum	of	MeanSqu		
		Squares	df	are	F	Sig.
SL	Between Groups	796,460	4	199,115	,697	,600
	Within Groups	8850,290	31	285,493		
	Total	9646,750	35			
OO	Between Groups	46,132	4	11,533	1,798	,154
	Within Groups	198,840	31	6,414		
	Total	244,972	35			

OCB	Between Groups	50,727	4	12,682	,261	,900
	Within Groups	1504,162	31	48,521		
	Total	1554,889	35			

Table 7. Source Table for Analysis of Variance (Education)

		Sum Squares	of df	MeanSquar e	F	Sig.
SL	Between Groups	393,385	2	196,692	,701	,503
	Within Groups	9253,365	33	280,405		
	Total	9646,750	35			
OO	Between Groups	21,293	2	10,646	1,571	,223
	Within Groups	223,679	33	6,778		
	Total	244,972	35			
OCB	Between Groups	19,735	2	9,868	,212	,810
	Within Groups	1535,154	33	46,520		
	Total	1554,889	35			

Table 8. Source Table for Analysis of Variance (Position)

However, we should note that, according to multiple comparisons with Scheffe's model, among positions there are differences in terms of all concepts. For instance, homogeneity is seen in OCB more than other orientation and servant leadership among all level of positions.

	N	OCB	N	OO	N	SL
Employee	26	56,1154	4	32,5000	4	85,2 500
Mid-level Manager	6	56,5000	6	34,1667	26	92,2 308
Top manager	4	58,5000	26	34,9231	6	98,0

				000
Sig.		,819	,254	,395

Table 9. Homogeneous Subsets (Subset for alpha = .5)

Based on the results, SL is seen more in mid-level managers' behaviors in our sampling. Besides, while other orientation is seen among employees/followers more than the others, OCB is seen among top managers/leaders more than employees and mid-level managers.

					95% Confidence interval		
		Mean Difference	Std. Error	Sig.	Lower Bound	Upper Bound	
SL	Employee	Mid-level manager-Top manager	-5,76923	7,58413	0,75	-25,2086	13,6702
			6,98077	8,99367	0,74	-16,0715	30,0331
	Mid-level manager	Employee-Top manager	5,76923	7,58413	0,75	-13,6702	25,2086
			12,75	10,80904	0,51	-14,9554	40,4554
	Top manager	Employee-Mid-level Manager	-6,98077	8,99367	0,74	-30,0331	16,0715
			-12,75	10,80904	0,51	-40,4554	14,9554
OO	Employee	Mid-level manager-Top manager	0,75641	1,17915	0,82	-2,2659	3,7788
			2,42308	1,39830	0,24	-1,161	6,0072
	Mid-level Manager	Employee-Top manager	-0,75641	1,17915	0,82	-3,7788	2,2659
			1,66667	1,68055	0,62	-2,6409	5,9742
	Top Manager	Employee-Mid-level Manager	-2,42308	1,39830	0,24	6,0072	1,161
			-1,66667	1,68055	0,62	-5,9742	2,6409
OCB	Employee	Mid-level manager-Top manager	-0,38462	3,08910	0,99	-8,3025	7,5333
			-2,38462	3,66322	0,81	-11,7741	7,0048
	Mid-level Manager	Employee-Top manager	0,38462	3,08910	0,99	-7,5333	8,3025
			-2,00000	4,40264	0,9	-13,2847	9,2847
	Top Manager	Employee-Mid-level Manager	2,38462	3,66322	0,81	-7,0048	11,7741
			2,00000	4,40264	0,9	-9,2847	13,2847

Table 10. Multiple Comparisons (Scheffe)

According to results, the first research question of this study was responded positively. Based on the results, we can say that there is a correlation between servant leadership and other orientation. However, the second and the third questions were responded negatively, therefore it can be said that there is no a positive correlation found between other orientation and organizational citizenship behavior and also between servant leadership and organizational citizenship behavior.

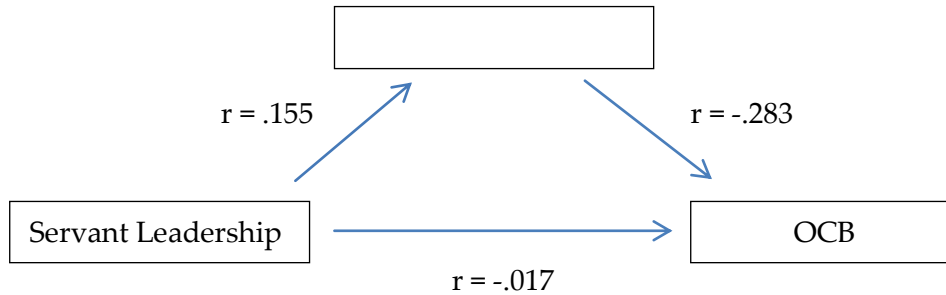


Figure 1: Results of a Correlation Analysis among Servant Leadership (SL), Other Orientation (OO) and Organizational Citizenship Behavior (OCB)

## Discussion

In this study, a discussion was revealed whether there is a correlation between servant leadership and other orientation and between other orientation and organizational citizenship behavior. It was also tried to be found out whether there is a correlation between servant leadership and OCB or whether the mediating effect of other orientation is a need for the relationship between SL and OO or not.

In this study, we chose industrialists and businessmen associations as sample, because these organizations are non-profit entities and we believe that this study's concepts may be seen in these organizations more than profit ones and individuals are employed themselves in these organizations based on voluntariness, their own desire and good faith. With this non experimental research, we tried to explain and understand how is the relationship between servant leadership and OCB with the mediating role of other orientation in non-profit organizations. This relationship in non-profit organizations was observed in both different and similar situations from profit organizations depending on their organizational structures, organization culture, being based on voluntariness and not being a compulsory affair etc. For instance, based on the results of this study, we explored that there is a correlation between servant leadership and other orientation. Although a correlation was found between SL and OCB in profit organizations in previous studies<sup>45</sup>, however, in contrast, we did not find out a correlation between servant leadership and other orientation and between servant leadership

<sup>45</sup> Baytok, Ahmet, and Fatma Doğanay Ergen. "Hizmetkâr liderliğin örgütsel vatandaşlık davranışına etkisi: İstanbul ve Afyonkarahisar'daki beş yıldızlı otel işletmelerinde bir araştırma." *İşletme araştırmaları dergisi* 5.4, 2013; Malingumu, Winifrida, et al. "Servant leadership, organisational citizenship behavior and creativity: The mediating role of team-member exchange." *Psychologica Belgica*, 56.4, 2016.



and organizational citizenship behavior in our study. On the other hand, in a study<sup>46</sup>, a relationship between job satisfaction and OCB with the moderator effect of other orientation was researched and the result was that the relationship between job satisfaction and OCB was found significant among persons lower in other orientation, in other words the effect of other orientation was in the negative direction with this relationship. Similarly, in our study, as a mediator, other orientation does not influence OCB positively. As control variables, gender, age, education and position do not matter in terms of responses, it can be said that these variables have not important effects on the relationship between the concepts of this study.

## Conclusion

In literature, a large number of studies<sup>47</sup> have reviewed the concepts of servant leadership, other orientation and OCB. Most of them have reviewed these concepts and their relationships among their own in terms of profit organizations, some sectors like health, manufacturing, etc or relations to the other concepts, for instance work productivity, job satisfaction or commitment. Yet, with no study it is encountered which reviews this kind of relationship as this study make. We hope that considering non profit organizations has provided significant contribution to explain and understand the relationship between servant leadership and organizational citizenship behavior more and better especially with the mediating effect of other orientation.

In the future, this type of research may be constructed as experimental design. To reach a general results, an experimental design can be constructed which will include different organizations in many sectors to measure the effects of servant leadership behaviors on employees or followers and to explore whether it may cause other orientation or OCB. This study can be extended to all associations in Turkey for broader and larger research to reach more significant and more effective results.

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<sup>46</sup> Lester et. al., op. cid.

<sup>47</sup> Baytok and Ergen, op. cid.; Cropanzano, et al., op. cid.; De Dreu, op. cid.; Dennis and Bocarnea.op. cid.; Dennis et al., op. cid.; Earnhardt, Matthew P. "Testing a servant leadership theory among United States military members." *Emerging Leadership Journeys* 1.2, 2008; Farling, et al., op. cid., Lester, et al., op. cid., Liden, op. cid.; Malingumu, et al., op. cid.; Meglino and Korsgaard, op. cid.; Organ, op.cid., 1990; Patterson, op. cid.; Russell and Stone, op. cid.; Sendjaya and Sarros, op. cid.; Sendjaya, et al., op. cid.; Stone, et al., op. cid.; Van Dierendonck, op. cid.; Van Dyne, et al., op. cid.

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