



THE IMPACT OF PRACTICING SERVANT LEADERSHIP DIMENSIONS ON ENHANCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Samira Gaoussi

Badji Mokhtar University, Faculty of Economics, Commerce and Management Sciences, Annaba, Algeria.

<https://orcid.org/0009-0009-9618-2745>



JEL Category: **M12, M14, M53**

Abstract

Considering the growing interest in contemporary leadership styles that focus on the human element, servant leadership has emerged as an effective approach for enhancing performance and positive behaviors within organizations. Accordingly, the present study aims to measure the impact of servant leadership—through its dimensions of empowerment, concern for subordinates, and subordinate development—on the enhancement of organizational citizenship behavior (OCB) within a pharmaceutical company. The study adopted a descriptive-analytical approach, utilizing a questionnaire as the primary tool for data collection from a sample of the institution's employees. After analyzing the data using SPSS Version 21, the results indicated that all dimensions of servant leadership and organizational citizenship behavior were present at a high level. However, testing the relationship between the variables revealed a statistically significant effect only for the concern for subordinates' dimension on OCB. The dimensions of empowerment and development showed no significant impact. This outcome is attributed to the specific organizational context of the pharmaceutical group, where the leader's humanistic and supportive role is perceived as a key factor in motivating voluntary behaviors. Accordingly, the study recommends strengthening this dimension within leadership policies and reconsidering the methods used to implement empowerment and professional development in ways that enhance their behavioral effectiveness.

Keywords: *Servant Leadership, Organizational Citizenship Behavior, Empowerment, Concern for Subordinates, Development of Subordinates.*

1 INTRODUCTION

In today's world of management and leadership, a variety of approaches and strategies are employed by leaders to strike a balance between organizational objectives and the human needs of

Address of the author:

Samira Gaoussi

[✉ samira.gaoussi@univ-annaba.dz](mailto:samira.gaoussi@univ-annaba.dz)



employees. Among these approaches, servant leadership stands out as a unique model that places the interests of individuals and the organization at the core of the leadership process, transcending traditional concepts centered on authority and control. Introduced approximately four decades ago, the principle of servant leadership quickly proved its effectiveness across various organizational settings. This leadership style has brought about a profound transformation in how organizations are managed, as it prioritizes the needs of employees, emphasizes empowerment, fosters a collaborative environment, and focuses on developing skills and competencies by providing growth opportunities—thus cultivating a positive culture that reinforces mutual respect and appreciation.

Amid the challenges faced by today's business environment—characterized by rapid changes, competitive pressures, employee frustration, and declining motivation it has become essential for organizations to adopt such innovative and progressive managerial concepts that emphasize their human resources. This requires leadership that can effectively address these challenges while focusing on employees' psychological and social well-being. In today's dynamic business landscape, managers must adopt leadership styles that foster employee commitment to their teams and workplaces. Employees who go beyond the boundaries of their formal duties and proactively contribute to the development of their organizations are likely to make additional efforts in collaboration and in serving the organization's broader interests. In doing so, they demonstrate voluntary, informal behaviors encompassed by the concept of Organizational Citizenship Behavior (OCB).

Based on the above, the research problem is formulated in the research question:

RQ: What is the impact of practicing the dimensions of servant leadership (empowerment, concern for subordinates, development of subordinates) on enhancing organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf?

Accordingly, the following sub-questions are posed:

RQa: What is the level of availability of servant leadership dimensions at the Biocare Pharmaceutical Group in El-Tarf Province?

RQb: What is the level of organizational citizenship behavior among employees at the Biocare Pharmaceutical Group in El-Tarf State?

1.1 Research Hypotheses

The following study hypotheses are formulated:

Main Hypothesis:

H1 - There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of practicing the dimensions of servant leadership on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf State.

Sub-Hypotheses:

H1a - There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the empowerment dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf state.

H1b - There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the concern for subordinates' dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf State.

H1c - There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the development of subordinates' dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf State.

1.2 Significance of Study

Servant leadership represents a new model and a fundamentally different perspective from other leadership styles. It can be considered a philosophical approach to understanding leadership, grounded in ethical principles that prioritize the well-being of the group over personal interests. It is characterized by the leader's devotion to serving others with humility, integrity, and a noble purpose embraced as a personal mission. Such behavior inspires followers through the leader's unique conduct, positioning them as an equal member within the group.

The significance of this study increases in light of the transformations occurring in contemporary business environments, which are marked by instability and rapid technological changes. These conditions can negatively impact employee commitment to their jobs. Consequently, adopting servant leadership has become essential for reinforcing organizational citizenship behavior and fostering positive behaviors among employees.

1.3 Methodology

The study employed the descriptive-analytical approach, as it is most suitable for analyzing organizational phenomena and understanding the relationships between variables. Accordingly, the research relied on relevant literature, academic studies, and related articles, in addition to utilizing a questionnaire as the primary tool for data collection. The collected data were then analyzed using appropriate statistical methods, allowing for the extraction of accurate quantitative results that align with the study's objectives.

2 STUDY FRAMEWORK

This section presents literature related to the study variables.

2.1 Servant Leadership

Servant leadership represents one of the modern approaches to leadership thought. This section presents the concept of servant leadership, along with its dimensions, function, and characteristics, as outlined below.

2.1.1 Concept of Servant Leadership

The theoretical roots of servant leadership originate from Robert Greenleaf, who introduced the concept in his famous 1970s article, "The Servant as Leader." He emphasized that a true leader serves first; that is, the primary motivation for leadership comes from the desire to serve others. According to Greenleaf, a person does not become a leader due to authority or position, but because of their dedication to supporting and inspiring others. Leadership does not begin with authority but with service. An individual first embraces the role of a servant, driven by a genuine desire to help, and through that service, grows into a true leader. This perspective challenged traditional leadership concepts that associate leadership with power and control,

offering a human-centered alternative focused on care, empowerment, and development (Hai, 2021).

Based on this, servant leadership can be defined as "a transcending of self-interest, which is the main characteristic of this type of leadership. Servant leaders are not seen as those who control others, but as servants who help individuals and organizations grow and succeed. It prioritizes the well-being and growth of followers, rooted in ethics, selflessness, and empowerment, fostering both individual and community development. Servant leaders exhibit a high degree of fairness and transparency in their interactions, encourage a work environment that fosters trust, participation, and cooperation, prioritize the needs of employees, and work to remove barriers that hinder their performance" (Howladar & Rahman, 2021).

2.1.2 Dimensions of Servant Leadership

Based on the core concept introduced by Greenleaf regarding servant leadership namely, care, empowerment, and development the researcher adopted this idea as the foundation for constructing the study's model. Servant leadership is viewed as a human-centered alternative to the traditional leadership model, emphasizing care (concern for subordinates), empowerment, and development (fostering subordinate growth).

The core principles of servant leadership—care, empowerment, and development—manifest in specific leadership behaviors that directly impact subordinates. These key dimensions can be understood as follows:

- **Empowerment.** This refers to granting followers freedom and trust to make decisions related to their work. Servant leaders do not dominate or impose authority; rather, they empower others by providing guidance and encouraging them to take responsibility, thereby creating opportunities for growth and development (Benson & Peprah, 2021).
- **Concern for Subordinates.** This involves addressing their emotional needs in a tangible and prioritized manner.
- **Development of Subordinates.** Demonstrating genuine interest in their professional development, enhancing their skills, and increasing their creativity (Sabri & Faraj, 2022, p. 169).

2.1.3 Functions of the Servant Leader

Servant leadership plays a pivotal role in creating a work environment that fosters growth and innovation by prioritizing the needs of employees. It performs functions that influence employee behaviors, which are as follows (Coetzer, Bussin, & Geldenhuys, 2017, p. 12):

- Strategic Servant Leadership:
 - Servant leadership represents an advanced strategic model that combines the principles of service with the other, making it an effective tool for achieving various goals, including formulating, translating, and implementing a vision with noble purposes. The servant leader creates an inspiring vision based on three main components: noble purposes, creating value for society, and linking the past, present, and future. To realize this vision, the servant leader must translate it into a mission and practical objectives, a clear strategy, capability structures (*skills and knowledge*), absorptive capacity (the number and type of positions), and supportive policies, systems, and procedures.
 - *Being a Role Model and Ambassador of the Vision*: This includes the leader's commitment to principles such as self-awareness, self-knowledge management, self-management, self-improvement, self-disclosure, and adherence to rules. It also involves embodying values like authenticity, humility, integrity, and courage, as well as developing a personal capacity to serve as a role model.
- Operational Servant Leadership:

The Operational role of Servant Leadership is considered a fundamental element in terms of:

 - *Alignment, Care, and Talent Development*. The servant leader performs several tasks, including building trust-based relationships by understanding the needs, aspirations, and capabilities of others; providing a supportive work environment; empowering followers by aligning skills with roles; creating an effective work environment; and developing them professionally, emotionally, and ethically. This also involves active listening and unleashing their potential in alignment with the organization's vision.

- Continuous Monitoring and Improvement: The servant leader practices what is known as institutional care, which includes *taking* responsibility for the public good, practicing good governance, and continuously improving systems, policies, procedures, and services. This function fundamentally requires accountability as a key element for success.

2.1.4 Characteristics of the Servant Leader

The servant leader possesses numerous traits that merit understanding and exploration to develop a deeper comprehension of them. These traits are as follows:

- *Ability to Listen*. This refers to active listening and understanding of what is being communicated. It involves attentiveness, honesty, empathetic understanding, patience, and a willingness to accept others' perspectives (Gandolfi & Stone, 2018).
- *Ability to Foster Harmony*. This trait enables the promotion of employees' physical, mental, and social well-being—an essential element for any professional community to function effectively and fulfill its duties.
- *Accountability*. The leader provides guidance and support while holding each individual accountable for their achievements. This form of accountability enhances role clarity, fosters collective commitment, and supports decision-making and information sharing (Sousa & Van Dierendonck, 2015, p. 4).
- *Self-Awareness*. This refers to the leader's awareness of their own emotions, behaviors, and their impact on the team. Since servant leadership is inherently inspirational and motivational, it requires the leader to be conscious not only of the needs of individuals within the team but also of how their personal influence affects the group.
- *Collective Values*. A servant leader who demonstrates commitment to community values will maintain strong relationships with the team. A true servant leader strives to enhance the sense of belonging and teamwork within an environment grounded in shared values; and
- *Vision and Foresight*. This is the ability to envision and imagine a better future for the team and the organization, anticipate the outcomes of decisions, and understand how

events might unfold before they happen. In addition to envisioning the future, the servant leader has the foresight to discern how things will realistically operate (Ellis, 2019, pp. 76-77).

2.2 The concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) was first introduced by Bateman and Organ in 1983 and has since become a subject of extensive study in later years. Although the concept has been further developed and refined by several researchers, such as Podsakoff, MacKenzie, Paine, and Bachrach, among others, across various sectors, research on OCB remains relatively limited. In the workplace context:

- Organ defines *Organizational Citizenship Behavior* as “individual discretionary behaviors that are not directly or explicitly recognized by the formal reward system of the organization, but in aggregate promote the effective functioning of the organization” (Kolade, Oluseye, & Osibanjo, 2014, p. 39); and
- Similarly, Siqueira views OCB as “informal actions voluntarily undertaken by employees for the benefit of the organization. These actions fall under social exchange processes and are performed spontaneously by employees without being required or specified in formal contracts or job descriptions” (Silva, Vieira, Klein, Estivaleta, & de Andrade, 2024, p. 2).

2.2.1 Factors Influencing OCB

Researchers have examined various factors that influence the extent to which employees engage in OCB. These factors directly and indirectly affect an employee's willingness to exhibit behaviors that go beyond their formal role OCB (Hahangir, Akbar, & Haq, 2004, pp. 80-82):

- *Job Satisfaction and Organizational Commitment*. Employees who are satisfied with their jobs are more inclined to engage in positive behaviors such as cooperating with colleagues and supporting the organization's goals.
- *Role Perception*. Clear role definitions increase voluntary behaviors, while role ambiguity tends to reduce positive behaviors. Additionally, role conflict limits employees' ability to demonstrate extra-role behaviors due to conflicting responsibilities and workplace pressures.

- *Leadership and Leader-Subordinate Relationship*. Employees who have a positive relationship with their leaders are more likely to offer help and cooperation. Effective communication with the leader fosters a positive work environment, which in turn motivates OCB.
- *Perceptions of Organizational Justice*. When employees perceive those organizational decisions are made fairly and transparently, they are more willing to engage in positive behaviors. Perceived justice also boosts motivation to participate and enhances the sense of organizational belonging.
- *Personal Traits*. Employees with a high sense of conscientiousness are more likely to be committed and act responsibly. A positive mood also increases the willingness to participate in the workplace and fosters mutual respect among colleagues.
- *Employee Age and Professional Experience*. Younger employees tend to be more flexible and adaptable to work demands, which increases their commitment to the organization. Older employees, on the other hand, may exhibit a stronger sense of loyalty. As employees gain experience, they become more aware of organizational values, enhancing their sense of belonging to the organization.

2.2.2 Dimensions of OCB

We have represented OCB through four main dimensions, which are widely agreed upon in the literature:

- *Altruism*. Refers to helping colleagues perform tasks and solve problems without expecting any reward.
- *Sportsmanship*. Involves refraining from complaining or expressing dissatisfaction, even in difficult circumstances (Neves, Palma-Moreira, Andrade, & Au-Yong-Oliveira, 2024, p. 2).
- *Conscientiousness*. Indicates a serious commitment to exceeding the minimum job requirements and reflects the employee's obedience to rules and regulations; and
- *Courtesy*. Refers to polite behavior toward others and includes considerate actions aimed at reducing work-related conflicts (Samad, Zakaria, Hussein, Dahalan, & Abdullah, 2024, p. 689).

2.2.3 The Relationship Between Servant Leadership and OCB

Servant leadership can influence employee behavior in several ways by serving as a positive role model. Servant leaders significantly promote OCB through qualities such as empathy, humility, and integrity. Their behavior inspires the adoption of these traits, making employees more inclined to emulate such conduct and engage in similar actions. Moreover, when a servant leader demonstrates genuine concern for employee well-being, they are perceived as sincere and trustworthy, which fosters a psychological commitment among employees to imitate their behavior.

Chon and Zoltan (2019) confirmed that when servant leaders show strong concern for the needs of their subordinates and treat them fairly, this can trigger OCB as a reciprocal response from employees. Overall, the promotion of positive social values through role modeling, fostering psychological safety, and empowering subordinates creates a work environment where employees are more inclined to engage in voluntary behaviors that enhance the overall performance of the organization (Demissie, Alemu, & Tensay, 2024, p. 12)

When examined from a broader perspective, the relationship between servant leadership and OCB can also be understood through the lens of Social Exchange Theory. This theory suggests that social interactions create implicit obligations to reciprocate. Employees often feel a sense of duty to engage in OCB when they observe their leaders displaying genuine care and concern. Such leaders are then perceived as admirable and possessing integrity, which in turn can lead to a psychological commitment from subordinates to reciprocate (Henilesta & Putranto, 2024).

3 METHODOLOGICAL AND ANALYTICAL FRAMEWORK

This section presents the analytical framework of the field study, including the research methodology, tools, and data analysis to test the study's hypotheses.

3.1 Study Population and Sample

The statistical population consists of all permanent employees at Biocare Laboratories located in El-

Tarf State, Algeria, totaling 200 employees. This institution specializes in the manufacturing of solid-form pharmaceutical products and produces over 1.2 billion units annually, positioning it as one of the leading companies in the pharmaceutical industry in the country.

Due to the impracticality of accessing the entire population, considering constraints related to effort, time, and deadlines, a sampling method was adopted. A total of 130 paper-based questionnaires were distributed using a non-probability purposive sampling technique. Out of these, 122 valid questionnaires were retrieved, and deemed suitable for statistical analysis. These respondents constitute the final sample for the present study.

3.2 Study Instrument

The study tool is considered a fundamental pillar in the applied aspect. Therefore, the following tests were conducted for it after presenting its components.

3.2.1 Description of the Study Questionnaire

The questionnaire consists of two main sections. The first section includes 18 items (numbered 1 to 18) that measure the independent variable: Servant Leadership, which comprises the following dimensions: empowerment, concern for subordinates, and development of subordinates. Each dimension is measured by six items.

The second section pertains to the dependent variable: Organizational Citizenship Behavior (OCB), which is measured by 13 items. It includes four dimensions: altruism, courtesy, conscientiousness, and sportsmanship, with the last dimension represented by items numbered 11 to 13.

A five-point Likert scale was used, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The interpretation of the arithmetic mean scores is as follows:

- [1–1.8) – *Very Low Agreement*
- [1.8–2.6) – *Low Agreement*
- [2.6–3.4) – *Moderate Agreement*
- [3.4–4.2) – *High Agreement*
- [4.2–5] – *Very High Agreement*.

3.2.2 Study Instrument Tests

The results of the construct validity test of the study instrument are presented in Tables 1 and 2

Table 1. Construct Validity of the Servant Leadership Variable

Dimensions	Nu	Pearson Correlation Coefficient	Significance Level (sig)	Dimensions	Nu	Pearson Correlation Coefficient	Significance Level (sig)
Empowerment	1	0.779**	0.000	Subordinate Development	11	0.840**	0.000
	2	0.772**	0.000		12	0.766**	0.000
	3	0.745**	0.000		13	0.814**	0.000
	4	0.552**	0.000		14	0.775**	0.000
	5	0.804**	0.000		15	0.785**	0.000
	6	0.686**	0.000		16	0.752**	0.000
Concern for Subordinates	7	0.773**	0.000		17	0.796**	0.000
	8	0.664**	0.000		18	0.744**	0.000
	9	0.816**	0.000	**: Statistically significant at the 0.01 level (2-tailed).			
	10	0.850**	0.000	*: Statistically significant at the 0.05 level (2-tailed).			

Source: Prepared by the researcher using SPSS v21.

The Pearson correlation coefficients between the items of the servant leadership dimensions and their respective dimensions are all *positive*, and the *significance level (sig)* for each item is *less*

than 0.05, indicating that the validity for the servant leadership variable items is met.

As for the *construct validity results* of the OCB variable, they are presented in Table 2 below.

Table 2. Construct Validity of the Organizational Citizenship Behavior Variable

Dimensions	Nu	Pearson Correlation Coefficient	Significance Level (sig)	Dimensions	Nu	Pearson Correlation Coefficient	Significance Level (sig)
Altruism	1	0.829**	0.000	Conscientiousness	8	0.786**	0.000
	2	0.716**	0.000		9	0.821**	0.000
	3	0.761**	0.000		10	0.822**	0.000
	4	0.635**	0.000	Sportsmanship	11	0.842**	0.000
Courtesy	5	0.812**	0.000		12	0.792**	0.000
	6	0.805**	0.000		13	0.811**	0.000
	7	0.775**	0.000	**: Statistically significant at the 0.01 level (2-tailed).			

Source: Prepared by the researcher using SPSS v21

The Pearson correlation coefficients between the items of the OCB dimensions and their respective dimensions are all *positive*, and the *significance level (sig)* for each item is *less than 0.05*, indicating that the *validity condition* for the OCB variable items is met.

3.2.3 Reliability Test

The condition for the reliability of the questionnaire is considered satisfied if Cronbach's *Alpha reliability coefficient* is greater than 0.7. The results are detailed in Table 3 below.

Table 3. Cronbach's Alpha Reliability Coefficient

Variables	Number of Items	Cronbach's Alpha Coefficient
Empowerment	6	0.8130
Concern for Subordinates	6	0.8740
Development of Subordinates	6	0.8680
Servant Leadership	18	0.9220
Altruism	4	0.7210
Courtesy	3	0.7130
Conscientiousness	3	0.7370
Sportsmanship	3	0.7450
Organizational Citizenship Behavior	13	0.7830
Overall Study Instrument Reliability	31	0.9050

Source: Prepared by the researcher using SPSS v21.

The overall Cronbach's Alpha coefficient was 0.905. Additionally, the Cronbach's Alpha values for the study's axes and their respective

dimensions ranged between 0.713 and 0.922, all of which exceed the acceptable threshold of 0.70.

Accordingly, the *reliability of the study questionnaire is confirmed*.

3.2.4 Normality Test

The results of the skewness and kurtosis coefficients are presented in *Table 4* as shown hereafter.

Table 4. Normality Test

Variables	Skewness Coefficient	Kurtosis Coefficient
Servant Leadership	-0.913	0.8440
Organizational Citizenship Behavior	-0.278	0.2820

Source: Prepared by the researcher using SPSS v21.

All *skewness coefficient values* are less than 2, and all *kurtosis values* are less than 7. Accordingly, the study variables are *normally distributed*, which permits the use of *parametric tests* instead of non-parametric ones, such as simple linear regression tests.

Table 5: Arithmetic Mean and Standard Deviation for the Empowerment Dimension

No.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
1	The leader grants subordinates full authority to make work-related decisions.	3.40	1.065	High	4
2	The leader delegates to subordinates the freedom to handle difficult situations as they see fit.	3.51	1.046	High	2
3	Subordinates have broad freedom to express their opinions regarding tasks.	3.37	1.115	Moderate	5
4	Subordinates rely on themselves to carry out their assigned tasks without turning to the leader.	3.07	1.183	Moderate	6
5	The leader encourages and motivates subordinates to take responsibility for their tasks.	3.69	1.099	High	1
6	Our leader avoids authoritarianism, excessive bureaucracy, and strict supervision.	3.41	1.184	High	3
Empowerment (Overall)		3.41	0.803	High	--

The table results indicate the level of empowerment practice is high, as the overall mean reached 3.41, with a standard deviation of 0.803, revealing a degree of dispersion in respondents' answers.

The high mean scores for the empowerment dimension reflect employees' perception that leaders are committed to granting them the trust and authority needed to perform their tasks

3.3 Statistical Processing Methods

The Statistical Package for the Social Sciences (SPSS), version 21, was used to conduct the analysis. The following statistical methods were employed:

- Pearson correlation coefficient.
- Reliability coefficient (Cronbach's Alpha).
- Normal test.
- Frequencies and percentages.
- Arithmetic means.
- Standard deviation.
- Multiple linear regression.

3.4 Presentation and Analysis of Servant Leadership Dimensions

The dimensions of servant leadership will be analyzed sequentially as follows.

3.4.1 Empowerment Dimension

The results for the *arithmetic mean* and *standard deviation* of this dimension are shown in Table 5.

Source: Prepared by the researcher using SPSS.

efficiently, and independently. This indicates a supportive work environment that allows subordinates the freedom to make decisions and encourages active participation, thereby fostering a sense of initiative and responsibility.

3.4.2 Concern for Subordinates Dimension

The results for the *arithmetic mean* and *standard deviation* of this dimension are presented in *Table 6* as follows.

Table 6. Arithmetic Mean and Standard Deviation for the Concern for Subordinates Dimension

No.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
7	The leader strives to help subordinates work in a comfortable environment.	3.76	1.013	High	1
8	The leader spends some time with subordinates engaging in personal-level conversations.	3.49	1.100	High	4
9	The leader is highly willing to provide support and assistance.	3.68	1.054	High	2
10	The leader genuinely cares about the well-being of others.	3.56	1.045	High	3
11	The leader prioritizes the needs and desires of subordinates.	3.32	1.070	Moderate	5
12	The leader sacrifices personal benefits and interests to fulfill our needs.	3.28	1.093	Moderate	6
Concern for Subordinates (Overall)		3.52	0.833	High	--

Source: Prepared by the researcher using SPSS.

The level of concern for subordinates in the institution under study is considered high, as the arithmetic mean reached 3.52, with a standard deviation of 0.833, indicating a degree of dispersion in respondents' answers.

The elevated results indicate that leaders place significant value on the emotional and personal aspects of their employees. This includes listening to their concerns, supporting their needs, and

engaging with them positively, which helps create an organizational climate characterized by empathy and mutual trust.

3.4.3 Development of Subordinates Dimension

The results for the arithmetic mean and standard deviation of this dimension are presented in Table 7 as demonstrated hereafter:

Table 7. Arithmetic Mean and Standard Deviation for the Development of Subordinates Dimension

Nu.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
13	The leader is keen on developing subordinates' personalities and enhancing their skills.	3.70	0.942	High	5
14	The leader allows subordinates to present new ideas related to their tasks.	3.77	0.769	High	2
15	The leader provides opportunities for subordinates to expand their knowledge and experience.	3.72	0.884	High	3
16	The leader seeks to share work experience with us.	3.70	0.880	High	4
17	The leader shows great concern for our success and ensures the achievement of our professional goals and aspirations.	3.66	1.009	High	6
18	The leader helps us overcome work-related problems and difficulties.	3.89	0.825	High	1
Development of Subordinates (Overall)		3.74	0.689	High	--

Source: Prepared by the researcher using SPSS.

The leaders' focus on *developing subordinates* in the institution of interest is *high*, with an *arithmetic mean* of 3.74 and a *standard deviation* of 0.689, indicating a degree of variability in participants' responses.

The findings show a high level of employee appreciation for their leaders' efforts in supporting their professional development. The elevated

scores for this dimension indicate that leaders are committed to enhancing employees' skills, offering continuous guidance, and providing opportunities that contribute to their career advancement.

Based on the above, all dimensions of servant leadership can be presented and analyzed as follows in Table 8

Table 8. Arithmetic Mean and Standard Deviation for the Servant Leadership Axis

Nu.	Variables	Mean	Standard Deviation	Level of Agreement	Rank
1	Empowerment	3.41	0.803	High	3
2	Concern for Subordinates	3.52	0.833	High	2
3	Development of Subordinates	3.74	0.689	High	1
Servant Leadership (Overall)		3.55	0.672	High	---

Source: Prepared by the researcher using SPSS v21.

It can be seen from Table 9 above that the level of practicing servant leadership is high, with an overall arithmetic mean of 3.55 and a standard deviation of 0.672, indicating a degree of dispersion in respondents' answers. The study reveals a high level of servant leadership practice across its three core dimensions, aligning with prior literature that emphasizes its role in enhancing employee engagement and human capital development. These findings suggest that servant leadership not only improves leader-follower relationships but also serves as a strategic driver for achieving organizational objectives. Thus, servant leadership emerges not

merely as a managerial approach, but as a leadership ethos that redefines authority through a lens of trust, empowerment, and human-centered engagement.

3.5 Presentation and Analysis of Organizational Citizenship Behavior Dimensions

The analysis of the dimensions of OCB will be presented as follows:

3.5.1 Altruism Dimension

The results for the *arithmetic mean* and *standard deviation* of this dimension are presented in Table 9.

Table 9. Arithmetic Mean and Standard Deviation for the Altruism Dimension

Nu.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
1	Individuals willingly help each other in completing assigned tasks and duties.	3.80	0.881	High	4
2	Individuals strive to adhere to the institution's regulations, rules, work systems, and internal guidelines with full respect.	4.01	0.828	High	2
3	Individuals assist their colleagues in solving work-related problems willingly.	3.92	0.767	High	3
4	Individuals make great efforts to voluntarily help new colleagues learn work methods and how to complete tasks.	4.05	0.691	High	1
Altruism (Overall)		3.94	0.586	High	--

Source: Prepared by the researcher using SPSS v21.

The level of altruism among respondents is high, with an arithmetic mean of 3.94 and a standard deviation of 0.586, indicating a degree of dispersion in responses. The high scores on the altruism dimension reflect a strong willingness among employees to provide support and assistance to their colleagues without expecting a return or being formally instructed to do so. This indicates a prevailing culture of cooperation and solidarity in the workplace and serves as evidence

of a collective sense of responsibility and voluntary behavior that enhances team effectiveness and contributes to achieving organizational goals more efficiently.

3.5.2 Courtesy Dimension

The results for the *arithmetic mean* and *standard deviation* of this dimension are presented in Table 10.

Table 10. Arithmetic Mean and Standard Deviation for the Courtesy Dimension

Nu.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
5	Individuals in our institution voluntarily take on additional tasks and responsibilities to complete their work without complaint.	3.64	0.996	High	3
6	Individuals strive to assist each other in personal matters.	3.67	0.922	High	2
7	Individuals in our institution comply with values, policies, procedures, and work rules (e.g., attendance, punctuality, etc.).	3.93	0.898	High	1
Courtesy (Overall)		3.75	0.749	High	--

Source: Prepared by the researcher using SPSS v21.

The level of courtesy among respondents is high, with an arithmetic mean of 3.75 and a standard deviation of 0.749, indicating a degree of variability in responses. The mean scores for courtesy dimension indicate that employees consistently interact with kindness and respect in the workplace, demonstrating sensitivity to others' feelings and actively avoiding behaviors that could cause discomfort or embarrassment. This reflects a mature organizational behavior that helps foster

positive professional relationships, reduce tensions, and create a work environment characterized by mutual respect and understanding.

3.5.3 Conscientious Dimension

The results for the *arithmetic mean value* and *standard deviation* of this dimension are presented in Table 12 hereafter.

Table 11. Arithmetic Mean and Standard Deviation for the Conscientiousness Dimension

Nu.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
8	Individuals in our institution strive to overcome difficulties facing organizational processes and protect the institution from risks.	4.00	0.668	High	1
9	Individuals offer organizational improvements to help distinguish the institution (e.g., by making suggestions).	3.86	0.672	High	2
10	Individuals voluntarily assist supervisors in completing tasks and resolving work-related problems.	3.81	0.720	High	3
Conscientiousness (Overall)		3.89	0.556	High	--

Source: Prepared by the researcher using SPSS v21.

The respondents exhibit a high level of conscientiousness, as reflected in an arithmetic mean of 3.89 and a standard deviation of 0.556, suggesting minimal variability in responses. This finding highlights a strong, self-driven commitment that surpasses formal job requirements, with individuals demonstrating keen attention to accuracy, punctuality, and meticulous detail to ensure work quality. It indicates a strong sense of

professional responsibility that motivates employees to take proactive initiatives, contributing to the establishment of high standards of discipline and credibility within the organization.

3.5.4 Sportsmanship Dimension

The results for the *arithmetic mean* and *standard deviation* of this dimension are presented in Table 12 as shown below:

Table 12. Arithmetic Mean and Standard Deviation for the Sportsmanship Dimension

No.	Statement	Mean	Standard Deviation	Level of Agreement	Rank
11	Individuals seek to understand their colleagues' opinions before making decisions and accept them with an open mind.	4.07	0.758	High	2
12	Individuals in our institution are able to endure heavy workloads and uncomfortable conditions with patience.	3.87	0.704	High	3
13	Individuals in our institution strive to enhance the institution's image and reputation within its surrounding environment.	4.07	0.632	High	1
Sportsmanship (Overall)		4.00	0.569	High	--

Source: Prepared by the researcher using SPSS v21.

The level of sportsmanship among respondents is high, with an arithmetic mean of 4.00 and a standard deviation of 0.569, indicating a moderate level of variation in responses. The elevated mean scores for the sportsmanship dimension suggest that employees are accepting challenges and less-than-ideal working conditions while maintaining a positive attitude that reduces complaints and enhances persistence in

completing tasks with a good spirit. This reflects an organizational culture that values adaptability, and the ability to turn challenges into opportunities, which positively impacts team stability and workflow continuity.

The results for the *Organizational Citizenship Behavior* axis and its dimensions are presented in Table 13.

Table 13. Arithmetic Mean and Standard Deviation for OCB Axis

No.	Variables	Mean	Standard Deviation	Level of Agreement	Rank
1	Altruism	3.94	0.586	High	2
2	Courtesy	3.75	0.749	High	4
3	Conscientiousness	3.89	0.556	High	3
4	Sportsmanship	4.00	0.569	High	1
Organizational Citizenship Behavior (Overall)		3.90	0.415	High	---

Source: Prepared by the researcher using SPSS v21.

From the table above, it is evident that the level of commitment to and practice of Organizational Citizenship Behavior is high, with an overall mean score of 3.90 and a standard deviation of 0.415, indicating a relatively low level of dispersion in responses. The findings show a high level of organizational citizenship behavior among employees, reflecting the Prevalence of positive, voluntary actions beyond formal job duties. These results align with prior research highlighting OCB as a form of self-directed commitment that fosters team cohesion and contributes to organizational stability and effectiveness.

Organizational citizenship behavior is not merely measured by what is done, but by what is willingly

initiated, quietly sustained, and collectively embraced beyond formal directives.

4 EVALUATION OF HYPOTHESES

Since the study variables follow a *normal distribution*, parametric tests are used to test the hypotheses, including *multiple linear regression*, instead of non-parametric alternatives. The results are presented below.

The multiple linear regression model is valid. This is evidenced by the calculated F value of 5.215, which exceeds the critical (tabulated) value of 2.68, and the statistical significance level (Sig.) of 0.002, which is less than the conventional threshold of 0.05.

Table 14. Testing the Main Hypothesis of the Study

Independent Variables	Dependent Variable	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level (Sig.)
Servant Leadership (all dimensions)	Organizational Citizenship Behavior	0.342	0.117	5.215	0.002

Source: Prepared by the researcher using SPSS v21.

Furthermore, there is a positive correlation between Servant Leadership (in all its dimensions) and Organizational Citizenship Behavior, as indicated by the correlation coefficient $R = 0.342$.

The coefficient of determination ($R^2 = 0.117$) suggests that Servant Leadership collectively explains 11.7% of the variation in Organizational Citizenship Behavior, while the remaining 88.3% is attributable to other factors.

Accordingly, the main hypothesis of the study is accepted, which states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of practicing the dimensions of servant leadership on organizational citizenship behavior at the Biocare Pharmaceutical Group – El Tarf State."

The following final table presents the results of testing the sub-hypotheses to determine the effect of practicing servant leadership dimensions on organizational citizenship behavior.

Table 15. Results of Multiple Linear Regression for Testing the Sub-Hypotheses

Independent Variables	Unstandardized Coefficients (A)	Standard Error	Standardized Coefficients (Beta)	Calculated T-Value	Significance Level (Sig.)	Statistical Decision
Constant	3.250	0.205	—	15.825	0.000	---
Empowerment	0.010	0.057	0.019	0.173	0.863	Rejected
Concern for Subordinates	0.149	0.067	0.298	2.203	0.030	Accepted
Development of Subordinates	0.025	0.078	0.042	0.322	0.748	Rejected

Source: Prepared by the researcher using SPSS v21.

Based on the above results, the following can be concluded:

➤ First Sub-Hypothesis Testing

The calculated T-value is 0.173, which is less than the critical T-value of 1.97.

The significance level (Sig.) is 0.863, which is greater than 0.05

Therefore, the first sub-hypothesis is rejected which states that "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the empowerment dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group– El-Tarf state ."

➤ Second Sub-Hypothesis Testing

The calculated T-value of 2.203 is greater than the tabulated T-value of 1.97. Additionally, the

significance level (sig) of 0.030 is less than the threshold of 0.05. Accordingly, the second sub-hypothesis is accepted: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the concern for subordinates' dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf State."

➤ Third Sub-Hypothesis Testing:

The calculated T-value of 0.322 is less than the tabulated T-value of 1.97. Moreover, the significance level (sig) of 0.748 is greater than the threshold of 0.05. Accordingly, the third sub-hypothesis is rejected: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the development of subordinates dimension on organizational citizenship behavior at the Biocare Pharmaceutical Group – El-Tarf State."

5 CONCLUSIONS

Based on the findings of the study, the following conclusions can be drawn:

- The results indicate that all dimensions of servant leadership—namely empowerment, attention to subordinates, and their development—are present to a high degree within the pharmaceutical institution under study. This reflects a clear managerial awareness of modern leadership practices that focus on the human element.
- The findings also reveal that organizational citizenship behavior (OCB), across its various dimensions, is strongly manifested among employees. This suggests the existence of a positive organizational environment that fosters voluntary initiatives and supportive behaviors toward the institution.
- Despite the high levels of mean scores, the results of statistical tests show that only the dimension of "attention to subordinates" has a significant impact on organizational citizenship behavior. This reinforces the hypothesis that supportive human relationships remain the most influential factor in encouraging positive voluntary behavior in the workplace, particularly in high-pressure environments such as pharmaceutical institutions.
- The results can also be interpreted to mean that OCB is often more influenced by the emotional and psychological relationship between leaders and subordinates than by organizational, administrative, or professional factors alone. Thus, leaders' attention to subordinates fosters emotional commitment, through which employees feel an intrinsic desire to engage in positive behaviors beyond what is formally required.
- In some cultures, empowerment, and development may not be viewed as a direct responsibility of leadership or may not hold significant value in the eyes of subordinates when compared to personal attention. This indicates that appreciation and human support are among the most impactful factors influencing feelings of belonging and motivation toward positive behaviors within the organization.

It can also be explained that subordinates respond more to the humanistic aspect than to developmental or administrative dimensions. The feeling that the leader personally cares for them, listens to their concerns, and supports them on a personal level enhances their loyalty and positive behavior toward the organization.

6 RECOMMENDATIONS

Based on these conclusions, the following recommendations are proposed:

- Prioritize the "attention to subordinates" dimension as a leadership focus. Given that this was the only dimension with a significant direct effect on OCB, it is important to implement training programs for leaders that focus on developing human communication skills, active listening, and empathy as key drivers for encouraging voluntary and positive behavior.
- Enhance human resource investment in professional development by allocating greater resources and developing well-structured plans to enable employees to grow their skills in line with their needs and ambitions, potentially increasing the future impact of this dimension.
- Adopt flexible leadership approaches tailored to the characteristics of each organizational environment. Since the effectiveness of servant leadership dimensions may vary across contexts, leaders should act with flexibility and strategic foresight in choosing the most appropriate approach.
- Re-evaluate empowerment and development methods by reviewing current practices to ensure they are not merely symbolic but rather reflect genuine empowerment and development that instills trust and a sense of contribution in employees.

Activate the role of human resources as a human-centered support function, not merely administrative, by identifying emotional and job engagement indicators and implementing targeted improvement plans to strengthen the leader-subordinate relationship.

WORKS CITED

- Benson, S. A., & Peprah, W. K. (2021). The concept of servant leadership in contemporary business practices: A literature review. *International Journal of Economics, Commerce and Management*, 9(8). Retrieved from <https://ijecm.co.uk/wp-content/uploads/2021/08/9817.pdf>
- Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The function of a servant leader. *Administrative Sciences*, 7(1). doi:10.3390/admsci7010005
- Demissie, A. D., Alemu, A. E., & Tensay, A. T. (2024). Servant leadership and organizational citizenship behavior: The mediating role of perceived organizational politics and the moderating role of political skill in public service organization. *Employee Responsibilities and Rights Journal*. doi:10.1007/s10672-023-09486-x
- Ellis, P. (2019). What it means to be a servant leader. *Wounds UK*, 15(5).
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4).
- Hahangir, N., Akbar, M. M., & Haq, M. (2004). Organizational citizenship behavior: Its nature and antecedents. *BRAC University Journal*, 1(2).
- Hai, T. N. (2021). Servant leadership styles: A theoretical approach. *Emerging Science Journal*, 5(2). doi:10.28991/esj-2021-01273
- Henilesta, L., & Putranto, N. A. (2024). The influence of servant leadership on organizational citizenship behavior. *Proceedings of the 8th Global Conference on Business, Management, and Entrepreneurship (GCBME 2023)* (pp. 841-848). Atlantis Press. doi:10.2991/978-94-6463-443-3_112
- Howladar, M. H., & Rahman, M. S. (2021). The influence of servant leadership on organizational citizenship behavior: The mediating effect of organizational commitment. *South East European Journal of Economics and Business*, 16(1). doi:10.2478/jeb-2021-0006
- Kolade, O. J., Oluseye, O. O., & Osibanjo, O. A. (2014). Organizational citizenship behaviour, hospital corporate image and performance. *Journal of Competitiveness*, 6(1).
- Neves, P. C., Palma-Moreira, A., Andrade, C., & Au-Yong-Oliveira, M. (2024). Organizational citizenship behavior: Adaptation and validation of the OCB scale CCOE-R. *Frontiers in Psychology*, 15. doi:10.3389/fpsyg.2024.1475011
- Sabri, A. N., & Faraj, M. A. (2022). The impact relationship between servant leadership and spiritual values in the workplace: An applied study in selected colleges of the University of Basra. *Journal of Economic Sciences*, 17(65).
- Samad, S. N., Zakaria, R., Hussein, N., Dahalan, N. A., & Abdullah, D. N. (2024). The relationships between organizational citizenship behavior, affective commitment, and team effectiveness in a non-profit organization. *Information Management and Business Review*, 16(3).
- Silva, C. C., Vieira, K. M., Klein, L. L., Estivalete, V. F., & de Andrade, T. (2024). Organizational citizenship behavior scale for knowledge workers: Empirical evidence and new validations. *SAGE Open*, 15(1). doi:10.1177/21582440241247399
- Sousa, M., & Van Dierendonck, D. (2015). Introducing a short measure of shared servant leadership impacting team performance through team behavioral integration. *Frontiers in Psychology*, 6. doi:10.3389/fpsyg.2015.02002

Received for publication: 16.05.2025
Revision received: 11.06.2025
Accepted for publication: 08.07.2025.

How to cite this article?

Style – APA Sixth Edition:

Gaoussi, S. (2025, 07 15). The Impact of Practicing Servant Leadership Dimensions on Enhancing Organizational Citizenship Behavior. (Z. Cekerevac, Ed.) *MEST Journal*, 13(2), 107-122. doi:10.12709/mest.13.13.02.17

Style – Chicago Sixteenth Edition:

Gaoussi, Samira. "The Impact of Practicing Servant Leadership Dimensions on Enhancing Organizational Citizenship Behavior." Edited by Zoran Cekerevac. *MEST Journal* (MESTE) 13, no. 2 (07 2025): 107-122.

Style – GOST Name Sort:

Gaoussi Samira The Impact of Practicing Servant Leadership Dimensions on Enhancing Organizational Citizenship Behavior [Journal] // *MEST Journal* / ed. Cekerevac Zoran. - Belgrade – Toronto : MESTE, 07 15, 2025. - 2 : Vol. 13. - pp. 107-122.

Style – Harvard Anglia:

Gaoussi, S., 2025. The Impact of Practicing Servant Leadership Dimensions on Enhancing Organizational Citizenship Behavior. *MEST Journal*, 15 07, 13(2), pp. 107-122.

Style – ISO 690 Numerical Reference:

The Impact of Practicing Servant Leadership Dimensions on Enhancing Organizational Citizenship Behavior. **Gaoussi, Samira.** [ed.] Zoran Cekerevac. 2, Belgrade – Toronto : MESTE, 07 15, 2025, *MEST Journal*, Vol. 13, pp. 107-122.