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A Meta-Analysis: Servant Leadership and Organizational Citizenship Behavior

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Abstract.

This study aims to observe the consistency of the correlation of servant leadership and organizational citizenship behavior and the correction of error in sampling using the meta-analysis technique. Research and development of organizational citizenship behavior theory has been done since about 30 years ago and one of the important factors to build organizational citizenship behavior is servant leadership. The hypothesis of this research is whether servant leadership has a consistently positive effect on organizational citizenship behavior. The quantitative review included 20 studies of 20 articles by accessing online articles in the last 5 years. The total number of research respondents was 3861 people from all industrial sectors, such as manufacturing, health, hotel industry, education, and social services in several countries. The results of the study showed that servant leadership consistently affected the employee organizational citizenship behavior with a correlation coefficient of 0.314 (medium correlation) and a 95% confidence interval within the acceptance limit of $0.117 < \rho < 0.745$. Meanwhile, the error value in sampling in the study was 7.6%.

Keywords: Meta-Analysis, Organizational Citizenship Behavior, Servant Leadership.

Introduction

The term organizational citizenship behavior (OCB) developed from Barnard's theory in 1938 called it willingness to cooperate, namely a voluntary attitude in working together. Katz in 1964 used a similar concept and called it innovative and spontaneous behavior, namely as innovative and spontaneous behavior (Organ, 2015; Organ; 2017). It was not until the early 1980s that Organ coined the term organizational citizenship behavior (Organ, 1988; Organ, 2015; Organ, 2017). The requirements for the emergence of organizational citizenship

behavior are employees who complete all the main tasks written in the job description, so that they can contribute more performance to their superiors or co-workers (Organ, 2015).

Many studies on organizational citizenship behavior have been carried out in the span of time since the term was invented. This becomes interesting because organizational citizenship behavior has a positive impact on organizational performance (Organ, 2017; Podsakoff & MacKenzie, 1997). More specifically, organizational citizenship behavior has a positive impact and improves employee performance (Basu et al., 2017; Qadeer, et al., 2016). In addition, organizational citizenship behavior also has a significant relationship with organizational climate, which means that high organizational citizenship behavior creates a positive organizational climate (Tagliabue et al., 2020). Organizational citizenship behavior can also provide high job satisfaction to employees (Biswas & Mazumder, 2017; Lambert, 2010) and can even reduce employee turnover intentions (Shareef & Atan, 2019; Lee et al., 2004). Likewise, organizational citizenship behavior is related to emotional intelligence, namely people who have high organizational citizenship behavior also have good emotional intelligence (Turnipseed, 2018).

Organ (2015) argues that there are two factors that increase organizational citizenship behavior. First, internal factors that exist within employees, such as commitment, motivation, job satisfaction, personality and others. Second, external factors from outside the employees, including organizational culture style, trust in leadership and others. Mekpor & Dartey-Baah (2017) also argue that among the factors that can have an influence on organizational citizenship behavior, one of them is leadership.

Leadership style has a relationship and is a factor that influences organizational citizenship behavior (Zhao & Zhou, 2019; Adewale & Ghavifekr, 2019; Jiao et al., 2011). There are many scientific studies that suggest a positive relationship between leadership type and organizational citizenship behavior. The types of leadership are transformational leadership (Bottomley et al., 2016; Nasra & Heilbrunn, 2016; Nohe & Haertel, 2017;), ethical leadership (Yang & Wei 2018; Mo & Shi, 2017), authentic leadership (Qiu et al., 2019 ; Iqbal et al., 2018), charismatic leadership (Ul Haq et al., 2018; Zehir et al., 2014), spiritual leadership (Hunsaker, 2016; Kaya, 2015) and servant leadership (McCallaghan et al., 2020; Vondey, 2010) . The literature study also found that general leadership styles such as transformational leadership, transactional, charismatic, authority and servant leadership empirically proved to have a positive effect on employee organizational citizenship behavior (Muhdar, 2018).

The explanation above emphasizes how leadership is closely related to organizational citizenship behavior. So it is interesting to know how the type of leadership positively influences organizational citizenship behavior. However, the continuous refinement of theories of leadership makes none of the theories fully relevant (Khan & Nawaz, 2016). The effectiveness of leadership completely depends on the situation, context, culture, organizational environment, laws and regulations, available information, organizational complexity and psychosocial elements (Frangieh, & Popescu, 2020). Furthermore, the question of the most appropriate type of leadership to be applied in an organization is difficult to answer (Khan & Nawaz, 2016).

Winston (2010) argues that the leader's service to followers will have a reciprocal impact between followers and leaders. Servant leadership may be more conducive to

organizational citizenship behavior because of the focus not only on organizational development but also on follower development and community building, (Vondey, 2010; Margaretha, 2012). The motive of servant leadership is not to direct others, but to motivate and provide service and management facilities to followers or employees. Then follower service to others and management of organizational resources can be interpreted as organizational citizenship behavior (Carroll & Patterson, 2014; Stone et al., 2004). The type of servant leadership emphasizes a fundamental and long-term approach, so that it will be able to provide a comprehensive change in the individual lives and professionalism of employees (Astohar, 2012). This approach is the basis for further discussion of this type of servant leadership.

Today's leaders seek to act more responsibly to rebuild trust with followers (Pless, Maak, & Waldman, 2012). The term servant for followers or servants for the community is increasingly popular lately, today's leaders are increasingly displaying a servant leadership figure, with the assumption that leaders are not only served but also serve. The behavior shown by current leaders, namely carrying the concepts of love, vision, empowerment and serving are the four main dimensions of the servant leadership model (Dennis & Winston, 2003; Margaretha, 2012).

Meta-analytical studies on servant leadership with organizational citizenship behavior have been carried out several times. Eva et al., (2019) found that the concept of servant leadership can form various variables and the most common is organizational citizenship behavior at the individual and group levels. The research of Kiker et al., (2019) shows the results that servant leadership significantly influences organizational citizenship behavior as a behavioral outcome accompanied by performance variables, coupled with attitude outcomes on job satisfaction, commitment and trust variables in their exploration found that culture, gender and the business field can moderating leadership on the resulting outcomes.

Zhang et al., (2019) conducted a meta-analysis study and found that servant leadership can lead to organizational citizenship behavior as job-outcomes behavior, along with in-role performance, creativity and service quality variables. In addition, service leadership provides diverse outcomes in the categories of leader-related outcomes and group-related outcomes coupled with that moderating culture provides varying effects on the outputs of service leadership. However, several studies did not show consistency between service leadership and organizational behavior as well as exploration of the mediators of the two variables as described in the previous research development suggestions (Zhang et al., 2019).

The study of servant leadership and organizational citizenship behavior was first conducted by Ehrhart (2004) who initiated the study and developed a servant leadership measurement tool. Vodey (2010) tried to examine between aspects of the two variables. Until now, studies with similar titles have been carried out with mixed results. Based on the search for articles that will be used in this meta-analysis, in the last 5 years there were 18 articles with a direct positive relationship result and two articles that did not have a relationship between service leadership and organizational citizenship behavior with varying correlation coefficients.

However, there are still some scientific studies which state that servant leadership does not have a significant relationship with organizational citizenship behavior (Elche et al.,

2020; Chiniara & Bentein, 2017; Harwiki, 2013; Prabowo & Setiawan 2013). In addition, the concept of leadership has a high influence on employees to elicit organizational citizenship behavior, but it is not associated with one particular leadership style, but with the quality of subordinates' relationships with leaders (Abdullahi et al., 2020; Podsakoff et al., 2000). The differences in these findings are still relatively controversial among researchers.

Based on the explanation above, the purpose of this study is to find out whether there is a consistent correlation between servant leadership and organizational citizenship behavior by correcting sampling errors. The importance of the consistency of the correlation is known so that decision making regarding the relationship between the two variables is valid and can be a consideration for practitioners to apply a servant leadership style within the scope of the organization. In addition, researchers will also conduct additional exploration of significance through mediating and moderating variables.

The research hypothesis is as follows:

H1: There is a consistently positive relationship between servant leadership and organizational citizenship behavior.

Servant Leadership

Robert K. Greenleaf was the first to convey the concept of leadership in 1970. The characteristic of servant leadership behavior is a leader who serves first, thus making employees a priority and can help in achieving common goals, employees can also grow from values, individual values and beliefs (Amir, 2019). Greenleaf also argues that leaders who can serve affect productivity in real situations in an organization. The term has developed, namely servant leadership which is oriented to servant leadership, participatory, ethical, responsible, social and knowledge-based in solving problems or conflicts within the organization. (Miao et al., 2021).

Spears and Lawrence (2002) add that servant leadership is a leader who puts service first, starting with the instinct of a leader who wants to serve and prioritize service. Then consciously, this attitude choice brings encouragement and aspirations in leading others. Meanwhile, according to Vondey (2010), servant leadership is a leader who cares about the dynamics and growth of followers' lives, the community and himself, therefore the leader can prioritize things of common interest rather than personal ambition (personal ambitious).

Organizational Citizenship Behavior

Organizational citizenship behavior is an employee's initiative to behave outside of their main responsibilities in certain job descriptions that are carried out to contribute to organizational success (Organ, 2015; Podsakoff & MacKenzie, 1997; Robbins & Judge, 2017). According to Amir & Santoso (2019), organizational citizenship behavior is manifested in the behavior of being easy to provide assistance to others and obeying the rules and norms of work in the organization. Organizational citizenship behavior can also generally see an employee or worker as a social being (being part or a member of the organization) not only as individual beings who have their own interests (Organ, 2015).

Organizational citizenship behavior can also minimize the sense of interdependence between work unit members, so as to increase productivity more collectively, reduce the need for organizations to sacrifice resources with maintenance functions, because they are able to optimize resources from productivity and are able to improve the ability of others in carrying

out their duties. with exemption of time limits for better efficiency planning, scheduling, problem solving (Organ, 2015; Organ & Konovsky, 1989; Podsakoff et al., 2000).

Servant Leadership and Organizational Citizenship Behavior

Many studies have been carried out between servant leadership and organizational citizenship behavior. Several studies have stated that the role of servant leadership is one of the factors that can have a positive influence on organizational citizenship behavior (Gulo., 2020; Kristianti & Lukiastuti, 2021; & Sandra & Suwandana, 2018; Tuan, 2017). Russell (2016) explains that a servant leadership who serves his followers will increase his desire to do his job diligently. When a follower is served, they will be creative and innovative. A person feels getting the trust of the leader to be involved and develop in the organization.

Other research has also found about servant leadership with organizational behavior. Sari et al., (2021) found that servant leadership was positively related to organizational citizenship behavior, both through mediation of superior-subordinate interactions and gender moderation which had no effect, meaning that gender differences had no effect on the emergence of organizational citizenship behavior. Likewise, the research conducted by Tuan (2018) found that the relationship between service leadership and organizational citizenship behavior was getting stronger by mediating employee engagement. Meanwhile, according to Harwiki (2016) organizational culture can also mediate between servant leadership and organizational citizenship behavior.

Another study that can strengthen the relationship between servant leadership and organizational behavior according to Abid et al., (2015) is to use group cohesiveness as a moderating variable. In addition, a fair procedure climate can strengthen the relationship between the two variables (Walumbwa et al., 2010). Another addition to strengthen the relationship using moderating variables is resistance to change (Safitri & Soliha, 2019), perceived organizational support (Amir, 2019; Tuan, 2018).

Method

Research Design

In this study, meta-analysis will be carried out with a focus on correction of sampling errors (barebones), while the basis of this research will be to analyze these artifacts is that almost all quantitative research must have weaknesses in the sampling process and with the analysis of these artifacts will get consistency between variables to answer the hypothesis (Hunter & Schmidt, 2004).

Meta-analysis studies need to be carried out because of the reality or the assumption that no research is free from errors or is perfect, even though researchers have tried their best to reduce research errors. This has an impact on research results that cannot describe the real reality. Therefore it is necessary to correct imperfections or errors (artifacts) in research (Hunter & Schmidt, 2004).

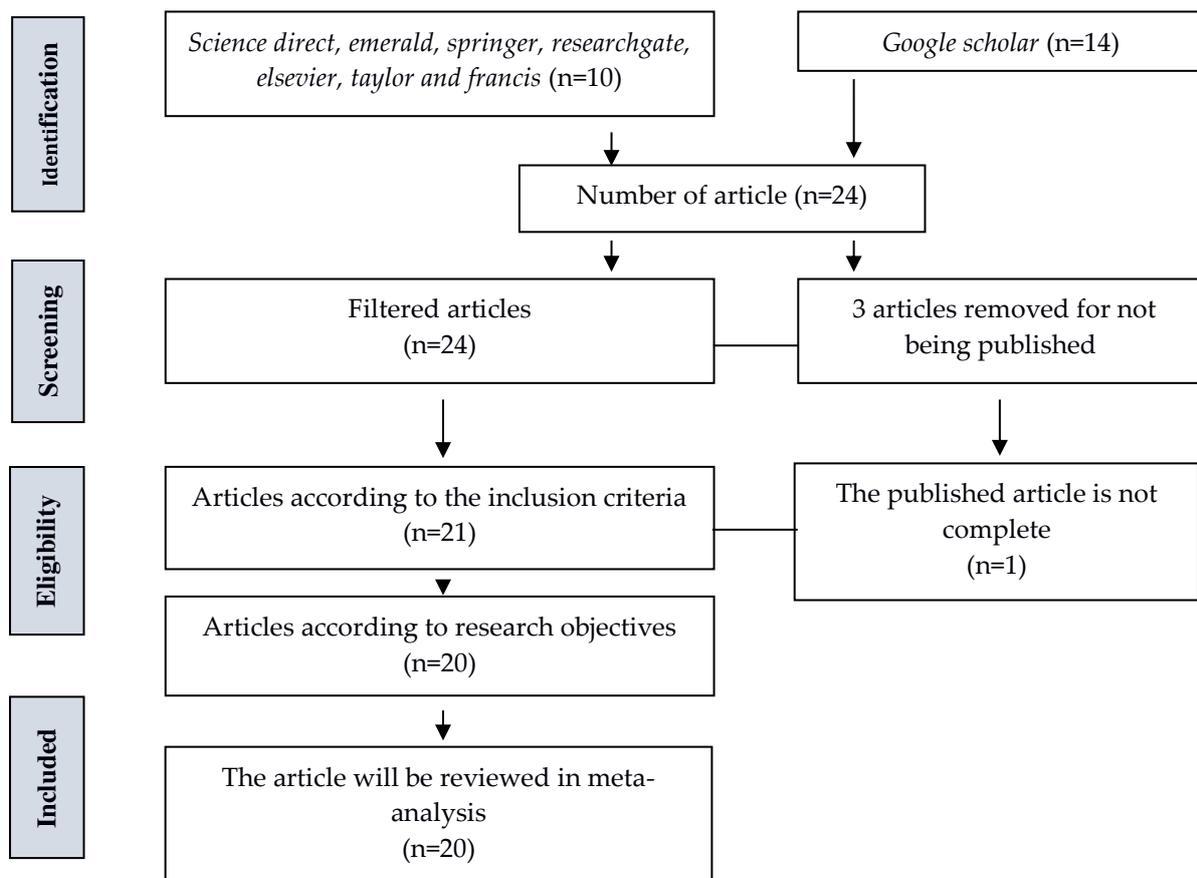
Research Inclusion Criteria

The criteria for a literature article to be used in this study based on Hunter and Schmidt (2004) are (a) a study of the correlation or influence of servant leadership on organizational citizenship behavior, (b) the primary study contains results in the form of informative data or statistical values, namely : the number of n (sample), the value of r

(correlation coefficient), *d* (Somer's D test), *t* (t-student), *f* (regression coefficient) in the study, (c) studies that contain data on variable relationships as a whole.

Search for literature studies is done by accessing online media articles, namely ScienceDirect, Academia, Researchgate, Elsevier, Emerald Insight and searches accessed through lib.uui.ac.id and Google Scholar. Researchers conducted a search and found 24 studies published from 2016 to 2021. Then the articles are filtered according to the requirements to meet the research objectives, leaving 20 studies that met the criteria. The article contains sufficient statistical information to use. The process in determining the inclusion criteria is presented in the following figure:

PRISMA 2009 Flow Diagram



Moher dkk., (2009)

Figure 1. Research Data Inclusion Flow

Meta Analysis Procedure Overview

The Hunter and Schmidt (2004) meta-analysis procedure was carried out with the following steps: (1) Conversion of the *T* value into *f*, *d* and *r* values (2) Bare bones meta-analysis of error correction in sampling, carried out by: (a) Calculate the mean population correlation (\bar{r}); (b) Calculate the r_{XY} variance of the population (σ^2r); (c) Calculating the

variance of sampling error ($\sigma^2 e$); (d) Estimated variance of the true population r /true score ($\sigma^2 \rho$); (e) Confidence interval (f) Impact of sampling error.

(1) Convert the value of T into the value of f , d and r

Some of the data used in this meta-analysis study have obtained statistical information in the form of the r value so that it must be converted using the equation formula (Hunter & Schmidt, 2004):

(2) Bare bones meta-analysis sampling error correction

Following are the steps in the Bare Bone Meta-analysis of sampling errors.

a) Calculating the population correlation mean (r_{XY} or \bar{r} or σ_{XY})

Calculates the mean population correlation after being corrected by the number of samples (r_{XY} or \bar{r} or σ_{XY}) of 0.314.

b) Calculating population r_{xy} variant ($\sigma^2 r$)

The result of variance r_{xy} or $\sigma^2 r$ shows the result of 0.053.

Table 1. Sample Error Correction

No	N	r_{xy}	$N \times r_{xy}$
1	432	0.216	93.312
2	113	0.281	31.753
3	50	0.439	21.95
4	30	0.386	11.58
5	122	0.391	47.702
6	262	0.23	60.26
7	835	0.093	77.655
8	53	0.63	33.39
9	238	0.434	103.292
10	84	0.388	32.592
11	44	0.313	13.772
12	150	0.294	44.1
13	100	0.36	36
14	240	0.248	59.52
15	562	0.36	202.32
16	118	0.4	47.2
17	109	0.24	26.16
18	229	0.87	199.23
19	40	0.595	23.8
20	50	0.942	47.1
Total	3861	8.110	1212.688
Mean	193.050	0.406	0.314

Ket: * $p < 0.05$; ** $p < 0.01$, *** $p < 0.001$

c) Calculating the sampling error variant ($\sigma^2 e$)

The results of the equation calculation, the variance of error in sampling ($\sigma^2 e$) is 0.004

d) Calculating the estimated variance of true r /true score ($\sigma^2\rho$)

The result of the true r variance/true score ($\sigma^2\rho$) was obtained at 0.049. The result of the actual r variance ($\sigma^2\rho$), then it can calculate the size of the Standard Deviation (SD) = $\sqrt{0.049} = 0.22$.

Table 2. Variant r_{xy} Population

No	N	r_{xy}	$r_{xy} - \check{r}$	$(r_{xy} - \check{r})^2$	$N x (r_{xy} - \check{r})^2$
1	432	0.216	-0.211	0.045	19.233
2	113	0.281	-0.146	0.021	2.409
3	50	0.439	0.012	0.000	0.007
4	30	0.386	-0.041	0.002	0.050
5	122	0.391	-0.036	0.001	0.158
6	262	0.23	-0.197	0.039	10.168
7	835	0.093	-0.334	0.112	93.149
8	53	0.63	0.203	0.041	2.184
9	238	0.434	0.007	0.000	0.012
10	84	0.388	-0.039	0.002	0.128
11	44	0.313	-0.114	0.013	0.572
12	150	0.294	-0.133	0.018	2.653
13	100	0.36	-0.067	0.004	0.449
14	240	0.248	-0.179	0.032	7.690
15	562	0.36	-0.067	0.004	2.523
16	118	0.4	-0.027	0.001	0.086
17	109	0.24	-0.187	0.035	3.812
18	229	0.87	0.443	0.196	44.941
19	40	0.595	0.168	0.028	1.129
20	50	0.942	0.515	0.265	13.261
Total	3861	8.110	-0.085	0.793	204.614
Mean	193.050	0.406	-0.004	0.040	0.053

e) Gaining confidence interval ($M\rho$)

To obtain the confidence interval ($M\rho$) using the equation:

$$M\rho = r \pm 1,96 (\text{SD})$$

$$M\rho = r \pm 1,96 (0.22)$$

$$M\rho = 0.117 < 0.314 < 0.745$$

Based on the above meta-analysis calculations, it can be concluded that there is a relationship between service leadership and organizational citizenship behavior, with $\rho = 0.314$ being in the acceptance area of the 95% confidence interval ($0.117 < \rho < 0.745$). These results show the consistency of the relationship between service leadership and organizational citizenship behavior at the 95% level. So that the hypothesis in this study is accepted.

f) Impact of sampling error

The correlation reliability in this study is 0.924 so that the impact of sampling error is $1 - 0.924 = 0.076$. These results indicate that the error in sampling is 7.6%.

Discussion

This meta-analysis study was conducted on 20 studies on servant leadership and organizational citizenship behavior that corrected the artifacts of sampling errors and looked at the consistency of the relationship between service leadership and organizational citizenship behavior. The results of this meta-analysis study, namely there is a consistent relationship between service leadership and organizational citizenship behavior. The two variables show a positive relationship direction seen from the correction of the sampling error (r_{XY} or \check{r} or σ_{XY}) which is 0.314 (confidence interval $0.117 < \rho < 0.745$). The value of the correlation coefficient after correction of sampling error is in the medium category based on Cohen effect size benchmarks (Plonsky & Oswald, 2014).

The results of the corrections made to these artifacts when viewed from the study correlation reliability value which shows the number 0.924. Then these results can be used to obtain the value of the impact of errors in sampling, namely $1 - \text{Reliability} = 1 - 0.924 = 0.076$. Then the percentage of error in sampling is 7.6%. The percentage impact of sampling error shows that the primary study used as the population in the meta-analysis study has a small percentage.

This study used 20 studies of which there were 18 studies which found that servant leadership was significantly correlated with organizational citizenship behavior, while there were two studies which found that servant leadership and organizational citizenship behavior were not significantly correlated. This happens because in the research of Elche et al., (2020) and Chiniara & Bentein (2017), the sample variation in supervisors and subordinates is diverse and the research focus wants to find mediating variables compared to correlating servant leadership with organizational citizenship behavior.

The consistency of the correlation between servant leadership and organizational citizenship behavior means that the higher the subordinates perceive their superiors to be serving leadership, the higher the organizational citizenship behavior of their subordinates. Servant leaders will be sincere in leading and seeking a change in subordinates with objective organizational goals (Reed, 2015). Leaders who care about the dynamics and growth of followers' lives, the community and themselves, therefore these leaders can prioritize things of common interest rather than personal ambition (Vondey, 2010).

The characteristic of servant leadership behavior is a leader who serves first, thus making employees a priority and can help in achieving common goals, employees can also grow from individual values and beliefs (Amir, 2019). This is what can lead to civic behavior in subordinate organizations and is in line with aspects of altruism (Vondey, 2010; Gucl and Begec, 2012). Altruism is the behavior of someone who intentionally helps others in the organization related to a task or problem (Organ, 2015).

The results of this study have a correlation coefficient value that is in the medium category due to variations in the correlation value of the research used. There are research correlation coefficient values that are in the high (>0.5), medium (>0.3) and low (>0.1) categories based on the Cohen effect size benchmark. The following is the coefficient value of the research data obtained in the period from 2016 to 2021.

Table 3. Variation of Research Data Coefficient Value

High Correlation (>0.5)	Medium Correlation (>0.3)	Low Correlation (>0.1)
0.63 (Mbandie, 2020)	0.439 (Kristianti & Lukiastuti, 2021)	0.216 (Howladar & Rahman, 2021)
0.595 (Harwiki, 2016)	0.386 (Gulo, 2020)	0.281 (Sari dkk., 2021)
0.942 (Sari dkk., 2016)	0.391 (Susilawati & Supartha, 2020)	0.23 (McCallaghan dkk., 2020)
	0.434 (Amir, 2019)	0.294 (Budiastuti & Budiastuti, 2018)
	0.388 (Setiawan, 2019)	0.248 (Setyaningrum, 2017)
	0.313 (Sandra & Suwandana, 2018)	0.24 (Brand, 2017)
	0.36 (Tuan, 2018)	
	0.36 (Tuan, 2017)	
	0.4 (Perdana & Surya, 2017)	

Other variables can mediate and moderate the relationship between service leadership and organizational citizenship behavior so that the correlation coefficient values vary. The mediator variables include organizational commitment (Howladar & Rahman, 2021; Sari et al., 2016), empowerment and superior-subordinate interaction (Sari et al., 2021), interpersonal communication (Susilawati & Supartha, 2020), diversity climate (McCallaghan, 2020), empathy and service climate (Elche et al., 2020), job satisfaction (Setiawan, 2019), employee engagement (Tuan, 2018), LMX and team cohesion (Chiniara & Bentein, 2017) and organizational culture (Harwiki, 2016). Then the moderator variables include gender (Sari et al., 2021), organizational support and pro-environment person-group fit (Tuan, 2018).

The mediator variable organizational commitment shows the significance of the coefficient of determination (R^2) on commitment by 24% (Howladar & Rahman, 2021), then in the research of Sari et al., (2016) found that the coefficient value between service leadership and organizational citizenship behavior is directly equal to 0.677, while the indirect effect is 0.284. This means that the direct influence of the serving leadership variable on the organizational citizenship behavior variable is greater than the indirect effect through organizational commitment. The total effect is 9.6%. LMX and team cohesion simultaneously can mediate between servant leadership and organizational citizenship behavior with a correlation coefficient value of 0.16 and contribute 21.6% influence (Chiniara & Bentein, 2017). The study also found that there was a significant correlation between servant leadership and organizational citizenship behavior indirectly, but when analyzed directly the two variables were not correlated because in this study the LMX level was more dominant and the team cohesion score was low so that it could be improved through social learning. (Madison & Eva, 2019; Sy et al., 2005).

The empowerment variable as a mediator shows significant results on organizational citizenship behavior with a coefficient of determination (R^2) = 12.2% (Sari et al., 2021) while in the same study found that the interaction between superiors and subordinates has a

coefficient of determination (R^2) = 13.2 % (Sari et al., 2021). From these results, it can be concluded that empowerment and interaction between superiors and subordinates as partial variables can mediate between service leadership and organizational citizenship behavior. Another variable that can mediate between service leadership and organizational citizenship behavior is interpersonal communication, which has a coefficient of determination (R^2) = 64.7% (Susilawati & Supartha, 2020), this number is quite large as a mediator variable because it is in carrying out leadership the role of interpersonal communication and superior-subordinate communication as an important factor (Dyanisa et al., 2017).

The diversity climate variable as a mediator on organizational citizenship behavior shows significant results with a coefficient of determination (R^2) of 31% (McCallaghan et al., 2020), while empathy and service climate have a role that leadership serving superiors can improve employee organizational citizenship behavior significantly. indirectly (Elche et al., 2020). Furthermore, the variable that can mediate between service leadership and organizational citizenship behavior is job satisfaction with a coefficient value of 0.731 or reaching 53% (Setiawan, 2019). According to Tuan (2018) that employee engagement also has a role in mediating between the two variables, his research found that the coefficient value was 0.11. Furthermore, according to Harwiki (2016) organizational culture can mediate between these two variables with a coefficient value of 0.306. This is in line with the statement that engagement and organizational culture are important triggers in creating organizational citizenship behavior (Organ, 2017; Afendi et al., 2020).

The moderator variable also has a role in the relationship between service leadership and organizational citizenship behavior. Gender as a moderator variable with a significance value of 0.008 <0.05, which means it is not significant. This proves that gender is not a moderator, and has no effect on men and women to carry out organizational citizenship behavior (Sari et al., 2021). Organizational support as a moderating variable has a coefficient value of 0.27 and pro-environment person-group fit has a coefficient value of 0.24, which means that these two variables can simultaneously moderate service leadership with organizational citizenship behavior (Tuan, 2018). The interaction and atmosphere that creates the organizational culture and environmental support trigger the emergence of organizational citizenship behavior (Zahreni et al., 2021).

These results also show that there is a relationship between servant leadership and organizational citizenship behavior, it can be understood that servant leadership is not the only factor in the emergence of organizational citizenship behavior. Other studies have found that there are several factors that can influence organizational citizenship behavior, including organizational justice (Farid et al., 2019; Saifi & Shahzad, 2017; Demirkiran et al., 2016), Islamic work ethic of employees can also improve organizational citizenship behavior (Farid et al., 2019; Murtaza et al., 2016; Ramalu & Rashid, 2016) and psychological capital have an impact on improving organizational citizenship behavior (Bogler & Somech, 2019; Gupta et al., 2017; Pradhan et al., 2016).

This study also found data that male and female employees have the same perception of service leadership and have a direct impact on work behavior, especially organizational citizenship behavior which is relatively the same. The existence of a servant leadership variable is sufficient as a cause for the emergence of good organizational citizenship behavior in employees, without the need to be moderated by employee gender (Sari et al., 2021). Other

data found that the influence of servant leadership has different results on organizational status, namely profit-business status is higher than non-profit-business on organizational citizenship behavior (Kiker et al., 2019).

Servant leadership also has similarities with authentic leadership, namely deep awareness of behavior, driven by values, aware of the context of what must be done (vision), open & transparent and caring. The difference is that servant leadership has a strong drive and is aware of prioritizing to serve others (Reed, 2015). Meanwhile, authentic leaders can be influential in facilitating the helping behavior aspect of organizational citizenship behavior by making employees more aware of the importance of helping each other (Walumbwa et al., 2010; Henviana & Sutisna, 2017).

Servant leadership has many positive impacts on organizations, this is based on a literature review on servant leadership conducted over the last 20 years (Eva et al., 2019). However, there are still criticisms to be debated. Questions regarding the servant leadership approach are still similar to transformational leadership (Iftikhar et al., 2013; Waterman, 2011), and there is no consensus or agreement on the definition of servant leadership, so they are not focused on integrated aspects or measuring tools (Linda et al., 2013).

Although there are limitations to the theory of servant leadership, however, in this study it was found that servant leadership can consistently influence organizational citizenship behavior. The results of this study can be considered for organizational practitioners to pay attention to employee citizenship behavior. Through scientific studies, it was found that organizational citizenship behavior can improve employee performance (Basu et al., 2017; Qadeer, et al., 2016), and can reduce employee turnover intentions (Shareef & Atan., 2018; Lee et al., 2004).

This study also found forms of organizational citizenship behavior that correlated with servant leadership, including employees voluntarily offering themselves to colleagues to help complete their work, being able to prioritize honesty and being responsible for the tasks assigned, having the initiative in completing tasks as well as possible. good, proud to be part of the organization, the existing work rules are good and like the training, learning and development held. (Kristianti & Lukiastuti, 2021; Tuan 2018).

Employee organizational citizenship behavior can also be grown through the application of servant leadership within the scope of groups (Chiniara & Bentein, 2017; Liden et al., 2015) and individuals (Amah, 2018; Bouzari & Karatepe, 2017). In addition, practitioners can also introduce servant leadership through life stories (Spears & Lawrence, 2016; Jit et al., 2016). Servant leadership can be applied when the focus is on developing employees or subordinates, by showing personal concern, keeping them informed of development opportunities, building fair and open relationships, empowering, showing sympathy for their mistakes, and giving rewards for their achievements. (Howladar, 2021). However, the implementation of a servant leadership style can make followers or employees dependent on their leaders (Palumbo, 2016).

Conclusion

Based on the meta-analysis study, it can be concluded that there is a positive and consistent relationship between service leadership and organizational citizenship behavior. The study in this study cannot be separated from weaknesses, thus the researcher hopes that

further research on these two variables can use a more homogeneous study covering a specific research area or business context approach, using measuring tools or developing aspects that refer to the same expert. Based on the research that has been carried out, further research can consider conducting a meta-analysis of the relationship between the variables that become mediators, namely empathy and interpersonal communication or moderator variables of organizational support and pro-environment person-group fit (Susilawati & Supartha, 2020; Elche et al. , 2020; Sir, 2018). And the need for more research data exploration.

Practical advice for practicing psychologists is that further research can develop an intervention model using the concept of servant leadership in order to improve organizational citizenship behavior in the form of training, coaching and mentoring in organizations.

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