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The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives

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Abstract

This paper aimed to analyze the impact of servant leadership on organizational culture, organizational commitment, OCB; and employee performance; organization culture on OCB and employee performance; organization commitment on OCB and employee performance; and OCB on employee performance. Research involved managers and employees of Women Cooperatives in East Java (40 respondents). The analysis is descriptive and used Partial Least Square. The results showed: servant leadership impacted significantly on organizational culture, organizational commitment, OCB and employee performance; organization culture impacted significantly on OCB, but non significantly on employee performance; organizational commitment impacted non significantly on OCB nor on employee performance; and OCB impacted significantly on employee commitment

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Keywords: Employee performance; organization culture; organizational citizenship behaviour (OCB); organizational commitment; servant leadership

1. Introduction

The power of servant leadership lies in the leader's ability to unleash the employee potential in finishing tasks and self-motivated thus they will be powerless, Greenleaf (1977) refers to leadership as an art, to servant leadership as the fabric of the leader, and to the leader's servant nature as the essence of the servant leader's real person.

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Attitude of servant leader who are willing to serve employees voluntarily, continuously and internalized in organization can be as an understood value that should be a culture directing and empowering employee behaviour (Russel and Stone, 2002; Sabir *et al*, 2011) has been proved in influencing on organization culture of understanding cooperatives (Harwiki, 2013). There has been a myriad of studies to assess the relationship between organizational commitment and employee performance (Benkhoff, 1997). A similar relationship has also been suggested between Organizational Citizenship Behavior (OCB) and employee performance (Podsakoff *et. al* 2003; Harwiki, 2013). OCB increases the performance of the staffs (Tehran *et al*, 2013). Organizational commitment is one of the important factors which contribute to foster OCB (Le Pine *et al.*, 2002; O'Reilly and Chatman, 1986). Servant leadership even very needed by organization to maximize organization performance and its employee performance (Jofreh and Jahandideh, 2013). Due to women cooperatives are constantly seeking new members and unit businesses to maximize their performance and their employees, therefore government gives grants to empower them as noted on Governor East Java, Act No.188/ 71/KPTS/013/2015, but in fact financial support and commitment of government should be in vain without the role of leadership. Women cooperatives need a strong leaders to manage organization, such as how managing funds on the right way. Grants should be utilized to increasing the business scale, educating and training employees, but cases has been founded on utilizing grants for campaign of regent candidates. Servant leadership can be extended by increasing positive behaviour and trust, in accordance with leaders' responsibility of women cooperatives "to serve" members and employees to adopt principles of servant leadership (Mohamad and Majid, 2014). Servant leadership played roles for increasing organization culture, organizational commitment and employee performance (Harwiki, 2013). The research of leadership and its impact on employee performance is very popular, Mohammad and Majid, (2014) claimed a scarce research on company with social character, especially focused on cooperatives, therefore the study is conducted and purposed:

- To examine and to analyze impact of servant leadership on organization culture
- To examine and to analyze impact of servant leadership on organizational commitment
- To examine and to analyze impact of servant leadership on OCB
- To examine and to analyze impact of servant leadership on employee performance
- To examine and to analyze impact of organization culture on OCB
- To examine and to analyze impact of organization culture on employee performance
- To examine and to analyze impact of organizational commitment on OCB
- To examine and to analyze impact of organizational commitment on employee performance
- To examine and to analyze impact of OCB on employee performance

2. Literature Review

Wong and Page (2003) developed a conceptual framework for measuring servant leadership based on on prior literature and the authors' personal experiences in leadership into four dimensions: character orientation, people orientation, task orientation and process orientation. Consistent with Greenleaf's (1977) contention that servant leaders instill in followers a desire to serve others. Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others. Hofstede (1980) introduced a model proposing four dimensions of culture, and named its four dimensions: power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity. The finding leadership style have a significant impact on organization culture (Sabir *et al*, 2011), then developed by Harwiki (2013). Yanav and Punia (2014) revealed the impact of servant leadership on OCB and cited 5 Organ's dimensions of OCB (1988): sportsmanship, civic virtue, conscientiousness, altruism, courtesy, and these dimensions will be used in this research. Jo and Joo (2011) proved that organization culture learning has positive relationship with OCB, and improving the organization's performance and the performance of employees (Hakim, 2015). Nigel and Nikala (2002) revealed that OCB impacting on sales performance of employees. Servant leadership is related performance (Liden *et al*. 2014). Whyte (1956), Miller and Lee (2001) stated that organizational commitment is mostly characterized by employee's acceptance of organizational goals. Organizational commitment and OCB have been suggested by William and Anderson (2003), and explored previously by Organ and Ryan (1995). Enhancing organizational commitment among employees is an important aspect to perform

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