

IMPACT OF LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE: AN APPLICATION OF LEADER-MEMBER EXCHANGE THEORY

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Abstract

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The purpose of the study was to investigate the influence of servant leadership on organizational citizenship behaviour, organizational commitment and job performance from a Leader-Member Exchange (LMX) perspective. It aims at contributing new knowledge to research constituting servant leadership within the workplace. The aim of the study was to examine in essence, the impact of servant leadership on organizational citizenship behaviour and organizational commitment and the consequential outcome on employee job performance. LMX theory is the theoretical framework that forms the basis on which the study is undertaken. The problem was investigated within the SME sector of Zimbabwe. The study was quantitative by nature and adopted positivism as the research paradigm. 189 Small and Medium Enterprises (SMEs) in Zimbabwe formed the unit of analysis. The empirical testing of the study's six hypotheses revealed that the relationships are positive and significant. This implied that servant leadership, organizational citizenship behaviour and organizational commitment have a constructive effect on employee job performance and thus SMEs in general. The study extracts the fundamental impact that servant leadership has on employee behaviour and their performance within the workplace subsequently. While quality LMX relationships are exemplified by mutual trust, respect and commitment, this virtue was employed to assess if it impels a good relationship between servant leadership and employee behaviour and the resulting job performance of employees. The implication is that the general SME sector should encourage their senior employees to embrace a servant leadership style given that it has a positive effect on employee organizational behaviour, employee commitment and job performance subsequently. This is particular important for a country like Zimbabwe that is still developing and therefore relies much on the superior performance of SMEs for sustainability.

Keywords: Servant Leadership, Organizational Citizenship Behaviour, Organizational Commitment, Job Performance, Leader-Member Exchange Theory

1. INTRODUCTION AND THEORETICAL BACKGROUND

Servant Leadership has captured the hearts and minds of researchers and practitioners alike in the past decade. Research outcomes have revealed that high levels of servant leadership often result in higher organisational citizenship behaviours,

organisational commitment and high job performance. Servant leadership requires leaders to rely on efficient and effective communication in order to understand the abilities, needs, desires, goals and potential of their followers and ultimately bring the best out of those individuals. It is noted from the extant literature that, with the knowledge of each follower's unique characteristics and

interests, leaders can assist their followers in achieving their potential thereby contributing to high job performance. Leader-Member Exchange (LMX) Theory describes the quality of relationships between leaders and their followers. High-quality LMX relationships are characterised by mutual trust, respect and commitment. A great deal of research has identified servant leadership, organisational citizenship behaviour, organisational commitment and job performance as constituents of LMX relationships between leaders and followers. The high-quality exchange between leaders and followers is thought to lead to treatment that is more positive by the leader, which evokes an obligation on the part of followers to reciprocate positive treatment from leaders with extra-role behaviours.

Job performance is key in organisational practice and research. Its significance has been identified in the role it plays within the majority of personnel decisions and its function in organisations' pursuit of efficiency (Serim, Demirbag & Yozgat, 2014; Yildirim, 2014). Much of organisational growth and success has been found to be determined by the standard of employee job performance (Tanga, Liub, Oh & Weitz, 2014). It is therefore evident that efforts must be directed towards the development of employees (Liden, Wayne, Zhao & Henderson, 2008). While many methods are employed for employee development, servant leadership has been acknowledged as crucial (Liden et al., 2008). Through servant leadership, employees become more efficient given that they are developed to their maximum potential (Greenleaf, 1977). Jaramillo, Grisaffe, Chonko and Roberts (2009) add that such leadership elicits organisational commitment. Mowday, Porter and Steers (1979), McCunn and Gifford (2014), Velickovic, Visnji, Jovic, Radulovic, Sargic, Mihajlovi and Mladenovic (2014) asserts that improved organisational performance is often correlated with individuals who are organisationally committed. Such employees are often motivated and exert a great deal of effort and expectedly, firms are now insisting that employees impose more of such behaviour within the workplace (Yoshida, Sendjava, Hirst & Cooper, 2014). As a result, organisational citizenship behaviour has become a rising interest (Burmam & Zeplin, 2005). The notion is that what forms the basis for this concept are behaviours that draw efficiency and thus contribute to the overall success of the organisation (Nunnally & Bernstein, 1994).

To a great extent, research has focused on employee tenure and the drive behind their motivation to perform (Podsakoff, Mackenzie, Paine & Bachrach, 2013). Such an issue is particularly relevant to a country like Zimbabwe where the workforce plays a key role in the country's development. Since employee behaviour has been found to be associated with job performance (Barrick, Mount & Judge, 2001) it is only sensible that firms account for elements underlying the behaviour of employees. At the outset, an approach to leadership that is leader-follower orientated should prevail especially within the country's Small and Medium Enterprises (SMEs) since these small firms contribute significantly to the country's development (Audretsch, Van Der Host, Kwaak & Thurik, 2009; Organ, 1997; Organ, 1988; Schaufeli & Salanova, 2008). Servant leadership has been

identified as a core firm value (Savickas et al., 2009) and much of its worth has been recognized in its ability to shape employee behaviour as well as build employee commitment (Liden et al., 2008; Nunnally & Bernstein, 1994; Shamir, House & Arthur, 1993; Walumbwa, Peterson, Avolio & Hartnell, 2010; Wat & Schaffer, 2003). Organisational commitment increases employee retention (Nel, De Villers, 2004) but also serves as a human resource-based competitive advantage (Velickovic, 2014). Firms have approved that organisational citizenship behaviour possesses a similar value (Chow, Lai, Loi, 2015). Currently, it is expected of employees to be pioneers, to devote themselves and to pertinently represent the organisation (Asha, Jyothi, 2013). Firms therefore conceive that efficiency and effectiveness relate to this employee behaviour (Felfe, Heinritz, 2009; Özbağ, Çekmecelioglu & Ceyhun, 2014; Robbins & Judge, 2011).

2. LITERATURE REVIEW

2.1. Leader-Member Exchange Theory

Leader-member exchange (LMX) theory was developed from Social Exchange theory (SET) and it describes the quality of relationships between leaders and their followers. Based on SET (Blau, 1964), high quality LMX relationships are characterized by mutual trust, respect and commitment. A great deal of research has identified organisational citizenship behaviours (OCBs), organisational commitment (OC) and job performance (JP) as constituents of Leader-Member Exchange Theory (LMX) relationships between leaders and followers (Yen & Teng, 2013; Liden, Wayne, Zhao & Henderson, 2000). The high-quality exchange between leaders and followers is thought to lead to treatment that is more positive by the leader, which evokes an obligation on the part of followers to reciprocate positive treatment from leaders with extra-role behaviours. Liden et al. (2008) suggested that high-quality exchanges result in employees performing their work beyond their job duties that support and benefit the leader's objectives. This LMX relationship is a contextual variable that likely has a differential influence on the attributions of OCB motives when viewed from different perspectives (Liden et al., 2000). Traditionally, researchers have examined how LMX relationships impact on evaluations of performance (Lord, Brown & Freiberg, 1999). Leader-member exchange has been related to leader evaluations of both in-role and extra-role behavior by the follower (Yen & Teng., 2013; Jung & Yoon, 2012). Leaders demonstrate more favourable evaluations of follower behavior when the two are linked by a high-quality LMX relationship. When employees are in high-quality LMX relationships, to reciprocate the favourable treatment that they have received from their leader, employees are motivated to help their leader and similarly, the organisation achieves their goals (Özçelika & Cenkci, 2014). Thus, high-quality LMX relationships will lead employees to engage in OCB based on a genuine desire to help the leader and the organisation. Additionally, although employees might not feel pro-social or organisational concern motives, their association with the leader could create an in-group bias or a confirmation bias (Yoshida et al., 2014) toward their

view of the self. They may assume that anyone, including the self, linked so closely with the leader, must like the organisation and share the leader's motives. Thus, it is likely that followers in a high-quality LMX relationship will attribute their OCB motive to positive, stable motives of pro-social and organisational concerns.

2.2. Servant Leadership

The central attribute of servant leadership is the indisputable promotion of other's interests over and above those of the leader (Hu & Liden, 2011; Kark & Carmeli, 2009; Liden et al., 2008; Schultz & Schultz, 1998; Shamir et al., 1993; Walumba et al., 2010). When working under servant leadership, employees experience a sense of security and safety and such a feeling is conceived to be one of the drivers behind employee inclination to succeed in terms of efforts and goals (Cooper & Thatcher, 2010; Yoshida et al., 2014). According to Gillet, Cartwright and Vugt (2011), when a firm adopts servant leadership, many benefits are to be reaped including increased coordination and cohesion amongst work groups. Sun (2013), Jaramillo et al. (2009), Mayer, Bardes and Piccolo (2008) have confirmed that servant leadership correlates with firm performance including job satisfaction and organisational commitment. Servant leadership is unidimensional construct and while Stone, Russell and Patterson (2004, p.349) define the construct as a style of leadership that focuses on the development of those being led and served and Greenleaf (2002) defines it as a leadership style in which the focal purpose is to service followers, the study adopts a definition from Yoshida et al. (2014, p. 1395) who describe servant leadership as "a holistic approach to leadership that encompasses the rational, relational, emotional, moral, and spiritual dimensions of leader-follower relationships such that followers enhance and grow their capabilities, as well as develop a greater sense of their own worth as a result".

2.3. Organisational Commitment

Organisational commitment is extensively regarded as a major hallmark for organisational development and a main issue for firms striving to lessen turnover and increase retention (Velickovic et al., 2014). Velickovic et al. (2014) contend that it is vital that firms are clear of the commitment by employees for the reason that this element has a considerable impact on the quality that is delivered. It has been indicated in the literature that organisational commitment largely influences employees and the manner in which they are dedicated, responsible and loyal to a task or the organisation (Podsakoff, Whiting, Prodsakoff & Blume, 2009). Mathieu and Zajac (1990) concur that organisational commitment influences work determination including dimensions such as organisational citizenship behaviour and job performance. Allen and Meyer (Allen & Meyer, 1991) assert that the construct is multidimensional comprising of three components: affective, continuance and normative. The study however examines organisational commitment unidimensionally. Whereas Mowday, Steers and Porter (Neubert, Kacmar, Carlson, Chonko & Roberts, 2008, p.222) define organisational commitment as the level of an

employee's identification with the organisation and Schultz and Schultz (1998) as an attitude based on the level of bond with the organisation for which one works, the study adopts a definition from Allen and Meyer (1991, p.1) who have defined the construct as a psychological link between an employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation.

2.4. Organisational Citizenship Behaviour

Organisational citizenship behaviour, otherwise known as "the good soldier syndrome" (Özçelika & Cenkci, 2014), extra role behaviour, organisational spontaneity and support for collective interests over individual interests is conduct that is patent under a variety of forms such as devotion, organisational obedience, volunteering and helping others (Robbins & Judge, 2011; Farooqui, 2012; Sawers, Pretorius & Oerlemans, 2008). Babcock-Roberson and Strickland (2010), Wat and Shaffer (2003) affirm that such behaviour results in increased work engagement where employees are committed, performing better and are exhibiting low intentions to quit (Scullen, Mount & Goff, 2000). According to Serim, Demirbag and Yozgat (2014) this behaviour is important for firms given the necessity for survival in today's demanding and competitive environment. While employee empowerment has been found to influence organisational citizenship behaviour (Devin, Zohoorian, Peymanizad & Sane, 2012), Ghodrattollah, Matin and Amighi (2012) maintain that when there's such employee conduct, firms are likely to improve in terms of overall performance. Organ (1988) defines organisational citizenship behaviour as "discretionary or voluntary behaviour directed toward the organisation that is not explicitly specified in the employee's formal job description or recognized in the formal reward structure". According to Magdalena (2014), Özçelik and Fındıklı (2014) this conduct is rather an issue of own choice and it is work-related without being linked to a formal reward system. Altruism, conscientiousness, sportsmanship, courtesy and civic virtue form the dimensions of organisational citizenship behaviour (Yildirim, 2014; Schaubroeck, Pretorius & Oermans, 2008). However, the study examines the construct unidimensionally and adopts a definition from Organ (1988, p.85) who defines the construct as "behaviour that is performed in order to help fulfil the functions efficiently on a voluntary basis and without taking into consideration the formal reward system of the organisation".

2.5. Job Performance

Job performance has been a major research theme (Stone et al., 2004; Podsakoff et al. 2009) and it can be deduced that much of the attention on this matter is due to how employees in today's business world are affected by the need to address new demands and adapt to different surroundings and diverse work groups (Schaufeli & Salanova, 2008). Özbag Çekmecelioglu and Ceyhun (2014) stress that a supportive organisational climate is key in increasing job performance for the reason that employees feel that they belong and are cared for by the organisation (Burke & Litwin, 1992). When

workers experience such sentiment in the workplace, it is likely that they will become more effective (Wayne, Shore & Liden, 1997) as they would be conscious of how pivotal they are perceived to be in the accomplishment of the organisation's success. A supportive organisational climate has been found to lead to increased job performance (Downey, Hellriegel & Slocum, 1975) while emotional intelligence and organisational citizenship behaviour seem to have an association with the construct as well (Nel & De Villiers, 2004; Sullivan & Artrhur, 2006). Ng et al. (2013) define job performance as "the execution of the basic required duties of a particular job". According to Motowidlo, Borman and Schmit (1997) and Borman and Motowidlo (1997) however, the construct also refers to the display of those activities that are unpaid and do not form part of the job description. While there is no conformity about the dimensions of job performance (Permarupan, Saufi, Kasim & Balakrishnan, 2013; Ng & Feldman, 2013, p.305) the study however examines job performance as a unidimensional construct and adopts a definition from Williams and Anderson (1991, p.601) who assert that job performance refers to the execution of "activities that are associated with responsibilities, tasks and duties as part of an individual's job description".

3. PURPOSE AND OBJECTIVES

While much scholarly work has underlined the many determinants of job performance, research on the influence of servant leadership on organisational citizenship behaviour, organisational commitment and job performance from LMX perspective has remained sparse. Liden et al. (2008) assert that servant leadership enables a work group to perform at higher levels and with organisational commitment and organisational citizenship behaviour emanating within organisations, employees are active and contribute more than what is expected (McCunn & Gifford, 2014). Though it is evident that these dimensions positively impinge on job performance, how they relate collectively under LMX remains a research gap. This connotes that there is research paucity regarding the manner in which servant leadership, organisational commitment and organisational citizenship behaviour influence job performance from a leader-member exchange perspective. The study therefore seeks to address this research deficiency. In particular, the study seeks to investigate, within Zimbabwean SMEs, the influence of servant leadership on job performance through the mediating role of organisational commitment and organisational citizenship behaviour. As productivity is low in most developing countries (Berry et al., 2002) and organisational layoffs and restructuring prevail (Ng & Feldman, 2013) such a study is essential if firms are to alleviate such disorder. In addressing the research void mentioned above, the study puts forward six empirical objectives, i.e.:

- To investigate the relationship between servant leadership and organisational commitment in Zimbabwean SMEs;
- To investigate the relationship between servant leadership and organisational citizenship behaviour in Zimbabwean SMEs;

- To investigate the relationship between organisational commitment and job performance in Zimbabwean SMEs;

- To investigate the relationship between organisational citizenship behaviour and job performance in Zimbabwean SMEs;

- To investigate the relationship between organisational commitment and organisational citizenship behaviour in Zimbabwean SMEs; and

- To investigate the relationship between servant leadership and job performance in Zimbabwean SMEs.

In accord with the study's objectives, the following six hypotheses are developed subsequent to that of the conceptual model. The purpose of hypotheses development is to provide theoretical and empirical support from the existing literature. The study is set to increase our understanding of how job performance is influenced by servant leadership, organisational commitment and organisational citizenship behaviour. It is expected that new knowledge will be contributed to the existing body of literature constituting job performance within the context of the Zimbabwean SME sector more in particular.

4. CONCEPTUAL MODEL AND HYPOTHESES DEVELOPMENT

Inferring from the leader-member exchange theory and the extant literature of leadership, commitment and behaviour within organisations, a conceptual model is developed. Figure 1 is a diagrammatic representation of the study's conceptual model. The model depicts four research constructs: servant leadership as a predictor, organisational commitment and organisational citizenship behaviour as mediators and job performance as an outcome. The model proposes that servant leadership is likely to influence job performance through organisational commitment and organisational citizenship behaviour. Six hypotheses are observed with regard to the conceptual model. Each hypothesis is represented by H, and a number. The manner in which each hypothesized relationship develops is described hereafter.

Drawing from the literature and the proposed conceptual model, the following hypotheses are developed.

4.1. Servant Leadership and Organisational Commitment

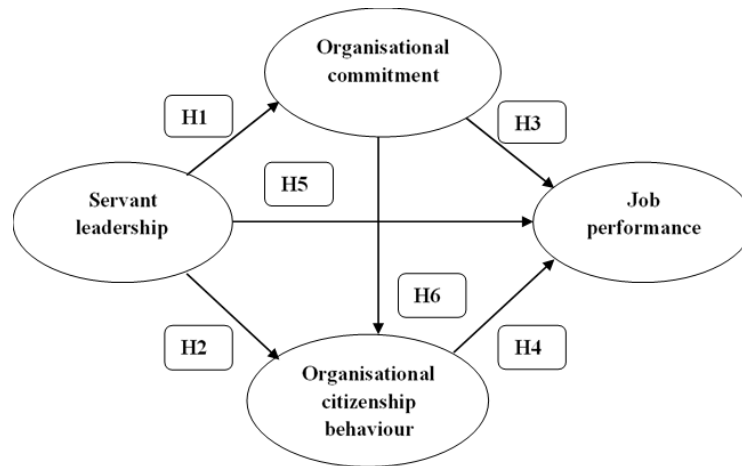
The significance of the servant leadership and organisational commitment relationship is attributed by the value it provides through employee efficiency (Greenleaf, 1977). Servant leaders are recognized as having qualities that are orientated towards serving the needs of others over their own (Hu & Liden, 2011; Kark & Carmeli, 2009; Liden et al., 2008; Schaubroeck, Lam & Peng, 2011; Sendjaya, Sarros & Santora, 2008; Van Dierendonck, 2011). Under servant leadership, it is conceived that employees in the end emulate the qualities of their leader (Mowday et al., 1988). Given that commitment is a quality of servant leadership (Yoshida et al., 2014; Liden et al, 2008) it can therefore be accepted that employees may emulate this quality and encourage it in fulfilment of organisational goals. Liden et al. (2008) further concurs that servant

leadership is likely to lead to organisational commitment. Accordingly, the study puts forward a similar proposition. In particular, the study proposes that a servant leadership style within Zimbabwean SMEs will have an impact on the organisational commitment of employees. Drawing

from the literature and the empirical evidence, the study therefore hypothesizes that:

H1: Servant leadership within Zimbabwean SMEs has a positive influence on the organisational commitment of employees.

Figure 1. Conceptual model



4.2. Servant Leadership and Organisational Citizenship Behaviour

While servant leadership is centred on maximising the potential of employees (Liden et al., 2000) and organisational citizenship behaviour on maximising the output of firms (Felfe & Heinitz; Organ, 1997; Podsakoff, 2009) what is evident is that they share a commonality which is increasing efficiency. The concept of servant leadership and organisational citizenship behaviour relate in a sense that they positively transform firm employees who are significant contributors to organisational success (Sharma, Bajpai & Holani, 2011; Burmann & Zeplin, 2005). Liden et al. [41] asserts that since servant leaders portray qualities of self-efficacy, self-motivation and emphasize community involvement, followers are more likely to be receptive to this behaviour, imitate it and apply it to conditions relevant to the organisation. In so doing, it can be taken that employees would be practising organisational citizenship behaviour (Ahmadi, Nami & Barvarz, 2014). Podsakoff et al. (2009) are of the same opinion that organisational citizenship behaviour is influenced by servant leadership. The study proposes a similar hypothesis. In particular, the study posits that the servant leadership of Zimbabwean SMEs will have an impact on the organisational citizenship behaviour of employees. Inferring from the literature and the empirical confirmation, the study therefore hypothesizes that:

H2: Servant leadership of Zimbabwean SMEs has a positive influence on the organisational citizenship behaviour of employees.

4.3. Organisational Commitment and Job Performance

According to Permarupan et al. (2013) the interest on organisational commitment has been encouraged by its ability to help organisations

determine employee job performance. Job performance determines the level of quality that an organisation delivers and Velickovic et al. (2014) stress that organisational commitment should be continuously assessed as it plays a key role. According to Permarupan et al. (2013), much of the impact on employee perseverance, responsibility and loyalty is inflicted by employee commitment. While perseverance, responsibility and loyalty are vital with regard to job performance, it is implied that employees should exhibit a high organisational commitment to begin with. Mathieu et al. (1990), Meyer, Stanley, Herscovitch and Topolnytsky (Meyer, Stanley, Herscovitch & Topolnytsky, 2002) support this and contend that organisational commitment has a positive influence on job performance. The study posits a similar hypothesis. In particular, the study proposes that the organisational commitment of employees working in Zimbabwean SMEs will have an impact on job performance. Drawing from the literature and the empirical evidence, the study therefore hypothesizes that:

H3: Organisational commitment of employees working in Zimbabwean SMEs has a positive influence on job performance.

4.4. Organisational Citizenship Behaviour and Job Performance

Much of organisations' value for organisational citizenship behaviour is credited by its ability to generate increased productivity including low absenteeism and less turnover intention (Podsakoff, 2009). Organisational citizenship behaviour is highly appreciated by firms not only for the reason that it heightens efficiency (Scullen, Mount & Goff, 200) but also for the reason that it is voluntary behaviour that is not even linked to a formal reward system (Organ, 1988). When employees display organisational citizenship behaviour, it is apparent that they become more engaged (Babcock-Roberson

& Strickland, 2010; Walumbwa, 2010) and in so doing, amplify job performance subsequently. In research conducted on both the public and private sector, findings attained indicated that organisational citizenship behaviour has a constructive influence on the job performance of employees (Felfe & Heinitz, 2009; Organ, 1997; Podsakoff, 2009). Likewise, the study proposes a related hypothesis. In particular, the study posits that the organisational citizenship behaviour of employees working for Zimbabwean SMEs will have an impact on employee job performance. Deducting from the literature and the empirical evidence, the study therefore hypothesizes that:

H4: Organisational citizenship behaviour of employees working for Zimbabwean SMEs has a positive influence on job performance.

4.5. Servant Leadership and Job Performance

Employee traits have been recognized as having an effect on job performance (Barrisck et al., 2001). This finding suggests that servant leadership is correlated with job performance given that it helps develop employees in terms character (Lord et al., 1999; Liden et al., 2008). It has been discerned that the average job tenure of workers in industrialized countries has been decreasing (Feldman & Ng, 2007; Gregg & Wadsworth, 1995, 2002). According to Sullivan and Arthur (2006) workers have been confronted with recurrent organisational layoffs and restructuring. It is natural to assume that a reason for these reforms may be matters relative to employee job performance. The literature portrays servant leadership as significant in relation to job performance (Wayne et al., 1997). It is identified as an approach that aims at developing employees such that they reach their fullest potential in the area of effectiveness (Greenleaf, 1977). To achieve this, servant leadership ensures that the skills of employees are identified, employed and developed (Liden, 2008). Therefore, if firms are to improve employee job performance through servant leadership, this procedure has to transpire. Özbağ et al. (2014) provide support for the correlation between servant leadership and job performance. The current study puts forward a similar proposition. In particular, the study proposes that servant leadership within Zimbabwean SMEs will have an impact on employee job performance. Inferring from the literature and the empirical evidence, the study therefore hypothesizes that:

H5: Servant leadership within Zimbabwean SMEs has a positive influence on job performance.

4.6. Organisational Commitment and Organisational Citizenship Behaviour

The business environment has become more challenging and competitive with organisations operating within a struggling economy [80];[96]. As such, firms aspire that employees exert practical behaviour such as commitment and citizenship behaviour for sustenance [88]; [29]. Empirical research has identified that organisational commitment is correlated with organisational citizenship behaviour (McCunn & Gifford, 2014; Mathieu & Zajac, 1990; Meyer et al., 2002). It is conceived that when employees become committed,

they accept the values and goals of the organisation, have an inclination to wield effort and contribute more than what is expected (McCunn & Gifford, 2014; Mowday et al., 1982). According to Babcock-Roberson et al. (2010), Chughtai and Buckley (2009) when employees become this engaged, they are likely to exhibit organisational citizenship behaviour. Relative to the empirical research aforementioned, the study proposes that there is a correlation between organisational commitment and organisational citizenship behaviour. Particularly, the study posits that employee organisational commitment within Zimbabwean SMEs will have an influence on organisational citizenship behaviour. Inferring from the literature and the empirical evidence, the study therefore hypothesizes that:

H6: Organisational commitment within Zimbabwean SMEs has a positive influence on organisational citizenship behaviour.

5. RESEARCH METHODOLOGY

5.1. Measurement Instruments

A questionnaire was designed based on previous work for the current study. Adjustments were made in order to fit the purpose of the reflective scales used in the current research context. A ten-item scale used to measure servant leadership which was adapted from the previous study by Erhart (2004), while a six-item scale to measure employee commitment was adapted from Meyer, Srinivas, Lal and Topolnytsky (2007). While a five-item scale adapted from Jung and Yoon (2012) was used to measure employees' organisational citizenship behaviour. Also a five-item scale was used to measure job performance (Chiang & Hsieh, 2011). All the measurement items were measured on a 5-point Likert-type scales that was anchored by 1 = strongly disagree to 5 = strongly agree to express the degree of agreement.

6. RESULTS

Table 1. Sample demographic characteristics

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>
Male	79	42%
Female	110	58%
Total	189	100%
<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
≤30	18	10%
31-60	130	69%
≥ 60	41	21%
Total	189	100%
<i>Marital status</i>	<i>Frequency</i>	<i>Percentage</i>
Married	182	96%
Single	7	7%
Total	189	100%

6.1 Sample Description

The study distributed questionnaires to different respective SMEs in Zimbabwe. Of the total of 230 questionnaires which were distributed, 200 were returned and out of these 200 questionnaires, only 189 were usable. This yielded a valid response rate of about 82%. Descriptive statistics in Table 1 show the gender, marital status, and age of employees in

the company. As indicated in Table 1, this study shows that females dominated the SMEs sector and constitute 58% of the workforce. The most active age group in SMEs is that between 31- 60 years which constitute 69% of the total workforce, followed by those below 60 years and then above 60 years, constituting 21% and 10% respectively. Employees who are married constitute 96% of the total population and the remainder is single which constitute 4% of the total population.

6.2. Measurement Accuracy Assessment

Confirmatory factor analysis (CFA) was performed to examine the reliability, convergent and discriminant validity of the multi-item construct measures. Initial specification search led to the deletion of some of the items in the constructs scale in order to provide acceptable fit. SL8 and SL10 were deleted because the factor loading was .430 and .401 respectively which is below the acceptable threshold of .500. Overall acceptable CFA model fit indices used in this study included: the $\chi^2/(df)$ (Chi-Square/Degree of Freedom) value equal to or less than 3.00, the CFI (Comparative Fit Index) value equal to or higher than 0,90, Tucker and Lewis Index (TLI) value equal to or higher than 0,90, the Incremental Fit index (IFI) value equal to or higher than 0.90, and the Root Mean Square Error of Approximation (RMSEA) value equal to or less than 0.08. Recommended statistics for the final overall model assessment showed an acceptable fit of the measurement model to the data, that is:

$\chi^2/(df) = 2,701$, $CFI = 0,853$, $TLI = 0,917$, $IFI = 0,923$ and $RMSEA = 0,072$.

Loadings of individual items on their respective constructs are shown in Table 2. The lowest value for individual item loadings for the research constructs is 0,587. On Servant leadership two items were deleted which is SL 8 and SL10 because their item-to-total were less than 0.5. The Highest value for individual item loadings is 0.880. Therefore, all the individual item loadings exceeded the recommended value of .500 [3]. This indicates that all the measurement instruments are acceptable and reliable since all the individual items converged well and with more than 60% of each item's variance shared with its respective construct.

Composite reliabilities (CR) and average variance extracted (AVE) for each construct were also computed using the formulae proposed by Fornell and Lacker [26, p.39] i.e.

$$CR_{\eta} = (\sum \lambda_{yi})^2 / [(\sum \lambda_{yi})^2 + (\sum \epsilon_i)] \quad (1)$$

where, CR_{η} - Composite reliability, $(\sum \lambda_{yi})^2$ - Square of the summation of the factor loadings; $(\sum \epsilon_i)$ - Summation of error variances.

$V_{\eta} = \sum \lambda_{yi}^2 / (\sum \lambda_{yi}^2 + \sum \epsilon_i)$	(2)
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(2)

where, V_{η} - Average Variance Extracted (AVE); $\sum \lambda_{yi}^2$ - Summation of the squared of factor loadings; $\sum \epsilon_i$ - Summation of error variances.

Table 2. Confirmatory factor analysis results

Research constructs		Descriptive statistics		Cronbach's test		CR	AVE	Factor loadings
		Mean	SD	Item-total	α value			
Servant Leadership	SL1	3.92	0.72	0.593	0.85	0.78	0.83	0.670 ^c
	SL2			0.666				0.772 ^c
	SL3			0.656				0.766 ^c
	SL4			0.553				0.710 ^c
	SL5			0.529				0.646 ^c
	SL6			0.637				0.737 ^c
	SL7			0.500				0.633 ^c
	SL9			0.516				0.612 ^c
Organisational Commitment	OC1	4.05	0.81	0.500	0.804	0.68	0.82	0.617 ^c
	OC2			0.502				0.645 ^c
	OC3			0.523				0.693 ^c
	OC4			0.708				0.832 ^c
	OC5			0.559				0.721 ^c
	OC6			0.605				0.755 ^c
Organisational Citizenship Behaviours	OCB1	3.91	0.74	0.581	0.787	0.79	0.79	0.761 ^c
	OCB2			0.720				0.861 ^c
	OCB3			0.502				0.681 ^c
	OCB4			0.500				0.587 ^c
	OCB5			0.613				0.778 ^c
Job Performance	JP1	3.91	0.74	0.707	0.890	0.79	0.90	0.815 ^c
	JP2			0.649				0.769 ^c
	JP3			0.779				0.867 ^c
	JP4			0.795				0.880 ^c
	JP5			0.728				0.834 ^c

As indicated from the results shown in Table 2, the lowest obtained composite reliability (CR) value of 0,68 is well above the recommended 0.6 (Hulland, 1999), while the lowest obtained average variance extracted (AVE) value of 0,79 is also above the recommended 0.5 (Fraering & Minor, 2006). This indicates that convergent validity was achieved and

also this further confirms an excellent internal consistency and reliability of the measurement instruments used. Discriminant validity was established by ensuring that the average variance extracted (AVE) for each multi-item construct was greater than the shared variance between constructs (Nunnally & Bernstein, 1994). As such, all pairs of

constructs revealed an adequate level of discriminant validity (see Table 2). By and large, these results provided evidence for acceptable levels of research scale reliability.

6.3. Research Model Assessment and Research Hypothesis Testing

The research model was estimated and the hypotheses testing done. All the research model fit statistics were within the acceptable ranges, i.e., $\chi^2/(df) = 2,87$, CFI = 0,851, TLI = 0,903, IFI = 0,905, and RMSEA = 0,073. The individual hypothesis testing results are also shown in Table 3. The path coefficients for H1, H2, H3, H4, H5 and H6 are 0,490, 0,810, 0,600, 0,484, 0,456 and 0,623 respectively. All hypothesis coefficients are significant at a confidence level (p value) of 0,001. Therefore, these results provide support for all the proposed six hypotheses.

Table 3. Correlations between constructs

Research Construct	SL	OC	OCB	JP
Servant Leadership	1.000			
Organisational Commitment	0.641**	1.000		
Organisational Citizenship Behaviours	0.661**	0.522**	1.000	
Job Performance	0.623**	0.672**	0.585**	1.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

6.4. Correlation Matrix

One of the methods used to check on the discriminant validity of the research constructs was the evaluation of whether the correlations among latent constructs were less than 0.8. As indicated in Table 6.16, the inter-correlation values for all paired latent variables are less than 0.8, therefore, indicating the existence of discriminant validity. However, since the correlation values of OC and SL is 0.641, as well as OCB and SL is 0.661, OCB and OC is 0.522, JP and SL is 0.623, JP and OC is 0.672 and JP and OCB is 0.585 were all less than 0.8, which is within the recommended threshold (Bryman & Bell, 2007), see Table 3, it provides evidence of discriminant validity.

6.5. Research Model Assessment and Research Hypothesis Testing

This study utilizes the Leader Member Exchange theory to provide a theoretical grounding for the conceptual framework that seeks to explain the effects of Servant leadership on organisational citizenship behaviour, organisational commitment and job performance in the SME atmosphere. More specifically, this study postulates that significantly affect their OCBs, OC and JP in a positive way. To confirm the proposed hypotheses of the research framework, data are collected from Zimbabwe's SME sector. The data analysis results support all the 6 research hypotheses in this study. Overall, this provides support to the research propositions that servant leadership positively influence their OCBs, OC and JP in the SME setting in Zimbabwe.

7. IMPLICATIONS OF THE STUDY

The theories provide managers with an explanation of how their actions and leadership styles impact on OCBs. Good leadership skills such as being a servant to subordinates, listening to their views and a participatory approach will lead to high LMX relationships and vice versa. Managers should pay special attention to employees' needs and wants in order for the workers to display high quality OCBs, which are beneficial to the smooth running of the firm. Managers should display good leadership qualities in exchange for OCBs at workplaces.

On top of this, managers should forget about good working relationships with subordinates when they treat them badly. The climate at the work place should be conducive for employees to display OCBs and high quality LMX for the betterment of the organisation. Research on servant leadership has made major contributions to understanding leadership effectiveness (Sarwar, Mumtaz & Ikram, 2015). Organisations should try by all means to look for leaders with a vision and charisma to carry out their vision and the leaders should exhibit transformational leadership qualities. For employees to display OCB qualities, leaders must be authentic and must develop trusting relationships with the subordinates. Managers who are not trusted are doomed to fail because employees can only display deviant behaviours in such situations, which will be detrimental to the survival of the organisation. Managers should also consider investing in leadership training such as formal courses, workshops, rotating job responsibilities, coaching and mentoring. This will help subordinates perform beyond expectation leading to high LMX.

LMX theory has proved influential in analysing followers whether they are included in leader's "in-group" or were relegated to the "out group". LMX leads to understanding effective leadership (Rushman, 2002). LMX theory assist managers in understanding why, when and how employees perform OCBs at workplaces, why they are committed and why there is good job performance and should, therefore, not be discarded but taken seriously.

8. DISCUSSION AND CONCLUSION

Although this study makes significant contributions to both academia and practice and also that due care was taken to achieve rigor, there are some limitations which open up avenues for further research. Firstly, the data were gathered from non-managerial employees in the SMEs sector. The results might be more informative if data from employees who hold managerial and non-managerial positions are to be compared. Therefore, subsequent studies might consider collecting data from these two sides for empirical investigation. Secondly, while this study focused on Zimbabwe, extending this study to other African countries is also another possible future research direction that might enable comparisons of results with the current study findings. Servant leadership is very important in the smooth running of organisations. In Zimbabwean SMEs all the posited six hypotheses have been supported by the data. In this research, LMX, theory has been used as the grounding theory.

If managers are servant leaders will lead to greater OCBS, high organisational commitment and good job performance. This research explains why the LMX theory is of importance to SMEs in Zimbabwe and to managers. As for employees to display OCB qualities, leaders must be authentic and must develop trusting relationships with the subordinates.

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