

UNIVERSITY OF CAPE COAST

SERVANT LEADERSHIP AND EMPLOYEES' ORGANISATIONAL
CITIZENSHIP BEHAVIOUR IN GHANA

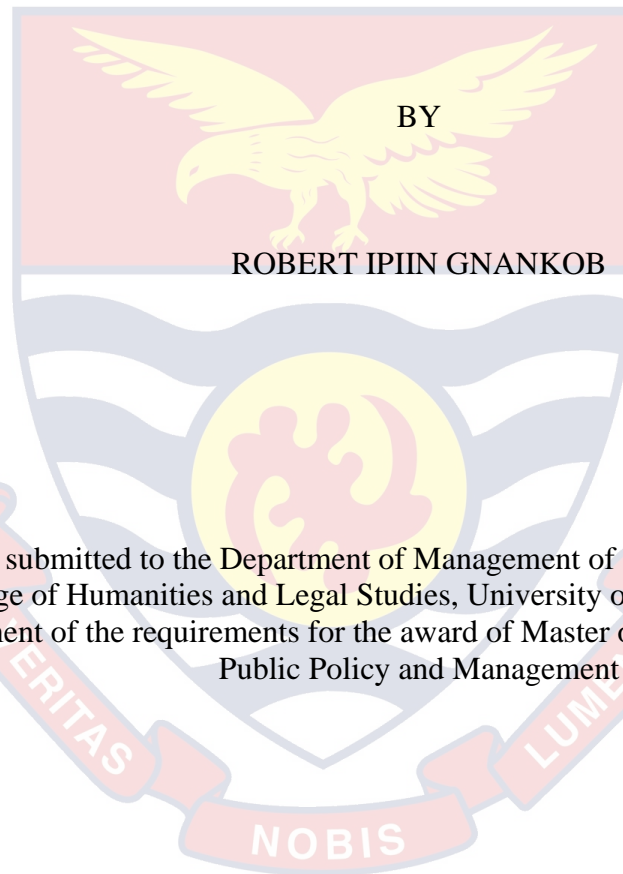


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UNIVERSITY OF CAPE COAST

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CITIZENSHIP BEHAVIOUR IN GHANA



Thesis submitted to the Department of Management of the School of Business,
College of Humanities and Legal Studies, University of Cape Coast in partial
fulfilment of the requirements for the award of Master of Philosophy degree in
Public Policy and Management

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature..... Date.....

Name: Robert Ipiin Gnankob

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Prof. Abraham Ansong

ABSTRACT

The study examined the influence of servant leadership on organisational citizenship behaviour of employees in Ghana through the intervening roles of public service motivation and length of time spent with leader. The study adopted the positivism philosophy thus relying on the quantitative approach and explanatory design. A structured questionnaire was used to gather data from 328 respondents randomly selected within the 6 metropolitan assemblies in Ghana for data analysis. The data was processed using the IBM SPSS (version 26) and SmartPLS (version 3.3.3) softwares. Inferential statistics through partial least squares structural equation modelling was used to address objective of the study. The study found that servant leadership has a significant positive influence on organisational citizenship behaviour and public service motivation. The study also found that public service motivation significantly and positively influences organisational citizenship behaviour. The study finally established that while public service motivation significantly mediated the relationship between servant leadership and organisational citizenship behaviour, length of time spent with leaders did not moderate the servant leadership and organisational citizenship behaviour nexus. The study recommended that key stakeholders in the local government service such as the Local Government Service should lay emphasis on the employing or promoting leaders who are servant leadership driven to occupy key position within the local government structure.

KEY WORDS

Servant Leadership

Public Service Motivation

Organisational Citizenship Behaviour

New Public Management

Public Sector



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DEDICATION

To my caring and supportive parents, Mr. and Mrs. Gnankob Tabre.



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ACRONYMS

SL	Servant Leadership
PSM	Public Service Motivation
OCB	Organisational Citizenship Behaviour
NPM	New Public Management
VAF	Variance Accounted For
AVE	Average Variance Extracted
LTwL	Length of Time Spent with Leader



CHAPTER ONE

INTRODUCTION

Delivering on the public mandate to improve the performance of the public sector has been of significant importance to scholars. Nonetheless, little efforts have been made by researchers to empirically investigate the factors that motivate public sector employees to go the extra mile to seek the good of the sector. Thus, more specific studies are required to examine the factors that influence public employee citizenship behaviour for them to champion the good of society. This study seeks to examine how servant leadership could influence the citizenship behaviours of employees in the Ghanaian public sector. The chapter comprised the background of the study, the presentation of the statement of the problem, significance and organisation of the study.

Background of the Study

The industrial world is becoming increasingly globalised day by day and it has become necessary for organisations to give specified attention to institutional innovation, flexibility, productivity and responsiveness to changing external conditions for their survival and success (Wang, Meng & Cai, 2019; Yuvaraj, 2019). Likewise, with the advent of the New Public Management (NPM), the public sector has been put under pressure from citizens to ensure that operations in the sector hit cost recovery targets whiles eliminating waste and placing efficiency at the core of its objectives. Arnaboldi, Lapsley and Steccolini (2015) and Veledar, Bašić and Kapić (2014) postulated that the public service environment in recent years demands public servants to deliver quality services, ensure efficiency and provide value for money. Furthermore, in the wake of rising global rivalry, several professionals and experts have

contended that public establishments, including those at the national, federal, state, and local government levels, should increase the level of their performance and efficiency to reflect that of the private sector organisations' orientation (Kim, 2012; Rayner, Lawton & Williams, 2012).

Thus, employees in the public service are central to driving these changes and not just any employees, but those who have the innovative mindset, willing to commit themselves to the public mandate, and engage in transformative initiatives without necessarily being rewarded for such efforts (Couros, 2015; Mahembe, Engelbrecht, Chinyamurindi & Kandekande, 2015; Wang et al., 2019). Kim (2012) claims that Organisational Citizenship Behaviour (hereinafter, OCB) of employees is one area researchers and practitioners should emphasise to help advance the NPM call and to ensure institutional success in the sector.

Pioneering scholars such as Organ (1988) and Katz (1964) noted that OCB is essentially an enactment and display of individual extra-role behaviours that are discretionary and are not explicitly acknowledged by the formal reward system of an organisation. According to these authors, OCBs are premised on a person's self-leadership and self-influence actions, directed towards promoting the good of the organisation. Elche, Ruiz-Palomino and Linuesa-Langreo (2020) viewed OCBs as the job-related behaviours that are optional, not directly or overtly recognised by the formal reward system of an organisation, but which eventually promotes the effective and efficient running of that organisation. This suggests that employees who exhibit work behaviours that are fundamental to the achievement of organisation's goals yet, not stipulated in the employment

contract nor acknowledged by the official reward mechanisms of the organisation are said to be showing OCBs.

Van Der Hoven (2016) indicated that, although OCBs are not formally recognised and rewarded, they propel the effective functioning of the organisation for them to out-compete their rivals in the industry. Khan, Rashid and Vytialingam (2016) stressed the need for employees to exhibit OCB by stating that, it can improve the performance of the organisation with minimum monitoring and supervision from superiors. Also, Yilmaz and Tasdan (2009) investigated the benefits of OCB and reported that OCB can be carried out to ensure an organisation's efficiency and induce other behaviours such as employee collaboration and benevolence as well as execute voluntary work in an establishment.

Hart, Gilstrap and Bolino (2016) asserted that successful organisations thrive on employees who are willing to do more than just their prescribed tasks and want to deliver performance that surpasses expectations. Several other scholars such as Notanubun (2020), Aziz, Awais, Hasnain, Khalid and Shahzadi (2018), Mansouri, Singh and Khan (2018), Aziz, Awais, Hasnain, Arslan and Rahat (2017), Ja'afaru Bambale (2014) and Lee, Kim and Kim (2013) claimed that, since OCB performed by employees can drive transformation and maintain organisational success, organisations should create an atmosphere and provide resources that will stimulate the employees' willingness to voluntarily initiate and pursue tasks not originally listed in their job descriptions with high enthusiasm.

The conclusions drawn from the review of studies (Chiniara & Bentein, 2018; Eva, Robin, Sendjaya, van Dierendonck & Liden, 2019; Gotsis &

Grimani, 2016; Lian & Tui, 2012; Reed, 2016) indicated that servant leadership plays a prominent role at improving the organisational citizenship behaviours of employees in an establishment. Gotsis and Grimani (2016) averred that servant leadership behaviours exhibited by institutional managers foster organisational inclusion and drive employee's morale to go beyond their expected roles. The authors seem to suggest that because servant leaders can promote inclusive work behaviours, the employees feel enthused and a part of the organisation thereby energising them to take extra responsibilities for the benefit of the organisation. Trong Tuan (2017) noted that servant leaders have their followers at heart, seek their interest and nurture employees' empowerment as well as inspire them to exhibit OCBs.

The proponent of servant leadership, Robert Greenleaf, defined a servant leader as "one whose mind and behaviour are centred on the development and empowerment of followers while encouraging them to act as servant leaders themselves" (Greenleaf, 1997, p. 1). This means that servant leaders possess the ability to unleash the potentials of their followers and empowering them to work freely and confidently in their organisations. Newman, Schwarz, Cooper and Sendjaya (2017) espoused this view by stating that servant leaders invest in the development and progress of their employees by acting as role models who provide support, involve the employees in decision making, display appropriate ethical behaviour, and stress the importance of serving the wider organisation wholeheartedly.

These leaders make their followers go beyond their prescribed job requirements to exhibit OCBs since such leaders instill self-confidence in the workers, provide resources, information and as well act as role models for the

workers to emulate (Mahembe & Engelbrecht, 2014; Miao, Newman, Schwarz & Xu, 2014). Miao et al. (2014) concurred that since servant leadership is manifested by developing and empowering followers, expressing authenticity, humility, interpersonal acceptance and stewardship, and providing guidance, subordinates are likely to feel empowered, have a higher level of self-confidence and a greater sense of being able to display OCBs. Besides, Bavik, Bavik and Tang (2017), Huang, Li, Qiu, Yim and Wan (2016) and Koyuncu, Burke, Astakhova, Eren and Cetin (2014) emphasised the significant role of servant leaders by articulating that such leaders focus on building, inspiring and psyching the minds of their followers or employees to provide excellent services through appropriate behaviours to clients.

According to the social exchange theory proposed by Blau (1964), social relationships are voluntary arrangements that are driven by the benefits of the interactions upheld with other people. Therefore, within the framework of the reciprocal rule, when an individual demonstrates benevolent behaviour towards another, a psychological inequality may result, and which compels the latter possibly to feel obliged to act in favour of the former. In line with the above reasoning, when servant leaders express strong concern for the needs of their followers and treat followers fairly, these may arouse OCBs from the employees in return (Chon & Zoltan, 2019).

Other scholars have reported that Public Service Motivation (PSM) is among the elements that can spur organisational citizenship behaviour within the public sector (Khan et al., 2016; Shim & Faerman, 2017). This is because PSM has been distinguished for its role in the OCB and other aspects of employee and organisational performance in the public sector (Campbell & Im,

2016; Kroll & Vogel, 2014; Mostafa & Leon-Cazares, 2016). Perry (1996) describes PSM as a set of motivations that encourage individuals to participate in behaviours that benefit society. Based on the PSM theory, it is expected that public servants who have high levels of PSM will have a strong sense of civic duty and may be motivated to pursue the superior good of society. Ingrams (2020) and Andrew and León-Cázares (2015) who have examined the link between PSM and OCB have concluded that PSM encourages public employees to attach greater value to the provision of better service to citizens and are indulged in more selfless and extra-role behaviours because of their values.

Moreover, it is important to note that employee “followers” do not just get influenced by the actions of leaders to drive a change process, rather, they may take some time to be able to mimic and integrate the behaviours being exhibited in the workplace by leaders for the benefit of the organisation (Burke, Georganta & Hernandez, 2017). Bandura (1977) posits that individuals learn through imitation of role models over some time. The author further argued in the Social Learning Theory (SLT) that people are not only reacting to external influences as if they were “unthinking organisms” but engage in carefully selecting, organising and transforming stimuli that affect them. In line with the foregoing arguments, employees therefore will need some period to fully analyse the actions of servant leaders in an establishment and make the decision to incorporate the actions into their work behaviours.

The role of the public sector in the economic development of economics has been highly appreciated (Alagidede, Baah-Boateng & Nketiah-Amponsah, 2013). The development of infrastructure and the provision of basic services to the citizenry lies under the public sector domain or institutions. These basic

infrastructural developments done by the public sector are necessary because they are the prerequisites for economic growth and which require, a huge investment that cannot be done by the private sector (Javid, 2019). Part of the roles of the sector also, is that it offers all persons, whether rich or poor, of a country the same right to access all the amenities provided by the government, brings democratic governance closer to all citizenry and ensures equality (Opoku, 2016).

As part of efforts to make public services and governance closer to the Ghanaian citizenry, Metropolitan, Municipal and District Assemblies (MMDAs) were introduced through the local government system under the remits of the 1992 Constitution (Article 240(1)) and the Local Governance Act 2016 (Act 936) to spearhead these mandates. The MMDAs are seen as a laboratory of democracy and also principal agents for advancing the cause of equal opportunity, redistribution of wealth and reducing poverty (Adu-Gyamfi, 2014). There is, therefore, the need for employees in the sector to work and exhibit behaviours that will generate the ultimate benefit to citizens and society. This study focuses on the metropolitan assemblies of Ghana since they comprise and serve a higher geographic population.

Statement of the Problem

Public sector institutions are faced with a myriad of challenges spanning from low employee commitment, operational inefficiencies, wastage, slow innovation, and low productivity. Kumasey, Bawole and Hossain (2017) and Sharma and Singh (2017) reported that public sector employees are not as committed to taking extra work roles as compared to private sector employees despite their continued enjoyment of job security and better conditions of

service. This makes service delivery in the sector ineffective resulting from citizens mounting pressures on governments to reform the sector.

Despite several studies on the link between servant leadership and OCB of employees across the globe, these records have not been consistent (Coxen, Van der Vaart & Stander, 2016; Elche et al., 2020; Harwiki, 2013; Harwiki, 2013; Kim, 2012; Mahembe & Engelbrecht, 2014; Mathur & Negi, 2014; Van Der Hoven, 2016). Mathur and Negi (2014) noted that contradictory findings have been documented in the literature concerning the significance and the direction of the relationship between servant leadership and OCB. For instance, previous scholars have studied the relationship between servant leadership and OCB and the findings revealed significant relationships between the constructs (Coxen et al., 2016; Elche et al., 2020; Mahembe & Engelbrecht, 2014), while others found non-significant nexus between servant leadership and OCB (Harwiki, 2013; Van Der Hoven, 2016). Furthermore, Zehir, Akyuz, Eren and Turhan (2013) view the relationship as not direct and argued that the link between the constructs should be examined further. In studies of Nobari, Mohamadkhani and Mohammad (2014), Faruqi and Hafidz (2019) and Ghalavi and Nastiezaie (2020), the authors recorded an indirect significant link between servant leadership and OCB.

According to Coxen et al. (2016), employees' willingness to commit to exhibiting exceptional work behaviours in the organisation may be contingent on the presence of other organisational factors such as public service motivation and the length of time employees serve under their leaders, that have been neglected over time in the determination of servant leadership and organisational citizenship behaviour nexus. Mostafa and Leon-Cazares (2016)

asserted that PSM could serve as one significant construct to determine public employees' work behaviours due to its general acceptability as a set of motives that drives individuals to participate in deeds that benefit society. In many ways, OCB can be viewed as a behavioural manifestation of PSM, which may lead to the demonstration of certain employee attitudes in the form of altruism, helping, or loyalty to the organisation (Christensen & Whiting, 2009). Hence, the inclusion of PSM may do a good job by explaining the kind of servant leadership – OCB link in public institutions. Again, since employees possess the tendency of taking time to learn traits of their superiors and modeling them for their growth and development of the organisation (Bandura, 1977; Burke et al., 2017), it is likely that the length of time spent with leaders may affect the strength and direction of the servant leadership and OCB nexus.

Given the earlier and foregoing arguments, this study, therefore, sought to fill the gaps and contributed to the literature by examining servant leadership's influence on public sector employees' organisational citizenship behaviour in the metropolitan assemblies (Accra, Tema, Kumasi, Cape Coast, Tamale and Sekondi-Takoradi) of Ghana by examining the mediating and moderating roles of public service motivation and length of time spent with leader respectively.

Purpose of the Study

The study primarily sought to examine the influence of servant leadership on public sector employees' organisational citizenship behaviour in the metropolitan assemblies of Ghana through the intervening role of public service motivation and length of time serving under leaders.

Objectives of the Study

Specifically, the study sought to;

- i. analyse the influence of servant leadership on employees' organisational citizenship behaviour.
- ii. examine the influence of servant leadership on public service motivation.
- iii. examine the influence of public service motivation on employees' organisational citizenship behaviour.
- iv. assess the mediating role of public service motivation on servant leadership and employees' organisational citizenship behaviour nexus.
- v. analyse the moderating role of length of time with the leader on the servant leadership and employees' organisational citizenship behaviour relationship.

Research Hypotheses

The study dwelled on the following systematic hypotheses to address the research problem investigated.

H1: Servant leadership has a significant positive influence on OCB.

H2: Servant leadership has a significant positive influence on PSM.

H3: PSM has a significant positive influence on OCB.

H4: PSM mediates the nexus between servant leadership and OCB.

H5: Length of time spent with leader moderates the relationship between servant leadership and OCB.

Significance of the Study

Investigating servant leadership and organisational citizenship behaviours within the six metropolitan assemblies can be of prime interest to the government and policymakers. It will help the government and policymakers to formulate appropriate policies that will help the servant leaders in the institutions improve upon their capacity necessary to stimulate employees' citizenship behaviours in the public service. The results of the study will also help employers know the values and beliefs of prospective employees who are seeking employment in the public sector and to determine whether such values will spur citizenship behaviour in the applicants.

Moreover, being a pioneering study on the topic in Ghana the results and recommendations from the study will set the pace in developing and discussing contextual solutions to social issues. There is no doubt that the existing literature will see the contribution of this study as to how servant leadership behaviours contribute to employees' organisational citizenship behaviour through the intervention of public service motivation and the length of time followers serve under the leaders. The study also contributed to theory; social exchange, public service motivation and social learning theories in that researchers in leadership and public service motivation field will get to know servant leadership and public service motivation collaborate to influence employees' citizenship behaviours in the public sector.

Delimitation of the Study

The study was conducted within the six metropolises in Ghana, though, there are many MMDAs in the country. These were Accra, Tema, Kumasi, Cape Coast, Sekondi-Takoradi and Tamale metropolitan assemblies. The restriction

of the study to the six metropolitan assemblies was not without premise, because similar studies in the public sector were conducted within higher levels of subnational governments and state-owned enterprises (Kim, 2012; Newman, Schwarz, Cooper & Sendjaya, 2017; Rayner, Lawton & Williams, 2012). Also, though the study's constructs could be measured from several perspectives, the study resorted to measuring the constructs using other modified generally accepted scales (Ehrhart, 2004; Kim et al., 2013; Podsakoff, Mackenzie, Moorman & feter, 1990).

Limitations of the Study

In course of carrying out the study, the researcher encountered some challenges which are worth sharing to guide other researchers on how to go about similar studies. First, the study was conducted at the time the world was hit by the COVID-19 pandemic requiring adherence to certain restrictions. The pandemic made it complex and time-consuming for the researcher to collect questionnaires from respondents due to the protocols of hand sanitising and social distancing effects. Also, time and cost prevented the researcher to cover other Assemblies within the Local Governance structure in Ghana or even adopt a mixed method in the study. Despite these obstructions, the researcher followed rigorous procedures to procure the authenticity of the findings stipulated in the study.

Definition of Terms

The definition of key concepts used in the study was clarified in this section.

Servant leadership: Servant leadership as an understanding and practice of leadership where the leader places the good of those who are led over the leader's self-interest (Mathur & Negi, 2014; Greenleaf, 1977).

Public service motivation: It is an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organisations (Perry & Wise, 1990).

Organisational citizenship behaviour: It is fundamentally an enactment or demonstration of employee's extra-role behaviours that are optional, dwell on an individual's self-leadership and self-influence, and are geared towards benefiting the organisation, yet are not overtly recognised by the prescribed reward system (Organ, 1988).

Organisation of the Study

This study was organised into five chapters. Chapter one, which is the introductory chapter, presented a background to the study, statement of the problem, objectives of the study, research questions, significance, delimitations, and limitations of the study as well as organisation of the study. Chapter two contained the review of relevant literature; both theoretical and empirical literature that underpinned servant leadership, public service motivation and organisational citizenship behaviour.

Chapter three presented the methodological framework and techniques that were employed in conducting the study. Chapter four focused on the analyses of the data and discussion of the results and main findings regarding

the literature. The final chapter was dedicated to reporting the summary, conclusions and recommendations of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The focus of this chapter is to critically review literature by prior researchers concerning the constructs under study. A literature review is a comprehensive overview of prior research regarding a specific topic (Denney & Tewksbury, 2013). The overview both shows the reader what is known about a topic, and what is not yet known, thereby setting up the rationale or need for a new investigation, which is what the actual study to which the literature review is attached seeks to do. A literature review in the study area will help provide areas of consensus and disagreement, thereby helping to avoid previous errors committed by the earlier scholars. Also, the literature review will provide theoretical, conceptual and empirical bases for the study and provide clarity on key concepts, ideas and related models of the topic under investigation. Finally, the review will further prove beneficial in the methodology, analyses, presentation of findings, discussions, conclusions and recommendations.

The chapter opens a discussion on the relevant theories that underpin the study and have been adopted in extant literature to expand knowledge in the field. The chapter further reviewed the concepts such as servant leadership, public service motivation, and organisational citizenship behaviour and related concepts. The chapter also covered an empirical review of studies done on the variables whiles presenting the direction of the study on the pictorial conceptual framework to aid readability and understanding.

Theoretical Review

Servant leadership, public service motivation and employee's organisational citizenship derive most of their theoretical foundations from several theoretical traditions. Notable among them is the social exchange theory, social learning theory and public service motivation theory. These theories explain how organisations particularly public sector organisations can leverage the qualities or traits of servant leaders to exploit the hiding innovative and extra-role behaviours of employees for the sustainability of the sector. Thus, this study draws inferences and ideas from these theories to help build sound arguments towards the achievement of the purpose of the study. Next is the presentation of the theories.

Social Exchange Theory

The social exchange theory (SET) is one of the leading theories used in extant literature for the understanding of individuals behaviours in the workplace (Cropanzano & Mitchell, 2005; Khattak & O'Connor, 2020), and more specifically how servant leaders can leverage their traits to arouse extra-role behaviours of their subordinates (Eva et al., 2019). Proposed by Blau (1964), the theory posits that individuals develop and engage in exchange relationships as a result of the experiences they had with others. Blau (1964) indicated that social relationships that arise are products of voluntary actions motivated by the benefits derived from the interactions maintained with other people. Thus, under the reciprocity rule, in relationships between two people, when one person shows benevolent behaviour toward the other, a psychological imbalance may result, with the latter possibly feeling obliged to act in favor of the former (Madison & Eva, 2019).

Chon and Zoltan (2019) advanced that the obligations exerted on the other party in the established exchange relationship will then lead to the return of favors received until there is a psychological perception of balance in the social exchange process. According to Xerri and Brunetto (2013) and Choi, Kim, Ullah and Kang (2016), employees in a typical organisation under the exchange principle will pay back their supportive supervisors by demonstrating positive behaviours and attitudes which contribute to their citizenship behaviours and growth of the organisation.

In line with the above arguments, servant leaders, who show a strong concern for followers' needs and treat followers fairly, may establish a sound relationship of social exchange with their followers. Because servant leaders place the interests of subordinates above their own, it follows that strong social exchange relationships will develop between leaders and subordinates. SET posits that high-quality relationships are based on a high degree of citizenship behaviours, support, mutual interaction and formal and informal rewards (Dienesch & Liden, 1986). Once the strong social exchange relationships have been established, then theoretically the norm of reciprocity will cause both parties to expect and consequently trust that their positive behaviours will be reciprocated (Chan & Mak, 2014). Additionally, servant leaders tend to provide opportunities for their subordinates to share their concerns, which help subordinates to build confidence in their leaders thereby creating the edge in the employees to engage in citizenship behaviours such as helping colleagues, making constructive contributions to management and protecting the properties of the organisation (Lian & Tui, 2012).

Social Learning Theory

The founding scholar of the Social Learning Theory (SLT), Bandura (1977) proposes that individuals learn from gradually observing and emulating the attitudes, values and behaviour of important role models in their environment such as their leader. The SLT specifically acknowledges that most human behaviour is learned observationally overtime time through modeling (Decker, 1986). Through the process of observing others, an individual forms an idea of how behaviours are formed and the effects they produce. Bandura (2014) stated that although people learn by modeling, they do not merely react to external influences, as if they were “unthinking organisms”, but select, organise, and transform stimuli that impinge upon them. Thus, because individuals can learn from examples before actually performing the behaviours themselves, they are usually spared from the consequences of needless trial and error.

Boekhorst (2015) added that when subordinates observe the positive behaviours exhibited by credible role models, they learn that these are required behaviours within their social context and will seek to emulate them. They will seek to model the behaviours of their leaders due to either the leader’s position or because they see the leader as a mentor worth imitating. In particular, followers will seek to model the leader’s behaviours when they believe the leader possesses positive and attractive characteristics (Liden et al., 2014). In the workplace, leaders are an important source of role modeling due to their status and power over followers, especially when they are perceived as credible role models (Hunter et al., 2013). Through communicating to subordinates what types of behaviour are expected and aligning rewards to incentivize such

behaviour, leaders significantly influence their followers' attitudes and behaviours (Newman et al., 2017).

Previous research has shown that followers who witness their leader displaying service to the community and the promotion and empowerment of employees are, in turn, motivated to model these behaviours through helping colleagues and the community (Hunter et al., 2013). Liden et al. (2014) argued that followers learn to serve others through a 'trickle-down' effect, where the leader demonstrates the desired behaviours and motivates employees to emulate such behaviours. Compared to other forms of leadership, servant leaders are more likely to be viewed as credible role models, given that followers believe they act altruistically and are motivated to serve others without expecting anything in return (Sendjaya et al., 2008).

Based on the arguments speculated by prior researchers, the SLT seems appropriate to be applied in this present study to explain relationships in the study. This is because when servant leaders portray behaviours and attitudes that are altruistic, serving, innovative, empowering and seeking the general wellbeing of the employees, they will learn from the leaders to also act the same over the period. Hence, it will lead to the overall improvement in the citizenship behaviours of the employees, foster peaceful cohesion and interactions among co-workers, promote organisation performance and sustain competitive advantage (Schwarz et al., 2016).

Public Service Motivation (PSM) Theory

Perry and Wise (1990) proposed the Public Service Motivation (PSM) Theory as an alternative to rational choice theory that was focused on the premise that people's behaviours are solely based on their self-interest. Instead,

the PSM theory authors argue that human behaviour is driven not only by self-concern but also by altruistic and other-regarding motives to do good for society (Perry, Hondeghem & Wise, 2010). Perry and Wise (1990) identified three theoretical bases of PSM: rational (grounded in maximising individual utility), norm-based (involve a desire to serve the public interest), and affective (grounded in human emotion and are characterised by a desire and willingness to help others) within which four dimensions were generated.

According to the authors PSM is usually composed of; (1) attraction to public participation, which refers to a desire to do public work and to contribute to the public policy process based on instrumental motives; (2) commitment to public values, which was concerned with a disposition to uphold commonly held values, such as equal opportunity and ethical behaviour, because of value-based motives; (3) compassion, representing a concern for particular groups of people in need based on the identification and affective motives; and finally (4), self-sacrifice, which places the good of society above personal advancement, emphasising the altruistic and prosocial roots of PSM.

Therefore, the theory suggests that individuals having a high level of PSM enter the public sector with a similar set of values. Those common ‘belief systems’ facilitate their identification with other members of the team (Van Dick et al., 2004). In that light, it can be demonstrated that the level of PSM of public employees leads to productive organisational outcomes such as job performance, organisational citizenship behaviour and job satisfaction. Again, Schwarz et al. (2016) demonstrated that servant leadership increased employees’ PSM by emphasising to employees the importance of serving the community at large. Also, Wright, Hassan and Park (2016) found that servant

leadership behaviours from a direct supervisor had a positive effect on employees' PSM, arguing that servant leaders "communicate, encourage, and hold subordinates accountable for conducts in the organisation.

To this end, the PSM theory helped examine relationships among variables of the study based on its features. For instance, when employees in the public sector show high levels of PSM such as willingness to participate in policy making, having the passion to help others towards the common good of society or upholds ethics and integrity of all standards at work, such behaviours will foster their citizenship behaviours. Moreover, servant leaders can play a significant role in turning the fortunes of the public sector organisations by the actions and attitudes they exhibit. Leaders who show servanthship, think about the development of the employees may be sure propellers of employees' innate characteristics of showing features of PSM (Kim et al., 2013; Ko & Han, 2013; Liu, Tan & Yang, 2015; Wright, Hassan & Park, 2016).

Conceptual Review

This review will help enhance our knowledge concerning the constructs used in this study. The constructs are servant leadership, public service motivation and organisational citizenship behaviour. The definitions given in the literature concerning servant leadership will initially be addressed followed by a discussion of its application. Public service motivation will also be discussed with emphasis placed on its importance in the public sector and the different perspectives provided in the literature in defining and measuring it. Finally, organisational citizenship behaviours within the context of the public sector will be discussed. Specifically, different perspectives provided in the literature in defining and measuring the construct will be looked at accordingly.

The review will address all the issues concerning the definition and the measurements of the constructs as mentioned earlier, thereby clearing all misunderstandings likely to befall the readers.

Servant Leadership

Although the concept of servant leadership can be traced as far back to the ancient religious times and teachings, the concept has become more renowned in the 70s through the work of Robert K. Greenleaf titled “The servant as leader” published in 1977. Since then, many other scholars have tried to explore and apply the concept in diverse organisations and settings (Abid, Gulzar & Hussain, 2015; Chon & Zoltan, 2019; Eva et al., 2019; Liden et al., 2014). Difficult to define, researchers claim that the use of certain keywords or terms can be enough to describe the behaviours needed to qualify a leader as a servant leader. According to Greenleaf (1977), servant leaders are those whose first and overriding concern is to serve other people; after that, they deliberately choose to lead the people. From the perspective of the founding scholar, servant leaders possess a strong wish to offer themselves for the services of followers along with the ability to lead in a harmonised way that brings thoughtful interaction within the surrounding environment. Thus, servant leaders seek to demonstrate certain qualities including altruism, hope, humility, vision, caring for other people, integrity, interpersonal acceptance and trustworthiness (Van Dierendonck & Nuijten, 2011).

Mathur and Negi (2014) described servant leadership as an understanding and practice of leadership where the leader places the good of those who are led over the leader’s self-interest. Mahembe and Engelbrecht (2014) proclaimed that servant leadership is based on the premise that to bring

out the best in followers, leaders should rely on one-on-one communication to understand the abilities, needs, desires, goals and potential of their employees. With knowledge of each follower's unique characteristics and interests, leaders then assist followers in achieving their potential for them to progress in their respective fields. Servant leadership is regarded as virtuous, highly ethical and based on the premise that service to followers is at the core of leadership (Van Dierendonck & Patterson, 2015). Chiniara and Bentein (2018) added that servant leaders use the knowledge acquired from one-on-one interactions with followers to actively seek the best in the followers and assist them in achieving their potential by helping them develop greater task effectiveness, community stewardship and servant leadership capabilities.

According to Coetzer, Bussin and Geldenhuys (2017), servant leadership is a multidimensional leadership theory that starts with a desire to serve, followed by an intent to lead and develop others, to ultimately achieve a higher purpose objective to the benefit of individuals, organisations, and societies. The authors in another study on functions of a servant leader (Coetzer, Bussin & Geldenhuys, 2017) concurred that servant leaders demonstrate the ability to recognise their moral responsibility to the success of the organisation, as well as the success of their subordinates, the organisation's clients and any other interested party. Two servant leader characteristics identified by the results were altruism and courage. Whereas altruism is described in the literature as being others-orientated, selfless, having the desire to help others become better in life, and making a positive difference in the organisation and society (Smith, 2018), courage, on the other hand, is described as being open to

take a calculated risk, standing up for what is morally right, and having high ethical values (Coetzer et al., 2017).

In the view of Eva et al. (2019, p. 114), servant leadership is an “other-oriented approach to leadership manifested through one-on-one prioritising of individual follower needs and interests and outward reorienting of their concern for self towards concern for others within the organisation and the larger community”. Furthermore, McCallaghan, Jackson and Heyns (2020, p. 379) opined that servant leaders display ten characteristics that are essential for the overall empowerment of followers including “listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of the people, and building community”.

Newman et al. (2017) asserted that since servant leaders highlight relationship building with subordinates, provide support to subordinates to enable them to develop and succeed, solicit followers’ ideas, and encourage them to become involved in decision making, the followers are more likely to perform well, exhibit extra work roles and improve work outcomes in the organisation. For instance, evidence indicates that servant leadership improves both individual and team level effectiveness (Hu & Liden, 2011), employees’ engagement (Carter & Baghurst, 2014) and employees’ organisational commitment (Liden et al., 2008). From an employee’s well-being perspective, servant leadership could reduce burnout and turnover intentions (Hunter et al., 2013). Further, servant leadership may enhance employees’ OCB by their discretionary actions to advantage their employer organisation (Majeed et al., 2018; McCallaghan, Jackson & Heyns, 2020).

Servant Leadership and Other Leadership Behaviours Compared

Several scholars have sought to conceptually distinguish servant leadership from transformational leadership (i.e., Barbuto Jr & Wheeler, 2006; Stone, Russell & Patterson, 2004) beyond the initial efforts of Graham (1991). However, it was the van Dierendonck (2011) review that demonstrated the most promise in conceptually distinguishing servant leadership from the broader leadership literature, reviewing the differences between servant leadership and seven other leadership approaches. Specifically, in comparison to transformational leadership, van Dierendonck stated that servant leadership is more focused on the psychological needs of followers as a goal in itself, whereas transformational leadership places these needs secondary to the organization's goals (van Dierendonck, Stam, Boersma, De Windt & Alkema, 2014).

While there might be a common overlap between servant leadership and transformational leadership given that both focus on followers' needs, there is a qualitative difference in terms of why such focus is exemplified and where it stands relative to other competing priorities in the organisation. Transformational leaders' motive to focus on followers' needs seems to be to enable them to better achieve organisational goals (i.e., a means to an end), whereas servant leaders' is on the multidimensional development of followers (i.e., an end in itself) (Eva et al., 2019; van Dierendonck et al., 2014). Concerning the other priorities in the organisation, Stone et al. (2004) insinuated that organisational goals are merely a by-product achieved over a long-term of a deliberate focus on followers' needs. All in all, conceptually speaking, servant leaders have a greater likelihood than transformational leaders to set the

following priorities in their leadership focus: followers first, organisations second, their own last (Sendjaya, 2015).

Similar to authentic leadership, servant leadership also acknowledges the importance of being authentic and true in one's interaction with others (Avolio & Gardner, 2005). However, for servant leaders, the propensity to operate with a deep clarity of self-awareness and self-regulation might spring from a spiritual and/or altruistic motive to serve others, both of which are absent in the authentic leadership framework. That is, servant leaders are authentic not for the sake of being authentic, but because they are driven either by a sense of higher calling or inner conviction to serve and make a positive difference for others (Eva et al., 2019).

Washington, Sutton and Sauser (2014) compared the servant leadership model with transactional and transformational leadership models. Transactional leadership was conceptualized by Washington et al. (2014) as a style of leadership in which leaders use authority, sanctions, and rewards as strategies to influence followers to perform their work as directed and was considered as having four versions: contingent reward, active management by exception, passive management by exception, and laissez-faire management. The researchers conceptualised transformational leadership as having four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Washington et al. (2014) surveyed 207 employees of five organizations to determine whether there were any significant statistical differences between the employees' perceptions of the servant leadership, transformational, and transactional characteristics of their supervisors. The researchers used Liden et

al.'s (2008) servant leaders scale (SLS) to measure employee perceptions of their supervisor's servant leadership characteristics and Avolio and Bass's (2004) Multifactor Leadership Questionnaire (MLQ) to measure employee perceptions of their supervisor's transformational and transactional leadership characteristics. Using regression to analyse their survey data, Washington et al. (2014) found that employees' perceptions of servant leadership characteristics were negatively related to their perceptions of some transactional leadership characteristics and positively related to others. Employee perceptions of supervisor servant leadership characteristics were also positively related to their perceptions of transformational leadership characteristics. Washington et al. (2014, p. 22) concluded from their findings that servant leadership "shares much in common with other theories of leadership, especially transformational leadership". They also suggested the possibility that servant leadership and transformational leadership are the same theory under two different names.

In contrast to the conclusion of Washington et al. (2014) that servant leadership and transformational leadership may be identical, Liden et al. (2008) held that servant leadership is distinct from transformational leadership. The researchers noted that while there are similarities between the two leadership models, the servant leadership model differs from the transformational leadership model in three basic ways: it emphasises putting followers first, contributing to the welfare of the community, and promoting servant leadership behaviours among followers. Liden et al. (2008) argued that there might be some correlation between servant leadership and transformational leadership, but the three main differences that they noted distinguished servant leadership from transformational leadership.

Liden et al. (2008) tested their claim of a difference between servant leadership and transformational leadership by surveying 162 employees (145 subordinates and 17 supervisors) of a U.S. production and distribution company. Instruments used were the SLS to measure employees' perceptions of superiors' servant leadership characteristics, Avolio and Bass's (2004) MLQ to measure perceptions of transformational leadership characteristics, and Liden and Maslyn's (1998) multidimensional measure of leader-member exchange to measure perceptions of Leader-Member Exchange (LMX) leadership characteristics. Liden et al. (2008) also measured subordinates' self-rated organisational commitment and community citizenship behaviour, and the supervisor rated the in-role performance of subordinates. Using hierarchical linear modeling, the researchers found that regarding several of the dependent variables, servant leadership explained variances beyond what was explained by transformational and LMX leadership. Liden et al. (2008) concluded that because servant leadership at the individual level was able to explain variances in the three outcomes beyond what was explained by transformational or LMX leadership, their results supported the distinction between the servant leadership model and the other models.

The results of three separate studies conducted by Van Dierendonck et al. (2014) indicated that transformational leadership and servant leadership differed in the way they affected work engagement and organisational commitment. Transformational leadership affected the outcomes mainly through employees' perceptions of leadership effectiveness, while servant leadership worked mainly through the employees' need satisfaction. These results suggest that servant leadership and transformational leadership models

are distinct from one another. Results of these studies were also reported in Van Dierendonck and Stam (2014). Further support for the claim that the servant leadership model is distinct from the transformational leadership model came from a study by Peterson, Galvin, and Lange (2012), who investigated the relationship of firm performance to the servant leadership behaviours of 126 firm Chief Executive Officers. Peterson et al. (2012) controlled for transformational leadership and found that CEO servant leadership characteristics were positively related to firm financial performance. It can be averred from the reasoning of the aforementioned researchers that servant leadership is distinct from other types of leadership behaviours as servants do not only show concern for the work employees do in the organisation, but also seek their ultimate welfare.

Public Service Motivation

In Public Management research, the concept of public service motivation (PSM) has often been used as an approach to explaining other-regarded behaviour of mainly public officials (Ritz, Brewer & Neumann, 2016). PSM originates from beliefs that the motives of public servants are systematically different from their private sector counterparts because of the nature of public institutions (Perry et al., 2010; Zhu & Wu, 2016). Thus, the term PSM points to the notion that peoples are motivated to work in the public service as a result of altruism, a desire to serve, or a wish to have an impact on society. It is closely associated with the idea of public service ethos, which is rooted in an understanding that public service is different from the private sector, both because of the tasks it performs and the behaviours it expects of its employees (Ritz, Neumann & Vandenabeele, 2016).

Public service refers to the service provided to the public or the service authorised and funded by the government (Denhardt & Denhardt, 2015). Motivation is the need or desire that drives a person to act. Putting the two concepts together, Van Witteloostuijn, Esteve and Boyne (2017) noted that public service motivation is the desire for an individual to serve the public interest and offers an explanation for the reasons why public service activities take place. The earliest articulation of PSM was offered by Rainey and Steinbauer (1999) in an investigation of public and private managers. The authors found that the managers from the public organisations scored prominently higher on an interest in “engaging in meaningful public service” than their counterparts from the business sector. Rainey accordingly stated that this motivation is an elusive concept, as it refers to a type of motivation individuals can achieve through activities carried out for the public interest.

Expanding on the construct, Perry and Wise (1990) were first to formalise the definition and theory thereof, that this became a concept well renowned in literature. According to Perry and Wise (1990), PSM is an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organisations; where motives mean the psychological deficiencies or needs that an individual feels some compulsion to eliminate. Following the work of Perry and Wise (1990), other early scholars (Brewer & Selden, 1998; Rainey & Steinbauer, 1999; Vandenabeele, 2007) offered several slightly different definitions, but these definitions have a common focus on motives and action in the public domain that are intended to do good for others and shape the well-being of society (Perry & Hondeghem, 2008).

For instance, Rainey and Steinbauer (1999) offered a more global definition of PSM by indicating that PSM construct is associated with altruism which measures the general altruistic motivation of the individual to serve the interests of a community of people, a state, a nation or humankind. Rainey and Steinbauer's definition is similar to Brewer and Selden (1998, p. 417), who defined the concept as "the motivational force that induces individuals to perform meaningful public, community, and social service". PSM is also studied as a public service ethic or a public service value, and the construct has been referred to as a calling, a commitment to the public good, a sense of duty and contribution, implying an ethic exists in public service that motivates individuals to self-select themselves into public sector employment (Simeone, 2004; Zhu & Wu, 2016).

According to Vandenabeele (2007), PSM is the belief, values and attitudes that go beyond self-interest and organisational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate. Pandey et al. (2008) asserted that employees with high PSM are good "organisational citizens" who are considerate to their coworkers and are more likely to help them to achieve organisational objectives. Chen, Hsieh and Chen (2013) averred that, although PSM is influenced by public employees' organisational experiences, it is frequently described more as an individual's orientation influenced by factors such as parental socialisation, religious orientation, professional identification, and political ideologies. Moreover, PSM is expected to be closely related to prosocial orientation since altruism is one of the core components of PSM, leading PSM scholars to speculate that public employees with a high level of PSM will have

more compassion and demonstrate more initiative in engaging in prosocial behaviours (Davis & Stazyk 2013; Moynihan & Pandey, 2007; Shim & Faerman, 2017).

Perry and Wise (1990) conceptualised that an individual's PSM may be attributed to a blend of rational, norm-based and affective motives. Whereas rational motives refer to behaviours that are based on individual utility maximisation; normative motives refer to behaviours engendered by efforts to comply with norms; and affective motives involve behaviours that are based on individual emotional responses to different social contexts (Perry & Wise, 1990). In lieu of these motives, Perry (1996) developed a scale that consists of four dimensions: attraction to the public-policy formation, commitment to civic duty and public interest, compassion, and self-sacrifice to measure PSM.

While attraction to public-policy measures rational motives (desire to participate in formulation of public policy which reinforces one's image of self-importance), commitment to civic duty and public interest (attachment to ideas of civic duty and social justice) measures normative motives, and both compassion (desire to protect citizens, attachment to the patriotic values) and self-sacrifice (a strong desire to protect and work for the good of the public) measure affective motives (Perry, 2000).

The growing use of Perry's (1996) measure of PSM has raised some specific concerns regarding the generalisability of the framework in other countries. Although some international scholars have provided evidence that the four original dimensions must be supplemented with culturally specific dimensions (Cerase & Farinella, 2009; Giauque et al., 2011; Vandenabeele, 2008), others have suggested that some of the dimensions developed in the

United States must be omitted (Leisink & Steijn, 2009; Liu, Tang & Zhu, 2008) or even combined (Ritz & Waldner, 2011; Vandenabeele, 2008) when researching in other countries. Others have suggested that commitment to public interest dimension needs to concentrate more on a personal disposition to pursue public values (Castaing, 2006; Leisink & Steijn, 2009; Taylor, 2007), and the items of compassion do not always represent affective motives (DeHart-Davis, Marlowe & Pandey, 2006; Moynihan & Pandey, 2007). Using lessons from past research, Kim et al. (2013) have recently proposed several changes to the current multidimensional measures of PSM that would address its weaknesses and support the development of a more universal measure that can be used globally.

Organisational Citizenship Behaviour

To date, the concept of organisational citizenship behaviour (OCB) continues to evolve as different scholars offer different definitions and measurements. According to the pioneering scholars (Katz, 1964; Organ, 1988), OCBs are behaviours displayed by employees that are discretionary, not directly or explicitly recognised by the formal reward system and that, in the aggregate, promote the effective functioning of an organisation. In view of the authors, OCB is fundamentally an enactment or demonstration of employee's extra-role behaviours that are optional, dwell on an individual's self-leadership and self-influence, and are geared towards benefiting the organisation, yet are not overtly recognised by the prescribed reward system. This is because such behaviours exhibited by employees are often internally inspired, arising from and sustained by the employee's intrinsic need for a sense of achievement, competence, belonging or affiliation in the organisation (Mahembe et al., 2015). Thus, since

these behaviours are demonstrated out of discretion and will, by employees of an organisation, the employees are often motivated to initiate innovative ideas, share visions and offer selfless efforts towards the growth of the institution (Lee, Kim & Kim, 2013).

OCBs, according to Belwalkar, Vohra and Pandey (2018) are the spontaneous and conscious actions of employees often not mentioned in their job description but, collectively, promote the performance of an establishment or organisation. In this sense, the authors advanced that employees who go the “extra-mile” by involving in these extra behaviours benefit the organisation in various ways by creating exceptional competitive advantages for their organisations. These employees go beyond the identified “in-role” behaviours to demonstrate “extra-role” behaviours, doing things that work in favour of the organisation or the work unit, “lubricate” the social machinery of the organisation, reduce friction and increase efficiency (Belwalkar et al., 2018).

From the perspective of Singh and Kolekar (2015), OCBs are regarded as the obvious behaviours displayed by employees that demonstrate their sacrifices and commitment towards the prosperity of the organisation. Bambale (2014) also noted that employees may perform extra tasks for the organisation even though these tasks might not be required by their organisation or specified in their job description because the employees consider themselves as “good citizens” or “being good soldiers” of the organisation. However, it is important to appreciate that OCB can neither be imposed nor can be enforced by the managers or the supervisors upon their subordinates because the basis of OCB is purely voluntary (Abid, Gulzar & Hussain, 2015). This suggests that if a subordinate or employee fails to show their engagement in OCB, there can be

no consequence or penalty nor punishment in return. On the other hand, some other researchers have defined OCB as such behaviours of employees that are beyond their formal job duties such as working for extra hours, helping or assisting colleagues, and giving constructive suggestions to management for making improvements (Abid et al., 2018; Bambale, 2014; Podsakoff, Mackenzie & Podsakoff, 2018).

Although the concept looks far behind in the public sector research as compared to the private sector, scholars have begun to observe high levels of OCB among employees in public sector institutions and organisations (Bottomley, Mostafa, Gould-Williams & Cázares, 2016; Christensen & Whiting, 2018; de Geus, Ingrams, Tummers & Pandey, 2020; Rayner, Lawton & Williams, 2012). For instance, de Geus et al. (2018) speculated that OCB has a special salience in public organisations due to the relevance of generalised citizenship in government–citizen relationships and the goals of public administration reforms to achieve greater organisational responsiveness to citizens. According to Christensen and Whiting (2018) citizenship behaviour is vital for any public system and administrative bureaucracy in pursuit of effectiveness, efficiency, fairness, social justice and overall healthy growth and development of the public entities. Therefore, managing OCB in the public sector, thus, takes on the challenge of understanding the way OCB works in these institutional settings.

Different measures have been designed and developed by researchers focusing on certain dimensions of OCB features. A 30-item scale that comprises a variety of types of OCB like cooperation, altruism, compliance, punctuality, housecleaning, protecting company property, conscientiously following

company rules and dependability was first designed by Bateman and Organ (1983) to measure OCB. According to them, “OCB include any of those gestures (often taken for granted) that lubricate the social machinery of the organisation but that do not directly feature in the usual notion of task performance.” Also, Smith, Organ and Near (1983) came out with a 16-item scale arguing that “citizenship behaviours encompass measurement of individual and group functioning; altruism and generalised compliance. Furthermore, Podsakoff, Mackenzie, Moorman and Fetter (1990) in their study measured OCB primarily focusing on 20 items or factors reflecting altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Several other scholars (Bakhshi, Kumar & Kumari, 2009; Farh, Earley & Lin, 1997; Podsakoff & MacKenzie, 1994; Sharma & Jain, 2014; Singh & Kolekar, 2015; Van dyne, Graham & Dienesch, 1994; Williams & Anderson, 1991) have measured the construct OCB from different perspectives, yet, Podsakoff et al.’s (1990) scale appear more outstanding and reflective of extra-work behaviours exhibited by employees across all kinds of organisations (Abid et al., 2015; Lee et al., 2013). Podsakoff et al.’s (1990) measurement of OCB was rooted in the conceptualisation of the OCB dimensions espoused by Organ (1988), who noted that OCBs are founded on five core principles of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism (AT)

This reflects the discretionary behaviours of employees having the desire to help others with work-related or relevant problems in the organisation (Podsakoff et al., 1990). Generally, it covers the individual behaviours of willingness to provide support to their colleagues, who, in some circumstances

need assistance (Mahembe & Engelbrecht, 2014). For instance, in a case when one colleague has fallen ill or due to urgent issues they cannot come to work, an employee with an altruistic attitude undertakes the work on his or her behalf.

Conscientiousness (CT)

According to Erkiliç and Güllüce (2017), conscientiousness is that aspect of employees' discretionary behaviour that exceeds the minimum role requirements concerning attendance, obeying rules and regulations and taking breaks. Conscientiousness means the voluntary behaviours of employees who, under the rules and regulations, work within the required timelines and at the same time works beyond the minimum job requirement. Thus, these behaviours can be expressed as practices of coming to work before the due time, not leaving the workplace until the job is completely done, not giving unnecessary breaks, protecting resources and offering constructive suggestions in the organisation (Mahembe et al., 2015).

Sportsmanship (SP)

Organ (1988) defines sportsmanship as the way that the employees endure the difficulties and negative aspects of work without making a complaint. In this sense, the employees are willing to tolerate some unfavourable circumstances or moments in the organisation without complaining. In other words, it is a state in which employees do what they are asked to do by the organisation without showing any sense of being disturbed by other employees or circumstances that do not go in the desired condition. Sportsmanship behaviour includes behaviours like avoiding stress and tension-causing behaviours instead of concentrating on problems, showing patience and

supporting the effectiveness and efficiency of the organisation (Erkiliç & Güllüce, 2017).

Courtesy (CY)

Another component of OCB identified in the work of Organ (1988) is the demonstration of courtesy by employees in the organisation. The dimension is regarded as employees' behaviours that are aimed at proactively preventing work related problems before they arise in the organisation. DiPaola and Hoy (2005) stated that courtesy includes behaviours like informing, reminding, sharing useful information and avoiding problems by transferring information and using the facilities efficiently with time.

Civic Virtue (CV)

The civic virtue dimension involves behaviours such as participation in all activities carried out within the organization, observing threats and opportunities that may arise. This dimension concerns the development of interest and contribution in the organisation by participating in the rules, procedures and activities that exist within the organisations (Podsakoff et al., 2000). Thus, it reflects the employees' willingness to participate in activities that help their organisation to develop, achieve its goals and objectives, and promote the organisation's image, even if it is not among employee's tasks.

Empirical Review and Hypotheses Development

This empirical review section is developed in line with the study's specific objectives. The review helped provide arguments and findings of prior researchers as well as outlining areas of consensus and disagreement thereby help avoid previous errors committed by the earlier scholars. The review also guided refine the problem statement and development of hypotheses.

Servant Leadership and Organisational Citizenship Behaviour (OCB)

Relying on the social exchange and social learning theories, which, emphasise the reciprocal relationships between parties, previous researchers (Aziz et al., 2017; Elche et al., 2020; Eva et al., 2019; Newman et al., 2017) have averred that employees often feel responsible or obligated to exhibit organisational citizenship behaviours in return for the humanistic concern they receive or see their leaders (supervisors) do. As espoused earlier OCBs are discretionary behaviours that are not recognised by the formal reward system, these behaviours nonetheless occur from the employees' intrinsic need to belong, achieve or be affiliated (Organ, 1988). Hence, when servant leaders' express concern for the growth and development of their subordinates, these leaders become admirable, seen as people of integrity and as such, the subordinates may feel psychologically obligated to reciprocate OCB (Eva et al., 2019). Agreeably, Chon and Zoltan (2019) found that servant leader's admirable integrity traits drive the employees to reciprocate discretionary, extra-role and positive behaviours in the organisation.

Elche et al. (2020) conducted a study on the effect of supervisor servant leadership on the employees' organisational citizenship behaviours in hotels in Spain. The simple random sampling method was used to select 343 supervisors and 835 employees of 171 sample hotels in the cities, for the study, while a structured questionnaire was used to collect data from the respondents. The statistical techniques utilised for the data analysis were correlation and regression through structural equation modeling. The result of the study showed that supervisor's servant leadership had a significant influence on employee's OCBs. In their conclusion, the authors suggested that organisations that seek to

improve on the OCBs of the employees should fill managerial positions with servant leaders or train supervisors to possess servant leadership characteristics.

Khattak and O'Connor (2020) also investigated the influence of servant leadership on the organisational citizenship behaviours and task performance of employees in the public sector, Pakistan, through the lens of the social exchange and conversion of resources (COR) theories. The researchers employed a simple random technique to select 236 supervisors/subordinate dyads in the public sector while a survey instrument was used to gather the data from the respondents. The structural equation modeling technique was adopted for the analysis of the data. The revelation from the analysis of the data indicated that servant leadership had a significant influence on the OCBs and task performance of the employees. Further, the analysis revealed that trust in leaders partially mediated the positive relationship between servant leadership and subordinates' task performance and OCBs.

In another study conducted by Abid et al. (2015), the scholars investigated the relationship between servant leadership and organisational citizenship behaviour along with the role played by trust in leadership and group cohesiveness. The study was causal, cross-sectional and quantitative. A sample comprised of 202 employees from three public organizations (banking, education and transport) were drawn to participate in the study. The data was analysed through descriptive statistics, simple and multiple regression tests. It was found that servant leadership, had a significant influence on organisational citizenship behaviour and trust.

Mahembe and Engelbrecht (2014) emphasised the role played by servant leadership behaviours in promoting positive behaviours and outcomes

for teams noting that servant leadership style recognises and promotes the one-on-one development of followers which is likely to promote positive outcomes and team effectiveness. Based on the Barbuto and Wheeler's (2006) 23-item scale of servant leadership questionnaire and Podsakoff and Mackenzie's (1994) 24-item OCBs scale, Mahembe and Engelbrecht (2014) examined the relationships between servant leadership, OCB and team effectiveness in the South African school system. A non-probability sample of 288 teachers was drawn from 38 schools in the Western Cape in South Africa. Item analysis and confirmatory factor analysis were conducted on the data, while, structural equation modeling was used to test the hypotheses in the study. the findings affirm that servant leadership has a significant positive relationship with OCBs and team effectiveness.

Similarly, Güçel and Begec (2012) based on a sample of 178 administrative and faculty staff at a University in Istanbul, Turkey to conclude the effect of servant leadership on the OCBs of employees at the university. The study used the 14-item servant leadership scale developed by Dennis and Winston (2003) and Vey and Campbell (2004) instrument developed for OCB. Data on demographic variables such as age and gender were also collected while employing correlation and regression techniques for data analysis. The conclusion reached by the researchers revealed that servant leadership had a significant effect on OCB. Because of this finding, the researchers suggested that leaders can potentially enhance OCB by changing the structure of the tasks employees perform, the conditions under which they do their work, and/or human resource practices that govern their behaviour.

However, Harwiki's (2013) study on the above constructs failed to confirm the conclusion reached by the aforementioned researchers. Thus, this calls for a further investigation on the constructs, particularly in the Ghanaian metropolitan assemblies' context. In light of the foregone discussions, the following hypothesis was postulated;

H1: Servant leadership has a significant positive influence on OCB.

Servant Leadership and Public Service Motivation (PSM)

Although a growing number of researches have examined the linkages between PSM and employee work outcomes such as job performance, organisational commitment and job satisfaction that are of benefit to organisations (Bellé 2013; Vandenabeele, Brewer & Ritz, 2014), the antecedents of PSM have received less attention (Bozeman & Su, 2015). One factor that has been demonstrated to be crucial to the development of PSM among public servants is an employee's interaction and relationship with his or her leader (Wright et al., 2012; Chen et al., 2014; Vandenabeele et al., 2014). Again, although prior research has focused on the relationship between transformational leadership practices and PSM (Wright et al., 2012; Kroll & Vogel, 2014), the link between servant leadership and PSM has received less attention to date.

Meanwhile, several distinctions exist among servant leadership and other leadership models like transformational leadership applied in the public sector (see Wright et al., 2012; Van Wart, 2013; Kroll & Vogel, 2014). In the original conceptualisation of transformational leadership by Burns (1978) in a study on political leaders, the astute researcher opined that transformational leadership stresses the essence of articulating compelling visions while focusing

on employees to the extent that the employees can turn the visions into reality. Transformational leaders only view employees primarily as a means to an end (Ehrhart, 2004; Van Dierendonck, 2011). However, servant leaders focus on humility, authenticity, and interpersonal acceptance and also see workers as an end in themselves by helping them advance on their personal and professional growth to reach their potential (Van Dierendonck, 2011).

Therefore, as stakeholders play key roles in the public sector establishments, servant leadership seems particularly appropriate for public organisations because they demonstrate familiar altruistic callings that are typical of PSM and have the desire to foster altruistic behaviours in employees (Schwarz, Eva & Newman, 2020; Schwarz et al., 2016). Altruism is the foundation of several PSM definitions, which suggests that PSM is extremely rooted in one's desire to serve others for the benefit of society (Perry et al., 2010). Stazyk and Davis (2015) also found that public service motivation was positively associated with ethical obligations engrained in integrity, and virtue to do good for community development. Similarly, servant leaders are characterised by their ethical and self-sacrificing behaviours, compassion for others, and altruistic nature (Sendjaya et al., 2008).

Moreover, Hunter et al.'s (2013) study concluded that servant leadership has a positive influence on the service climate within an organisation by fostering a culture that emphasises the importance of taking an interest in the growth and development of others. Liden et al. (2014) expanded this assertion by establishing that servant leaders are good at promoting a serving culture among organisational members. Also, other researchers have argued that servant leaders increase their followers' motivation to serve the public, prepare

the organisation and its members to make contributions to society (Liden et al., 2008).

Thus, as PSM is characterised by the motivation to serve the public (Perry et al. 2010), a servant leader should have a positive effect on followers' PSM. Furthermore, drawing on previous work that has utilised social learning theory to highlight how servant leaders induce their followers to become servants themselves (Hunter et al. 2013; Liden et al. 2014), it can be inferred that due to the altruistic, compassionate and dedicated characteristics of servant leadership, servant leaders can persuade subordinates to demonstrate some levels of PSM, hence, the postulation of the hypothesis that;

H2: Servant leadership has a positive significant relationship with PSM.

Public Service Motivation and Organisational Citizenship Behaviour

Ingram (2018) argued that OCB and PSM play complementary roles to each other. In view of Ingram (2018) and Beerli, Dayan, Vigoda-Gadot and Werner (2013), whereas OCB encompasses innovation and demonstration of other informal behaviours in an enterprise, PSM is more formally directed to public organisations and can motivate employees in many areas of their work beyond innovation. Thus, OCB can play a substitution role of PSM because it grants individuals the inner motivation to render their services to the organisation and their fellow workers rather than relying on external influencers such as the role of a leader and pay (Bottomley et al., 2016). The PSM theorist argues that employees who have high PSM are more ready to sacrifice their interest to help the greater community (Perry & Wise, 1990), willing to help other individuals within the organisation to achieve its objectives which are also

behaviours inherent in employees who display citizenship behaviours (Gould-Williams, Mostafa & Bottomley, 2013).

Also, because PSM relates more to employees in a government institution, one can draw an assumption that public service employees with a high level of PSM are attracted to the idea of serving the citizens, committed to the public good and are characterised by ethics built on benevolence, a desire to serve others, voluntarily take extra responsibilities and engage in pro-social behaviour (Ingram, 2018; Kim, 2006; Mostafa & Leon-Cazares, 2016). Thus, these characteristics are more likely to increase employees' feelings of identification with the organisation which, in turn, is more likely to increase their willingness to engage in positive extra behaviours (i.e., OCBs) that benefit the organisation and its members (Gould-Williams et al., 2013).

Ingram (2018) found that PSM is one of the antecedents of OCB in his study on the antecedents of OCB in public institutions in the USA. The researcher employed the abridged version of Perry's (1996) original 24-item scale using the four key dimensions of PSM: attraction to policymaking, commitment to the public interest, civic duty, and compassion and Organ's (1988) original five-dimension typology of OCB (conscientiousness, sportsmanship, courtesy, altruism, and civic virtue) to measure the constructs. Their findings led to the conclusion that the effect of PSM on OCB is important across sectors rather than solely being a function of public sector employment.

Additionally, Gould-Williams et al. (2013) examined a process called person-organization (P-O) fit, through which PSM affects work-related stress, quit intentions, and OCBs. Using a sample of 671 professionals in the Egyptian higher education and health sectors, a mediation model was outlined and tested

empirically using structural equation modeling. The results showed that PSM positively affected P-O fit, which in turn had significant positive associations with OCBs and negative associations with work-related stress and quit intentions. According to the scholars, although, P-O fit explained a high proportion of mediation in the relationship between PSM, stress, and quit intentions, it explained a higher proportion in the relationship between PSM and OCBs.

In another scholarly research conducted by Kim (2006) to investigate whether the distinct classes of OCB such as altruism and generalised compliance were existent in the Korean context and whether PSM and other variables like job satisfaction and organisational commitment were predictors of OCB. Using the structural equation modeling (SEM) to analyse the data gathered from 1,584 civil servants in Korea, the study found that first, the two dimensions of OCB were present in the Korean context and second, PSM significantly correlated with OCB. Despite the replete findings, there is still a need to investigate PSM and OCB nexus in different settings such as Ghana. Thus, the study hypothesised that;

H3: PSM has a significant positive influence on OCB

Mediating Role of Public Service Motivation on Servant Leadership and Organisational Citizenship Behaviour nexus

In the light of social exchange theory (Blau, 1964), servant leaders, who lead employees with service orientation, sacrifice their (employees') self-interest, demonstrate empathy and care, and act in the best interest of their community may engage in OCB (Van Dierendonck, 2011). Also, the social learning theory (Bandura, 1977), in which employees tend to learn by emulating

the behaviours of their leaders, further sheds light on the influence of servant leadership on the OCB of employees. According to social learning theory, individuals learn by “paying attention to and emulating the attitudes, values and behaviours of attractive and credible role models” (Brown & Treviño, 2006, p. 597). Thus, when the employees are inspired by their servant leaders, they will learn and revolve other-serving values, such as sharing their knowledge (Tuan, 2016) to help develop their colleagues and contribute to the success of their team and organisation.

Servant leaders play important role in activating public service force or PSM among public servants, which in turn triggers their extra-role behaviours such as knowledge sharing (Ford, Myrden & Jones, 2015; Tuan, 2016), increase their commitment to the public interest and civic duty, compassion and self-sacrifice for public service (Perry et al., 2010). Moreover, since PSM is a drive for employees to share knowledge to increase their and their colleagues' competence to fulfill civic duties and dedicate themselves to the public mission, it encourages the employees to demonstrate other extra behaviours that are useful for organisational growth. Hence, employees with high levels of PSM care about doing work and share the knowledge that has a positive bearing on others and exert greater effort to achieve organisational goals (Chen, Hsieh & Chen, 2014). Because of the foregone exposition, the study hypothesised that;

H4: PSM mediates the nexus between servant leadership and OCB.

Moderating Role of Length of Time with Leader on Servant Leadership and Organisational Citizenship Behaviour nexus

Schwarz et al. (2016, p. 8) in their study on the mediating role of PSM in the relationship between servant leadership and follower's job performance controlled for length of time followers have worked under their supervisor and noted that follower's attitudes of showing PSM and performance behaviours are "influenced not only by the follower's relationship with the leader but also by the degree to which a follower believes their leader displays servant leadership behaviours consistently over time to other team members". According to Schwarz et al. (2016) and Shapiro and Kirkman (2001), if the employees foresee that, the leader selectively shows servant behaviours across members, they may feel concerned that the leader will not provide them with the benefits of servant leadership in the future. These fears of 'anticipatory injustice' (Shapiro & Kirkman, 2001) may have some of the influence on current follower behaviours as actual unjust treatment. The assertion made by these scholars suggests that time may be of the essence in servant leadership research as followers may get to learn about their leaders before acting in response (Burke, Georganta & Hernandez, 2017).

Furthermore, consistent with the social learning theory (Bandura 1977), servant leaders act as role models to followers who emulate their attitudes regarding the importance of serving clients, other organisational stakeholders and exhibiting extra-role behaviours. However, Bandura (1977) further argued that people are not only reacting to external influences as if they were "unthinking organisms" but engage in carefully selecting, organising and transforming stimuli that affect them. This means that servant leaders'

behaviours may result in employees showing higher levels of OCBs leading them to exert extra effort to assist their clients and other employees in the organisation when the subordinates have over some time learned about their supervisor-servant leaders. In respect of the above logic, the study anticipated that;

H5: Length of time with leader moderates the relationship between servant leadership and OCB.

Lessons Learnt from Review of Literature

The learned lessons from the preceding empirical review indicate that, first, the majority of the studies reviewed above were grounded in the social exchange and social learning theories. This probably maybe because of their support in the literature as some of the principal theories used to elucidate the role of servant leadership in exploiting the inherent capabilities of employees in the organisation in respect of extra-role behaviours. Also, most of the studies were carried out in Asia and Europe with a selected few in Africa, raising questions regarding the applicability of their findings to developing African economies such as Ghana.

Methodologically, the studies were mostly quantitative and the design utilised survey design and use of self-administered questionnaires rated on a five-point Likert scale with few on a seven-point scale. The reason cited for the predominant use of the survey design was to arrive at conclusions applicable to representative proportions of the population involved in each case. Simple random sampling was applied in selecting respondents from homogeneous populations. However, in situations where there were significant differences in the population or there was a need to differentiate between categories of

respondents, other sampling techniques such as stratified sampling were adopted. In addition, reliability and validity tests were conducted in some cases.

Statistically, the technique predominantly used by the researchers for data analysis was structural equation modeling, while other researchers utilise correlation, regression and other statistical methods to test the direction and strength of relationships among the variables of interest. With respect to regression, multiple regression techniques such as hierarchical regression were employed. Although there seems to be no consensus regarding the measurement of servant leadership and OCB, the predominantly used scales for the constructs were Erhart (2004) for servant leadership and Podsakoff et al. (1990) for OCB. The measurement for PSM was largely based on the adaptation of Kim et al.'s (2013) scale, which elicits information about the four dimensions of PSM already espoused in literature. The learned lessons guided the write-up of the problem statement, conceptual framework and methodological aspects of this study.

Conceptual Framework

One of the important components of the research is how well to represent one's ideas diagrammatically for easy comprehension of readers. Adom et al. (2016) argued that the conceptual framework forms the "blueprint" of every research and gives clarity and direction to the ideas being expressed in such research. Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which research is constructed. Based on the purpose and the quidding objectives of the study, the conceptual framework for this present study is presented in Figure 1.

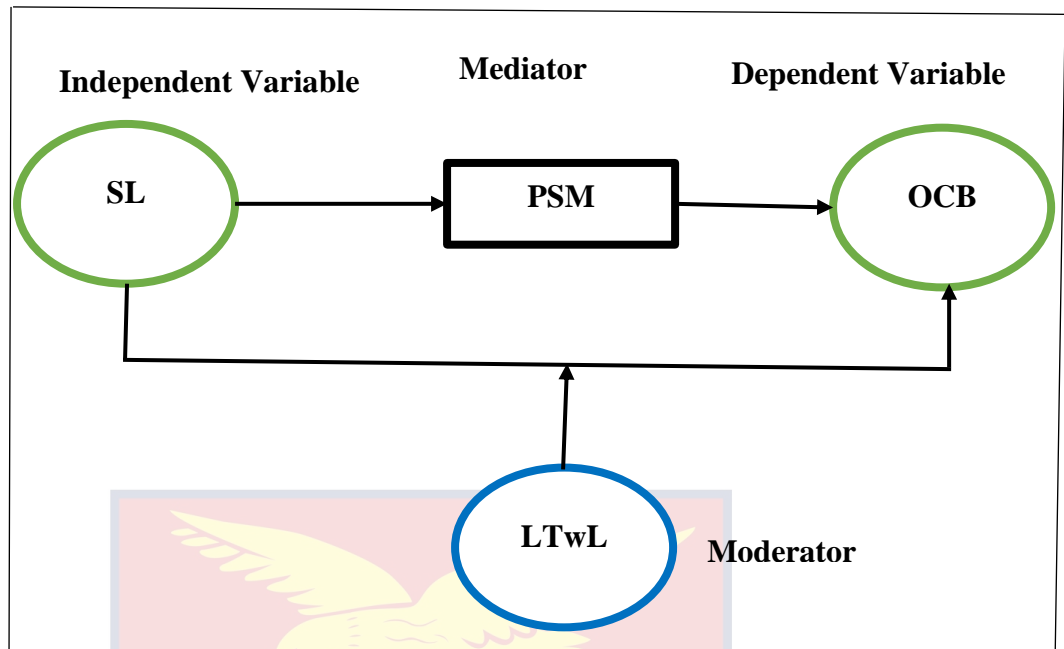


Figure 1: The Conceptual Framework

Source: Author's Construct, Gnankob (2021)

As illustrated in the conceptual framework the study proposes that servant leadership (SL) has both direct and indirect influence on OCB. The direct link is expressed between servant leadership and OCB while the indirect occurs when PSM is introduced in the path. Thus, PSM is serving as the mediating variable in the framework. Also, the study proposes that there is a direct link between servant leadership and PSM. In light of arguments making a case for the role of time spent with leaders reflecting in how employees or subordinates behave, length of time spent with leaders (LTwL) was included in the framework to check the extent (direction and strength) of influence servant leadership has with OCB.

Chapter Summary

The study sought to examine the roles of PSM and length of time spent with leaders in the relationship between servant leadership and OCB. The area

of focus was the employees of the metropolitan assemblies; Accra, Tema, Kumasi, Cape Coast, Tamale and Sekondi-Takoradi. The chapter reviewed the literature on theoretical, conceptual and empirical issues relating to servant leadership, public service motivation and organisational citizenship behaviour. Important issues and lessons from the review informed the conceptual framework of the study. The review further proved beneficial in the research methods section, analyses, presentation of findings, discussions, conclusions and recommendations. The next chapter presents the study's research methods.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the research methods used to carry out the study. It therefore identifies how the research was undertaken and the rationale behind each of the methods that was used. The elaborated elements under this section include; research philosophy, research design, research approach, research area, population, sample and sampling techniques, instrument, pre-testing and pilot testing, data collection procedure, reliability, validity, data analysis and ethical issues.

Research Philosophy

There are several perspectives of the theory that have influenced the structure, process and direction of social science research. Saunders, Lewis and Thornhill (2016) identified five major philosophies that have shaped social science research over the years: positivism, critical realism, interpretivism, postmodernism and pragmatism. The authors posited that each of the research philosophies has something unique and valuable to contribute to the research undertaken by the researchers. Therefore, the type of philosophy held by individual researchers will often lead to embracing a strong qualitative, quantitative and mixed-methods approach in their research (Creswell, 2014).

This study is grounded in the positivist approach, which relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of “facts uninfluenced by human interpretation” (Saunders et al., 2016). The positivists are of the belief that it is

through scientific research approach that researchers can unravel the objective truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations and the generalisability of research observations. In respect of the preceding, the positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on the deductive reasoning to state theories that they can examine through “fixed, predetermined research design and objective measures” (Sekaran & Bougie, 2016). Saunders et al. (2016:136) advanced that positivist paradigm supports studies which are quantitative in nature. The assumption behind the positivist paradigm is that “there is an objective truth existing in the world that can be measured and explained scientifically.” The paradigm is appropriate in the study because hypotheses were tested through theories of social exchange, social learning and PSM.

Research Approach

According to Neuman (2014), Creswell (2014), and Saunders, Lewis and Thornhill (2016), there are three broad approaches of research, namely; quantitative, qualitative and mixed methods. While quantitative approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Ofori & Dampson, 2011). Saunders et al. (2016) advanced that the difference between quantitative methods of research and qualitative methods of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can also be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and also analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie (2016), and Saunders et al. (2016) indicated that the third approach which is mixed method is merely a combination of the earlier two approaches. The authors further asserted that whilst the quantitative research method permits the generalisation of the sample results to the entire population, qualitative research method is not for the generalisation of the sample results to the entire population.

The current study employs the quantitative research approach. This is due to the nature and purpose of the study under consideration. The current study demands that researcher collect numerical data that would be analysed quantitatively. The current study also demands that the study's result is generalised on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalisable across settings. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

Research Design

According to Sekaran and Bougie (2016), a research design is a plan or a guide which specifies how data relating to a given research should be collected, measured and analysed. Kothari (2004) also posited that research designs deal with creation of decisions vis-à-vis the techniques which are utilised in gathering data, the type of strategies and instruments for sampling, and ways in which the constraints of time and cost can be dispensed. Sekaran and Bougie (2016), and Saunders, Lewis and Thornhill, (2016) categorised research design into three broad categories; namely, exploratory, descriptive and causal or explanatory designs. In the view of the authors, researchers employ an exploratory design when little or no information exists about how study variables have been dealt with by earlier scholars. Furthermore, a descriptive design is utilised by scholars when they want to describe and understand the characteristics of the study variables. Finally, researchers adopt a causal or explanatory design when they want to determine how one variable causes another variable to change.

This study employed the explanatory design because it primarily focuses on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Creswell, 2014). Also informing the decision to approach the study quantitatively was the assertion that the data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships.

Study Area

In Ghana, the local government consists of the Metropolitan, Municipal and District Assembly. The key factor which determines an Assembly to be a

Metropolitan is the population size and settlement characteristics of the area. The Act stipulates that a metropolis is a local government unit or area with a minimum population of 250,000 people (Local Governance Act 936 of 2016). However, the study focuses on the six metropolitan assemblies i.e., Kumasi, Accra, Tema, Sekondi-Takoradi, Tamale and Cape Coast.

The Metropolitan Assembly has three main functions namely, executive, legislative and deliberative. It exercises political and administrative authority and provides guidance, gives direction, supervise all other administrative authorities in the assemblies and perform such functions as may be provided under any other enactment including local economic development, social protection and other emerging roles (Local Government Act, 2016 (Act 936)). All of these functions require a huge number of highly qualified and motivated staff to achieve these said constitutional provisions. It is some of these features and reasons that motivated the researcher in choosing the Metropolitan Assemblies in Ghana for the study.

Population

Population is the entire aggregation of cases that meet a designed set of criteria (Graneheim & Lundman, 2004). According to Ngechu (2004), population is seen as a set of elements, events, people, or group of items under a research-based investigation. Leedy and Ormrod (2010) also postulated that population can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions. For this research, the population comprised all employees of the Metropolitan Assemblies in Ghana. The target population consists of the staff of all Metropolitan

Assemblies in Ghana which was selected mainly because of their broader role played in promoting citizens welfare.

Section 78 of the Local Governance Act 939 of 2016 (Fourth Schedule) establishes sixteen (16) Departments for Metropolitan Assemblies i.e. the Central Administration, Finance, Education, Youth and Sports, Health, Agriculture, Physical Planning, Social Welfare and Community Development, Natural Resources Conservation Dept Forestry Game & Wildlife Division, Works, Industry And Trade, Disaster Prevention and Management, Transport, Urban Roads, Waste Management, Budget & Rating and Legal Department (A Guide To District Assemblies In Ghana, 2016).

Under these arrangements, all staff of these departments of the Metropolitan Assembly (responsible for providing the required technical expertise for local level development) are automatic members of the Local Government Service (LGS) after its establishment. The Departments are headed by Heads of Departments, who are responsible for the efficient and effective performance of the functions and responsibilities assigned to the respective departments. The study population therefore consists a total staff strength of 4793 as indicated in Table 1.

Table 1: Number of Staff in the Metropolitan Assembly

Name of Metropolitan Assembly	Staff strength
Accra	1744
Tema	744
Kumasi	1032
Sekondi-Takoradi	579
Cape Coast	444
Tamale	250
Total	4793

Source: Human Resource Department of Metropolitan Assemblies, 2020

Sample and Sampling Procedure

According to Ofori and Dampson (2011), and Sekaran and Bougie (2016), a sample is the representative portion of the population selected for the study. Saunders et al. (2016) advanced that the rationale behind the use of sample surveys instead of census by scholars is that a complete coverage of the entire population is difficult when dealing with large population. This means that sample surveys help researchers to conduct studies in a most efficient manner when large population is involved. Using the criteria based on the Krejcie and Morgan (1970) sample determination table, a sample size of 357 staff was selected to participate in the study.

Sekaran and Bougie (2016) advanced that sampling can be broadly categorised into two main designs; namely, probability sampling and non-probability sampling. According to the authors, whereas probability sampling design permits each element of the population to have a known and non-zero chance of being selected to be included in the sample, non-probability sampling design does not allow each of the elements of the population to have a known chance of being selected. In addition, rigorous quantitative studies usually utilize probability sampling designs because of its unbiasedness in the selection of the sample for the study and its ability in granting the researcher the generalization opportunity of the study results. In contrast, in qualitative studies, non-probability sampling designs are normally utilized because of the subjectivity associated with the selection of the sampling units for a study (Saunders et al., 2016).

Based on the purpose of this study, probability sampling design was deemed appropriate and was employed for the study. Furthermore, a simple

random sampling technique was employed from the probability sampling techniques. This technique was deemed appropriate because it granted the researcher the opportunity to administer questions to any permanent staff of the all the 6 Metropolitan Assemblies without any special interest or considerations. Again, the respondents across the metropolises had similar characteristics as they all are employees within the same governance structure (i.e., local government service). The sample frame which has all the names of the employees was obtained from each of the metropolitan assemblies (see Table 1). The excel RAND function was used to select the employees who participated in the study.

Data Collection Instrument

Collecting data for a study involves using certain research instruments and procedures for collecting the data. In this study, a structured questionnaire was used in the collection of information from respondents on their respective knowledge on servant leadership, PSM and how they affect their citizenship behaviours. A questionnaire is a written document in survey research that has a set of questions given to respondents or used by an interviewer to ask questions and record the answers (Neuman & Kreuger, 2003). A questionnaire could be answered by the person from whom information is sought or through an interpreter.

According to Neelankavil (2007), questionnaires guarantee greater uniformity, consistency and objectivity. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity (Neelankavil, 2007). Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) posit that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantages is

that questionnaires are less expensive and easier to administer than personal interview.

The questionnaire included closed-ended items, in which the questions permit only certain responses such as 'yes' or 'no' or the Likert type to choose from answers provided in the questionnaire, as well as some open-ended questions. The questionnaire was structured into four sections, A to D. Sections A comprised mainly closed, and open-ended questions. Close ended questions, according to Becker and Watts (1999), guarantee accurate, unidimensional, exhaustive and mutually exclusive responses. They also save time spent in completing, coding and analysing questionnaires (Becker & Watts, 1999). Section A focused on the personal demographics, age, sex, education level, department, work experience and the number of years each respondent served under their boss.

Sections B gathered information on servant leadership within the Metropolitan Assemblies using Ehrhart's (2004) 14-item servant leadership scale. Likert-scale questions were employed in measuring the variables. A scale, according to Yates (2004) is a measurement instrument that associates qualitative constructs with quantitative metric units. Likert scales are the most reliable and most widely used scale in measuring people's attitudes, opinions and beliefs (Yates, 2004). They are easy to construct and they operate simply by combining respondents' scores on a variety of items into a single index. Scaling is achieved by ensuring that high-scoring and low-scoring individuals differ in their responses on each of the items selected for inclusion in the index (Scheuren, 2004).

Section C comprised four dimensions, which measured the public service motivation using Kim et al.'s (2013) revised 16-item measures. The measure is based on four basic features of PSM: attraction to public participation, commitment to public values, compassion and self-sacrifice. Each dimension comprised four item statements that brought to a total of sixty items measuring PSM. The response option is on a seven-point Likert scale of 1 to 7 with 1 indicating not at all and 7 denoting to a great extent. Section D measured organisational citizenship behaviours (OCBs) of employees employing Podsakoff et al.'s (1990) 19-item OCB scale. Respondents were asked to indicate on a seven-point Likert scale, varying from '1' indicating 'not at all' to '7' indicating 'to a great extent' (see Appendix A).

Pre-Testing

According to Pallant (2016) and Saunders et al. (2016), pre-tests are required ahead of a main survey for the following reasons. Firstly, they ensure that instructions, questions and scale items are clear. They further help potential respondents to comprehend the questions and respond appropriately. Finally, they help researchers to do away with any questions that may offend potential respondents. In line with this, after approval of the questionnaire by supervisor, the researcher engaged in pre-testing on ten (10) employees in the Cape Coast Metropolis. This site for the pre-test was chosen because of proximity to researcher. This sample size was deemed appropriate as it conforms to Saunders et al.'s (2016) minimum criteria of 10 for pilot studies by students. The outcome of the pre-testing indicated the instructions and scale items were clear to the respondents. This led to the maintenance of all scale items.

Reliability and Validity

Reliability is a key component to be considered when evaluating a particular instrument. Reliability, according to Bless, Higson-Smith and Kagee (2006), is concerned with consistency of the instrument. An instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Reliability means dependability or consistency (Neuman & Kreuger, 2003; Creswell, 2014). It indicates the likelihood that a given measurement technique will repeatedly yield the same description of a given phenomenon. The role of reliability is to minimise the errors and biases in a study (Saunders et al., 2016). In line with the foregoing, Cronbach's Alpha coefficient, as depicted in Table 2, was generated on the pre-test data so as to validate the internal consistency of the study elements. It has been revealed in the earlier researches that reliable scales are those with Cronbach's Alpha coefficient of 0.70 or more (Pallant, 2016). Based on this threshold, it can be concluded that all the study's constructs have good internal consistency.

Table 2: Computed Reliability Coefficients for the Pre-Test Data Collected

Dimensions	No. of items	Cronbach Alpha
Servant Leadership	14	.942
Public Service Motivation	16	.944
Organisational Citizenship Behaviour	19	.933

Source: Field Data, Gnakob (2021)

Furthermore, validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it is supposed to measure

(Bryman, 2016). They further argued that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinised to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed relevant literature to determine how earlier researchers as recommended by Bryman (2016) have measured study's constructs. In addition, the servant leadership and public service motivation were also regressed on organisational citizenship behaviour (through partial least squares structural equation modelling) to determine whether there were significant relationships among them to determine criterion validity of the instrument (Ofori & Dampson, 2011). Finally, construct validity, which indicates the extent of relationship between inter-related measures (Babbie, 2011) was also tested through assessment of the measurement model as reported in chapter four.

Ethical Issues

According to Awases (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research should be aware of the ethics concern (Rubin & Babbie, 2016). The researcher employed every effort as far as possible to avoid violation of ethical principles. Edginton et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. In line with this claim, the rationale for the study, assurance of confidentiality and the right of withdrawal was explained to the participants. Also, letters of introduction elucidating the intent and authenticity of the study were sought

from the Department of Management (see Appendix B) to establish authority. This letter was introduced to the respondents who want to establish the authenticity of the study.

Data Collection Procedures

Primary data was used for this study. Primary data are original data sources that are collected fresh and for the first time and therefore happen to be original in nature. The primary data was collected using the survey method. This involved the distribution of questionnaires and collection of data from respondents. In order to achieve the objectives of the study, well designed questionnaires with close ended questions were used. The questionnaires were distributed to the respondents by the researcher and one of his trained colleagues. The researcher agreed with the respondents on appropriate time for the collection of the questionnaires. The time agreed upon was strictly adhered to and this led to the successful completion of data collection. The collection of data was between January, 2021 and February, 2021. Although, a total number of 357 respondents were targeted to participate randomly in the study, 328 of them actually did participate giving a response rate of 92 percent. The non-response of 8 percent was due to incomplete records, and the inability of the researcher to take them up due to cost constraints. This notwithstanding the rate has been upheld by scholars such as Mugenda and Mugenda (2003) to be excellent for analysis in social science research.

Data Processing and Analysis

The statistical tools employed for this study were the IBM SPSS (version 26) and SmartPLS (version 3.3.3) software. Inferential statistics through partial least squares structural equation modelling (PLS-SEM) was used to address

issues in the study. The choice of the tools was based on their efficacy in examining the relationships between variables that were set in this study. Specifically, whereas percentages, were used to report on the demographic characteristics, the five objectives were analysed using inferential statistics through PLS. SPSS software aided the researcher to carry out data coding, entry, cleaning and checking out for outliers in the data to be sure no missing values existed.

The coding of the questionnaire items was done by assigning some unique codes to the various items of the constructs in the SPSS file. For servant leadership (SL), the 14-items were noted as SLQ1, SLQ2, SLQ3, ..., SLQ14; the 16-items of the public service motivation (PSM) constructs comprising other sub-constructs were named uniquely as PSMA1, PSMA2, PSMA3, PSMA4, PSMC1, PSMC2, PSMC3, PSMC4, PSMS1, PSMS2, PSMS3, PSMS4, PSMV1, PSMV2, PSMV3 and PSMV4, while those of organisational citizenship behaviours (OCB) had indications such as OCB1, OCB2, OCB3, ..., OCB19 for all the 19 items. After these checks were done, the SPSS file was saved as a “comma delimited” file to enable its acceptability by the SMARTPLS software, which helped to produce necessary results required to handle the five objectives of the study.

By recapitulation, the purpose of the study was underpinned by the following objectives. To;

- i. analyse the influence of servant leadership on employees’ organisational citizenship behaviour.
- ii. examine the influence of servant leadership on public service motivation.

- iii. examine the influence of public service motivation on employees' organisational citizenship behaviour.
- iv. assess the mediating role of public service motivation on servant leadership and employees' organisational citizenship behaviour nexus.
- v. analyse the moderating role of length of time with the leader on the servant leadership and employees' organisational citizenship behaviour relationship.

Partial Least Square - Structural Equation Modelling (PLS-SEM)

PLS-SEM is a second-generation statistical technique that “enables researchers to incorporate unobservable variables measured indirectly by indicator variables. It is made of a family of statistical techniques that has become very popular in business and social sciences due to its ability to model latent variables, to take into account various forms of measurement error, and to test entire theories which are useful for a plethora of research questions (Henseler, Hubona & Ray, 2016). PLS-SEM uses available data to estimate the nexuses of the path in the model to minimise the residual variance of the endogenous constructs. PLS path models are formally defined by two sets of linear equations: the measurement model (also called outer model) and the structural model (also called inner model). According to Henseler et al. (2016) and Hair, Risher, Sarstedt and Ringle (2019), whereas, the measurement model specifies the relations between a construct and its observed indicators (also called manifest variables), the structural model specifies the relationships between the study's constructs.

Hair, Hult, Ringle and Sarstedt (2017) postulated that the first step in evaluating PLS-SEM results involves examining the measurement models and if the measurement models meet all the required criteria, researchers then need to assess the structural model. As with most statistical methods, PLS-SEM has rules of thumb that serve as guidelines to evaluate model results (Roldán & Sánchez-Franco, 2012; Hair et al., 2017). Rules of thumb by their very nature are broad guidelines that suggest how to interpret the results, and they typically vary depending on the context.

Measurement Model Assessment

The first step in reflective measurement model assessment involves examining the indicator loadings. Loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 per cent of the indicator's variance, thus providing acceptable item reliability. Thus, indicators with loadings below the 0.708 threshold were deleted in the model unless retaining those indicators did not affect the overall reliability of the constructs.

The second step is assessing internal consistency reliability, most often using Jöreskog's (1971) composite reliability. Higher values generally indicate higher levels of reliability. For example, reliability values between 0.60 and 0.70 are considered "acceptable in exploratory research," values between 0.70 and 0.90 range from "satisfactory to good" (Hair et al., 2017, p. 112). Cronbach's alpha is another measure of internal consistency reliability that assumes similar thresholds, but produces lower values than composite reliability (Diamantopoulos, Sarstedt, Fuchs, Wilczynski & Kaise, 2012; Sarstedt, Ringle & Hair, 2017). Specifically, Cronbach's alpha is a less precise measure of reliability, as the items are unweighted. In contrast, with composite reliability,

the items are weighted based on the construct indicators' individual loadings and, hence, this reliability is higher than Cronbach's alpha. While Cronbach's alpha may be too conservative, the composite reliability may be too liberal, and the construct's true reliability is typically viewed as within these two extreme values (Hair et al., 2017). As an alternative, Dijkstra and Henseler (2015) proposed ρ_A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability. Hence, ρ_A may represent a good compromise if one assumes that the factor model is correct. In this study, the researcher relied on values of all the measures of internal consistency because they all met the satisfactory criteria of 0.70.

The third step of the reflective measurement model assessment addresses the convergent validity of each construct measure. Convergent validity is the extent to which the construct converges to explain the variance of its items (Hair et al., 2019). The metric used for evaluating a construct's convergent validity is the average variance extracted (AVE) for all items on each construct. To calculate the AVE, one has to square the loading of each indicator on a construct and compute the mean value. An acceptable AVE is 0.50 or higher indicating that the construct explains at least 50 per cent of the variance of its items (Henseler et al., 2016).

The fourth step is to assess discriminant validity, which is the extent to which a construct is empirically different or distinct from other constructs in the structural model. Fornell and Larcker (1981) proposed the traditional metric and suggested that each construct's AVE should be compared to the squared inter-construct correlation (as a measure of shared variance) of that same construct and all other reflectively measured constructs in the structural model. The

shared variance for all model constructs should not be larger than their AVEs. However, recent research indicates that this metric is not suitable for discriminant validity assessment, thus, Henseler et al. (2015) show that the Fornell-Larcker criterion does not perform well, particularly when the indicator loadings on a construct differ only slightly (e.g., all the indicator loadings are between 0.65 and 0.85). As a replacement, Henseler et al. (2015) proposed the heterotrait-monotrait (HTMT) ratio of the correlations. The HTMT is defined as the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct. Discriminant validity problems are present when HTMT values are high and as rule of thumb value of HTMT ratio less than 0.85 connotes nonexistence of discriminant validity problems (Henseler et al., 2015).

Structural Model Assessment

When the measurement model assessment is satisfactory, the next step in evaluating PLS-SEM results is assessing the structural model. According to Hair et al. (2019), the basic standard valuation criteria, to be considered, include the coefficient of determination (R^2), the Q^2 (“blindfolding-based cross-validated redundancy measure”), effect size (f^2) and the statistical significance and relevance of the path coefficients. In the view of Hair et al. (2019, p. 11-12), “an R^2 measures the variance explained in each of the endogenous constructs and is therefore a measure of the model’s explanatory power. As an acceptable rule, R^2 of 0.25, 0.5 and 0.75 is considered as weak, moderate and substantial respectively.” In addition, “a predictive relevance (Q^2) of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively.” Furthermore, “effect size (f^2) of 0.02, 0.15 and 0.35 is seen as small, medium and large

respectively.” Finally, a significant level of 5% or less or a t- statistic of 1.96 or higher is appropriate for a structural model.

Mediation Procedure in PLS-SEM

Mediation considers the presence of an intermediate variable or mechanism that transmits the effect of an antecedent variable to an outcome (Aguinis, Edwards & Bradley, 2016; Carrión, Nitzl & Roldán, 2017). Thus, mediation model seeks to identify and explain the process that triggers an observed nexus between an independent and dependent variable. “Mediator variables absorb part of the relationship between an exogenous and an endogenous construct in the” Partial least squares path model. The mediation effect tested for in this study is based on the procedure developed by Nitzl et al. (2016) to test mediation effects on PLS-SEM. The mediation analyses begin with testing the indirect effect (through the mediator) to assess the significance. Nitzl et al (2016) propose that it is not necessary to conduct separate tests for direct and indirect paths by applying PLS-SEM. A significant indirect effect is the only prerequisite for establishing a mediation effect. The significance of the direct effect determines the type of effect and or mediation. Hair et al. (2017) and Ramayah, Cheah, Chuah, Ting and Memon (2018) emphasised two different types of mediation, full and partial mediation. Partial mediation can be subdivided into complementary and competitive partial mediation.

Carrión et al. (2017) posit that a full mediation occurs when a direct effect is not significant, whereas the indirect effect is significant. Indicating that effect of the exogenous variable on the endogenous variable is completely transmitted with the help of the mediating variable. In a complementary partial mediation, the direct effect and indirect effect point in the same (positive or

negative) direction (Baron & Kenny, 1986). In a competitive partial mediation, the direct effect and indirect effect point in a different direction (Zhao, Lynch & Chen, 2010). There is no mediation when the indirect effect is not significant. Additionally, Hair et al. (2017) argued that researchers may rely on the value of the Variance Accounted For (VAF, i.e. calculated as; $\text{total indirect effect}/\text{total effect} \times 100$) to interpret the types of mediation. The rule of thumb is, if the VAF is less than 20 percent, one should conclude that nearly zero mediation or no mediation occurs. A situation in which the VAF is larger than 20 percent and less than 80 percent could be characterised as a typical partial mediation and a VAF above 80 percent indicates a full mediation (Hair et al., 2017). The researcher for the analysis of mediation in this study followed the aforementioned procedure for mediation analysis.

Chapter Summary

This chapter has provided information on how the primary data for the study was collected, organised, analysed and presented for easy comprehension. This chapter also presented information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

Bearing in mind the overriding aim of the study, which, examined the influence of servant leadership on employees' organisational citizenship behaviour through the intervening roles of public service motivation and length of time spent under leader, this chapter was structured into three parts. The first part of the chapter captured descriptions or narrations on the background characteristics of the respondents in the 6 metropolitan assemblies, followed by the assessment of the measurement and structural models of PLS-SEM which were generated to handle the various objectives of the study, and finally, the discussions on the findings of the objectives.

Background Characteristics of Respondents

The study gathered some key information about the respondents in order to understand the nature and characteristics of participants who were engaged in the survey. These characteristics as presented in Table 3 include the gender of respondents, age, educational level, the respondents respective Metropolitan Assembly, number of years they worked there and the number of years the respective employee-participant have worked under the leader or manager they were assigned to from time to time. As captured in the Table 3, majority of the participants in the study were male (64.6%) as compared to the number of females (35.4%) who were sampled for the study.

Table 3: Background Characteristics of Respondents

Variable	Option	Frequency	Percentage
Gender	Male	212	64.6
	Female	116	35.4
Total		328	100
Age	21 - 30 years	64	19.5
	31 - 40 years	223	68.0
	41 - 50 years	36	11.0
	51 - 60 years	5	1.5
Total		328	100
Educational Level	Postgraduate Degree	30	9.1
	First Degree	169	51.5
	HND	120	36.6
	SHS	4	1.2
	Professional Certificates	5	1.5
	Total		328
Metropolis	Accra	100	30.5
	Tema	56	17.1
	Kumasi	68	20.7
	Sekondi - Takoradi	51	15.5
	Cape Coast	34	10.4
	Tamale	19	5.8
Total		328	100
Number of years	1 -5 years	38	11.6
	6 - 10 years	78	23.8
	11 - 15 years	100	30.5
	16 - 20 years	56	17.1
	above 21 years	56	17.1
Total		328	100
		Mean	Standard Deviation
Question 6	How long have you worked under current boss in the metropolitan assembly	4.26	2.400

Source: Field Data, Gnankob (2021)

With respect to the age distribution of the respondents, Table 4 revealed that the highest number of the respondents were within the 31 – 40 years (68%). The next age group that had the majority of the respondents was those within

21 – 30 years (19.5%). A few of them were within the 41 – 50 years (11%) and 51 – 60 years (1.5%) age group. Observing the age distribution of the respondents indicate that the employees in the metropolises are within the youthful and energetic class. In terms of the educational levels of the respondents the study showed that over half of them (51.5%) acquired a first-degree certificate. A good number of them also obtained a HND qualification representing 36.6 percent of entire participants. Those who obtained a Postgraduate degree status were 30 (9.1%) and those holding professional qualifications and SHS leavers were made up of 1.5 percent and 1.2 percent of the respondents respectively.

Furthermore, the metropolis from which majority of the respondent participated was the Accra Metropolitan Assembly (30.5%), followed by Kumasi (20.7%). 17.1 percent of them worked at Tema Metropolitan Assembly while 15.5 percent worked at the Sekondi – Takoradi Metropolitan Assembly. Cape Coast Metropolitan Assembly constituted 10.4 percent and finally Tamale Metropolitan Assembly accounted for the remaining 5.8 percent. Again, from Table 3, the highest number of employees who worked in the various Assemblies were between 11 – 15 years (30.5%) while the least were those who worked within 1 – 5 years (11.6%).

The final information that was gathered about the respondents was the number of years they served under their respective leaders. Here, the mean and standard deviation was used because, the actual numbers in years were collected from respondents. Table 4 showed that the average number of years each served under the immediate leaders or supervisors or managers was 4.26 years ($SD=2.4$).

Influence of Servant Leadership on Employees' Organisational Citizenship Behaviour

This section sought to examine the first objective of the study, thus, the influence of servant leadership on the organisational citizenship behaviour of public sector employees in Ghana. The analysis of the objective was contingent upon the acceptable criteria in the measurement and structural models. As captured in the ensuing figure and tables, the measurement model (indicator loadings, IL; internal consistency, convergent validity, CV; and discriminant validity, DV) was first evaluated followed by the structural model (coefficient of determination, R^2 ; significance, p ; predictive relevance, Q^2 ; effect size, f^2).

Measurement Model

The measurement model comprising indicator loadings (IL), internal consistency, convergent validity (CV), and discriminant validity (DV) was first evaluated.

Indicator Loadings

Commencing with the indicator acceptability on the Constructs, the results on Figure 2 revealed that loadings were well within the recommended criteria of 0.70 and above.

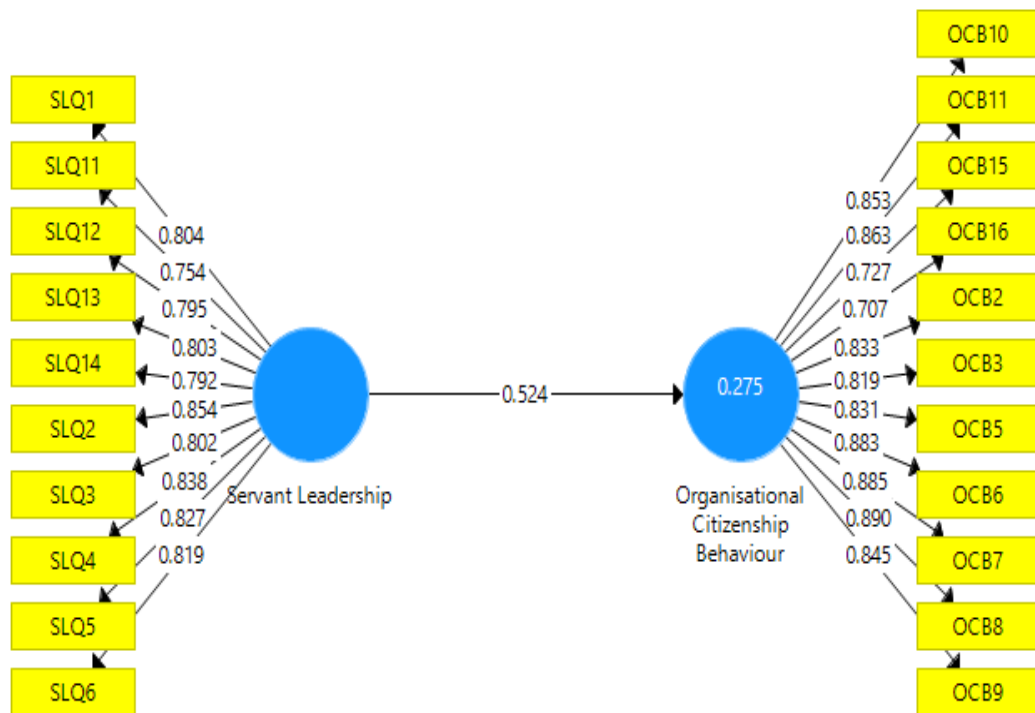


Figure 2: Indicator Loadings Assessment for objective one

Source: Field Data, Gnankob (2021)

From Figure 2, loadings for servant leadership (SL) were between 0.754 – 0.854 while those of organisational citizenship behaviour (OCB) were between 0.707 – 0.890. As a rule of thumb prescribed by Hair et al. (2017), the indicators shown in the figure were retained. The remaining items for SL (SLQ7, SLQ8, SLQ9, SLQ10) and OCB (OCB1, OCB4, OCB12, OCB13, OCB14, OCB17, OCB18, OCB 19) were deleted from the model because they failed to meet the threshold or affected overall reliability.

Internal Consistency Reliability, Convergent Validity and Discriminant Validity

The assessment of internal consistency reliability of the constructs was done using the CA, rho_A and CR while convergent validity was done using the AVE. The study’s DV, which measures the extent to which constructs or

variables are distinguished from each other, was assessed using the Heterotrait-Monotrait Ratio (HTMT). Table 4 reports on the summary of the results of the PLS output.

Table 4: Construct Reliability, Validity and Discriminant Validity

Construct	CA	rho_A	CR	CV - AVE
OCB	0.958	0.966	0.963	0.683
SL	0.943	0.948	0.950	0.578

Heterotrait-Monotrait Ratio (HTMT)	
OCB	1
SL	0.521

Notes: OCB = Organisational Citizenship Behaviour; SL = Servant Leadership; CA = Cronbach's Alpha; CR = Composite Reliability; CV = Convergent Validity; AVE = Average Variance Extracted.

Source: Field Data, Gnankob (2021)

Although, CR is seen as the best measure of internal consistency, a cursory check at the values of all the other measures shown that the constructs' internal consistency reliability was achieved. Again, the constructs convergent validity was satisfactory because values of AVE were well higher than the minimum 50 percent threshold. In respect of the DV, the table confirmed that SL and OCB were two distinct constructs as revealed also by the HTMT ratio of < 0.85 cut-off point.

Structural Model

The next table evaluated the structural model and from which inferences were made into the objective of the study. The structural model primarily helped the researcher to draw conclusions on how servant leadership influences employees’ organisational citizenship behaviours in Ghana, particularly, in the Metropolitan Assemblies across the country. The results of the coefficients (R), R^2 , significance, P, Q^2 and f^2 were presented in Table 5.

Table 5: The Structural Model Results of objective One

	Beta (R)	T Statistic	P Values	R^2	R^2 Adjusted	Q^2	f^2
SL -> OCB	0.524	14.363	0.000	0.267	0.265	0.182	0.364

Notes: R^2 of 0.25, 0.5 and 0.75 is considered as weak, moderate and substantial respectively; Q^2 of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively; f^2 of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively

Source: Field Data, Gnankob (2021)

The results as portrayed in Table 5 indicated that servant leadership has significant positive influence ($R=0.524$; $t=14.363$; $p<0.001$) on the employees’ OCB in Metropolitan Assemblies in Ghana. On the basis of R, the result implies that any unit improvement in the scores of servant leadership trait will lead to a 0.524 significant increase in employees OCB in Ghana. Additionally, the result of the R^2 adjusted can be interpreted to mean that 26.5% of variations in employees’ OCB was accounted for by changes in Servant leadership in the study, thus, servant leadership is regarded as one of the significant antecedents of OCB in Ghana’s public sector. Again, the results shown that the predictive relevance of servant leadership on OCB was moderate ($Q^2=0.182$) testifying

that servant leadership makes significant contribution to OCB in public sector. The value of the effect size ($f^2=0.364$) further imply that servant leadership has large impact on the R and R^2 of OCB.

The conclusion drawn from the results of the objective imply that servant leadership had significant and positive influence on the OCB of employees in the Metropolitan Assemblies in Ghana. To this end, the study concurred that when government of Ghana or public sector Policy Advocates wish to provoke the citizenship behaviours of the employees in the sector, then, they should be concerned about the kind of leaders who are employed to man these institutions. Concisely, these leaders, managers, mayors, supervisors or heads of departments within the sector should be welcoming, promoting the good of the employees and leading by example. The employees may exhibit OCB if they believe that they have the ability and competence to perform their tasks successfully and feel that they have the independence and freedom from their leaders to do their tasks.

The findings in this study are not surprising because, the proponents of social exchange theory concurred that employees will reciprocate behaviours that their bosses exhibit within an enterprise. Thus, servant leaders who show concern for the ultimate good of their employees, seek the employees' advancement, grant freedom to them will obtain extra role behaviours from the employees as feedback. Hence, hypothesis one was supported in this study.

The findings of the study further corroborate with positions upheld in studies conducted by scholars such as Elche et al. (2020), Khattak and O'Connor (2020), Abid et al. (2015) and Mahembe and Engelbrecht (2014) on SL and OCB nexus. For instance, the study of Elche et al. (2020) exhibited in their

findings that a supervisor's servant leadership had a significant influence on employee's OCBs in hotels. Furthermore, Khattak and O'Connor (2020) concluded in their study that servant leadership was a significant predictor of OCBs and task performance of the employees within the public sector in Pakistan.

Influence of Servant Leadership on Public Service Motivation

The second objective of the study analysed the influence servant leadership has on the Public Service Motivation (PSM) of employees in public sector in Ghana. The findings on the objective were reported and discussed after assessing the measurement and structural models of the objective. The loadings of each indicator of the constructs were checked using Figure 3 also known as the PLS output extracted.

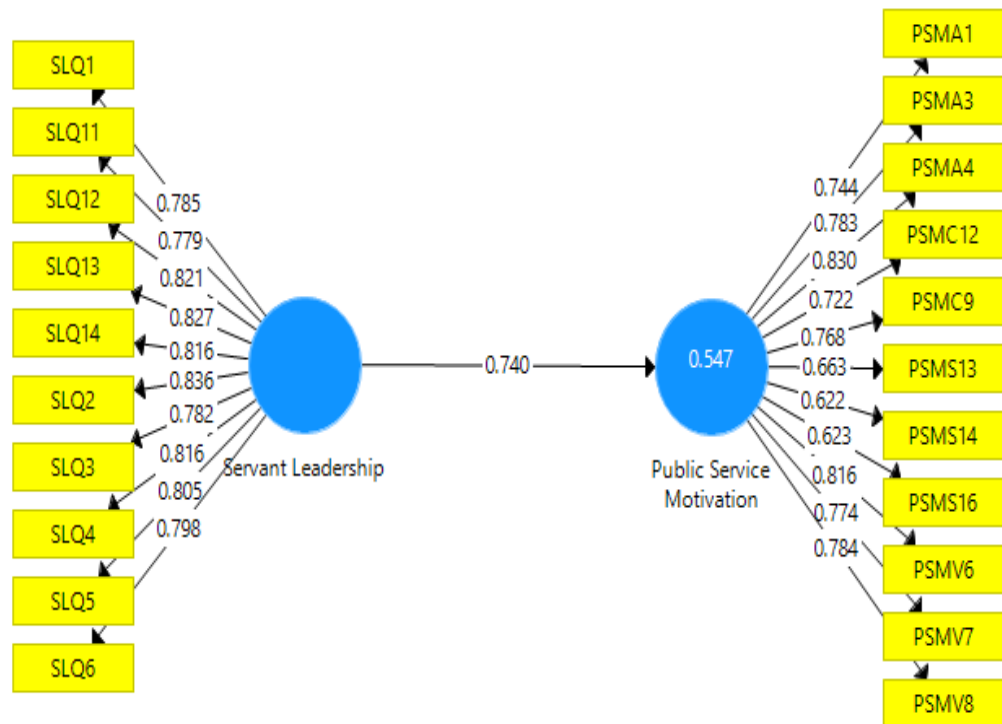


Figure 3: Indicator Loadings Assessment for Objective Two

Source: Field Data, Gnankob (2021)

According to Figure 3, indicator loadings for SL were within 0.779 – 0.836 while those of PSM ranged from 0.622 – 0.830. Some of the indicators that loaded below the 0.700 threshold were retained because of the argument raised by Hair et al. (2019) that in circumstances where such items will not affect the overall reliability of the model, they should be maintained. The rest of indicators (PSMA2, PSMV5, PSMC10, PSMC11, PSMS15) were deleted to achieve acceptable reliability. Additionally, internal consistency, convergent validity and the discriminant validity of the constructs were assessed using the appropriate values and thresholds displayed in Table 6.

Table 6: Construct Reliability, Validity and Discriminant Validity

Construct	CA	rho_A	CR	CV-AVE
PSM	0.944	0.952	0.950	0.615
SL	0.941	0.946	0.949	0.651
Heterotrait-Monotrait Ratio (HTMT)				
		1		2
PSM				
SL		0.768		

Source: Field Data, Gnankob (2021)

Results from Table 6 suggest that the model employed in this objective had no internal consistency reliability issues as all measures, CA, rho_A and CR were well within acceptable levels. The constructs' convergent validity was met due to satisfactory values of AVE attained and finally, the table confirms that PSM and SL were distinct from each other as demonstrated by the HTMT ratio, $0.768 < 0.850$. Generally, the measurement model was found

satisfactory for a good progression to assessing the structural model in next table.

Table 7: The Structural Model Results of Objective Two

	Beta (R)	T Statistic	P Values	R ²	R ² Adjusted	Q ²	f ²
SL ->PSM	0.740	35.611	0.000	0.578	0.576	0.281	0.368

Source: Field Data, Gnankob (2021)

The results of the structural model as displayed in Table 7 indicated that servant leadership plays significant and positive influential role on public service motivation (R=0.740; t=35.611; p=0.000: p<0.05). All things being equal, a unit increase in the scores of servant leadership will accordingly result in a 0.740 significant improvement in PSM of employees in the Ghanaian public sector. This is because both the t-statistic (t=35.611>1.96) and the p value (p=0.000<0.05) which determines the significance of changes in a variable were all within acceptable criteria. Furthermore, the result of coefficient of determination (R² adjusted = 0.576) shows that about 58 percent of changes in the PSM of the employees was accounted for by changes in servant leadership traits. Thus, the remaining approximate 42 percent could be attributed to errors or other factors or antecedents not captured in the study. Moreover, the model had moderate predictive relevance between the constructs and a large effect on the R² of the PSM.

By implication, the hypothesis two was supported. This means that servant leaders tend to ignite public service motivation traits such as being altruistic, ethical, compassionate and dedicated towards organisational goals. Again, in order to rejuvenate public sector employees' original orientation or

desire to serve the society whole-heartly, institutional managers and superiors must continually demonstrate the traits of “leading by first following”. This perspective was shared in the social learning theory where Bandura (1977) asserted that employees exhibit certain characteristics in an organisation because they learned or modeled their leaders who are role models.

The conclusion reached in the current study was again advanced by Stazyk and Davis (2015) who found that public service motivation was positively associated with ethical obligations engrained in integrity, and virtue to do good for community development. In a similar vein, Hunter et al.’s (2013) study concluded that servant leadership has a positive influence on the service climate within an organisation by fostering a culture that emphasises the importance of taking an interest in the growth and development of others. Finally, Van Dierendonck (2011) asserted that servant leaders focus on humility, authenticity, and interpersonal acceptance and also see workers as an end in themselves by helping them advance their personal and professional growth to reach their potential and these have implications on the PSM of the employees.

Influence of Public Service Motivation on Employees’ Organisational Citizenship Behaviour

The third objective of the study sought to analyse the influence of public service motivation on employees’ organisational citizenship behaviour in the Metropolitan Assemblies in Ghana. Based on the evaluation of the measurement model, the results show that item loadings, CA, rho_A, CR, AVE and HTMT ratio all met the rule of thumb for assessing indicator reliability, internal

consistency, convergent validity and discriminant validity respectively. The summary of the model was demonstrated partly in Figure 4 and Table 8.

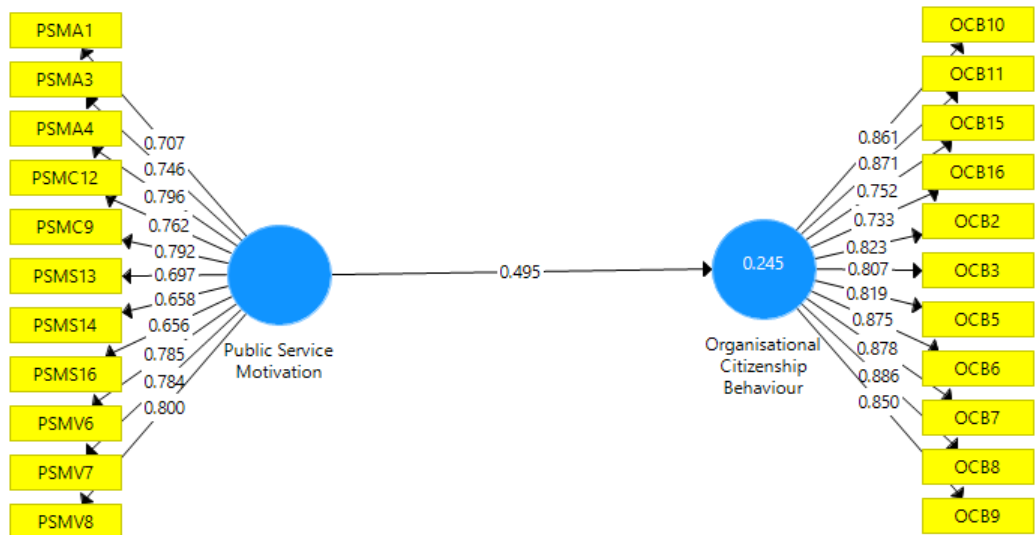


Figure 4: Item loadings Assessment for Objective Three

Source: Field Data, Gnankob (2021)

Figure 4 demonstrated that the indicators that were maintained have met the thresholds for achieving indicator reliability. Specifically, loadings for PSM ranged from 0.656 – 0.800 whereas loading for OCB were from 0.733 – 0.886.

Table 8: Construct Reliability, Validity and Discriminant Validity

	CA	rho_A	CR	CV-AVE
OCB	0.956	0.958	0.961	0.695
PSM	0.920	0.924	0.932	0.556

Heterotrait-Monotrait Ratio (HTMT)

	1	2
OCB		
PSM	0.519	

Source: Field Data, Gnankob (2021)

Moreover, Table 8 shows that the Constructs’ internal consistencies, convergent validity were achieved. The HTMT score also confirms that PSM

and OCB were completely distinct from each other. The next level of evaluation was the structural model, thus, assessing the objective of the study through the PSM predictive power, R^2 , Q^2 and f^2 .

Table 9: Structural Results for Objective Three

	Beta (R)	T Statistic	P Values	R^2	R^2 Adjusted	Q^2	f^2
PSM-> OCB	0.495	12.691	0.000	0.245	0.242	0.167	0.324

Source: Field Data, Gnankob (2021)

From Table 9, it is observed that the correlation between PSM and OCB was substantial and significant at 5 percent significant level, 2-tailed ($R=0.496$; $t=12.691$; $p=0.000$; $p<0.05$). Based on this score it could be deduced that OCB will improve significantly at a value of 0.496 any time there is a unit increase in the PSM of public sector employees in Ghana. In the same fashion, it can be asserted that a unit fall in the PSM scores will cause a corresponding decrease in employees' OCB by 0.496. Similarly, the table show that PSM contributed 24.2 percent (R^2 adjusted) of variations in the organisational citizenship behaviour of the employees given that all other factors affecting OCB are controlled for or are held constant. Thus, other factors that make up the remaining 75.8 percent of variation in OCB were not captured in study and were treated as errors. The implications of the results of the Q^2 and f^2 prove that PSM statistically has a moderate and large predictive relevance and effect on the R and R^2 values of OCB of public sector employees in Ghana.

This result suggests that employees are willing to exhibit extra role behaviours such as extending support to their fellows at workplace in times of need, protecting organisational properties, offering constructive suggestions in

the organisation, showing patience, supporting the effective sharing of useful information and promoting the organisation's image based on their already predisposition to do good in the society. Hence, this study firmly concludes that PSM has a significant positive influence on OCB leading to confirmation of the third hypothesis of the study.

The findings of the present study shed light on the postulations expressed in works of prior scholars (Ingram, 2018; Vigoda-Gadot & Beerli, 2012) that the nature of PSM makes it an important construct at complementing the employees' extra role behaviours in an organisation. Corroborating with the study of Ingram (2018), the author found that the four dimensions of PSM: attraction to policymaking, commitment to the public interest, civic duty, and compassion have significant effect on OCB across public sector employment setting. Gould-Williams et al. (2013) also concluded in their study that PSM explains a higher proportion in influencing OCBs. Again, the findings of Kim (2006) in a study among civil servants in the Korean context concluded that PSM significantly correlates with OCB.

Mediating Role of Public Service Motivation on Servant Leadership and Employees' Organisational Citizenship Behaviour Nexus

The fourth objective of the study examined the role PSM plays in mediating the relationship between servant leadership and organisational citizenship behaviours in Ghana. To reiterate the argument advanced by Nitzl et al. (2016), the authors noted that mediation exist in a structural model when the direct (even though not a necessary condition) and indirect (necessary) effects are significant. Hair et al. (2017) added that the extent of the mediation effect is tested through VAF, which equals the percentage of total indirect effect

over total effect. The authors provided that a VAF less than 20% indicates no mediation, between 20% and 80% indicates partial mediation (complementary or competitive) and above 80% indicates full mediation. Following mediation procedure established by prior researchers (Hair et al., 2017; Nitzl et al., 2016), the study presented results in the figure and tables that ensue.

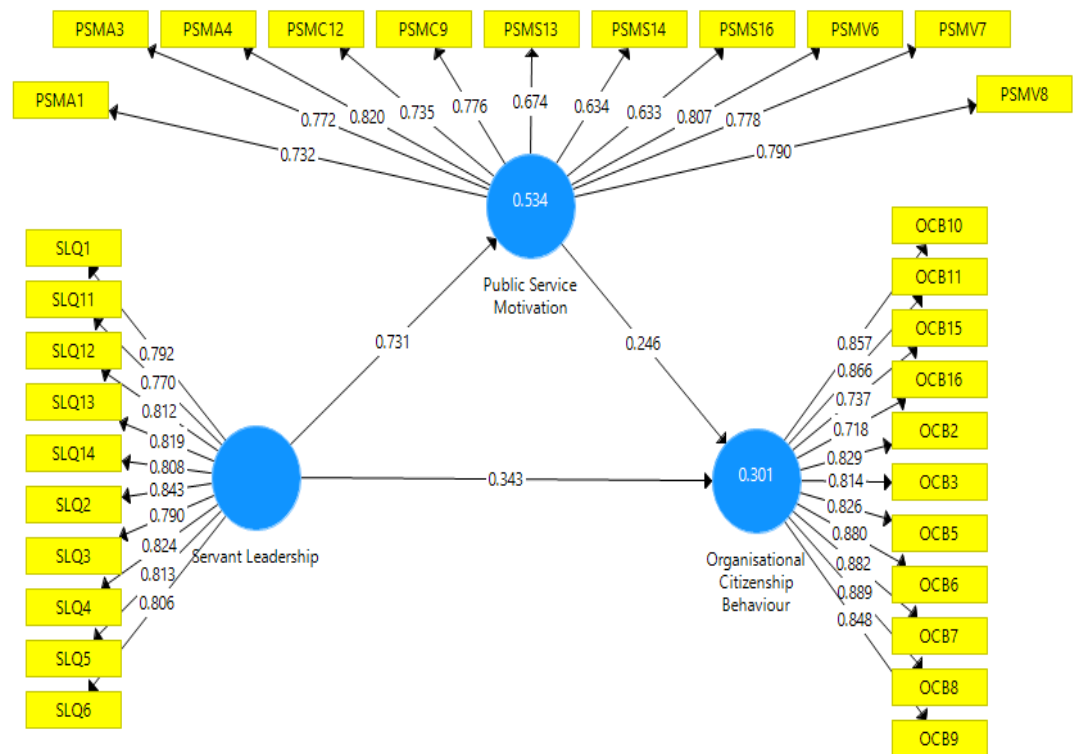


Figure 5: Item loadings Assessment for Objective Four

Source: Field Data, Gnankob (2021)

Results displayed on the items of the SL, PSM and OCB constructs indicated that the loading of each factor on the constructs was satisfactory to be retained in the model. Thus, loadings for SL performed well and were between 0.770 – 0.843, indicator loadings for PSM were form 0.633 – 0.820, whiles OCB indicators loaded from 0.718 – 0.889.

Table 10: Construct Reliability, Validity and Discriminant Validity

Construct	CA	rho_A	CR	AVE
OCB	0.956	0.961	0.961	0.694
PSM	0.920	0.929	0.931	0.553
SL	0.941	0.944	0.949	0.653

Heterotrait-Monotrait Ratio (HTMT)				
	1	2	3	
OCB				
PSM	0.519			
SL	0.535	0.746		

Source: Field Data, Gnankob (2021)

Again, a close observation of the values in Table 10 indicated that the internal consistency for the constructs was reliable because the CA, rho_A and composite reliability values for all the constructs exceeded the minimum 0.7 cut-off point (Hair et al., 2017). Furthermore, a close observation of the constructs' AVEs (Table 10) for the constructs also prove that they all accurately measured the convergent validity (AVE>0.5). Finally, discriminant validity of the constructs was within acceptable levels (HTMT<0.85: Table 10).

Table 11: Structural Model Results for Objective Four

	Beta (R)	T Statistics	P Values	R ²	R ² Adjusted	Q ²	f ²
PSM-> OCB	0.246	3.052	0.002	0.301	0.297	0.202	0.040
SL-> OCB	0.343	4.668	0.000				0.078
SL->PSM	0.731	31.117	0.000	0.534	0.533	0.277	0.147

Source: Field Data, Gnankob (2021)

Upon successful evaluation of the measurement model of the objective four, the structural model was presented in Table 11 and subsequent tables in this section. Results in Table 11 revealed that there is a significant and positive influence of servant leadership (direct; R=0.343; t=4.668; p=0.000: p<0.05) and

PSM (indirect; $R=0.246$; $t=3.052$; $p=0.002$: $p<0.05$) on OCB. The results again show that servant leadership has a significant positive link with PSM (indirect; $R=0.731$; $t=31.117$; $p=0.000$: $p<0.05$). These results further indicated that servant leadership and PSM harmoniously or jointly account for 30.1 percent (R^2 : Table 11) of variation in the employees' OCB within the Metropolitan Assemblies in Ghana. Moreover, SL and PSM made a statistically significant moderate predictive relevance ($Q^2=0.202$) on the values of OCB. In respect of the effect size, the study averred that SL ($f^2=0.078$) and PSM ($f^2=0.040$) cause small statistically significant positive variance in organisational citizenship behaviour while SL also leads to a small significant change in PSM ($f^2=0.147$).

Table 12: Total Indirect Effects

	OCB	PSM	SL
OCB			
PSM			
SL	0.179		

Source: Field Data, Gnankob (2021)

Given that both the direct and indirect nexus between servant leadership and OCB were significant, VAF was followed up to determine the extent of mediation in the structural model.

Table 13: Total Effects

	OCB	PSM	SL
OCB			
PSM	0.246		
SL	0.522	0.731	

Source: Field Data, Gnankob (2021)

According to the results displayed in Table 12 and 14, VAF ($0.179/0.522*100$) result of 34.3 percent indicated that PSM partially mediates

the relationship between servant leadership and OCB. Consequently, it can be asserted that 34.3 percent of servant leadership’s effect on organisational citizenship behaviour is explained via the mediation role of public service motivation. This result was further confirmed by the results of the specific indirect effects (Table 14) that PSM mediates the relationship between SL and OCB of employees in the Metropolitan Assemblies in Ghana.

Table 14: Specific Indirect Effects

	Beata (R)	T Statistics	P Values
SL -> PSM -> OCB	0.179	2.990	0.003

Source: Field Data, Gnankob (2021)

Thus, hypothesis four was supported in the study. It could be concluded that servant leadership’s influence on the extra role behaviours of the employees in the Metropolitan Assemblies in Ghana could be better improved through the presence of PSM. Furthermore, it is sufficing to assert in this study that public sector managers including heads of various departments of the local government structure who demonstrate servant leadership traits will boost PSM of the employees which eventually lead to the employees displaying extra-role behaviours. The reasoning is that employees in the public service look up to their superiors as role models (Bandura, 1977) from whom they (employees) mimic behaviours which remind them of their predisposition to commit to a civic duty, partake in policy making, protect and work for the good of society. These PSM features of the employees will result to the demonstration of OCBs including sharing their knowledge (Ford et al., 2015; Tuan, 2016), protecting company properties, assisting their colleague workers and promoting the institution’s image. Finally, it could be concluded that servant leaders, who lead

employees with service orientation, sacrifice their (employees) self-interest, demonstrate empathy and care, and act in the best interest of community will often lead them to engage in OCB (Van Dierendonck, 2011).

Moderating Role of Length of Time with the Leader on the Servant Leadership and Employees' Organisational Citizenship Behaviour Relationship

This section sought to analyse the final objective designed to achieve the overall purpose of the study. The final objective examined the moderating role of the length of time a subordinate spent with their leader in the relationship between servant leadership and organisational citizenship behaviours of the employees in the Metropolitan Assemblies in Ghana. Thus, the study hypothesised that length of time spent with leader moderates the nexus between servant leadership and OCB. The inclusion of length of time spent with leader in the nexus was again driven by the quest to determine how it could change the direction and strength of the SL – OCB link. Prior to the analysis, the measurement model was evaluated based on the recommended standards of indicator reliability, internal consistency, convergent validity and discriminant validity.

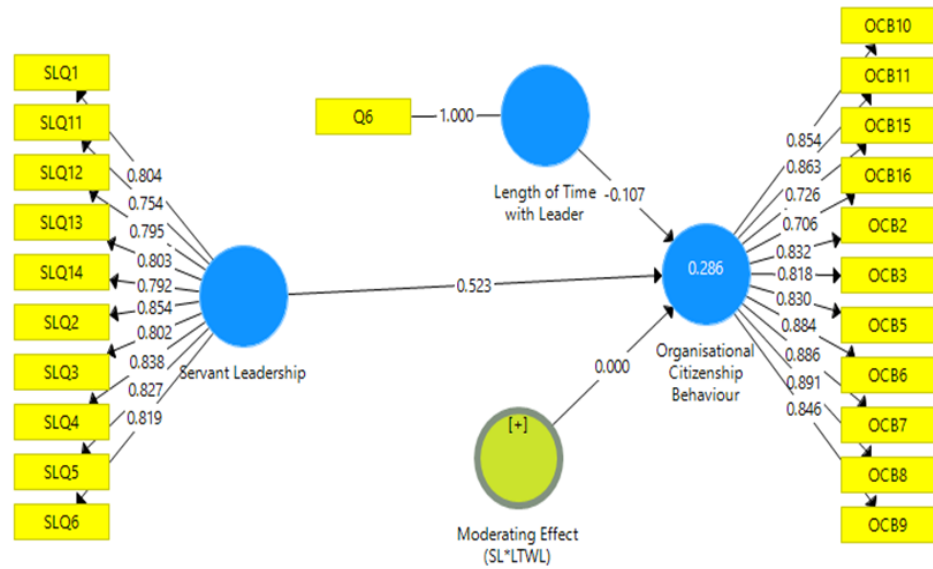


Figure 6: Item loadings Assessment for Objective Five

Source: Field Data, Gnankob (2021).

Loadings on the indicators of the servant leadership and OCB constructs as depicted in Figure 6 show that the items retained for each of the constructs were good and appropriate for the measurement model.

Table 15: Construct Reliability, Validity and Discriminant Validity

	CA	rho_A	CR	CV-AVE
LTwL	1.000	1.000	1.000	1.000
SL*LTwL	0.940	1.000	0.948	0.644
OCB	0.956	0.964	0.961	0.693
SL	0.941	0.942	0.950	0.655
Heterotrait-Monotrait Ratio (HTMT)				
	1	2	3	4
LTwL				
SL*LTwL	0.081			
OCB	0.111	0.065		
SL	0.023	0.110	0.535	

Note: LTwT - Length of Time with Leader

Source: Field Data, Gnankob (2021)

Also, the CA, rho_A and CR which serve as measure of internal consistency reliability of the constructs were acceptable in the study. A close observation of the values of CA reveal that the score was well above the 0.70 threshold. Same was seen of the rho_A and CR, all of which, the scores loaded above the cut-off points (>0.708: Table 15). It was noted further that the 50 percent minimum score recommended for AVE for the achievement of convergent validity or mutual relationships between the constructs was met. This is because, the AVEs of servant leadership, OCB and length of time spent with leader were well above 0.50 threshold (Table 15). The model showed that issues of discriminant validity were not recorded (HTMT<0.85: Table 15). After assessing the measurement model, the way was opened for the researcher to adopt the structural model for analysing the objective of the study. Results were summarised in Table 16.

Table 16: Structural Model Results of Objective Five

	Beta (R)	T Stats	P Values	R ²	R ² Adjusted	Q ²	f ²
OCB				0.286	0.280	0.189	
LTwL->OCB	-0.107	2.181	0.030				0.016
SL*LTWL->OCB	0.000	0.003	0.997				0.000
SL -> OCB	0.523	13.718	0.000				0.379

Source: Field Data, Gnankob (2021)

The results in Table 16 showed that, first, servant leadership has a significant positive (R=0.523; t=13.718; p=0.000) link with OCB holding the interacting term or moderator length of time spent with servant leader constant,

which, connotes also that the effect of the relationship per the effect size ($f^2=0.379$) statistic was large. Also, length of time spent with servant leaders demonstrated a significant negative nexus with OCB ($R=-0.107$; $t=2.181$; $p=0.030$), suggesting that a unit increase in the length of time spent with leader will lead to a 0.107 decrease in the OCBs of the subordinates in the organisation with small effect or impact ($f^2=0.016$). In a similar vein, when the length of time spent is reduced, it will lead to increase in the OCB of the employees by same scores.

However, the results of the moderation in the structural model revealed a non-significant (close to zero) relationship between servant leadership and OCB ($R=0.000$; $t=0.003$; $p=0.997$: Table 16) when length of time spent with servant leaders interacted with servant leadership construct. As portrayed also by the f^2 (0.000: Table 16), it stands to buttress the point that length of time spent with servant leaders does not play a role in contributing to the R^2 value and Q^2 values in the model or have any effect on the strength and direction of the servant leadership and OCB relationship. This leads to the conclusion in the study that length of time spent with servant leaders does not moderate the nexus between servant leadership and OCB of employees in the Metropolitan Assemblies in Ghana. Therefore, hypothesis five was faulted and failed to be accepted.

By implications, the study averred that since OCBs are not part of the formal prescribed duties of the employees in an organisation (Katz, 1964; Organ, 1988) the employees only choose to exercise them at their discretion regardless of how long they served under servant leaders. The findings suggest further that, the desire for the employees in the public sector in Ghana to preserve the image

of their institutions, do good to co-workers, and to avoid unnecessary complaints are purely borne out of discretions and not influenced by the number of times they see their superiors exhibit servantship. The study supports the prepositions made empirically by some scholars (Abid et al., 2015; Lee et al., 2013; Singh & Kolekar, 2015) that OCB can neither be obligatory nor can be enforced by the managers or the supervisors upon their subordinates because the basis of OCB is purely voluntary.

The findings of the study however, failed to support the assertion made in Bandura' (1977) social learning theory that employees need time under their leaders to carefully select, organise and emulate the leaders' traits in course of executing their duties. The study further is opposed to the positions upheld by Schewarz et al. (2016), Shapiro and Kirkman (2001) and Georganta and Hernandez (2017) who found time to be of essence in leadership research, particularly, in leadership and performance nexus. The reason accounting for these diverse views may be that the aforementioned scholars have failed to distinguish what kind of work employees are willing to perform given the period of time they serve under their leaders. In the current study, the task to be performed was purely at will and not binding on the employees hence, the different results.

Chapter Summary

The chapter was developed to address the specific objectives of the study. The background characteristics of the respondents of the study was first described followed by the analysis of the various objectives through PLS-SEM. All the objectives of the study were analysed and findings reported and

supported by empirical investigations. The next chapter provides conclusions and recommendations of the study.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The final chapter of the study provides summary, conclusions and recommendations of the study. These subheadings were discussed based on the results and discussions as well as the deductions drawn from the results for policy making purposes and directions for future scholars in similar field.

Overview

The overriding aim of the study was to examine how servant leadership influenced employees' organisational citizenship behaviours in the Metropolitan Assemblies in Ghana through the intervening roles of public service motivation and length of time spent with leader. Specifically, the study pursued five objectives tailored to address the main purpose of the study. They were to;

- i. analyse the influence of servant leadership on employees' organisational citizenship behaviour
- ii. examine the influence of servant leadership on public service motivation
- iii. examine the influence of public service motivation on employees' organisational citizenship behaviour
- iv. assess the mediating role of public service motivation on servant leadership and employees' organisational citizenship behaviour nexus
- v. and analyse the moderating role of length of time with the leader on the servant leadership and employees' organisational citizenship behaviour relationship.

Being curious to examine these objectives, the researcher employed the partial least squares structural equation modeling (PLS-SEM) for testing the corresponding hypotheses that emanated from the objectives of the study. From a population of 4793 staff from the six Metropolitan Assemblies across Ghana, 357 were sampled, using the simple random technique to draw respondents from each assembly. Out of this sample, 328 of them successfully participated in the study. Before the main study was staged, a pretest with 10 staff of Cape Coast Metropolitan Assembly was done to assess the reliability and applicability of the scales in the Ghanaian setting. Following the successful achievement of the acceptable reliability, questionnaires were administered with the help of National Service Personnel from each of the Metropolitan Assemblies. The data was then processed using the IBM SPSS Statistics (version 26) and SmartPLS (version 3.3.3) softwares.

Summary of Findings

In respect of the first objective which examined how servant leadership influenced employees' OCB, it was found in the study that there was a significant and positive influence of servant leadership on OCB. The study concisely noted that, when these leaders, managers, mayors, supervisors or heads of departments within the sector are welcoming, promote the good of the employees and lead by example, subordinates will exhibit OCB.

Another interesting finding of the study was in regard of the second objective, which primarily analysed the influence of servant leadership on the PSM traits of employees in the Metropolitan Assemblies in Ghana. The study reported that servant leaders' traits intertwine with those of public service

motivation such as being altruistic, ethical, compassionate and dedicated towards persuading employees to exhibit these characteristics.

The third objective analysed the influence of PSM on OCB within the Ghanaian public sector, the findings were consistent with prior studies that PSM has a significant positive influence on employees' OCB. The findings established that employees will exhibit citizenship behaviours such as extending support to their fellows at workplace in times of need, protecting organisational properties, based on their already predisposition to do good in the society.

For the fourth objective which was subsequently hypothesised as "PSM mediates the relationship between servant leadership and OCB", the findings supported the postulation by showing that public service motivation indeed mediates the link servant leaderships shares with OCB in Ghana. Thus, the study implied that servant leadership's influence on the extra roles behaviours of the employees could be better improved when the employees elect to engage themselves in behaviours that dictates the welfare of community members

The final objective assessed the nexus servant leadership and OCB in a model where length of time spent with leader served as a moderator. The findings showed that length of time spent under servant leaders does not moderate the relationship between servant leadership and OCB. The findings imply that employees may choose to demonstrate OCB at any moment at their discretion without necessarily relying on how long they have served under their superiors.

Conclusions

The study examined the influence of servant leadership on organisational citizenship behaviours of public sector employees in Ghana. The

findings of the study indicated that servant leadership influences OCB and PSM. Again, PSM had significant influence on OCB and also played a significant mediating role in the nexus between servant leadership and OCB. Length of time with leadership however failed to moderate the relationship between servant leadership and OCB.

Furthermore, the study concludes that employees' predisposition to commit to the public mandate within the public sector establishments gets improved at the instances of servant leadership, thus, leaders of high moral concern, ethics and pragmatism. In addition, the study concludes that public institutions that prioritises on recruiting employees who have a good sense of offering themselves to public policy, self-sacrifice, participate in public discourses at will and have compassion for society will improve the extra role attitudes of the employees. This is essential because, part of the attributes of servant leadership have been found to be absorbed by PSM traits in contributing to employees' citizenship behaviours in the public sector in Ghana.

Finally, the study concludes that employees' desire to demonstrate traits of citizenship behaviours such as working overtime and making constructive inputs into the running of the public enterprise does not depend on the length of time under the servant leadership watch in such institutions. This is why length of time spent under a servant leader's supervision failed to moderate the link between servant leadership and OCB.

Recommendation

Based on the findings and conclusions drawn from the study, the following recommendations were herein stipulated;

The study recommends that key stakeholders in the local government service such as the Ministry of Local Government and Rural Development and the Local Government Service should lay emphasis on the employing or promoting leaders who are servant leadership driven to occupy key position within the local government structure. This can be done by subjecting the appointees to rigorous scrutiny and asking questions that reflect the traits of a servant leaders. Again, servant leadership training could also be conducted to train the various top managers and supervisors to equip them to desire to seek the good and welfare of their subordinates. This will make the employees see their supervisors as role models and mimic their behaviours of reciprocating citizenship behaviours in the organisation.

It is also recommended that management of public sector organisations should not down play the importance of employing prospective applicants into the sector who possess the inherent predisposition to serve the good of the society. Thus, public sector recruitment agencies or bodies during interviews should incorporate PSM questions to get convinced of who they employ to serve in the sector. These practices have the potential of psyching the employees to engage in citizenship behaviours within the public sector institutions.

Finally, the practice of placing employees under the supervision of one superior for long time under the notion that the employees will better perform with time should be discouraged. Employees should rather be trained or encouraged through conference meetings, company dinners, end of year get togethers, to voluntarily participate in extra roles needed to promote the overall interest of the institutions they work.

Suggestion for Further Studies

The study examined how servant leadership and other contextual factors conspire to influence the organisational citizenship behaviours of employees in the Metropolitan Assemblies in Ghana. Clearly, the study focused on only 6 metropolises in 5 regions out of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. As a result, generalising the study's findings to cover all MMDAs or the entire local government service structure across the country could be misleading. The study, therefore, suggests that further research can extend the study area to capture at least an MMDA in other regions within the country in order to aid generalisation of findings. Other studies could also focus on examining servant leadership and organisational citizenship behaviours using other contextual factors such as pro-social behaviours to analyse the SL-OCB nexus further. This will help public recruitment agencies to develop comprehensive policies on how to carry out recruitment into the public institutions. Finally, future studies should also look at some motivational factors such as monetary compensation and how it may influence the servant leadership and OCB link.

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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMAN AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT
QUESTIONNAIRE ON SERVANT LEADERSHIP

Dear Sir/Madam,

This research instrument is designed to assess the effects of Servant Leadership on Employees' Behaviour. Any information given would be treated with utmost confidentiality. Please select the appropriate options for the questions by checking their corresponding boxes.

Section A: Background of Respondents

Please tick (√) in the appropriate column

1. Sex of respondent:

Male Female.

2. Age (years) of respondent:

21 – 30. 31 – 40. 41 – 50.

51 – 60. Above 60

3. Education Level:

Post Graduate Degree First Degree HND

SHS Professional Certificates

4. Which Metropolitan Assembly do you work?

Accra Tema Kumasi Sekondi-Takoradi

Cape Coast Tamale

5. Number of years working with the Metro:

- Less than 1 year 1 – 5 years 6 – 10 years
 11 – 15 years 16 – 20 years Above 21 years

6. How long have you been serving under your current boss?.....

SECTION B: SERVANT LEADERSHIP

Please indicate the extent to which you agree with the following statements on a 7-point scale, where 1 = least form of agreement and 7= highest form of agreement. Please tick (√ or x) your answer.

N	Item	Level of Agreement						
		1	2	3	4	5	6	7
1	My boss spends the time to form quality relationships with employees.							
2	My boss creates a sense of community among employees.							
3	My boss’s decisions are influenced by employees’ input.							
4	My boss tries to reach consensus among employees on important decisions.							
5	My boss is sensitive to employees’ responsibilities outside the work place.							
6	My boss makes the personal development of employees a priority.							
7	My boss holds employees to high ethical standards.							

8	My boss does what she or he promises to do.	1	2	3	4	5	6	7
9	My boss balances concern for day-to-day details with projections for the future.	1	2	3	4	5	6	7
10	My boss displays wide-ranging knowledge and interests in finding solutions to work problems.	1	2	3	4	5	6	7
11	My boss makes me feel like I work with him/her, not for him/her.	1	2	3	4	5	6	7
12	My boss works hard at finding ways to help others be the best they can be.	1	2	3	4	5	6	7
13	My boss encourages employees to be involved in community service and volunteer activities outside of work.	1	2	3	4	5	6	7
14	My boss emphasizes the importance of giving back to the community	1	2	3	4	5	6	7

SECTION C: PUBLIC SERVICE MOTIVATION

To what extent do each of the following attributes describe your desire to serve in the Public Sector? Where 1= Not at all and 7 = To a great extent. Please tick (✓ or x) your answer

N	Item	Level of Agreement						
		1	2	3	4	5	6	7
	Attraction to Public Participation							
1	I admire people who initiate or are involved in activities to aid my community	1	2	3	4	5	6	7

2	It is important to contribute to activities that tackle social problems	1	2	3	4	5	6	7
3	Meaningful public service is very important to me	1	2	3	4	5	6	7
4	It is important for me to contribute to the common good	1	2	3	4	5	6	7
	Commitment to Public Values							
5	I think equal opportunities for citizens are very important	1	2	3	4	5	6	7
6	It is important that citizens can rely on the continuous provision of public services	1	2	3	4	5	6	7
7	It is fundamental that the interests of future generations are taken into account when developing public policies	1	2	3	4	5	6	7
8	To act ethically is essential for public servants	1	2	3	4	5	6	7
	Compassion							
9	I feel sympathetic to the plight of the underprivileged	1	2	3	4	5	6	7
10	I empathize with other people who face difficulties	1	2	3	4	5	6	7
11	I get very upset when I see other people being treated unfairly	1	2	3	4	5	6	7
12	Considering the welfare of others is very important	1	2	3	4	5	6	7

	Self-Sacrifice							
13	I am prepared to make sacrifices for the good of society	1	2	3	4	5	6	7
14	I believe in putting civic duty before self	1	2	3	4	5	6	7
15	I am willing to risk personal loss to help society	1	2	3	4	5	6	7
16	I am willing to risk personal loss to help society	1	2	3	4	5	6	7

SECTION D: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

To what extent do each of the following attributes describe your behaviour at the workplace? Where 1= Not at all and 7 = To a great extent. Please tick (✓) your answer.

N	Item	Level of Agreement						
		1	2	3	4	5	6	7
1	Helps others who have heavy work loads	1	2	3	4	5	6	7
2	Help others who have been absent	1	2	3	4	5	6	7
3	Willingly gives of his/her time to help others who have work related problems	1	2	3	4	5	6	7
4	Helps orient new people even though it is not required	1	2	3	4	5	6	7
5	Consults with me or other individuals who might be affected by his/her actions or decisions.	1	2	3	4	5	6	7
6	Does not abuse the rights of others	1	2	3	4	5	6	7
7	Takes steps to prevent problems with other workers	1	2	3	4	5	6	7

8	Informs me before taking any important action	1	2	3	4	5	6	7
9	Does not consume a lot of time complaining about trivial matters	1	2	3	4	5	6	7
10	Does not tend to make problems bigger than they are	1	2	3	4	5	6	7
11	Does not constantly talk about wanting to quit his/her job	1	2	3	4	5	6	7
12	Always focuses on the positive side of his/her situation	1	2	3	4	5	6	7
13	Never takes long lunches or breaks	1	2	3	4	5	6	7
14	Does not take extra breaks	1	2	3	4	5	6	7
15	Obeys company rules, regulations and procedures even when no one is watching	1	2	3	4	5	6	7
16	Keeps abreast of changes in the organisation	1	2	3	4	5	6	7
17	Attends functions that are not required, but that help the company image	1	2	3	4	5	6	7
18	Attends and participates in meetings regarding the organization	1	2	3	4	5	6	7
19	"Keeps up" with developments	1	2	3	4	5	6	7

THANK YOU.

APPENDIX B

INTRODUCTORY LETTERS

UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES

Telephone (042) 32440/32444 Ext. 219/220
Direct 0362196709
Telegrams: University, Cape Coast
Telex: 2552, UCC, GH.

UNIVERSITY POST OFFICE
CAPE COAST, GHANA



Date: 20th January, 2021.

Metropolitan Chief Executive
Temale Metropolitan Assembly
Temale

Dear Sir/Madam,

INTRODUCTORY LETTER

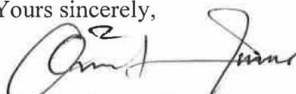
The bearer of the letter, Robert Ipiin Gnankob, (0541216505) is MPHIL student in the Department of Management and he is supposed to conduct a research on: **SERVANT LEADERSHIP AND EMPLOYEE BEHAVIOURS IN GHANA.**

We would be very grateful if permission would be granted to enable him administer questionnaire for data collection on the above topic using both senior and junior staff from **18th January – 18th February.** Information gathered will be for research analysis only.

Please, if you have questions, contact me on 0502-560234 or email address –
nowusu@ucc.edu.gh

Thank you for your cooperation.

Yours sincerely,


Dr. Nicodemus Osei Owusu
HEAD

DEPT. OF MANAGEMENT
UNIVERSITY OF CAPE COAST
CAPE COAST

**UNIVERSITY OF CAPE COAST
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DEPARTMENT OF MANAGEMENT STUDIES**

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**UNIVERSITY POST OFFICE
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Metropolitan Chief Executive
Kumasi Metropolitan Assembly
kumasi

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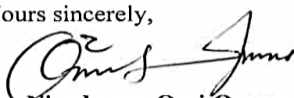
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Accra Metropolitan Assembly
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Yours sincerely,

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Dr. Nicodemus Osei Owusu
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**UNIVERSITY POST OFFICE
CAPE COAST, GHANA**

Date: 20th January, 2021.

Metropolitan Chief Executive
Sekondi- Takoradi Metropolitan Assembly
sekondi

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CAPE COAST, GHANA**

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Tema Metropolitan Assembly
Tema

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