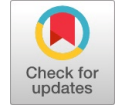


A PLS Analysis On The Relationship Between Servant Leadership And Academicians OCB In MTUN Universities



Mehwish Rashid, Rosmaini Tasmin, Muhammad Imran Qureshi, Muhammad Shafiq

Abstract:- *There have been many research endeavours on the relationship between servant leadership and OCB. As servant leadership is widely used in education sector. Malaysian Technical University Network (MTUN) has its own importance in the Malaysian higher education. This study employed Structure Equation Modelling, and investigated the impact of five constructs of servant leadership on organizational citizenship behaviour. Partial least square is used to analyse the relationship. Results of this study show that servant leadership dimensions have significant positive relationship with academicians OCB. This study contributes empirically and theoretically to the body of knowledge in the fields of leadership and organizational behaviours.*

Keywords: Servant leadership, Academicians OCB, MTUN

I. INTRODUCTION

Leadership is a vast and developed arena of knowledge, with a collection of styles and theories, for the followers and particular situations. There are many proposed definitions of leadership in the past, mostly determining leadership as a process, encompassing shared vision and goals in a group (Schreuder *et al.*, 2011). Organ (1988), organization citizenship behavior (OCB) have a variety of forms including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. According to Chompoukum, (2004) since organization citizenship behaviors are less likely to be formally rewarded than are required job behaviors. OCB are still primarily viewed as behaviors that are generally discretionary, and less likely to be formally or explicitly rewarded in an organization (Podsakoff *et al.*, 2000). Academicians are the main contributor to the educational achievement of the university, and its departmental performance (Mahdinezhad & Suandi, 2013). There are numerous studies to find the relationship of leadership styles and employees' performance but rarely research is conducted for academicians (Anyango, 2015; Pradeep &

Prabhu, 2011; Rasool, Arfeen, Mothi & Aslam, 2015). This study is based on Social Exchange Theory (Blau, 1964), the followers who received genuine care from a servant leader would repay back with positive attitudes and it is a form of exchange in response to the leader's behavior. Consequently, servant leadership is described for empowering employees, maintaining good values leading towards OCB (Greenleaf, 1977; Russell, 2001).

Erturk (2006) reported academicians perform the task of teaching that is a complicated activity requiring professional reasoning. Macfarlane (2007) highlighted that most universities do not place academic citizenship as an important criteria for promotion based on an interview conducted in his study among academicians and it highlighted a voiced concern that what really mattered in such promotion decisions were contributions to research through publications and to obtain grant funding and very few universities provide an explicit 'weighting' for service or academic citizenship contributions

II. LITERATURE REVIEW

A. Servant Leadership

The outlines of the servant leadership theory were first set out by Greenleaf (1970), claiming that a new moral principle was developing concerning leadership. Servant leadership is defined as the leadership philosophy that focuses on developing employees to their full potential towards implementing tasks more efficiently, community leadership, self-motivation and future leadership ability (Grieves, 2010). Servant leadership offers a multidimensional leadership theory that encompasses all aspects of leadership, including ethical, relational, and outcome-based dimensions. Servant leadership has been found appropriate in the business, government and non-profit sectors, and equally important and appropriate in the educational sector (Barbuto & Wheeler, 2006). Drawn from Greenleaf's works Spears, presented ten main characteristics of servant leadership that is often referenced in servant leadership research. Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others and building community are the ten identified characteristics of a servant leader (Kruit *et al.*, 2011). Barbuto & Wheeler (2006) five construct interpretation has been chosen in the theoretical framework as the independent variable of the present study. The five-construct of SL was Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, and Organizational

Manuscript published on 30 May 2019.

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stewardship was chosen to measure servant leadership. This study was used 23 items of Servant Leadership Questionnaire of Barbutto & Wheeler (2006).

B. Altruistic calling

This construct describes the leader's desire to make positive differences in the lives of others. Those leaders high in altruistic calling put the interest of others before themselves while working to meet the followers' needs (Barbuto Jr & Wheeler, 2006). Altruistic behavior is often motivated by the empathy of a leader to benefit another person (Beck, 2014).

C. Emotional healing

The leader commits to fostering spiritual recovery from hardships by utilizing highly empathetic listening skills. The leader also creates an environment that is safe for followers to express their personal and professional concerns (Barbuto Jr & Wheeler, 2006). Through empathy, an emotional response to the supposed plight of another, emotional healing takes the opportunity to see the circumstance through the other person's eyes, recognizing their individuality (Beck, 2014).

D. Wisdom

This variable is a combination of awareness of the surroundings and anticipatory consequences. Leaders, therefore, identify cues from the environment that combine knowledge and keen observation across functions and settings, therefore understanding their implications (Barbuto Jr & Wheeler, 2006). The leader that demonstrates wisdom is very observant and anticipates outcomes (Paul, Smith & Dochney, 2012).

E. Persuasive mapping

Barbuto Jr and Wheeler (2006) identified persuasive mapping as the extent leaders use sound reasoning when articulating opportunities. Through the encouragement of others, a visualization of the organizations future persuades followers to accomplish tasks. The ability to articulate, attract others, express passion regarding a vision are skills necessary for servant leaders to demonstrate to followers (Boone & Makhani, 2012).

F. Organizational stewardship

Organizational stewardship is seeing the functionality of the organizations' ability to contribute to society through the influence of leadership. Greenleaf (1998) identified stewardship as holding something in trust. The organization and staff play a significant role in holding the institution in trust for the greater good of society.

G. Organization citizenship behaviour (OCB)

For any organization, the establishment of OCB is imperative. OCB is defined as employee behavior that exceeds the outlined job specifications that directly or indirectly facilitate the completion of organizational goals (Organ *et al.*, 2005). OCB is defined as participating in activities or actions that are not formally a part of the job description, but that benefit the organization as a whole (Borman, 2004). OCB is often referred to as extra-role performance or contextual performance of employees

Bambale (2014). From the literature it is observed that leadership is the key agent in promoting OCB, different leadership components have a relationship with OCB (Poohongthong *et al.*, 2014). Trust of the leader for their followers and making them empower will improve OCB among them (Runhaar *et al.*, 2013). Results of previous studies reveal that more engaged lecturers are found more helpful towards colleagues. Similarly, more engaged lecturers show positive reaction towards the organization. In both cases, OCB plays its role (Runhaar *et al.*, 2013). In fact, OCB is identified as an emerging field of study in education that can be very helpful in improving the overall efficiency of the universities (Kernodle & Noble, 2013).

In the current study, the researcher investigated the OCB performance of academicians of MTUN universities, previous research in education reveals that individual benefits and organizational benefits are combine into one construct of OCB. In Malaysia, teachers or faculty staff are responsible to manage work regarding curriculum and co-curriculum; and they are also expected to give extra cares in guiding students. Hence, the role of OCB is also essential to fulfilling the National Educational Philosophy (NEP) of Malaysia. Awareness about OCB in university unit is beneficial for the educational activity, directly acting upon university performance (Popescu & Deaconu, 2013). The current study adapted 8-item scale, the OCB Scale of DiPaola, (2005).

III. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

In this part of the study, relationships, between all the variables of the study such as constructs of servant leadership, and OCB were discussed separately and built a hypothesis. As discussed before that the social exchange theory was used to support the framework of this study.

IV. RESEARCH FRAMEWORK OF THE STUDY

Servant Leadership

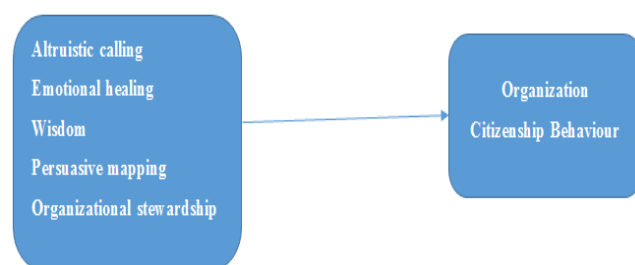


Figure 1: Research Framework of the study

V. HYPOTHESIS OF THE STUDY

This study was a direct relational study that investigated the relationship between constructs of Servant Leadership which are Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, and Organizational stewardship with employee OCB. As stated by Dipaola *et al.* (2004), teaching

is a complex activity that requires professional discretion; thus, OCB is a useful term to describe voluntary teachers "behavior's that go the extra mile" to help students and colleagues. OCB is essential because universities cannot anticipate through formally stated in-role job descriptions for achieving goals. Therefore, servant leadership differs from most other leadership approaches for its focus on personal integrity and forming of strong long-term relationships with employees. Researcher proposed that servant leaders contribute to increased OCBs by helping employees satisfy their need for autonomy and relatedness, because servant leaders build trustworthy dyadic relationships with followers and create a psychologically safe and fair climate where employees can truly be themselves and feel emotionally and cognitively connected to others, which naturally activates the drive to help colleagues and to act in the organization's best interest. According to the literature, H1 is the first hypothesis of the study, further subdivided in five hypothesis.

H1. SL positively relate to employee OCB.

leader altruistic behavior is assumed as a feeling of empathy and concern for others and includes all discretionary behaviors which involve voluntarily helping others with work-related issues seeking to increase another's welfare, not one's own, and without expecting any reward. The first construct of servant leadership in this study was Altruistic calling and it shows a positive relationship between employee OCB behavior. Much like the Altruism dimension of servant leadership discussed earlier, helping behaviors are organizational citizenship behaviors related to the acts of encouragement, support, and assistance of coworkers in order to help them grow in the organization and overcome work-related problems. These behaviors are also referred to by scholars as "good colleague" behaviors (Lamertz, 2006). OCB in education centers primarily in the area of altruism. Altruistic behavior is the most commonly observed behavior in education because of the clientele of the profession. It is stated that "teachers routinely perform behaviors directed toward helping individuals, both students, and colleagues, as part of their professional identity" (Dipaola & Mendes da Costa Neves, 2009). This aspect of leader supportiveness is helpful in employees' job satisfaction, which helps in increasing the level of OCB. The leader supportiveness also had a direct impact on generalized compliance aspect of OCB. So, researcher hypothesize that Altruistic calling construct of servant leadership questionnaire has a positive relationship with employee OCB behavior.

H1a. Altruistic calling is positively related to OCB.

The present study is aimed to examine the relationship between emotional healing and OCB among the academicians of MTUN universities. Liden *et al.* (2008) showed that helping subordinates enhanced ethics, and created value for the community, finding that emotional healing was significantly related to community citizenship behaviors, which included personal and organizational community service. Helping subordinates grow and succeed was supported as a way for servant leaders to influence followers to perform OCB (Ehrhart, 2004). Likewise, it was

found a significant relationship between SL and OCB (Mirshekar & Haddadi, 2017). Because leaders' Emotional healing had been linked to enhanced organizational climate (Newman & Butler, 2014; Newman & Smith, 2014; Sin & Lyubomirsky, 2009), which was linked to employees' OCB (Gholami *et al.*, 2015). Leaders who are perceived as able, and willing, to connect with followers on an emotional level (specifically in a healing context) build positive relationships with them and enhance their OCB as emotional healing has significant relationship with OCB. From previous literature (Liden, Panaccio, *et al.*, 2014; Liden, Wayne, Liao, & Meuser, 2014), the researcher found that there is a direct relationship between emotional healing and employee OCB. As a positive connection is found between emotional healing components of the leaders and the OCB's conducted by their followers (Yunus, Ishak, Mustapha & Othman, 2010). Emotional healing of a leader may bridge the gap in the research to provide the context for examining leadership's effect on OCB. The emotional intelligence of an individual has been found to have a positive relationship with engaging in organizational citizenship behaviors directed at both individuals and organizations (Turnipseed & Vandewaa, 2012). So by increasing the level of leader emotional healing, it can be strengthened the citizenship behavior of employees. So, according to the literature, the researcher hypothesize that

H1b. Emotional healing is positively related to OCB.

Wisdom, according to Barbuto Jr & Wheeler (2006) is "the ability to see and learn from the environment, being able to see how it would affect each member and the organization". Leaders, high in wisdom can observe and expect the near and far future. Wisdom is a characteristic of leader who is aware of surrounding and can anticipate the consequences. The construct of wisdom has ancient foundations in the literature, but its measurement as an organizational leadership construct is relatively new. Recent research has led to the view and operationalization of wisdom as an attribute integrating the cognitive, effective, and reflective dimensions of human performance and behavior (Ardelt, 2003). Researchers and practitioners in leadership studies have suggested that wise leaders are essential to organizations (Kessler & Bailey, 2007; Rooney & McKenna, 2007). In the same manner, research has identified OCB as a representative factor that enhances cooperation and collaborative commitment in organizations (D Organ & Podsakoff). Like wisdom, OCB is seen as critical to organizational effectiveness. Wise individuals experience more feelings of collaborative commitment to others (Kunzmann & Baltes, 2003). A logical proposition is that there is a positive correlation between wisdom and OCB, specifically in leaders. This prediction is limited by the few empirical knowledge on wisdom in leadership studies, hence, scholars have called for more research on wisdom (Rooney, McKenna, & Liesch, 2010). As, wisdom is the highest of human attributes (Kessler & Bailey, 2007) and OCB relates to human performance outcomes (Organ *et al.*, 2006), it is possible that a correlation exists between

leader's wisdom and employee's OCB. When the consequences of the leader's wisdom are examined, it is expected to enhance OCB in the organization. Wise leaders develop high-quality relationships, therefore, it can be expected that these leaders will encourage high level of citizenship behavior. Similarly, employees who exhibit higher OCBs are more likely to be promoted, given high-profile assignments, and allowed greater autonomy in the workplace. Leader's wisdom plays an important role towards OCB. Leader's wisdom creates an environment through which an individual can think, feel, and behave in certain ways and as OCB is discretionary, there is prediction of a strong relationship between leader's wisdom and faculty OCB in MTUN universities

H1c. Wisdom is positively related to OCB.

The fourth construct of Servant Leadership study in this study was 'persuasive mapping'. Persuasive mapping is the ability of leader to envision mental outlines that mapped issues allowing greater opportunities for the entire organization. Mapping provides an inspirational, futuristic approach to rational influence (Yukl & Michel, 2006). Effective persuasive mapping encourages others to visualize the organization's future in such a way that is persuasive and offers compelling reasons to get followers to engage. Persuasive mapping implies and ability to forecast the future and prepare an organization to sustain a course to achieve its goals (Barbuto & Wheeler, 2006). Such skills lend themselves to task-oriented behaviors whereas the successful completion of one task provides a step forward to the next task and onward to a final goal. Persuasive mapping reflects the leader inspiring and encouraging behavior that helps to foster the OCB behavior in organizations (Bass, 2000). If the academic leaders of MTUN universities practicing the attribute of leader persuasive mapping, it may defiantly help to promote its follower OCB role in universities. So, according to the literature, researcher hypothesize that;

H1d. Persuasive mapping is positively related to OCB.

Barbuto & Wheeler (2006) defined organizational stewardship as extending leadership beyond the organization by taking responsibility for the well-being of the community. Servant leaders are considered as stewards of the organization who are devoted to empowering the potential of their followers. The benefits of leader stewardship can provide to a community building at work, it is possible that the organization could significantly encourage the establishment of the former for the employees to perform OCB to their organization and coworkers. As mentioned earlier, sense of community is about working in a place where employees can feel that there is a strong connection between the coworkers (Ashmos & Duchon, 2000). Recent research of Ramli, Desa & Ramayah (2014), revealed that servant leadership dimensions of accountability and stewardship are positively predicting civic virtue dimension of OCB. Civic virtue refers to the behavior on the part of an individual that indicates that one responsibly participates in the life of the organization. Stewardship is related to social responsibility, loyalty, and teamwork that represent a feeling of identification with and

sense of obligation to a common good. Accordingly, the previous research of Kuppelwieser (2011), both the need for and the use of leader stewardship behavior are more highly marked in service organizations and in universities. The current research adds to the existing leadership literature by applying the stewardship concept in MTUN universities demonstrates positive relationship between leader stewardship and its follower OCB.

H1e. Organizational stewardship is positively related to OCB.

VI. RESEARCH METHODOLOGY

Unit of analysis

The unit of analysis for this quantitative data collection was individual's academicians of MTUN universities. This study was basically intended to measure the OCB of faculty members (Lecturers, Senior Lecturers, Associate Professors, and Professors) of MTUN universities (UTHM, UniMAP, UMP, and UTeM). The respondents of this study were the faculty staff of the technical universities of Malaysia. The list of respondents was taken from staff directory of each university's website. So, the academicians of these four technical universities are considered as key respondent of this study.

Analysis

Reliability analysis of all the constructs of the study was performed. All the constructs have the cronbach alpha above 0.8 which is satisfactory (Nunnally, 1978).

Table2: Reliability

Construct	No of Items	Role	Cronbach Alpha
Altruistic Calling	4	Independent	0.820
Emotional Healing	4	Independent	0.833
Wisdom	5	Independent	0.857
Persuasive Mapping	5	Independent	0.838
Organizational Stewardship	5	Independent	0.829
Organizational Citizenship Behaviour	8	Dependent	0.814



Table 3 Multicollinearity TOLERANCE VALUE

Model	Collinearity Statistics	
	Tolerance	VIF
Altruistic Calling	.341	2.456
Emotional Healing	.363	3.264
Wisdom	.348	3.564
Persuasive Mapping	.372	3.657
Organizational Stewardship	.378	3.124

Dependent Variable: Organizational Citizenship Behaviour

As the values of tolerance are more than 0.10, this indicates that the multicollinearity assumption was not violated. The VIF values, also less than five which supports the fact that the assumption of multicollinearity is met.

Measurement Model

The below figure depicts the measurement model of the figure, where at the left side are the exogenous means independent variables of the study, which are basically the five constructs of the servant leadership. While the organizational citizenship behaviour is at the right side as the dependent variable of the study.



The construct validity and discriminant validity of the study was performed next, which shows that all the constructs have Average variance extract (AVE) above 0.5 value while the items' loadings are above 0.7. while he

values of croanbach alpha and the composite validities are above 0.8 for all constructs.

Discriminant Validity

**Table 4.1: Fornell-Larcker criteria
(*Square root of average variance extraction)**

	IEC	OCB	SLAC	SLEH	SLOS	SLPM	SLW
IEC	0.795						
OCB	-0.167	0.733					
SLAC	-0.072	0.478	0.868				
SLEH	-0.074	0.416	0.638	0.945			
SLOS	-0.223	0.810	0.579	0.454	0.915		
SLPM	-0.148	0.656	0.571	0.578	0.725	0.874	
SLW	-0.187	0.584	0.657	0.467	0.726	0.710	0.922

The diagonal values show that correlation among the constructs itself is the highest.

Construct Validity

Table Items outer loadings and AVE for constructs

Constructs	Items	Factor Loadings	AVE	Composite Reliability	Cronbach alpha
SL-Altruistic Calling	SLAC1	0.809	0.661	0.847	0.857
	SLAC2	0.760			
	SLAC3	0.728			
	SLAC4	0.780			
SL-Emotional Healing	SLEH1	0.843	0.574	0.835	0.846
	SLEH2	0.876			
	SLEH3	0.852			
	SLEH4	0.882			
SL-Wisdom	SLW1	0.839	0.736	0.856	0.897
	SLW2	0.819			
	SLW3	0.747			
	SLW4	0.823			
	SLW5	0.755			
SL-Persuasive Mapping	SLPM1	0.787	0.695	0.880	0.830
	SLPM2	0.773			
	SLPM3	0.768			

Table: Items outer loadings and AVE for constructs (continued)

	SLPM4	0.753			
	SLPM5	0.777			
SL-Organizational Stewardship	SLOS1	0.814	0.617	0.910	0.891
	SLOS2	0.853			
	SLOS3	0.835			
	SLOS4	0.856			
	SLOS5	0.876			
Organizational Citizenship Behavior	OCB1	0.819	0.589	0.898	0.875
	OCB2	0.820			
	OCB3	0.865			
	OCB4	0.837			
	OCB5	0.749			
	OCB6	0.866			
	OCB7	0.857			
	OCB8	0.822			

Coefficient of determination (R2) of endogenous constructs

Constructs	R Square
Organizational Citizenship Behavior	0.675

F. Direct Effect

Direct effect of servant leadership on OCB was measured by running the bootstrapping for the model. Bootstrapping

technique gives the results for each hypothesis. The cut off values are 1.64 for the t because the hypothesis are directional while 0.05 confidence level for p. The results show that four of the five hypothesis have positive and significant relationship between servant leadership and academicians's OCB. This shows that emotional healing does not have a significant relationship with the academicians's OCB.

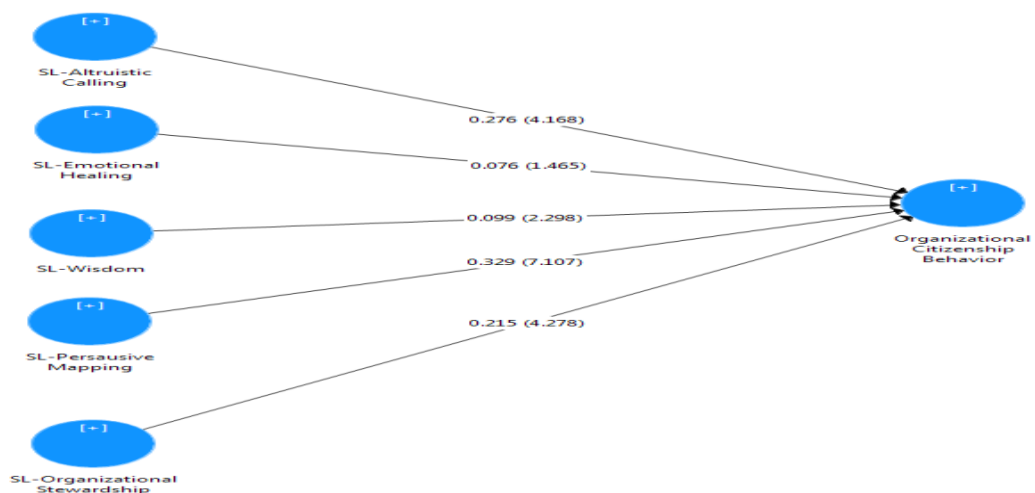


Table Direct hypothesis results:

Hypothesis	Paths	Path Coefficient	S.E	t-value	P Values	Bootstrapped Confidence Interval		Results
						2.5% LL	97.5% UL	
H1a	Altruistic calling -> OCB	0.227	0.064	2.567	0.000	0.124	0.330	Supported
H1b	Emotional Healing -> OCB	0.054	0.051	1.015	0.146	-0.032	0.138	not supported
H1c	Wisdom -> OCB	0.081	0.043	2.887	0.030	0.010	0.152	Supported
H1d	Persuasive Mapping -> OCB	0.316	0.045	3.450	0.000	0.243	0.393	Supported
H1e	Organizational Stewardship -> OCB	0.197	0.050	2.608	0.000	0.113	0.280	Supported

S.E= Standard Error, T Value = t statistic value, P value= Probability value

V. CONCLUSION

This research helps us to understand that four of the five servant leadership constructs contribute to OCB positively and significantly in Malaysian Technica universities network (MTUN). Researcher propose a model of servant leadership which supports OCB.

Servant Leadership

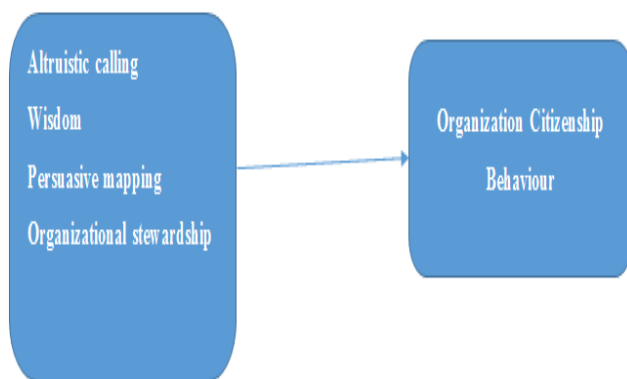


Figure : Developed Model of Servant leadership for OCB

ACKNOWLEDGEMENT

“This paper is sponsored by the Research Management Center (RMC) of Universiti Tun Hussein Onn Malaysia (UTHM), Johor Malaysia”

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