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THE EFFECT OF SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND PERFORMANCE OF EMPLOYEE: A RESEARCH ON HOTEL MANAGERMENTS IN GAZİANTEP

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Abstract

The main objective of this research is to determine the relation among applications of servant leadership in hotel managements and organizational citizenship and performance of employees along with their effect on each other. Furthermore, determining whether these variables change in respect to some demographic qualifications is among the aim of this research. A questionnaire is used in order to collect data for this research. To that end, the questionnaire is conducted to 260 employees working in hotels having tourism operation license in Gaziantep. According to the result of correlation analysis, a significant degree of positive correlation among servant leadership dimensions and organizational citizenship behavior dimensions and level of employees' performance has been determined. When regression analysis is examined, variables such as altruism, courtesy, civic virtue, conscientiousness, sportsmanship and employee's performance can be explained by five independent variables of servant leadership dimensions.

Keywords: Servant Leadership, Organizational Citizenship Behaviour, Performance of Employee.

Jel: M10, J20.

1. Introduction

In tourism establishments, where labor is intensively needed, the most important determinant of rivalry is human being and as in all other establishments in tourism establishments, effective leadership is the main determinant of human sources in displaying more organizational citizenship behavior and increasing performance. In today's changing world, especially in management domain, emotions and needs of human resources are now more regarded and traditional leadership approaches are becoming insufficient for improving motivation and morale of human resources. Therefore, modern leadership approaches are more needed nowadays. Particularly servant leaders gave a new meaning and viewpoint to leadership approach and their attitudes to employees, such as; listening to employees, caring about their needs and request, valuing their personal development, showing them agapaolove, trusting in them, being modest and devoted to them, in short, serving their employees is of great importance. This type of leadership approach is also becoming necessary in tertiary sector day by day.

The first notion of this research, that's servant leadership, is defined as a person having unusual power and resource and who can empathize with other people, listen to them, emotionally understand them and support them (Greenleaf, 1977: 22 in Bakan and Doğan, 2012: 3). Russell (2001), on the other hand, defines it as a person who is a vision holder, pioneering, who can serve, appreciating and gives confidence to other people (Irving and McIntosh, 2010: 3). At this point it can be understood that servant leaders have got a holistic world view, they focus on the employees on track of reaching the goal and additionally, they inspire employees in order to contribute to their development. While servant leaders strengthen development of their employees, they will not only increase commitment of the employees but also ensure increase of their performance (Dinçer and Bitirim, 2007: 67-68). As stated in Patterson's model, dimensions of servant leadership are indicated as agapaolove, humility, vision, trust and empowerment (Dennis and Bocernea, 2005 in Cerit, 2008: 552). These dimensions can be explained as following (Waddell, 2006:3in Bakan ve Doğan, 2012: 4);

Agapao Love: At the heart of this love, each employee is regarded as a human who has got requests, desires and needs. The leader is the person who possesses this love.

Humility: It is individual's focusing and giving more importance to others rather than him/her.

Vision: Servant leader is the person who possesses a long term viewpoint, creates a vision for the organization and leads the employees accordingly.

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Trust: When the leader acts in fair and ethical way, people develop feeling of trust to him/her.

Empowerment: Responsibility of the work done is given to the employees and necessary authorization is provided to them and by this way the control on them is abandoned.

The second notion of the research, that's organizational citizenship behaviour, is defined by Organ (1988:5) as individual's showing voluntary effort and extra role behavior at workplace beyond the standards and job descriptions designated for him/her. Such kind of behaviours emerging voluntarily shows that in the case of employees' not showing organizational citizenship behaviours, they are not punished (Smith et. all. 1983: 654; Raub, 2008: 180). It is observed that, in the literature related to organizational citizenship the researchers tend to use five dimensions introduced by Organ. These dimensions are: altruism, conscientiousness, courtesy, civic virtue and sportsmanship (Organ, 1988: 25; Moorman, 1991; Tansky, 1993; Deluga, 1994; Podsakof and Mackenzie, 1994; Organ, 1997; Neuman and Kickul, 1998; İşbaşı, 2000; Basım and Şeşen, 2006; Keleş, 2009; Güler, 2009; Şehitoğlu, 2010; Sökmen and Boylu, 2011).

Altruism: It means helping others without provision when problems emerge at workplace (Podsakof and Mackenzie, 1994: 351).

Conscientiousness: It is employees' doing extra role behaviour than they are supposed to do. Their being punctual, consistent and neat at work as well as using their break time properly (Sökmen and Boylu, 2011: 149).

Courtesy: It signals the positive communication between employees who are interconnected to each other because of the division of labor at workplace (Özdevecioğlu, 2003: 121).

Civic virtue/ organizational participation: It expresses the voluntary and active participation in existence of organization (Podsakof and Mackenzie, 1994: 351).

Sportsmanship: It means tolerating any kind of negation that creates tension among employees (Özdevecioğlu, 2003: 121).

The third notion of the research, that's performance of employee, is defined as the degree of realization of aim (Kasnaklı 2002: 131). According to Kasnaklı (2002: 131), performance indicates the point where can a working individual, a group or an organization reach through that work in terms of aim (Kasnaklı 2002: 131 in Argon and Eren, 2004: 224; Çöl, 2008: 38).

As for this research, based on the assumption that servant leadership will increase performance of employees, five dimensions of servant leadership (agapaolove, humility, vision, trust, empowerment) and five dimensions of organizational citizenship behaviours (altruism, conscientiousness, courtesy, civic virtue, sportsmanship) are associated to each other.

Accordingly, the main purpose in fulfilling this research is to determine the impact of servant leadership applications in hotel management on the performance and organizational citizenship behaviours of the employees. It is also aimed to determine the relation of these variables among each other and to make suggestions in order to develop these variables. In addition, it is aimed to observe the differentiation of servant leadership applications, organizational citizenship behaviours and performance of employees in terms of demographic variables (gender, marital status, age, educational background).

2. Methodology

Hotels having tourism operation license in the city of Gaziantep constitute the scope of this research. A resource for obtaining the number of employees in certified hotel managements taking place in this research could not be found. For this reason, in order to calculate the universe of the study, data belonging to ministry of tourism and named "research of labor force in lodging and tourism industry" was benefited from because they include the number of employees according to the number beds each accommodation managements have (Turizm Bakanlığı, 1989: 61; Ağaoglu, 1992: 114 in Pelit and Öztürk, 2010: 55).

According to these data mentioned above, number of staff for per bed in a hotel management in Turkey is 0.59. According to data belonging to Gaziantep provincial directorate of culture and tourism, 39 certified hotel managements operating in Gaziantep has 5333 beds (www.gaziantepturizm.gov.tr). In this context, number of staff for per bed which is 0.59 becomes 3146 staff for 5333 beds. 260 employees who work in these hotel managements were reached via a questionnaire.

The questionnaire is composed of four parts involving statements regarded to factors which form demographic features, servant leadership, organizational citizenship behaviour and performance of employee. While questions of the survey were being prepared, readymade scales which have been used in many researches previously in the literature were utilized. In order to evaluate servant leadership, a scale which was developed by Dennis and Bocernea was used (2005). There are 25 items in this scale and the distribution of them was made in that way: 5 items for agapaolove dimension, 5 items for empowerment dimension, 5 items for vision dimension, 5 items for humility dimension and lastly 5 items for trust dimension. Reliability of this scale was determined to be 0,962 which indicated that this scale was highly

reliable. The scale was designed as five-level Likert scale and the items were in the format of 1: strongly disagree, 2: disagree, 3: Neither agree nor disagree, 4: Agree and 5: Strongly agree.

The scale developed by Podsakoff et al. (1990) was used in order to evaluate organizational citizenship behaviours. Dimensions of organizational citizenship behaviours were dealt with Organ's five dimensional classifications which are altruism, courtesy, conscientiousness, civic virtue/organizational participation, sportsmanship. Podsakoff et al. (1990) used 24 items in total in order to evaluate organizational citizenship behaviour variables. The distribution of these 24 items were constructed in this way; 5 items about altruism, 5 items about courtesy, 5 items about civic virtue(organizational participation, citizenship virtue), 4 items about conscientiousness and finally 5 items about sportsmanship (Organ, 1988).Reliability of this scale was determined to be 0,888 which indicated that this scale was highly reliable. The scale is designed as five-level Likert scale and the items were in the format of 1: strongly disagree, 2: disagree, 3: Neither agree nor disagree, 4: Agree and 5: Strongly agree.

The scale for evaluating performance of employees was adapted from Çöl (2008). This scale was used by Kirkman and Rosen (1999) and then by Sigler and Pearson (2000) in their studies. 4 items in total were used relating to performance of employees in the questionnaire. Reliability of this scale was determined to be 0,923 which indicated that this scale was highly reliable. The data obtained from five levels Likert scale questionnaire were evaluated by SPSS 18 software. First, descriptive statistics (demographic features) were determined with regard to research data. To test the relationships and effects among the variables in the research, correlation and regression analysis were carried out. Furthermore, In order to determine whether the level of servant leadership applications, organizational citizenship behaviours and performance of employees in hotel managements vary significantly according to variables such as gender and marital status, independent sample T-test were carried out. Similarly, In order to determine whether the level of servant leadership applications, organizational citizenship behaviours and performance of employees in hotel managements vary significantly according to age and educational background, one-way analysis of variance (ANOVA) was executed. This research is limited to the hotels which have tourism operation license in Gaziantep.

3. Profile of Sample

Frequency values of variables such as gender, marital status, age, education background belonging to 260 participants constituting sample group are illustrated in table 1.

Table 1: Demographic Characteristics of Employees Who Have Participated In the Research

Demographic Characteristics	f	%	Demographic Characteristics	f	%
<i>Gender</i>			<i>Marital status</i>		
Male	156	60,0	Married	144	55,4
Female	104	40,0	Single	116	44,6
Total	260	100	Total	260	100
<i>Age</i>			<i>Educational Background</i>		
20 years and under	12	4,6	Primary Education	52	20,0
21-30 years old	128	49,2	High School	106	40,8
31-40 years old	96	36,9	Associate degree	42	16,2
41-50 years old	24	9,3	Undergraduate	60	23,0
Total	260	100	Total	260	100

In table 1, 60% of the participants are males while 40% of them are females. 55, 4% of the participants are married whereas 44,6% of them are single. The highest age range of the participants is between the ages 21-30 with 49,2% while the lowest percentage of ages age 20 and under with 4,6%. Besides, 20% of the participants are graduate of primary school, 40,8 % of them are graduate of high school, 16,2% of them are graduate of college (two years) and 23% of them are graduate of University (Table 1).

4. Findings

It was tested by applying the analysis of correlation and regression, T-test and ANOVA introduced to sample group. Accordingly, correlation analysis which was done with the aim of testing the correlation among the servant leadership dimension, organizational citizenship behaviours dimension and performance of employees is shown in Tables 2,3 and 4. Regression analysis which was done in order to test the effect of servant leadership dimensions on the organizational citizenship behaviours and performance of employees is shown in table 5. The effect of age variable on servant leadership dimensions, organizational citizenship dimensions and performance of employees is illustrated in table 5. Similarly, the effect of gender variable is shown in table 6 while the effect of marital status variable is shown in table 7 and lastly the effect of educational background is shown in table 8.

Table 2: The Correlation among the Servant Leadership Dimension, Organizational Citizenship Behaviours Dimension and Performance of Employees

Servant Leadership Dimension					
	AgapaoLove	Empowerment	Vision	Trust	Humility
Altruism (OCB Dimension)	0,471	0,416	0,360	0,359	0,277
Courtesy (OCB Dimension)	0,404	0,429	0,352	0,371	0,277
Civic Virtue (OCB Dimension)	0,371	0,412	0,333	0,352	0,312
Conscientiousness (OCB Dimension)	0,463	0,510	0,398	0,340	0,407
Sportsmanship (OCB Dimension)	0,005	0,206	0,176	0,171	0,076
Employee Performance	0,359	0,371	0,347	0,252	0,234

r (correlation coefficient); Significant correlation at the level of 1%

According to the results of the correlation analysis in table 2, because the value found is close to +1 (r= coefficient of the correlation) it can be said that there is a positive correlation. That's to say, a significant level of positive correlation was identified among servant leadership dimensions, organizational citizenship behaviour dimensions and performance of employees. According to this result, it is possible to state that as level of servant leadership of the participants increases, the level of organizational citizenship behaviour and performance of employees increases too. On the other hand, it is possible to state that as level of servant leadership of the participants decrease, the level of organizational citizenship behaviour and performance of employees decrease as well.

According to the result of the correlation analysis, there is a positive but a weak level of correlation between dimensions of servant leadership which are agapaoLove, vision, trust, humility and organizational citizenship dimensions which are altruism, courtesy, civic virtue, conscientiousness. As for the sportsmanship dimension, there is a positive but a very weak level of correlation. In addition to this, there is a positive but a weak level of correlation between empowerment dimension and altruism, courtesy, civic virtue, a positive and medium level of correlation between empowerment and conscientiousness, and there is a positive and weak level of correlation between empowerment and sportsmanship. Besides, there is a positive but a weak level of correlation between agapaoLove, empowerment, vision, trust belonging to servant leadership and performance of employees. Finally, there is a positive but a very weak level of correlation between humility and performance of employees (Table 2).

Table 3: The Effect of Servant Leadership Dimensions on Organizational Citizenship Behaviour Dimensions

		DEPENDENT VARIABLES (OCB DIMENSION)									
		Altruism		Courtesy		Civic Virtue		Conscientiousness		Sportsmanship	
R ²		0,233		0,208		0,184		0,291		0,129	
		Beta	p	Beta	p	Beta	p	Beta	p	Beta	p
INDEPENDENT VARIABLES (Servant Leadership Dimension)	AgapaoLove	0,321	0,000*	0,103	0,134	0,070	0,367	0,143	0,035*	-0,753	0,000*
	Empowerment	0,118	0,179	0,208	0,005*	0,226	0,007*	0,249	0,001*	0,714	0,000*
	Vision	0,011	0,902	-0,029	0,707	-0,034	0,695	0,037	0,622	0,068	0,711
	Trust	0,066	0,477	0,134	0,081	0,101	0,246	-0,141	0,062	0,447	0,015*
	Humility	-0,074	0,323	-0,072	0,245	0,016	0,822	0,143	0,020*	-0,239	0,107

*p<0,05

When the results of regression analysis examined in table 3, according to the value of R² determination coefficient, five independent variables, that's, 23% of altruism variable, 20% of courtesy variable, 18% of civic virtue variable, 29% of conscientiousness variable, 12 % of sportsmanship variable can be explained by servant leadership dimensions. When the value of significance is examined, not all the correlations between independent variable and dependent variable are significant. According to the findings, altruism, courtesy, civic virtue and sportsmanship effect dimensions of servant leadership statistically at a significant level (p<0,05). It was found out that the effect of other variables (p>0,05) are not significant. Within this context, increase of one unit in agapaoLove dimension of servant leadership, providing that other independent variables remain stable, ensures 0,321 0,143 and 0,753 unit of increases in behaviours such as altruism, conscientiousness and sportsmanship respectively. Likewise increase of one unit in empowerment dimension of servant leadership, providing that other independent variables remain

stable, ensures 0,208 0,226 0,249 and 0,714 unit of increases respectively in behaviours that are courtesy, civic virtue, conscientiousness and sportsmanship.

Table 4: The Effect of Servant Leadership Dimensions on Employee Performance

	Independent Variables	Dependent Variables	R ²	Beta	p
SERVANT LEADERSHIP DIMENSION	AgapaoLove	Employee Performance	0,166	0,207	0,041*
	Empowerment			0,176	0,102
	Vision			0,225	0,049*
	Trust			-0,152	0,178
	Humility			-0,011	0,903

*p<0,05

Again, when the results of regression analysis examined in table 4, according to the value of R² determination coefficient, 16,6% of performance of employees' variable can be explained by five independent variables(servant leadership dimensions). In addition, correlation between the values in significance column (p) and aforementioned values is at the level of p>0,05. Statistically, not all the correlations between dependent and independent variables are significant. According to findings, performance of employee is statistically affected at a significant level by agapao love and vision dimensions of servant leadership. Considering these findings, increase of one unit in dimensions of agapao love and vision, providing that other independent variables remain stable, ensure 0,207 and 0,225 unit of increases respectively.

In order to test whether data of servant leadership, organizational citizenship behaviours and performance of employee show a significant differentiation according to demographic features (gender, marital status, age, educational background) T-test analysis and ANOVA analysis were carried out.

Table5: The Differences between Employees' Gender and Servant Leadership Dimensions, Employee Performance and Organizational Citizenship Behaviour (T Test)

VARIABLES		n	Mean	Standard Deviation	F	p
AgapaoLove (Servant Leadership Dimension)	Male	156	4,04	0,80	0,205	0,006*
	Female	104	3,75	0,82		
Empowerment (Servant Leadership Dimension)	Male	156	4,12	0,82	0,425	0,095
	Female	104	3,95	0,86		
Vision (Servant Leadership Dimension)	Male	156	3,94	0,78	0,008	0,068
	Female	104	3,77	0,76		
Trust (Servant Leadership Dimension)	Male	156	4,08	0,84	0,311	0,329
	Female	104	3,98	0,75		
Humility (Servant Leadership Dimension)	Male	156	3,96	0,88	10,592	0,311
	Female	104	3,85	0,71		
Employee Performance	Male	156	4,15	0,89	0,486	0,340
	Female	104	4,04	0,81		
Organizational Citizenship Behaviour	Male	156	3,84	0,53	1,113	0,530
	Female	104	3,79	0,50		

*p<0,05

According to the result of T-test analysis shown in table 5, because value of significance is p>0,05 between gender and empowerment, vision, humility, performance of employee, organizational citizenship behaviours, it can be stated that there is not a significant differentiation. In this respect, empowerment, vision trust, humility, performance of employee and organizational citizenship behaviour do not vary according to the gender. However, the significance value between gender and agapao love dimension of servant leadership is p<0,05 so there is a significant differentiation between them.

Table 6: The Differences between Employees' Marital Status and Servant Leadership Dimensions, Employee Performance and Organizational Citizenship Behaviour (T Test)

VARIABLES		n	Mean	Standard Deviation	F	p
AgapaoLove (Servant Leadership Dimension)	Married	144	3,98	0,80	1,669	0,270
	Single	116	3,86	0,84		
Empowerment (Servant Leadership Dimension)	Married	144	4,18	0,79	2,751	0,006*
	Single	116	3,89	0,87		
Vision (Servant Leadership Dimension)	Married	144	4,01	0,71	6,547	0,002*
	Single	116	3,70	0,81		
Trust (Servant Leadership Dimension)	Married	144	4,11	0,79	1,208	0,099
	Single	116	3,94	0,82		
Humility (Servant Leadership Dimension)	Married	144	4,02	0,72	13,751	0,028*
	Single	116	3,79	0,92		

Table 6 (cont'd): The Differences between Employees' Marital Status and Servant Leadership Dimensions, Employee Performance and Organizational Citizenship Behaviour (T Test)

VARIABLES		n	Mean	Standard Deviation	F	p
Employee Performance	Married	144	4,11	0,86	0,418	0,911
	Single	116	4,10	0,86		
Organizational Citizenship Behaviour	Married	144	3,85	0,54	0,320	0,247
	Single	116	3,78	0,50		

*p<0,05

According to the result of T-test analysis shown in table 6, a significant level of differentiation could not be found because value of significance is $p > 0,05$ between marital status, agapaolove and trust dimensions of servant leadership as well as performance of employee and organizational citizenship behaviours. In this respect, agapaolove, trust, performance of employee and organizational citizenship behaviours do not vary according to marital status. However, the significance value between marital status of participants and empowerment, vision and humility dimensions of servant leadership is $p < 0,05$ so a significant differentiation is encountered.

Table 7: The Differences between Employees' Age and Servant Leadership Dimensions, Employee Performance and Organizational Citizenship Behaviour

VARIABLES		n	Mean	Standard Deviation	F	p
AgapaoLove (Servant Leadership Dimension)	20 years and under	12	3,90	0,67	0,015	0,998
	21-30 years old	128	3,93	0,88		
	21-40 years old	96	3,92	0,80		
	41-50 years old	24	3,95	0,66		
Empowerment (Servant Leadership Dimension)	20 years and under	12	4,13	0,43	1,426	0,236
	21-30 years old	128	3,94	0,89		
	21-40 years old	96	4,16	0,84		
	41-50 years old	24	4,17	0,61		
Vision (Servant Leadership Dimension)	20 years and under	12	3,77	0,42	3,964	0,009*
	21-30 years old	128	3,74	0,84		
	21-40 years old	96	4,08	0,72		
	41-50 years old	24	3,80	0,61		
Trust (Servant Leadership Dimension)	20 years and under	12	3,53	0,33	1,982	0,117
	21-30 years old	128	4,03	0,91		
	21-40 years old	96	4,13	0,73		
	41-50 years old	24	4,00	0,64		
Humility (Servant Leadership Dimension)	20 years and under	12	2,97	0,46	6,004	0,001*
	21-30 years old	128	3,98	0,88		
	21-40 years old	96	3,95	0,77		
	41-50 years old	24	3,95	0,41		
Employee Performance	20 years and under	12	4,29	0,70	2,069	0,105
	21-30 years old	128	4,16	0,85		
	21-40 years old	96	4,11	0,76		
	41-50 years old	24	3,71	1,23		
Organizational Citizenship Behaviour	20 years and under	12	3,83	0,41	0,358	0,783
	21-30 years old	128	3,79	0,51		
	21-40 years old	96	3,85	0,50		
	41-50 years old	24	3,85	0,68		

*p<0,05

According to the result of ANOVA analysis shown in table 7, a significant differentiation could not be found between age and agapaolove, empowerment, trust dimensions of servant leadership as well as performance of employee and organizational citizenship behaviour, since the value is $p > 0,05$. In this respect, agapaolove, empowerment, trust, performance of employee and organizational citizenship do not vary according to age. However, value of significance between age and vision and humility dimension of servant leadership is $p < 0,05$ so a significant differentiation is encountered.

Table 8: The Differences between Employees' Education Level and Servant Leadership Dimensions, Employee Performance and Organizational Citizenship Behaviour

VARIABLES		n	Mean	Standard Deviation	F	p
AgapaoLove (Servant Leadership Dimension)	Primary Education	52	4,18	0,85	2,491	0,061
	High School	106	3,81	0,81		
	Associate degree	42	3,88	0,77		
	Undergraduate	60	3,92	0,82		
Empowerment (Servant Leadership Dimension)	Primary Education	52	4,37	0,70	3,479	0,017*
	High School	106	3,94	0,84		
	Associate degree	42	4,08	0,83		
	Undergraduate	60	3,96	0,89		
Vision (Servant Leadership Dimension)	Primary Education	52	4,21	0,68	5,231	0,002*
	High School	106	3,72	0,79		
	Associate degree	42	3,95	0,73		
	Undergraduate	60	3,79	0,81		
Trust (Servant Leadership Dimension)	Primary Education	52	4,27	0,83	2,768	0,042*
	High School	106	3,92	0,83		
	Associate degree	42	4,16	0,65		
	Undergraduate	60	3,95	0,80		
Humility (Servant Leadership Dimension)	Primary Education	52	3,99	0,76	0,849	0,468
	High School	106	3,85	0,85		
	Associate degree	42	4,05	0,57		
	Undergraduate	60	3,86	0,94		
Employee Performance	Primary Education	52	4,13	0,98	0,159	0,924
	High School	106	4,06	0,86		
	Associate degree	42	4,13	0,99		
	Undergraduate	60	4,10	0,64		
Organizational Citizenship Behaviour	Primary Education	52	3,97	0,40	3,951	0,009*
	High School	106	3,69	0,53		
	Associate degree	42	3,90	0,49		
	Undergraduate	60	3,83	0,56		

*p<0,05

According to the result of ANOVA analysis shown in table 8, a significant differentiation could not be found between educational background and agapao love, humility dimensions of servant leadership as well as performance of employee since the value of significance is $p>0,05$. In this respect, agapao love, humility and performance of employee do not vary according to educational background. However, value of significance between educational background and trust, empowerment, vision dimensions of servant leadership as well as organizational citizenship behaviours is $p<0,05$ so a significant differentiation is encountered.

5. Result

In this research, it was aimed to determine the effect of servant leadership on organizational citizenship behaviours of employees and on their performance. It was also aimed to determine the correlation among these variables. Moreover, it was aimed to observe the differentiation of servant leadership applications, organizational citizenship behaviours and performance of employee according to demographic features.

According to result of correlation analysis, a positive level of correlation was determined among servant leadership dimensions, organizational citizenship behaviours and performance of employee. In this respect, it is possible to state that as level of servant leadership of the participants increases, the level of organizational citizenship behaviour and performance of employees increases as well. According to the result of the correlation analysis, there is a positive but a weak level of correlation between dimensions of servant leadership which are agapao love, vision, trust, humility and organizational citizenship dimensions which are altruism, courtesy, civic virtue, conscientiousness. As for the sportsmanship dimension, there is a positive but a very weak level of correlation. In addition to this, there is a positive but a weak level of correlation between empowerment dimension and altruism, courtesy, civic virtue, a positive and medium level of correlation between empowerment and conscientiousness, and there is a positive and weak level of correlation between empowerment and sportsmanship. Besides, there is a positive but a weak level of

correlation between agapaolove, empowerment, vision, trust belonging to servant leadership and performance of employees. Finally, there is a positive but a very weak level of correlation between humility and performance of employees. When regression analysis is examined, variables such as altruism, courtesy, civic virtue, conscientiousness, sportsmanship and employee's performance can be explained by five independent factors of servant leadership dimensions. When the value of significance (p) is examined, altruism, courtesy, civic virtue and sportsmanship behaviours were statistically affected by servant leadership dimensions at a significant level. Within this context, increase of one unit in agapaolove dimension of servant leadership, providing that other independent variables remain stable, ensures 0,321 0,143 and 0,753 unit of increases in behaviours such as altruism, conscientiousness and sportsmanship respectively. Likewise increase of one unit in empowerment dimension of servant leadership, providing that other independent variables remain stable, ensures 0,208 0,226 0,249 and 0,714 unit of increases respectively in behaviours that are courtesy, civic virtue, conscientiousness and sportsmanship. Plus, performance of employee is statistically affected by agapaolove and vision dimensions of servant leadership at a significant level. Considering these findings, increase of one unit in dimensions of agapaolove and vision, providing that other independent variables remain stable, ensure 0,207 and 0,225 unit of increases respectively.

Additionally, differentiation of servant leadership, organizational citizenship behaviours and performance of employee according to the variables such as gender, marital status, age, educational background were examined. However, a significant differentiation could not be found between gender and empowerment, vision, trust, humility dimensions of servant leadership as well as organizational citizenship behaviour and performance of employee. A significant differentiation was found between gender of the participants and agapaolove dimension of servant leadership. A significant differentiation could not be found between marital status of participants and agapaolove, trust dimension of servant leadership as well as performance of employee and organizational citizenship behaviour. In this respect, agapaolove, trust, performance of employee and organizational citizenship behaviour do not vary according to marital status of the participants. A significant differentiation was found between marital status of participants and empowerment, vision and humility dimension of servant leadership.

A significant differentiation could not be found between ages of participants and agapaolove, empowerment, trust, performance of employee and organizational citizenship behaviour. However, a significant differentiation was found between marital status of participants and vision, humility dimension of servant leadership. In addition to this, a significant differentiation could not be found between educational background of participants and trust, humility dimension of the servant leadership. In this respect, trust, humility and performance of employee do not vary according to educational background of the participants. A significant differentiation was encountered between educational background of participants and trust, empowerment and vision dimensions of servant leadership as well as organizational citizenship behaviour.

All in all, employees in the organization will show more organizational citizenship behaviours when the leader cares about them give them opportunities to develop themselves, get information from them and finally trust them. In the consequence of displaying organizational citizenship behaviours, experienced employees will help new employees, they will not create problems with their colleagues, and they will not waste their time by complaining about trivial problems. What's more, employees will finish their tasks just in time and when a problem show up, they will find solutions in the quickest way.

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