

Do Good And Have Good: Does Servant Leadership Influence Organizational Citizenship Behavior?

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Abstract: This study aimed at examining the impact of servant leadership on organizational citizenship behavior and the mediating role of psychological contract breach and employee cynicism. The context selected for this research was service sector of Pakistan and data was collected from 307 respondents through field and web survey. The collected data was analyzed through confirmatory factor analysis and structural equation modeling. The findings of this study revealed significant impact (direct and indirect) of servant leadership on psychological contract breach, employee cynicism, and organizational citizenship behavior. This study further asserted that supervisors and managers should control and minimize the psychological contract breach and employee cynicism. Findings of our research also provide guidance on improving the level of organizational citizenship behavior. Leaders should develop a two-way communication system with employees, as it will help to know them more closely. Limitations are identified and future research areas are mentioned.

Index Terms: Employee cynicism, Servant leadership, Organizational citizenship behavior, Psychological contract breach, Mediation, Pakistan

1 INTRODUCTION

Organizations have long been concerned in how employees contemplate their jobs, and how workers will devote their efforts to the organization. Previous researchers found that leadership can significantly influence the level of commitment and work engagement of employees (Aziz et al., 2017c, Bobbio et al., 2012, Ja'afaru Bambale, 2014). These commitments and work engagements will develop behaviors that advance productive and effective working of the employees. One such behavior is organizational citizenship behavior. Moreover, recently organizations are trying their best to develop those leadership styles in which leaders set aside their personal interests and prefer the interests of their employees and organization (Boyatzis and McKee, 2005, George, 2003). Leaders aspire people in realizing their true potential (Liden et al., 2000). Servant leadership (SL), a prominent school of thought now, is related to motivating employees in such a way that they become capable of future leadership positions (Greenleaf, 1977). Servant leaders put the interests of their followers above their own. The main thrust of SL is to serve others (Greenleaf, 1977). Servant leader develops a two-way communication system with his followers, and gain knowledge about their problems. In this way, leader attains full knowledge about each individual. SL instills self-confidence in workers, delivers certain resources, information and acts as a role model for future leadership positions (Lord et al., 1999).

SL develops long run relationship with employees. Employee cynicism (EC) is one of the major problems faced by present day organizations (Aziz et al., 2017e). It needs attention as it has a negative influence on employees' commitment and job performance (Dean et al., 1998). EC also leads to reduction in employees' involvement in organizational activities. These behaviors have deadly consequences at the workplace and may also cause frustration and negative thoughts in the minds of employees (Thundiyil et al., 2014, Andersson and Bateman, 1997, Dean et al., 1998). As a consequence of this, employees may engage in defensive ways to protect themselves. Employees may lose interest in their duties and may refrain from help their colleagues. Moreover, employees may also spread negative thoughts among others about their employer and reduce level of organizational citizenship behavior (Aziz et al., 2017c). In such situations, servant leaders may develop a close relationship with employees. Such leaders may listen to employees' problems and needs, and inspire them by acting as a role model. The purpose of this study is to evaluate the impact of servant leadership on organizational citizenship behavior and to analyze the mediating role of psychological contract breach and employee cynicism between servant leadership and organizational citizenship behavior. This study was conducted in the service sector (education, telecom, transport, banking, marketing and other) of Pakistan. In the next sections, researchers will give literature review, research methodology, analysis and results, and discussion and conclusion of research.

2 LITERATURE REVIEW

2.1 Servant Leadership (SL)

The concept of servant leadership (SL) was coined by Greenleaf (1977) during the last quarter of 20th century yet it is still under discussion of academicians and management practitioners (Barbuto Jr and Wheeler, 2006, Farling et al., 1999, Liden et al., 2008, Page and Wong, 2000, Patterson, 2003, Russell and Gregory Stone, 2002, Sendjaya and Sarros, 2002, Sendjaya et al., 2008). Servant leaders put the interest of their followers above their own. The prime focus of SL is to serve others rather to be a leader (Greenleaf, 1977). Moreover, Spears (2010) described ten characteristics of a

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servant leader that includes listening others quickly, empathizing others, healing individual/group's relationships, general and self-awareness, faith on persuasion, looking things by conceptualizing perspective, foreseeing possible consequences, stewardship, commitment towards growth, and searching means to build community. Likewise, main priority of SL is not to lead others rather is serving others. Burns (1978), suggested that both leader and follower raise and motivate each other and ultimately, their conduct affects their relationship, organizational climate and performance at work. Similarly, servant leaders involve others in decision making and their behaviors based on care and ethics, and they increase the quality of the organization and workers as well (Spears, 2010). According to Farling et al. (1999), servant leader motivates and inspires others, gives them vision and wins the trust of followers.

2.2 Psychological contract breach (PCB)

Psychological contracts are characterized as intrinsic promises and responsibilities supposed by employees (Robinson, 1996, Rousseau, 1990). These contract may arise due to the perception of employees that employer has made the promise to give future benefits in respect of good performance (Deery et al., 2006). According to Rousseau (1995), when employees have same beliefs and perceptions about their responsibilities and responsiveness, their psychological contracts may take the form of shared character. These shared interpretations develop some common beliefs among all employees. In previous studies like Lester et al. (2002), (Turnley et al., 2003), social exchange theory is used to explain the responsiveness of employees regarding psychological contract breach. Workers always prefer a balanced relationship with their firm about their contributions (Blau, 1964). Some researchers believe that due to international competition, downsizing, and reformation, the promises of the employer of long-term employment, linked with better performance of employees, are not applicable anymore (Bardwick, 1991, Morrison and Robinson, 1997, Robinson, 1996). However, employees still believe that their organization should fulfill their promises. This condition may create a sense of contract breach that will ultimately affect long term employment relationship (Rousseau and McLean Parks, 1993). In this way, they may also lose their trust in the organization but the notable thing is that there should be a balanced confidence and trust between workers and organization that other party is in their favor and will not hurt them (Jones and George, 1998). When they receive a surety about their employment security and appreciation to their efforts, they will tend to be more committed and loyal to their organization (Mehmood et al., 2017a, Naeem et al., 2017).

2.3 Employee Cynicism (ECN)

Employee Cynicism (ECN) is a negative perception of employees concerning their organization, and it includes not only the level of integrity for the organization but also entails the emotional state of mind and reactions towards employer's behavior (Dean et al., 1998, Eagly and Chaiken, 1993). The employees who hold such beliefs are called cynical employees. They think that organization always works for its own benefits and ignores the benefits of its employees and consequently, these employees get frustrated and hopeless. According to Mirvis and Kanter (1991), ECN is a one-sided belief characterized by insecurity and unfriendliness. The

employees who feel insecure about their employment tend to involve in finding new ways to protect them by choosing different means to get benefit from the organization, showing lack of trust in management, and by opposing their colleagues (Awais, 2017, Aziz et al., 2017a). It means employees find cynicism as a cause of justification for their selfish behaviors. ECN can have different adverse effects which may include frustration, hopelessness, exhaustion, bad performance, no collaboration with colleagues, and even resignation (Andersson, 1996, Dean et al., 1998). People who involve in OCB can lose their commitment in the result of cynicism (Ajzen, 1991, Fishbein and Ajzen, 1977). According to Dean et al. (1998), there are three dimensions of employee cynicism. First of all, cynical employees believe that there is a lack of integrity in organization. Secondly, they may develop negative feelings, and thirdly, they may show critical and offensive behaviors towards the organization. Employee cynicism is judged in three dimensions which are cognitive, affective and behavioral (Abraham, 2000). Brandes and Das (2006), proposed that cognitive dimension focus on a belief that employers and individuals, have lack of honesty. "Affective" dimension focuses on those persons who hold negative beliefs and feelings for the organization (Dean et al., 1998). The last dimension is behavioral which includes negative assessments, mocking comedy, strong condemnation/criticism, and negative sharing about the organization (Kutaniş and Çetinel, 2009).

2.4 Organizational citizenship behavior (OCB)

OCB is related to a difference between what is considered compulsory (job duty) and what is an extra role behavior (LePine et al., 2002, Organ, 1997). OCB is a voluntary behavior, and actions related to OCB are not included in formal duties of workers (Murphy et al., 2002, Organ, 1988). The important question is, "why do employees involve in OCB?" The answer is given in many previous studies that organizational citizenship behavior may be connected with job satisfaction, fairness, and leader's support (Chiu and Tsai, 2006, LePine et al., 2002). When employees get satisfaction and perceive fairness, receive appreciation, and have equality, they tend to involve in extra role performance. There is also a reason for involvement of employees in OCB, and that is the happy, and fresh mood of workers (Baron, 1991). According to Organ and Konovsky (1989), pay and cognition play a role in the prediction of organizational citizenship behavior without taking effect of positivity and negativity. A central point regarding OCB is that employees involved in organizational citizenship activities offer help to others without expecting anything in reward (Khurshid et al., 2017b, Mehmood et al., 2017b). One important thing commonly seen in all definitions is that OCB is beneficial for the organization. Irrespective of the extra role nature, if these activities are harmful to the firm, they cannot be included in OCB. Examples of organizational citizenship behavior include helping colleagues, attending seminars that are not compulsory and so on. According to Organ (1988), there are five kinds of OCB. These dimensions include altruism (behavior related to help someone), civic virtue (participating in all matters that are important for the organization), conscientiousness (careful behavior), sportsmanship (not protesting/complaining), and courtesy (giving respect to others).

2.5 SL and PCB

Psychological contract breach (PCB) is the perception of

employees about the failure of the organization in fulfillment of obligations of employees (Rousseau, 1995). These perceptions can be developed during organizational appraisal, policies, practices or recruitment interviews (Deery et al., 2006). Servant leader is a person who primarily wants to serve others rather than to lead them. He works on leader-member exchange theory and develops a two-way communication between himself and his followers to know their needs and problems. It can give him a close knowledge about how to serve them. This behavior can lead towards changing beliefs and preferences of employees. Employees will be hopeful and positive towards the organization, and they will be involved in OCB. It means SL is an efficient source to reduce psychological contract breach and employee cynicism, and increase the commitment of employees to indulge in organizational citizenship behavior. When servant leadership is high, psychological contract breach will be low, and OCB will be high. It means PCB and SL are negatively correlated with each other. However, SL and OCB are positively associated. Thus,

H₁: SL has a significant negative influence on PCB.

H₂: PCB mediates relationship between SL and OCB.

2.6 SL and ECN

Employee cynicism is a perception of employees about their organization that it always thinks about its benefits and not about its workers. This negativity can occur due to having no appreciation for their work. While on the other hand, SL is an approach in which leader always prefers the interests of his followers. Due to close interaction with followers, servant leader get an efficient approach to deal with them according to the preferences of the followers. According to Weick (1995), long relationships, through frequent interactions, will result in more positive thoughts about an organization, and employees will not be frustrated and hopeless. In the long-run, due to efforts of the servant leader, these relationships will convert into positive thinking and optimism. Employees will involve in extra role activities willingly. Thus,

H₃: SL has a significant negative impact on ECN.

H₄: ECN mediates relationship between SL and OCB.

2.7 PCB and OCB

Psychological contract breach is a negative belief of the individuals about an organization when the employer fails to fulfill the perceived contract of employees regarding future benefits. It may be due to changed structure and competition. These are subjective beliefs of employees that come in to being when they see any violation from organization towards their co-workers. While on the other hand, organizational citizenship behavior includes commitment and extra role activities and behaviors of employees towards their colleagues that ultimately give benefit to the entire organization. Many studies suggest that when employees feel un-fulfillment of employer's obligations, they are less likely to fulfill their obligations for organization, lose commitment, and their extra role activities (organizational citizenship behavior) will decrease (Robinson, 1996, Robinson and Bennett, 1995, Robinson et al., 1994, Robinson and Morrison, 1995, Robinson and Rousseau, 1994). Therefore, PCB and OCB are negatively correlated. Thus,

H₅: PCB has a significant negative influence on OCB.

2.8 ECN and OCB

Employee cynicism is a negative belief of employees for their organization that it only works for its benefits and not for the benefits of its employees. Employee cynicism may result in a situation in which employees become demotivated and start sharing negative beliefs that ultimately develop a common belief among all employees. Contrary to this, OCB is a positive behavior of workers that involve extra-role activities without expecting any consideration from the organization or fellow-members. They just want appreciation for their efforts. When they realize that, their efforts are not getting value, they will be disappointed and may start sharing negative beliefs among other workers. ECN may impart nuisance among employees even among those who are exhibiting OCB. They may start losing commitment, and their activities regarding OCB may also decrease (Ajzen, 1991, Fishbein and Ajzen, 1977, Moorman and Blakely, 1995, Organ, 1997). According to Van Dyne et al. (1994), ECN can have different effects, and one of them is lower organizational citizenship behavior. It means ECN and OCB are negatively correlated with each other. By increasing ECN, OCB will decrease automatically. Thus,

H₆: ECN has a significant negative influence on OCB

2.9 SL and OCB

Servant leadership (SL) is the behavior of a leader who puts the interests of others above his own interests (Greenleaf, 1977) whereas OCB is an extra role performance where employees do not expect any financial or non-financial reward for their contribution (Aziz et al., 2017b). Leaders may influence employees behavior and may encourage them to exhibit organizational citizenship behavior (Podsakoff et al., 1990, Smith et al., 1983). Servant leadership may influence organizational citizenship behavior because servant leaders motivate and inspire their employees and win their trust (Graham, 1991, Laub, 2003, Sendjaya et al., 2008). Servant leader assists his followers in developing public citizenship behavior. It becomes a source of motivation and guidance for employees, and they also involve in same activities in organization. Thus, we can say that SL directly related to OCB.

H₇: SL has a significant positive impact on OCB.

2.10 Research Framework

The theoretical framework (Figure.1) shows the relationship between independent, mediator, and dependent variables. Servant leadership is connected with other variables as an independent variable. While, psychological contract breach and employee cynicism play a mediating role between servant leadership and organizational citizenship behavior, OCB is the dependent variable of the model.

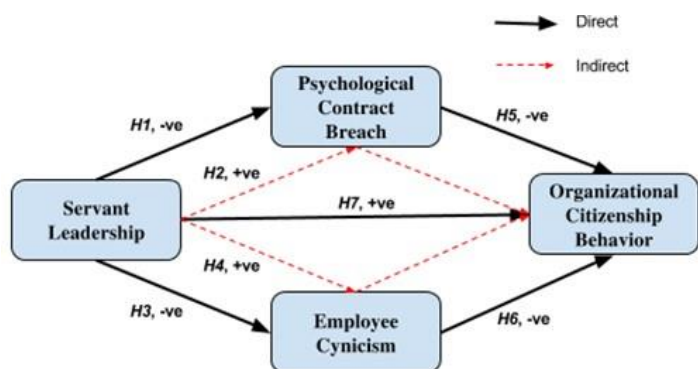


Figure. 1 Theoretical framework

Above mentioned seven hypotheses are based on this framework. H₂ and H₄ hypothesis are developed to check the mediating relationship. While on the other hand, H₁, H₃, H₅, H₆, and H₇ hypotheses are developed to test the direct relationship between SL, PCB, ECN, and OCB.

3 METHODOLOGY

3.1 Population and sampling design

The population for this research comprised of respondents from service sector of Pakistan. This includes organizations from education, telecom, transport, banking and marketing sectors of Pakistan. The important reason behind choosing this segment was its 31.1% contribution to GDP (Finance, 2016-17) that was greater than all other sectors in Pakistan. The researchers used the deductive approach in this study and method was quantitative (questionnaire based) for collection of cross-sectional data. The sampling technique was non-probability convenience based sampling.

3.2 Instrument and data collection

Questionnaire comprised of two sections (demographics and scale variables). In demographics section, the authors collected data about gender, age, experience, industry, and job level of employee. While on the other hand, in the second portion, a 5 points Likert scale was used (from 1 strongly disagree to 5 strongly agree) for collecting data about four variables (servant leadership, psychological contract breach, employee cynicism and organizational citizenship behavior). For servant leadership, we used scale developed by Dennis and Bocarnea (2005). The questions were related to interest, empowerment, vision, altruism, trust and humility. One sample item is “my leader knows, I’m above corruption”. The scale for psychological contract breach (mediating variable) developed by Rousseau (1989), (Robinson, 1996) was used. Sample item is “my employer betrayed me”. The scale adopted for mediating variable, employee cynicism, was designed by Dean et al. (1998) and it contained items like “my organization expects one thing from the employees and rewards others”. Organizational citizenship behavior (dependent variable) was analyzed by the scale developed by Podsakoff and MacKenzie (1989). This scale included items related to consideration, civic virtue, conscientiousness, and sportsmanship. The data for this study was collected through online and field survey. 280 questionnaires were sent through online to respondents of different organizations. Out of 280, we received only 217 responses and out of 217, the correctly filled responses were 204. In the field survey, 110 questionnaires were distributed

and the correctly filled questionnaires were 103. Finally, findings of this research were based on a 307 responses.

3.3 Data analysis

In this study, we used SPSS and AMOS for data analysis. We used SPSS for computing Cronbach’s alpha, mean, standard deviation, and correlations. AMOS was used for factor analysis, structural equation modeling, composite reliability and average variance extracted. We analyzed items reliability using Cronbach’s Alpha. Similarly, we used composite reliability for evaluation of overall reliability of summed scale. Mean and standard deviations showed descriptive statistics. We used correlations to assess the association between all variables and to support our hypotheses. Confirmatory factor analysis was carried out to evaluate the fitness of model. The recommended values of CMIN, NFI, CFI, and IFI were 0.9 and more whereas for RMSEA, it was 0.08 or less. All the hypotheses were analyzed through structural equation modeling. We used AMOS for analysis of mediation effects.

4 RESULTS AND DISCUSSION

Results and related discussion are presented in this section.

4.1 Results

We analyzed demographic data of respondents. It showed that out of 307 respondents, 236 (76.9%) were male, and 71 (23.1%) were female. Likewise, 89 (29%) respondents were 24 years old or less, 186 (60.6%) were between 25 to 34 years, 23 (7.5%) were between 35 to 44 years and 9 (2.9%) respondents were above 44 years. Our selected sample included experienced and less experienced professionals. Moreover, 127 respondents were from education sector, 15 from telecom, 2 from transport, 72 from Banking and 91 respondents from other sectors. Table 1 shows the management level of employees. It shows that most of the respondents were from low management-level. 79 (25.73%) respondents were from managerial level, 95 (30.94%) were supervisors, and 133 (43.32%) were low-level employees (See table 1).

Table.1 Management Level of employees

Designation	Frequencies	Percentage
Managers	79	25.73
Supervisors	95	30.94
Low-level employees	133	43.32

Table 2 shows the values of Cronbach’s alpha, mean, and standard deviations of all variables. Mean values lie between 2.431 and 3.712 and standard deviation lie between .531 and .651 indicating data to be normally distributed. The values of Cronbach’s alpha were satisfactory to display the consistency of items included in the questionnaire (see table 2). All the values of Cronbach’s alpha were above 0.8. It shows reliability of the items.

Table.2 Alpha, Mean, St. Deviations

Variables	N	α	Mean	St. Deviation
PCB	307	0.912	2.431	.531
ECN	307	0.898	2.663	.621
OCB	307	0.899	3.712	.537
SL	307	0.943	3.237	.651

Table 3 shows the correlations among all variables. The correlation between PCB and ECN was 0.736 with a significance level of 0.01. PCB was negatively correlated with OCB (r=-0.119, p<0.01) and SL (r=-0.502, p<0.01).

Table.3 Correlations (N=307)

	PCB	ECN	OCB	SL
PCB	1	.736**	-.119**	-.502**
ECN	.736**	1	-.209*	-.422**
OCB	-.119**	-.209*	1	.279**
SL	-.502**	-.422**	.279**	1

** . Correlation is significant at the 0.01 level & * at 0.05 level.

Similarly, ECN was negatively correlated with OCB (r=-0.209, p<0.05) and SL (r=-0.422, p<0.05). SL had a positive correlation with OCB (0.279) at a significance level of 0.01 (see table 3).

4.1.1 Model fitness

To check the model fitness, confirmatory factor analysis was used. Due to lower loadings, some items were dropped from analysis. Final items are presented in figure 2. After dropping those items, the CFA represented satisfactory results. The value of CMIN/DF was 1.116 which is less than 3.

Table.4 Model Fitness

	CMIN /DF	GFI	IFI	CFI	RMSEA	NFI
Theoretical Model	1.116	.930	.934	.927	.021	.962

The values of GFI, IFI, CFI, and NFI were more than 0.9 and RMSEA was less than 0.08. It asserted fitness of model for this study (see table 4).

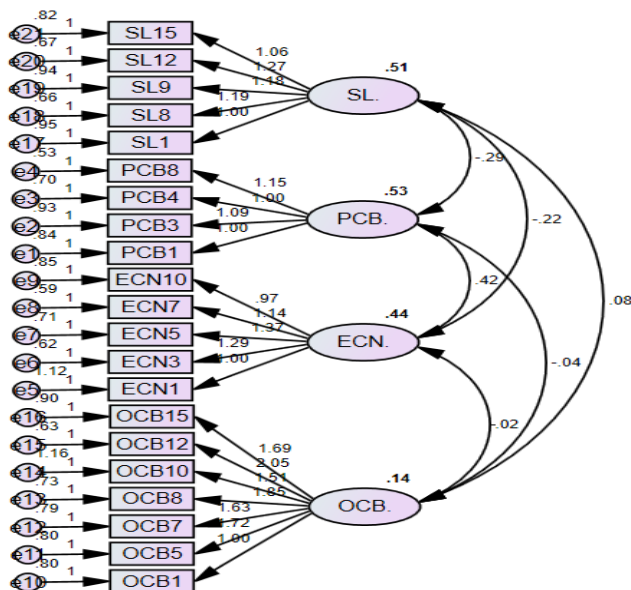


Figure.2. Confirmatory factor analysis

Confirmatory factor analysis (figure 2) was performed to know the model fitness, structure of the observed variables, and to obtain correlation and composite reliability. Figure 2 shows the loading scores and correlational values. All the variables involved had significant relationship. SL had positive relationship with OCB and negative relationship with PCB and ECN. However, PCB and ECN both had negative relationship with OCB.

Table.5 Composite Reliability

Variables	Composite Reliability	OCB	PCB	ECN	SL
OCB	0.865	0.543			
PCB	0.875	-0.128	0.709		
ECN	0.874	-0.011	0.611	0.651	
SL	0.924	0.321	-0.586	-0.492	0.732

4.1.2 Composite Reliability

To check the reliability of the summated scale, composite reliability (CR) was measured using AMOS and excel. The CR value of OCB was 0.865, PCB=0.875, ECN=0.874, and SL=0.924. All the values of CR were greater than 0.75 that explained satisfactory results (Fornell and Larker, 1981). The bold diagonal values in (table 5) show average variance extracted (AVE) or discriminant validity. AVE values show that the relationship between items of a variable is greater than the relational values of other variable's items. The AVE values were OCB=0.543, PCB=0.709, ECN=0.651, and SL=0.732. The standardized values should be more than 0.5. All the diagonal values were more than 0.5 which were according to previous similar study (Fornell and Larker, 1981).

4.1.3 Mediation Report

Table 6 shows the mediating relationship between servant leadership and organizational citizenship behavior. It includes total, direct and indirect effects, which show partial and full mediation. SL has 25.1% total positive effect on OCB, and its indirect positive effect is 2.4%. It means PCB and ECN play an important role as mediators. However, one important thing is the direct effect, which is greater than total and indirect effect. It means, servant leader can affect greatly to OCB if there is no existence of psychological contract breach and employee cynicism at the workplace.

Table.6 Total, direct and indirect effects

	Variables	ECN	PCB	OCB
TOTAL EFFECTS	SL	-0.370	-0.455	0.251
	ECN	-	-	-0.291
	PCB	-	-	-0.183
DIRECT EFFECTS	SL	-0.370	-0.455	0.275
	ECN	-	-	-0.291
	PCB	-	-	-0.183
INDIRECT EFFECTS	SL	-	-	0.024

4.1.4 Analysis of hypotheses

Structural equation modeling technique was used to represent regression equation into a graph. It was used to analyze the hypothesis of this study.

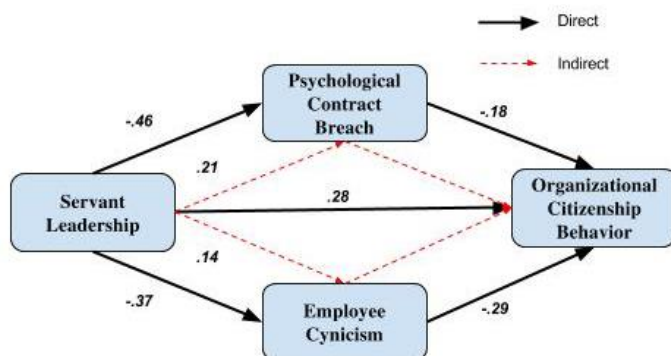


Figure.3. Structural equation modeling

SEM graph has shown some relationships between independent, dependent and mediating variables (see figure 3). SL has 28% direct impact on OCB, but it can have effect up to 21% through PCB and 14% through ECN. Psychological contract breach has an 18% negative effect on organizational citizenship behavior. While on the other hand, employee cynicism has the greater effect on OCB as compare to PCB. Servant leadership has a 46% negative effect on psychological contract breach, while on the other hand, it has less effect on ECN. PCB and employee cynicism together have 16% effect on organizational citizenship behavior.

4.2 Discussion and Findings

The purpose of this study was to evaluate the influence of servant leadership on organizational citizenship behavior in the mediating role of psychological contract breach and employee cynicism. Previously, many studies reported leadership as an important tool that influenced employees' behaviors (Podsakoff et al., 1990, Smith et al., 1983). In the current era, servant leadership served as an effective tool to inspire and motivate employees (Farling et al., 1999). Greenleaf (1977), adopted analysis of servant leadership and suggested to apply this approach as this is an important technique to cope with the problems arising at the workplace. These problems are related to employees and leaders including employee cynicism and abusive supervision as the deadly evils. A servant leader is the person who has close knowledge regarding workers so he can tackle their problems in a better way. Recently, Spears (2010) did a significant study to find out the characteristics of a servant leader. This study is the extension of Greenleaf (1977), and these qualities can be the guidance to develop servant leadership in any organization. This study found a negative relationship between servant leadership and psychological contract breach. It means servant leader is the person who knows the preference, needs, and wants of the followers therefore, he can better control such type of negative perceptions. For this purpose, he should develop an extended relationship with workers to build trust and confidence (Weick, 1995). In this long tenure, he can change the minds and philosophy of employees, and as a result of this, low levels of psychological contract breach can be observed. Our hypothesis related to relationship between servant leadership and psychological contract breach was accepted as SL has strong negative influence on PCB. It shows that by increasing servant leadership approach, psychological contract breach will be low. Employee cynicism is one of the main problems faced by modern day organizations. There are three dimensions of ECN

including cognitive, affective and behavioral (Abraham, 2000). Cynical employees spread negative information about the organization and may indulge in critical behaviors. Its antecedents can be of different kinds like abusive supervision, perceived contract violation, and lack of employment security and unfriendliness (Mirvis and Kanter, 1991). These problems can be controlled through adopting servant leadership approach. Similar to psychological contract breach, we found a negative relationship between servant leadership and employee cynicism. It means an increase in servant leadership may lead to an decrease in employee cynicism. Thus, our second hypothesis was accepted. Further, we observed negative relationship between psychological contract breach and OCB. Many previous studies found that when employees realize that their efforts are not given value, and obligations of employer are not fulfilled, employees lose their commitment and passion (Robinson, 1996, Robinson and Bennett, 1995, Robinson et al., 1994, Robinson and Morrison, 1995, Robinson and Rousseau, 1994). Employees become involved in extra role activities when they are satisfied and are in a happy mood (Baron, 1991). Employees also show high level of OCB when they get fairness and equality. We accept our fifth hypothesis and affirm that PCB is negatively related to OCB. Moreover, we found that employee cynicism and organizational citizenship behavior has a negative relationship. ECN plays a negative role for employees who involve in activities that are for the betterment of the organization because it can change their commitment level and consequently and they will take less interest in organizational citizenship behavior (Ajzen, 1991, Fishbein and Ajzen, 1977, Moorman and Blakely, 1995, Organ, 1997). When workers observe unfair behavior of employer with other workers, it also creates critical emotions against the organization. Besides this, employees feel insecure about their employment; therefore, they do not show commitment and loyalty to the firm. Thus, our sixth hypothesis is accepted that ECN is negatively related to OCB. Likewise, our results showed a more strong direct impact of SL on OCB as compared to indirect relationship. It means, if PCB and ECN doesn't exist, the approach of servant leadership will be more effective as there is no further need and effort to control psychological contract breach and employee cynicism. Our seventh hypothesis says that SL is positively related to OCB. It means due to applying and increasing servant leadership approach, employees will involve more enthusiastically in extra role performance (Aziz et al., 2017c). Thus, this hypothesis is accepted and is consistent with previous studies (Aziz et al., 2017c, Bobbio et al., 2012, Ja'afaru Bambale, 2014). This study also found that PCB and ECN plays a mediating role between servant leadership and OCB. Our second and fourth hypotheses are related to this relationship. Servant leader works on leader-member exchange theory and develops a two-way communication between himself and his followers to know their needs and problems and to gain a close knowledge about how to serve them. This behavior may lead to changing beliefs and preferences of the employees (Aziz et al., 2017d, Khurshid et al., 2017a). In this way, employees become hopeful and positive towards organization and they get involved in OCB with more zeal. It means SL is an efficient source to reduce psychological contract breach and employee cynicism, and increase the commitment of employees to indulge in organizational citizenship behavior. According to Weick (1995), long relationships through more interactions will

result in more positive thoughts about organization and employees will not be frustrated and hopeless because mostly employees take effects from quick responses. Therefore, these relationships in a long run convert into positive thinking and optimism due to efficient efforts of servant leader. Thus, PCB and OCB mediate relationship between SL and OCB.

5 CONCLUSION

With the start of the industrial revolution, the employees in any organization considered as the moving parts of the machines. However, contemporary organizations give much importance to their employees because they think that employees are the main cause of their success. Now, it is the common belief that if an organization wants to achieve its goals, it should appreciate, motivate and inspire its employees to work on full potential. Recently, the notion of servant leadership gained popularity. A servant leader is a person that can influence employees to work on his full potential. Servant leadership is an approach in which leader puts the interests of his followers first and then his own. Servant leader develops a two-way communication system through which he can gain a close knowledge about his supporters, which proved to be a better way to help them understand how to behave with employees. Organizations are facing many problems now-a-days including employee cynicism, bullying leadership, immoral activities, power abusing, deadly emotions, and psychological contract breach. Servant leadership is the best approach to cope with these problems. Psychological contracts considered as intrinsic promises between employees and organizations. When employees start feeling that their organization does not keep its promises then employees feel contract violation. These contracts are generated through performance appraisal or recruitment process. Employee cynicism is the one sided negative emotion of employees in which they feel frustrated and hopeless and lose their commitment. There are three stages of employee cynicism. Firstly, they believe that employer has lack of integrity. Secondly, they may develop negative feelings about the organization, and thirdly, they may start critical behaviors. The dependent variable is organizational citizenship behavior. These are the extra role activities and behaviors that are not the part of duty. Employees involve in OCB when they are satisfied and in a happy mood.

6 MANAGERIAL IMPLICATIONS

This study provides some implications that are important for the employers, managers, and supervisors. As the employees are considered to be the assets of the organization so leaders, supervisors, and managers should appreciate the efforts of workers. Leaders can inspire and motivate the employees and also can use their full potential. Therefore, they should – motivate workers. Managers and supervisors should develop two-way communication with employees and listen to their problems and needs, and help them feel valued. In this way, leaders can gain knowledge about employees' preferences and potentials. Employees will not feel hopeless and frustrated, and they will not generate a perception about contract breach. Servant leadership has more direct effect on organizational citizenship behavior compared to the indirect effect. It means, if leaders succeed in removing psychological contract breach and reducing employee cynicism, they can develop OCB among employees. There should be a system of appreciation (both financial and non-financial).

7 LIMITATIONS AND FUTURE RESEARCH AREAS

For this research, we used a structured questionnaire and conducted survey that may lead toward biasness as the employees become restricted to give response under limitations and not openly according to their real feelings. The respondents selected for this research were only from service sector and study setting was confined to Pakistani only. Future researcher can select more than one country including developed and developing ones and then compare their results. In this research, employee cynicism was used as a mediator, but it can also be used as a moderator. We collected data only once. It can also be collected more than once and check if there are any changes over time. It is also suggested to choose interview as a source of data collection to know the real feelings and expressions of respondents.

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