

ABSTRACT

Studies have generally shown positive correlations between supportive leadership and organizational citizenship behaviors. Servant and transformational leadership are espoused as valid theories of organizational leadership but lack crucial empirical support in the educational organizations. Therefore, the current study endeavored to advance empirical support for this emerging approach to leadership and how its influence can increase better OCB among teachers. This dissertation examined the relationships among servant and transformational leadership, organizational citizenship behavior (OCB), mediated by trust, job satisfaction, and organizational commitment. Research was conducted in schools that are managed by Montfort Brothers in India, using six survey instruments measuring servant leadership, transformational leadership; trust in leadership, work outcomes, i.e., job satisfaction, organizational commitment and organizational citizenship behaviors from the perspective of the teachers. A total of 432 teachers were sampled. Positive and strong correlations were found among transformational and servant leadership factors with trust and job satisfaction. Servant and transformational leadership have a low correlation with organizational commitment and OCB. Surprisingly, trust was shown not to mediate the relationship between servant and transformational leadership factors and organizational citizenship behavior factors. Altruistic calling and emotional healing of servant leadership factor was negatively and significantly related to sportsmanship of OCB. Similarly, inspirational motivation of transformational leadership is negatively and significantly related to altruism and courtesy of OCB. Teachers reported their trust in the leader, and work outcomes, i.e., job satisfaction and organizational commitment similarly with transformational leadership and servant leadership.