

MANAGERIAL PERSPECTIVE OF SERVANT LEADERSHIP ON VOICE BEHAVIOR OF BANKING PROFESSIONALS: MEDIATION MODEL

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Abstract: Indian banking organizations seek supportive and suggestive employees on organizational processes. However, the question is how banking organizations prepared for the culture to welcome service-minded people. Moreover, preparation needs to be in leadership, committed employees and an open and friendly environment. This is a novel idea of the present study, which consists of Servant Leadership (SL), Affective Commitment (AC) and Knowledge Sharing Behavior (KSB) to promote Voice Behavior (VB). This study aimed to determine how servant leadership influences voice behavior among employees. Besides, the study also focuses on mediating role of affective commitment and knowledge-sharing behavior on the relationship of servant leadership on voice behavior. In this regard, data were collected from banking employees using a structured questionnaire and email data collection method. Simple random sampling was used to choose banks located southern part of India. The study's findings highlighted that servant leadership positively influences voice behavior. Further, the study stressed that affective commitment and knowledge-sharing behavior partially mediate the relationship between servant leadership and voice behavior. The managerial implications and scope for future research based on limitations were discussed in this study.

Keywords: Servant Leadership, Affective Commitment, Knowledge Sharing Behavior, Voice Behavior, Banking Organization

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Introduction

It is inevitable for an employer to encourage employees' Voice Behavior (VB) in an organization. VB consists of two elements that are promotive and prohibitive. Promotive Voice Behavior is a business behavior in which people enunciate their view of manner and practice, which helps improve the business's condition. At the same time, Prohibitive Voice Behavior is a form of business behavior in which people express their opinion about limitations and implicit threats to an organization (Liang et al., 2012). Though both are different, these are ensuring employee contribution towards decision-making, introducing best practices, innovating and advancing existing processes and practices, managing issues, and precluding crises. Altogether, both voice behaviors are prescribed by employers and employees for an organization and its success (Morrison, 2011). A friendly and people-centered form of leadership is suggested to persuade the employees to share their thoughts and opinions with management (van Dierendonck, 2011). Servant Leadership (SL) is among the familiar forms of employee-oriented leadership style, which focuses more on peoples' growth and development with a service nature (Greenleaf, 1977). The selfless behavior of servant leaders will cause most of their followers to be like them. Further, this will lead to all the employees internally motivating themselves and by this, they will be more affective commitment towards their job (Sonmez Cakir and Adiguzel, 2020). Affective Commitment (AC) denotes the investment of employees' physical, emotional and cognitive strength towards their job (Allen and Meyer, 1990a). This leads the employees to connect emotionally with the organization, leading them to think of organizational issues as their issues (Singh, 2022). Because of this commitment and involvement, employees can think very close and personally, which has made them vocalize both the positive and negative sides of the organization (Huang et al., 2021).

Further, SL will cause engagement and internal motivation to lead to AC (Song et al., 2022). Apart from that, it is essential to develop Knowledge Sharing Behavior (KSB) among the employees to enhance VB among them together with VB will be viable where KSB culture exists in an organization. KSB has become important because it ensures a smooth knowledge flow among employees (Lin et al., 2022). But some employees hesitate and are reluctant to share some knowledge since they may think this is extra or unnecessary for them, and sometimes they may think this information, which people are ready to share, is not useful for them and anyone. The indicated behavior must be overcome by the management and something to induce people to KSB among the employees. In this regard, employers must find influential factors that drive employees to share knowledge with others (Sanboskani and Srour, 2022). In most cases, enthusiasm and willingness to share knowledge are mostly connected with how much employees commit to an organisation's value (De Vries et al., 2006). Furthermore, studies suggested that leadership is another predominant factor influencing KSB (Goswami and Agrawal,

2023). Greenleaf (1977a) argued that serving others is the leading drive to persuade employees. Normally this form of leadership will be useful in creating a social and friendly environment. The particular nature encourages the employees to serve others the way KSB ensures (Arefin et al., 2022).

Hence, above discussion, it was concluded that to promote any behavior, it is important to have a combination of leadership, commitment and an open and friendly environment. The study's novelty includes all variables to create a combination, while other studies have not used or examined to induce certain behavior separately. This study examined the relationship SL and VB through AC and KSB in banking institutions in India.

Literature Review and Hypothesis Development

Previous studies suggested that leadership style is among the influential factors for promoting VB in an organization (Morrison, 2014a). Especially, people-centred leadership style is a constructive factor for encouraging VB among employees (Svendsen and Joensson, 2016). Servant Leadership (SL) is one of the people-oriented leadership styles, which focuses more on followers' (employees') benefits rather than self-benefit (Greenleaf, 1977). This generous behavior of serving others enhances employees' engagement with the organization (Liden et al., 2015). Thus, it was suggested that SL have great potential to share employees' behavior in an organization (Lapointe and Vandenberghe, 2018). When employees' start recognising unfeigned care and brace by servant leaders, they will start working effectively in the sense of engagement for the organisation's benefit (Bande et al., 2016). Besides, it was proposed hypothesis as follows,

H1: Servant Leadership has a positive and significant influence on Voice Behavior.

Affective Commitment (AC) is a part of organizational commitment, which illustrates additional efforts for the growth of an organization. AC occurs among employees when the employee feels meaningful to the organization. This is produced when employees feel their organisational importance (Kahn, 1990). SL can create such a feel and environment among employees by providing a chance to open up, provide importance to their opinion and consider while making any decisions (Ehrhart, 2004). This nature leads employees to think the organization values them. Thus, employees with servant leaders are more committed to the organization. Furthermore, sufficient support will be given in all the way, i.e. physical and psychological, by the SL (Greenleaf, 1977). Employees are fully committed towards work when they get proper support from the management or leaders (Kahn, 1990). Consequently, SL assists with proper support in order to achieve AC in an organization. Because of the AC, committed employees show their ability and competency in performance (Chen et al., 2013). It is hinted that committed employees share their thoughts and opinions to show their commitment to the job and through which VB is enhanced. According to Chen et al. (2013), SL

facilitates the enhancement of AC towards the job, in which employees increase their concern about organization. As a result, the particular employees start talking about the positive and negative of the organization.

H2: Servant Leadership has a positive and significant influence on Affective Commitment.

H3: Affective Commitment has a positive and significant influence on Voice Behavior.

H4: Affective Commitment mediates the relationship between Servant Leadership and Voice Behavior

Knowledge Sharing Behavior (KSB) refers to employees' willingness to share valuable information with others. This is voluntary behavior of the employees enacted by open and friendly culture of an organization (Lin et al., 2022). Studies stated that the management could create a culture by promoting SL in the organization. Hence, it is believed that to encourage KSB, the management must adopt SL in the organization. Further, the fundamental of VB, people in an organization must open up and talk among themselves (Morrison, 2014b). KSB is key behavior for changing the nature of VB, i.e., many positive and negative opinions are shared by employees who have the nature of KSB, whereas less number of opinion get shared with employers where employees with no KSB (Ahmad and Karim, 2019). It is justified that developing KSB to improve VB among employees is necessary. Furthermore, SL is one of the influential factors in instigating the behavior of KSB, where management can motivate employees' VB (Lee et al., 2021a). Therefore, it was understood that SL creates a friendly environment where employees' KSB improved through that VB achieved.

H5: Servant Leadership positively and significantly influences Knowledge Sharing Behavior.

H6: Knowledge Sharing Behavior positively and significantly influences Voice Behavior

H7: Knowledge Sharing Behavior mediates the relationship between Servant Leadership and Voice Behavior

According to Social Exchange Theory (SET), employees' Affective Commitment (AC) is encouraged by the leadership of the entity (Nguyen et al., 2020). Especially, SL is one of the significant influential factors for stimulating AC by designing friendly culture in an organization. Further, some studies argued that the high level of emotional attachment had been nurtured by the servant leaders; as a result, AC ensured in an organization (Aboramadan et al., 2022). Irfan and Rjoub (2021) stated that because of SL, various negative opinions about organization have been reduced, and this portrait of AC is prevalent among employees. Moreover, this culture encourages employee and employer quality interaction; by the way, both can share their view with each other (Miao et al., 2014). Moreover, the particular interpersonal relation is a base for promoting VB nature in the organization (Lee et al., 2021a).

Hence, it is believed that SL influences highly on the VB among the employees, and it is possible through encouraging AC and KSB in an organization.

H8: Affective Commitment positively and significantly influences Knowledge Sharing Behavior.

H9: Affective Commitment and Knowledge Sharing Behavior mediates the relationship between Servant Leadership and Voice Behavior.

Conceptual Model

Based on the above discussion, the model was framed. The model expresses the idea of this study, which portrays complex interrelationships among the constructs such as Servant Leadership (SL), Affective Commitment (AC), Knowledge Sharing Behavior (KSB) and promote Voice Behavior (VB). This model suggests a combined effect of Servant Leadership (SL), Affective Commitment (AC) and Knowledge Sharing Behavior (KSB) to promote Voice Behavior (VB). The model is shown in Figure 1 as follows,

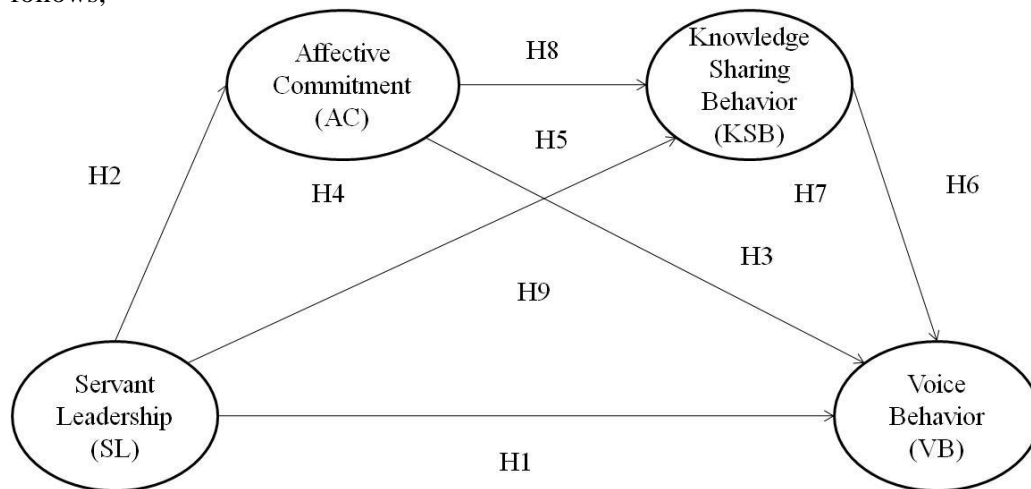


Figure 1: Hypothesized Model

Research Methodology

The data were collected from middle-level (office staff) banking professionals of both public and private sector banks from the southern part of India (Tamil Nadu, Kerala, Andhra Pradesh and Karnataka). The employees working in the main branch of bank located in tier 1 cities were taken for the study. A total of 3254 banks (Deolalkar, 2010) were considered for data collection and employees working in those banks were considered population for the study. Simple random samples were used to select the

banks, and 1235 (Approx35%) banks (combination of both public and private banks) were chosen for final data collection with 50% population proportion, 95% confidence interval and 5% error margin. Out of 1235, only around 124 (10%) of the banks responded to the email with this study's objective and scope, which sought approval to conduct a survey stated. However, only 107 (86%) banks agreed to provide details of the employees. Eventually, details of 535 employees were collected. The structured questionnaire was framed and sent to emails of all 535 employees. Finally, 327 (62%) employees responded, and their data were used for further analysis. However, 22 cases were removed during the data purification process (Henseler et al., 2016), and 305 (93%) cases were taken for further analysis. The final sample size was a justified model used by (Schmidt et al., 2018). The total duration for this process was almost 60 days, from February 2023 to March 2023.

In this study, four constructs were used, namely Servant Leadership (SL), Affective Commitment (AC), Knowledge Sharing Behavior (KSB) and Voice Behavior (VB). All the scales were measured by a 5-point Likert Scale, with a value ranging from 1 to 5. 1 represented "Strongly Disagree" while 5 represented "Strongly Agree".

The scale developed by Ehrhart (2004) was used to measure the perceived SL of employees. The scale was measured using 14 measurement items. However, only 12 were used for this study. The remaining 2 items were removed due to non-fit within the context of this study. To understand AC of the employees, the scale developed by Allen and Meyer (1990b) was used. The scale was originally developed with eight measurement items. However, 6 were used in this study, and the other two were eliminated during the face validity test. A four-item scale was developed by De Vries et al. (2006) to measure the KSB among employees. In the process of asses the VB, 10 items scale was used to measure both promotive and prohibitive behaviors, and all 10 items were used in this study. The scale was developed by Jain Liang et al. (2012).

In this study, Structural Equation Modeling (SEM) model was used in order to study the structural relationships among the variables, which was used in the study. Broadly, SEM is used to explore the complicated and complex relationship among the variable with mediation and moderation effect on dependent variables. SEM is a more appropriate tool for this study since more complex and interrelation aspects are included in the model. SEM has two parts: i.e. (a) measurement model and (b) structural model. SMARTPLS Software(Trial Version) was equipped to perform SEM since SMARTPLS software is very user-friendly and more convenient for researchers to analyze and report (Hair et al., 2022).

Evaluation of Measurement Model

Evaluation of measurement model includes testing each construct's quality criteria to prove the constructs' fitness, which is measured using reliability and validity in PLS-SEM. The quality of measurement model was explored using (1) Construct Reliability and (2) Convergent Validity and (3) Discriminant Validity (Hair et al., 2022).

Table1. Construct Reliability and Convergent Validity

	CA	CR	AVE
SL	0.927	0.927	0.553
AC	0.885	0.886	0.636
KSB	0.85	0.85	0.689
VB	0.958	0.962	0.726

Note: CA – Cronbach's Alpha, CR – Composite Reliability and AVE – Average Variance Extracted

Table 1 helps to find the reliability and validity of each construct of the study, which can be achieved through Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE). First, to prove construct reliability, the values of both Cronbach's Alpha and Composite Reliability must be more than the acceptable level of 0.70 (Sarstedt et al., 2017). In the present study, the values of Cronbach's Alpha of each latent construct were satisfactory levels between 0.85 and 0.95. In addition, the values of Composite Reliability were higher than the acceptable level of 0.85 to 0.96. Hence, construct reliability was achieved, and values are shown in Table 1. Subsequently, convergent validity needs to be explored to test the concept intended to measure. The Average Variance Extracted (AVE) is used to assess the convergent validity for each construct in the model. In this way, the values of AVE should be greater than 0.50 to achieve convergent validity (Fornell and Larcker, 1981). In this study, convergent validity was attained since all the values of AVE were higher than the expected level of 0.50. The results are shown in Table 1.

Furthermore, it is important to prove distinctiveness among the constructs by analysing the model's discriminant validity. Substantially, discriminant validity can be proven by examining cross-loadings among the variables. To assess discriminant validity by cross-loadings, the factor loading value must be highly loaded on the parented constructs compared to other constructs (Henseler et al., 2009). In the present study, all the measurement items were highly loaded on their parental constructs and identified notable differences in the loading values on the other constructs. Thus, discriminant validity was established, and the results are presented in Table 2. Table 2 shows the

values of cross-loadings between measurement items and each construct, which helps to highlight the distinct nature of each construct.

Table 2. Cross Loadings

	AC	KSB	SL	VB	SL7	0.679	0.668	0.753	0.664
AC1	0.805	0.715	0.746	0.69	SL8	0.649	0.645	0.716	0.617
AC2	0.780	0.654	0.700	0.673	SL9	0.665	0.668	0.745	0.622
AC3	0.785	0.664	0.703	0.705	SL10	0.678	0.641	0.734	0.653
AC4	0.760	0.676	0.685	0.704	SL11	0.676	0.67	0.733	0.648
AC5	0.835	0.725	0.723	0.704	SL12	0.688	0.694	0.770	0.681
AC6	0.818	0.690	0.695	0.674	VB1	0.713	0.683	0.696	0.756
KSB1	0.690	0.812	0.696	0.684	VB2	0.753	0.756	0.764	0.825
KSB2	0.708	0.826	0.732	0.694	VB3	0.774	0.748	0.778	0.858
KSB3	0.727	0.841	0.743	0.687	VB4	0.697	0.688	0.707	0.825
KSB4	0.739	0.841	0.757	0.719	VB5	0.681	0.665	0.698	0.828
SL1	0.656	0.689	0.772	0.646	VB6	0.73	0.694	0.728	0.839
SL2	0.652	0.644	0.746	0.664	VB7	0.715	0.703	0.722	0.851
SL3	0.678	0.668	0.741	0.667	VB8	0.704	0.661	0.679	0.863
SL4	0.628	0.643	0.747	0.615	VB9	0.692	0.658	0.680	0.835
SL5	0.645	0.607	0.734	0.592	VB10	0.760	0.719	0.738	0.850
SL6	0.64	0.63	0.732	0.638					

Note: The measurement items loaded highly on its parental constructs, which were highlighted in bold, italic and shaded

Evaluation of Structural Model

After evaluating the measurement model, the structural model assessment will occur, whereby the relationship among the constructs in the model will be assessed. It includes the assessment of the explanatory power of the model (R^2), analyzes the predictive accuracy of the model (Q^2) and assesses the structural relationship among constructs and its level of significance (Path Coefficient) (Hair Jr et al., 2021). Table 3 represents the explanatory power and predictive accuracy of the model. In the first step, assessing the structural model is to test the explanatory power of the model through the value of R^2 . Basically, R^2 ranges between -1 and +1, with a value very close to 1 indicating high explanatory power and a value close to 0 indicating low explanatory power of the model (Hair Jr et al., 2021). Table 3 shows that each exogenous construct accounted for more

than 82% variance on endogenous constructs. Furthermore, Q^2 values help to establish the predictive accuracy of the model. Q^2 values higher than zero emphasize the model's predictive accuracy (Sarstedt et al., 2017). In this study, the values of Q^2 were higher than a threshold value of zero, as shown in Table 3.

Table 3. R² values and Q² values

	R ² values	Q ² values
SL	---	0.464
AC	0.791	0.487
KSB	0.807	0.474
VB	0.825	0.656

The next step in assessing the structural model is evaluating the path coefficient to measure the strength of the path and the level of influence of each exogenous construct with other construct constants on the endogenous construct (Hair Jr et al., 2021). Table 4 indicates the level of impact of each exogenous construct on endogenous constructs of the model. In this study, the value of path coefficients indicates that all exogenous constructs positively and significantly influence endogenous constructs, as shown in Table 4.

Table 4. Path Coefficients

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SL -> VB	0.357	0.054	6.57	0.00
SL -> AC	0.889	0.013	68.815	0.00
AC -> VB	0.386	0.056	6.882	0.00
SL -> KSB	0.550	0.056	9.795	0.00
KSB -> VB	0.202	0.054	3.763	0.00
AC -> KSB	0.374	0.057	6.611	0.00

Note: p values should be less than or equal to 0.05 to accept the hypothesis

It is highlighted that a significant and positive relationship existed between servant leadership and voice behavior with an effective level of 0.357 ($\beta = 0.357$, $p < 0.05$). Thus H1 was accepted. The output also specifies that when the one unit changes of servant leadership will have changes on affective commitment at 0.889 ($\beta = 0.889$, $p < 0.05$). This implies a positive and significant relationship exists between SL and AC.

Hence, H2 was accepted. This study also analysed the significant changes in voice behavior by affective commitment towards the current performing job and found that AC also influences VB at the level of 0.386 ($\beta = 0.386$, $p < 0.05$). In this way, H3 was accepted. In addition, servant leadership significantly influences knowledge-sharing behavior with a positive level of 0.550 ($\beta = 0.550$, $p < 0.05$). Hence, H5 was also accepted. Here, knowledge-sharing behavior also has a positive and significant position on the employees' voice behaviour at the level of 0.202. It means that one unit of changes in KSB affects the 0.202 level on VB ($\beta = 0.202$, $p < 0.05$). Accordingly, H6 was also accepted. Furthermore, the result indicates that affective commitment positively and significantly influences knowledge-sharing behavior with an effective level of 0.374 ($\beta = 0.374$, $p < 0.05$). Therefore H8 was accepted.

Mediation Analysis

Mediation analysis was used to study the total, direct, and indirect effects among the model constructs (Hair Jr et al., 2021). First, the authors analyzes the relationship between SL and VB with excluding mediation construct AC and KSB to study the total effect between the constructs. The result indicates a positive and significant relationship between SL and VB with an effective level of 0.879 ($\beta = 0.879$, $p < 0.05$). Second, the analysis was performed with mediation constructs AC and KSB to test the direct effect of SL on VB. This analysis revealed that the effect size level decreases when placing the mediation constructs AC and KSB ($\beta = 0.357$, $p < 0.05$). This was interpreted that in the presence of AC and KSB, the level of influence SL on VB came down to 0.357, which was significant. Third, to study the total indirect effect, the analysis was performed to test the total indirect effect of SL on VB through mediation constructs AC and KSB. The result narrated that when SL influence VB through AC and KSB, the relationship would be positive and significant with an effective level of 0.521 ($\beta = 0.521$, $p < 0.05$). It was highlighted that AC and KSB partially mediate the relationship between the SL on VB. Thus H9 was accepted. Table 5 highlights the outcome of mediation analysis by identifying total effect, direct effect and indirect effect, which help to understand the level of mediation effects of mediators of this study, such as AC and KSB.

Table 5. Mediation Analysis

Total Effect (SL → VB)		Direct Effect (SL → VB)		Indirect Effect (SL → VB)				Results	
Effect Size	p-value	Effect Size	p-value	Effect Size	SD	T Value	P Values		
0.879	0.000	0.357	0.000	(SL → AC → KSB → VB)	0.521	0.005	10.362	0.000	Partially Mediated

Note: p-value should be less than 0.05 to accept the hypothesis

In this study, three paths were identified, where the first path was SL on VB through AC (SL → AC → VB), the second was SL on VB through KSB (SL → KSB → VB) and finally, SL on VB through AC and KSB (SL → AC → KSB → VB) with effect value of 0.343, 0.111 and 0.067, respectively, and all were significant. The result hinted that AC partially mediates and positive and significant impact on SL on VB ($\beta = 0.0.343$, $p < 0.05$). Thus H4 was accepted. In addition, KSB also has a significant contribution as a mediator between SL and VB at the level of 0.111 ($\beta = 0.0.111$, $p < 0.05$). Hence, H7 was accepted. The values are shown in Table 6. Table 6 reveals the specific indirect effect of AC and KSB on VB.

Table 6. Specific Indirect Effect

	Original sample (O)	Standard deviation (STDEV)	T statistics ((O/STDEV)	P values
SL -> AC -> KSB -> VB	0.067	0.019	3.447	0.001
SL -> AC -> VB	0.343	0.051	6.747	0.000
SL -> KSB -> VB	0.111	0.033	3.342	0.001

Note: p-value should be less than 0.05 to accept the hypothesis

Discussion

The proposed model wants to address the combination of organizational elements (Leadership, commitment and culture) to increase an organisation's productivity, which many studies want to focus on (Horta and Santos, 2020). This study emphasized this interrelationship between the components. These are Servant Leadership (SL), Affective Commitment (AC), Knowledge Sharing Behavior (KSB) and Voice Behavior (VB). The present study focuses on the relationship between SL and VB. In addition, highlight the importance AC and KSB as a mediator between SL and VB. In hypothesis 1, it was assumed that a positive and significant relationship exists between SL and VB and was tested. The result was SL positively influences VB, and it is significant. The output of

this study was consistent with previous studies(Song et al., 2022), which also highlighted the same positive and significant relationship between SL and VB. This implies that when management encourages leaders to change their leadership style to servant leadership through appropriate training or leaders wishing to adopt SL will be used to enhance VB in the banking sector. From hypothesis 2, it was believed that SL has a positive and significant relationship with AC, and the result hinted that SL was an influential factor of AC, and the relationship was both positive and significant. This outcome is similar to previous studies (Ng, 2022), which portrayed the importance of SL in enhancing AC in an organization. It is suggested that SL will have more committed employees if any banking organisations embrace it. In other words, a committed workforce in banking organizations requires servant leaders. Hypothesis 3 also was intended to explore the relationship between AC and VB. This study's result parallels previous studies' outcomes that AC positively and significantly affects VB(Cheng et al., 2022). This hinted that employees with high AC would open and vocalize their voice over companies. In hypothesis 4, it further considers the gap in the mediating role of AC between SL and VB, and the result indicated that AC partially mediates the association between SL and VB. It was suggested that a company with servant leaders would increase VB among the employees by encouraging employees' commitment to the job and organization. Hypothesis 5 focuses on the importance of KSB and its mediating effect on the relationship between SL and VB. The outcome matches previous studies that mentioned a significant positive relationship between SL and KSB(Ng, 2022). SL is said to be a predominant factor in enhancing knowledge-sharing with others. In order to promote KSB among employees, companies must adopt SL style for their leaders. Hypothesis 6 further analyzes the relationship between KSB and VB in the banking sector. It found that a positive and significant relationship exists between KSB and VB, which is close to the results of previous studies (Lee et al., 2021b). It was recommended that it is important to nurture the behavior of knowledge sharing to promote VB in banking companies. Moreover, the gap was identified, mentioned as hypothesis 7, in the role of KSB as a mediator between SL and VB. It was found that KSB partially mediates the relationship between SL and VB. This means that servant leaders might use the strategy to motivate the employees to share their knowledge with others to promote VB in a banking organization. Finally, it was highlighted in hypothesis 8 that the relationship between AC and KSB was tested, and a positive and significant relationship exists between AC and KSB. This result consists of the previous studies of AC and KSB (Ng, 2022). It was advised that employees are more committed to their job and organization are ready to share their knowledge. In this way, it was proposed, mentioned as hypothesis 9, the interrelationship among these variables. It was established that AC and KSB partially mediate the relationship between SL and VB. This implies that the leaders

must be servant leaders to create the VB among the employees. Furthermore, servant leaders will be causes of creating AC and KSB through which VB can achieve.

Managerial Implications of the Study

The current study contributes some practical applications to the management of banking sector in India. It would suggest that the management must provide attention to creating an ambience where service-based behavior needs to enhance among employees. The outcome of this study highlighted that Servant Leadership (SL) is facilitating factor for encouraging Voice Behavior (VB) among employees. This relationship was proved in both direct and indirect ways. The indirect impact is justified through Affective Commitment (AC) and Knowledge Sharing Behavior (KSB). Some previous studies highlighted the positive impact of SL on the pro-organizational behavior of employees (Timiyo and Yeadon-Lee, 2016). It implies that SL is always a positive form of leadership which supports and benefits the organizations. The statement suggests management should encourage SL leadership among top- and middle-level management in banking organizations. They can initiate training and development programs to promote service behavior among them. Moreover, organization must change into a service work culture whereby providing value to everyone. In this regard, organization may consider rewarding employees who have been caring, respectful and friendly to others. The finding of this study underlined the influence of AC as a mediator to facilitate VB among employees. It was mentioned that the manager must prioritise promoting AC to induce VB. In this regard, making meaningful employees' performance and supporting managers in promoting commitment is recommended. Promoting commitment is the easiest way for managers to enhance the VB among employees. The output of this study also highlighted the effect of KSB to induce VB among employees. It highlighted the extent of thought sharing with others decides the prevalence of VB in employees. In this connection, managers must create an open, free and friendly environment and encourage mutual trust and interpersonal relationships to support KSB in a banking organization. Hence, managers must avoid the traditional power-backed approach and consider following people-oriented obtaining KSB through which VB can achieve. Altogether, companies must emphasise service attitude among leaders towards all aspects of business with employee commitment and promote knowledge sharing. This idea ensures employee's voice behavior among banking sector employees in India.

Conclusion

The present study examined model that interpreted moment and motive of Servant Leadership (SL) effect on Voice Behavior (VB) in the Indian context. Further, the study illustrated that SL promoted Affective Commitment (AC) and supported Knowledge Sharing Behavior (KSB), through which VB can be achieved. The study suggests

practical implications for banking management to obtain VB among employees by inducing SL, AC and KSB in banking organizations in India.

Though the output of the study contributes to the concept of Servant Leadership (SL), Affective Commitment (AC), Knowledge Sharing Behavior (KSB) and Voice Behavior (VB), still some limitations were identified, which need to be addressed in future research. First, this study's sample was from a banking professional, a service business in India. Here is a limitation: output only represents the banking sector's voice. Future research can extend its scope into different industries, such as manufacturing, automobiles, etc. Second, the results of this study only highlighted the servant behavioral perspective of the southern part of India since the data were collected from the southern part of India. The future study focuses on other parts of India as well. Third, the entire study concentrated on explaining the relationship between SL and VB through AC and KSB at the individual level and excluded the idea of team and organizational level. The future study focuses on the team and organizational perspectives of the SL and VB. Finally, this study explored inducive elements of VB, which is necessary to instigate the employees to vocalize. It merely encourages aspect to express their opinion. However, the quality of that voice was not under study. This can be measured in future studies.

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MENEDŻERSKA PERSPEKTYWA PRZYWÓDZTWA SŁUŻEBNEGO NA ZACHOWANIA GŁOSOWE PROFESJONALISTÓW BANKOWYCH: MODEL MEDIACYJNY

Streszczenie: Indyjskie organizacje bankowe poszukują pracowników wspierających i sugerujących procesy organizacyjne. Pozostaje jednak pytanie, w jaki sposób organizacje

bankowe przygotowały się do kultury przyjmowania osób nastawionych na świadczenie usług. Co więcej, przygotowanie musi obejmować przywództwo, zaangażowanych pracowników oraz otwarte i przyjazne środowisko. Jest to nowatorski pomysł niniejszego badania, które składa się z przywództwa służebnego, zaangażowania afektywnego i dzielenia się wiedzą w celu promowania zachowań głosowych. Niniejsze badanie miało na celu określenie, w jaki sposób przywództwo służebne wpływa na zachowania głosowe wśród pracowników. Poza tym badanie koncentruje się również na pośredniczącej roli zaangażowania afektywnego i dzielenia się wiedzą w związku przywództwa służebnego z zachowaniami głosowymi. W związku z tym dane zostały zebrane od pracowników bankowych przy użyciu ustrukturyzowanego kwestionariusza i metody zbierania danych za pośrednictwem poczty elektronicznej. Do wyboru banków zlokalizowanych w południowej części Indii wykorzystano prosty losowy dobór próby. Wyżej wymieniony model zmiennych został opracowany i przetestowany przy użyciu modelu równań strukturalnych - częściowego najmniejszego kwadratu. Wyniki badania podkreśliły, że przywództwo służebne pozytywnie wpływa na zachowania głosowe. Ponadto w badaniu podkreślono, że zaangażowanie afektywne i dzielenie się wiedzą częściowo pośredniczą w związku między przywództwem służebnym a zachowaniami głosowymi. W badaniu omówiono implikacje menedżerskie i zakres przyszłych badań w oparciu o ograniczenia.

Słowa kluczowe: Przywództwo służebne, zaangażowanie afektywne, dzielenie się wiedzą, zachowanie głosowe, organizacja bankowa

仆人式领导对银行专业人士话语行为的管理视角：中介模型

摘要：印度银行机构寻求对组织流程提供支持和建议的员工。然而，问题是银行组织如何为欢迎有服务意识的人的文化做好准备。此外，准备需要领导、忠诚的员工和开放友好的环境。这是本研究的一个新想法，它由仆人式领导（SL）、情感承诺（AC）和知识共享行为（KSB）组成，以促进建言行为（VB）。本研究旨在确定仆人式领导如何影响员工的建言行为。此外，本研究还关注情感承诺和知识共享行为在仆人式领导对建言行为关系中的中介作用。在这方面，使用结构化问卷和电子邮件数据收集方法从银行员工那里收集数据。使用简单随机抽样来选择位于印度南部的银行。使用结构方程模型-偏最小二乘法构建并测试了上述变量模型。研究结果强调，仆人式领导对建言行为有积极影响。此外，该研究强调，情感承诺和知识共享行为部分地调节了仆人式领导与建言行为之间的关系。本研究讨论了基于局限性的未来研究的管理意义和范围

关键词：仆人式领导、情感承诺、知识共享行为、建言行为、银行组织