



**Leaders or Organisations? A comparison study of factors affecting organisational citizenship behaviour in independent hotels**

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## Leaders or Organisations? A comparison study of factors affecting organisational citizenship behaviour in independent hotels

### Abstract

**Purpose** - Managers of independent hotels need to maximise organisational citizenship behaviour among employees to gain sufficient competitive advantage in an increasingly competitive environment so it is important to understand what affects it. To achieve this, our study tests if servant leadership, organisational citizenship behaviour and other related constructs have the same relationships between them in two contrasting parts of the world.

**Design/methodology/approach** - Survey data were gathered from managers of independent hotels in Spain (451) and Iran (429). Spain was selected because it is a developed country that is a leading destination for tourists. Iran was chosen as a contrast since it is a developing country with a growing tourist industry.

**Findings** - Our findings show that Spain and Iran demonstrate different patterns of relationships in the selected variables suggesting that Iranians trust their leaders more than the organisational systems while the Spanish trust organisational systems more than their leaders. These results are consistent with Spanish culture having higher individualism than Iranian culture. They are also consistent with Iranian culture prioritising traditional values, such as personal loyalty to managers, and Spanish culture prioritising modern values, such as impersonal rules and objective processes.

**Research limitations/implications** - Our study suggests leadership and justice affects organisational citizenship behaviour in different ways where modern values prevail compared to where traditional values prevail. It suggests that managers of independent hotels in Iran should follow the example of Spanish hotel managers by adopting more objective and fair procedures while showing that inward investors and expatriate managers in Iran should be aware of the importance of personal leadership style. Further research is needed in different countries and regions to improve the generalisability of our findings.

**Originality/value** – Our study contributes to the literature on the application of the servant leadership construct, which was developed in the West, to other regional contexts. It also adds to the literature of independent hotels, which are an important yet under-researched part of the hospitality industry.

Keywords:

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3 Servant leadership, Organisational citizenship behaviour, Organisational Justice,  
4 Organisational commitment, Independent Hotels  
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## 8 **Introduction**

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10 In many countries independent, non-chain hotels, are a major contributor not only to the  
11 tourism industry but also to their national economy. Apart from the income that these hotels  
12 generate, they are employers of numerous low and semi-skilled workers (Nazarian *et al.*,  
13 2017). It is, therefore, important for both a country's tourism industry and for its national  
14 economy for independent hotel managers to understand the factors affecting their  
15 performance and effectiveness (Nazarian *et al.*, 2017; Nazarian *et al.*, 2019). In Spain there  
16 are three times as many independent hotels as chain hotels (Chappell, 2019) and in Iran  
17 almost 90% of hotels are independent, with few Iranian chains and even fewer international  
18 ones (Iranian Cultural Heritage, Handicraft and Tourism Organisation, 2018) so these  
19 countries are suitable for a study of independent hotels.  
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28 We chose to examine leadership as a factor that affects employee performance since it is a  
29 crucial factor in any service organisation and leadership style is something that managers can  
30 directly affect (Huang *et al.*, 2016). In this study we use servant leadership which, as part of a  
31 trend towards ethical, pro-social, and people-centred management, has drawn attention from  
32 both academics and practitioners (van Dierendonck, 2011; Liden *et al.*, 2015; Eva *et al.*,  
33 2019). Servant leadership puts the well-being and development of subordinates ahead of  
34 organisational needs, and focusses on empowering them to act on their own judgement about  
35 what should be done rather than focusing directly on organisational objectives, as in other  
36 approaches to leadership (van Dierendonck, 2011). Additionally, the effects of servant  
37 leadership are known to be culturally variable (Hale and Fields, 2007). Thus, servant  
38 leadership is appropriate for studies of the hotel industry.  
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48 The hotel industry is a service industry where an organisation's success or failure often turns  
49 on the qualities of its customer-facing staff (Nazarian *et al.*, 2019). The literature suggests  
50 that their effectiveness is favourably influenced by the manager's ability to produce  
51 organisational citizenship behaviour (OCB) which is the propensity of employees to act in the  
52 interests of the organisation and its members, going beyond contractual obligations (Organ *et*  
53 *al.*, 2006; Bavik *et al.*, 2017). OCB is a particularly important factor in the success of  
54 organisations in service industries, like the hotel industry, where employees need to respond  
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3 to the, often unpredictable, needs of their guests (Ma *et al.*, 2013) and it was chosen as the  
4 main dependent variable in this study.  
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7 Gottfredson and Aguinis's (2017) meta-analytical study using data from studies of the  
8 relationship between leadership behaviours (contingent rewards, initiating structure,  
9 consideration and transformational style) and follower performance (task performance and  
10 OCB), found there were several mediating variables that support this relationship including  
11 justice and commitment, though the strongest was leader-member exchange (LMX). LMX is  
12 closely related to servant leadership (Barbuto and Wheeler, 2006). It is concerned with  
13 followers' perception of their working relationship with their leaders and is the extent to  
14 which an employee identifies with the organisation and its aims and wishes to remain in that  
15 employment (Ling *et al.*, 2017). In studies of the hospitality industry, OCB is known to be  
16 positively affected by organisational commitment (Dai *et al.*, 2013). Additionally,  
17 organisational commitment is positively affected by distributive justice, also by procedural  
18 justice (Dai *et al.*, 2013). Both distributive and procedural justice are known to influence  
19 OCB (Nadiri and Tanova, 2010). Therefore, organisational commitment, procedural justice  
20 and distributive justice were included in this study. Thus, given that servant leadership is  
21 known to be culturally variable, the aim of this study is to discover what effect national  
22 culture has on the relationship between servant leadership and OCB, and the relationships  
23 with the intermediating variables organisational commitment and organisational justice, in  
24 the two contexts of this study.  
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39 The main aim of this study is to compare the relationships between some of these factors in  
40 the well-established hotel industry in Spain, a leading destination for tourists (Yuste, 2019),  
41 with a less developed, but growing, industry in Iran to identify any lessons that one national  
42 industry can learn from the other to inform their management practices. A further aim is to  
43 test if the constructs used, which were developed in a Western context, behave similarly in  
44 the Middle East, which is culturally different. Thus, the research question proposed for this  
45 study is: to what extent are the relationships between the constructs used in the study  
46 influenced by the differences in the cultures of Spain and Iran? These countries are in  
47 contrast because Spain is a developed country, with a southern European culture and one of  
48 the biggest tourism industries of any country in the world, that contrasts with Iran, which is a  
49 developing country with a Middle-Eastern, Muslim culture and a tourism industry that has  
50 been held back for decades by Iran's geopolitical circumstances but is now growing. This  
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3 study, therefore, adds to the literature on the applicability of constructs developed in Western  
4 contexts in other parts of the world.  
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7 The rest of this paper is organised as follows: there is a review of literature on the constructs  
8 employed showing their relevance to the research problem; this is followed by a methodology  
9 section explaining what data were gathered and how; then there is a section on how the data  
10 were analysed and the results of this analysis; following from this is a discussion of these  
11 findings in the context of the research problem; finally, the theoretical and practical  
12 implications of our study are enumerated, limitations identified and suggestions are made for  
13 future research.  
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## 20 **Theory and Hypotheses Development**

### 21 ***Servant Leadership***

22 Applications of servant leadership are particularly fruitful in the hospitality industry given its  
23 people orientated nature (Brownell, 2010). The most important aspect of servant leadership is  
24 that leaders should influence organisational outcomes by encouraging subordinates' wellbeing  
25 and growth, by satisfying their needs and empowering them (Brownell, 2010; Wu *et al.*,  
26 2013). Thus, servant leadership emphasises the employees rather than on organisational aims  
27 because, according to this view, organisational aims can be achieved indirectly through the  
28 employees (Stone *et al.*, 2004). Servant leadership is characterised by leaders' altruism,  
29 empathy, ethics and community stewardship (van Dierendonck, 2011; Eva *et al.*, 2019). It is  
30 consistent with a growing hospitality management philosophy which sees employees as the  
31 primary movers of customer satisfaction and the most significant factor in bringing about the  
32 highest levels of effectiveness and best performance (Ling *et al.*, 2017). It is also consistent  
33 with organisations such as The Ritz-Carlton hotels that believe employee empowerment is the  
34 key to competitive advantage (Yeung, 2006). Hoch *et al.* (2018) found that servant leadership  
35 is more useful in predicting outcomes than the other positive leadership constructs, ethical  
36 and authentic leadership.  
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50 Servant leadership may be received differently by subordinates in different cultures. For  
51 example, Hale and Fields (2007) found that trainee priests in Ghana judged servant leadership  
52 characteristics to be less significant for effective leadership than a similar sample in the USA.  
53 In a study conducted in Australia and Indonesia, Pekerti and Sendjaya (2010) found that the  
54 attributes that make up servant leadership were not valued in the same way in each country.  
55 In a more extensive study, Mittal and Dorfman (2012) found the components of servant  
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3 leadership most valued in Nordic and European countries were those of egalitarianism and  
4 empowerment whereas those most valued in Asian countries were empathy and humility.  
5 This study seeks to discover if the relationships between servant leadership and the other  
6 constructs in the study are different in Spain and Iran.  
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10 A positive relationship has been found between servant leadership and OCB in several  
11 studies (Walumbwa *et al.*, 2010; Bavik *et al.*, 2017) and this includes one conducted in  
12 Chinese hotels (Wu *et al.*, 2013). A study of hotel employees in South Korea showed that  
13 servant leadership positively influences customer perception of service quality through OCB  
14 (Kwak and Kim, 2015). Some studies have suggested that servant leadership produces OCB  
15 through cultivating an inclination towards subordinates reciprocating perceived benefits  
16 received from leaders (Bavik *et al.*, 2017). This study takes the matter further by comparing  
17 the relationship in two different national contexts.  
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### 25 ***Organisational Citizenship Behaviour (OCB)***

26 OCB is concerned with the individual behaviour of employees in an organisation and  
27 measures the extent to which they are prepared to act beyond formal roles and responsibilities  
28 to the benefit of their colleagues and the organisation itself (Organ *et al.*, 2006). OCB is  
29 significant to our research problem since it is known to have a positive influence on  
30 organisational effectiveness/performance (Carpini and Parker, 2018). This concept is of  
31 particular use in service industries such as hospitality, since OCB has a significant influence  
32 on service quality during service encounters, encourages effective communication and  
33 enables best practices to be shared among (Podsakoff *et al.*, 2018).  
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41 The concept OCB has been interpreted in different ways (Podsakoff *et al.*, 2018) with  
42 different researchers using different mixtures of relevant factors to construct their measures  
43 of OCB. In this study OCB items from Dai *et al.* (2013) were used which were adapted from  
44 Wang and Wong (2011). This measure includes four factors: conscientiousness, interpersonal  
45 harmony, identification and protecting company resources.  
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50 Hence, we propose the hypothesis:

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53 H1 Servant leadership is positively associated with OCB.  
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### 55 ***Organisational Justice***

56 Organisational justice is employees' perceptions of how fairly they are treated within their  
57 organisation and it is usually studied to find how it affects other factors affecting  
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organisational performance, such as organisational commitment and job satisfaction (Cohen-Charash and Spector, 2001). It has been identified as a key factor in motivating employees to perform well (Cropanzano *et al.*, 2011) and can, therefore, be instrumental in creating competitive advantage in a service industry (Simons and Roberson, 2003). In fact, studies suggest that absence of organisational justice may result in negative outcomes including burnout or the display of negative emotions and behaviour among employees, including theft (Greenberg, 2007).

Researchers have approached organisational justice using models where it is composed of two factors – distributive and procedural justice (eg. Sweeney and McFarlin, 1993); three factors – distributive, procedural and interactive/interpersonal justice or four factors distributive, procedural, interactive/interpersonal and informational justice (Colquitt, 2001). In this study, we use two factors, distributive and procedural justice. Distributive justice is concerns how resources are allocated among employees and procedural justice is concerns whether employees perceive organisational processes, policies and procedures to result in outcomes that are fair to them. Sweeney and McFarlin (1993) suggest that distributive justice affects individuals' perceptions of fairness, such as with remuneration, and procedural justice affects organisational, or group, perceptions of fairness, leading to organisational commitment.

A relationship between servant leadership and organisational justice has been demonstrated by a number of studies. Several researchers have discovered that procedural justice is one of several variables that significantly mediate the relationship between servant leadership and OCB in different industry contexts (Walumbwa *et al.*, 2010).

Studies have also shown a relationship between organisational justice and OCB independent of servant leadership (Chou and Lopez-Rodriguez, 2013). In a wide ranging meta-analysis Cohen-Charash and Spector (2001) found that both distributive justice and procedural justice were positively associated with OCB and Nadiri and Tanova (2010) found distributive justice is a strong predictor of OCB in the hospitality industry. For this study we used the distributive justice and procedural justice items from the instrument developed by Niehoff and Moorman (1993) and also used by Nadiri and Tanova (2010), which is concise and has been found to be reliable.

Studies have shown that the effects of distributive and procedural justice vary with geographical location. Pillai *et al.* (2001) compared the influence of distributive and

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3 procedural justice on several factors including organisational commitment in different parts  
4 of the world. This study found that procedural justice was more important in the Western  
5 countries that were examined (Germany and USA) whereas distributive justice was more  
6 important in India, which has a “nurturing and benevolent style of leadership” (p.326).  
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10 Thus, for our comparison of Spain and Iran, we propose the hypotheses:

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13 *H2: Servant leadership is positively associated with (H2a) distributive justice and (H2b)*  
14 *procedural justice*

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17 *H3: Procedural justice (H3a) and distributive justice (H3b) are positively associated with*  
18 *OCB.*

### 21 ***Organisational Commitment***

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23 According to Allen and Meyer (1996), organisational commitment is the psychological  
24 connection an employee has towards the organisation which limits their willingness to leave.  
25 Similar to organisational justice, organisational commitment is based on social exchange  
26 theory where employees reciprocate positive experience of the organisation (Blau, 1964).  
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30 We use the three factor model of organisational commitment: *affective commitment,*  
31 *normative commitment and continuance commitment* (Allen and Meyer, 1996). Affective  
32 commitment is concerned with an organisational member’s emotional attachment to the  
33 organisation: the extent to which they want to be a member and identify with its aims.  
34 Normative commitment is concerned with the member’s feelings of moral obligation towards  
35 the organisation: the extent to which they feel they ought to remain there. Continuance  
36 commitment concerns the cost of leaving the organisation including the loss of perceived  
37 benefits and difficulty of finding alternative employment (*lack of alternatives commitment*).  
38 Allen and Meyer (1996) found that affective commitment and continuance commitment are  
39 distinguishable and have different correlates whereas affective commitment and normative  
40 commitment are distinguishable but related.  
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51 Studies have shown a general positive effect of leadership on organisational commitment in a  
52 variety of contexts (Yahaya and Ebrahim, 2016). Lapointe and Vandenberghe (2018) found a  
53 positive relationship of servant leadership on most of the components of commitment, except  
54 for lack of alternatives commitment, which is an external factor, and outside a manager’s  
55 influence. Lankau and Chung (1998) found that mentoring by managers, which is an aspect  
56 of servant leadership, was associated with organisational commitment in the hotel industry.  
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3 However, Drury (2004), in a study of American college academics, found that the  
4 relationship between servant leadership and organisational commitment depended on the  
5 employment contract with a positive relationship for permanent faculty and a negative  
6 relationship for hourly paid faculty. Drury's findings suggest organisational commitment  
7 should be approached with care and should be examined in conjunction with other variables.  
8 In this study, where these relationships are being compared in Spain and Iran, we propose the  
9 hypothesis:

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16 *H4 Servant leadership is positively associated with organisational commitment.*

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18 In a study of hotels in Portugal, López-Cabarcos et al. (2015) examined the relationships  
19 between the three factors of organisational justice (procedural and distributive) and the three  
20 factors of organisational commitment. They found that the strongest predictor of all three  
21 types of organisational commitment was procedural justice, which confirms the meta-analysis  
22 of Cohen-Charash and Spector (2001) that included studies conducted in different industry  
23 sectors. In a study of hotels in Taiwan, Dai et al. (2013) found that distributive justice  
24 influences OCB through organisational commitment. Thus, we propose the hypothesis:

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31 *H5. Procedural justice (H5a) and distributive justice (H5b) is positively associated with*  
32 *organisational commitment.*

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35 The relationship between organisational commitment and OCB is not simple, since  
36 researchers have found a positive relationship influenced by other factors, and most strongly  
37 by procedural justice. It was investigated by Moorman et al. (1993) who found a positive  
38 relationship that became insignificant when controlled for justice and citizenship and a meta-  
39 analytic study by Organ and Ryan (1995) confirmed this, finding that the relationship  
40 between organisational commitment and OCB is positive but insignificant when controlled  
41 for justice, adding that this result does not seem to vary from context to context. However,  
42 Dai et al. (2013), in the hospitality industry, found a positive relationship between  
43 organisational commitment and OCB. Thus, we propose the hypothesis:

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51 *H6. Organisational commitment has a positive effect on OCB.*

### 52 53 **Culture**

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55 The GLOBE (Global Leadership and Organizational Behavior Effectiveness) Research  
56 Program is a continuing global survey of national culture and leadership (House et al., 2004).  
57 For the phase that was reported on in 2004, 9 dimensions of national culture were measured  
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3 as both actual practice and as aspirational value and 6 dimensions of culturally endorsed  
4 leadership values (House *et al.*, 2004). Countries were grouped according to similarities. The  
5 country where one of our sets of data was collected, Spain, is in GLOBE's Latin Europe  
6 Group along with, for example, France and Italy, and the country where our other set of data  
7 was collected, Iran, is in the Southern Asia Group along with, for example, India and  
8 Thailand.  
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14 The Latin Europe Group scores close to the world average on most dimensions (House *et al.*,  
15 2004). However, in the cultural dimensions it scores high in the practice of Power Distance,  
16 which is the degree to which people with little power in society accept their position, and low  
17 on the practice of Humane Orientation, which is the degree to which society endorses fair and  
18 kind behaviour towards others. The aspirational values of this group for these two dimensions  
19 are very different being low for Power Distance and high for Humane Orientation.  
20 Additionally, the aspiration for Performance Orientation and Future Orientation are very high  
21 and in contrast to the scores on these dimensions for their current practice. The scores for the  
22 leadership dimensions for this group indicate that these societies perceive being team-  
23 orientated and participative to be attributes of a good leader whereas having a humane  
24 orientation is perceived to be a neutral attribute and being self-protective (self-centred and  
25 status conscious) as being negative. Spain does not deviate from this group profile.  
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36 The Southern Asia Group has a markedly different profile to the Latin Europe Group (House  
37 *et al.*, 2004). In practice, their score for Power Distance is high, like the Latin Europe Group  
38 but their score for Humane Orientation is also high which is quite different, meaning that  
39 these societies value fairness and kindness much more. A high score for In-Group  
40 Collectivism for this group indicates that they are family and group orientated. The biggest  
41 difference between their values in practice and their aspirations are for Future Orientation and  
42 Performance Orientation which score low in practice, but they aspire to scoring high. These  
43 are the same aspirations as for the Latin Europe Group, as is their aspiration for lower Power  
44 Distance. For this group, as for the Latin Europe Group, the ideal leader is team orientated  
45 but in contrast to that group also has a Humane Orientation. Additionally, a leader's Self-  
46 Protective Behaviour is not seen to be a problem which is also in contrast to the Latin Europe  
47 Group. Iran does not deviate significantly from other members of its group.  
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57 Given these differences in the GLOBE profiles of Spain and Iran, especially in their  
58 perceptions of the ideal leader, it would not be surprising if the relationships between the  
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3 constructs employed in this research were different. For example, since self-protection is  
4 perceived to be slightly positive as an attribute of a leader in Iran it might be expected to  
5 undermine servant leadership there.  
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9 <<<Insert Figure 1>>>  
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## 11 **Methodology**

### 12 ***Sample and Data Collection***

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14 Using information from the Spanish Ministry of Industry Trade and Tourism and the Iranian  
15 Cultural, Heritage, Handicrafts and Tourism Agency, 456 independent hotels in major cities  
16 in both countries were chosen for this study based on convenience sampling and snowballing  
17 technique. Out of these, 54 hotels from Spain and 43 from Iran agreed to participate. To  
18 increase response rates and improving the accessibility by reaching the hotel employees fast,  
19 an online questionnaire was used (Nazarian *et al.*, 2017; Nazarian *et al.*, 2019). It was based  
20 on existing measures of the five constructs: servant leadership, procedural and distributive  
21 justice, organisational commitment and organisational citizenship behaviour (OCB).  
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### 30 ***Measures***

31 We conducted a self-administered survey with managers in the Iranian and Spanish hotel  
32 industries. Managers were selected as the respondents because, though there is a high staff  
33 turnover at all levels of the hospitality industry, including a high rate of moving to another  
34 sector, the turnover of managers is less than that of more junior staff (Walsh and Taylor,  
35 2007) so managers can be expected to have a clearer view of what is happening in their  
36 organisation. This sample of managers includes all levels of supervision – in other words, all  
37 but the most junior staff. Therefore, most of these managers are themselves managed and are  
38 able to judge the leadership of the organisation from both a managerial and subordinate  
39 position.  
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48 A questionnaire was developed, based on the existing literature, using the constructs of  
49 servant leadership, procedural justice, distributive justice, organisational commitment and  
50 OCB. As with OCB, servant leadership has been interpreted differently by different  
51 researchers (Parris and Peachey, 2013) and different measures of servant leadership have  
52 been used (Liden *et al.*, 2015). In this study, Liden *et al.*'s (2015) SL-7 measure was used  
53 which has 7 components: 1) looking after the well-being of employees, 2) fostering a  
54 responsible approach to external stakeholders and wider society, 3) taking a rational and  
55 informed approach to organisational problems, 4) encouraging employee autonomy, 5)  
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3 promoting the personal professional development of employees, 6) making employees the  
4 first priority and 7) behaving according to ethical principles. This measure is concise, having  
5 only seven items, thus keeping respondent fatigue to a minimum, yet has been shown to  
6 produce valid data (Liden *et al.*, 2015). OCB was measured using ten items adapted from Dai  
7 et al. (2013). The organisational commitment measure was composed of 6 items from Dai et  
8 al. (2013). Organisational justice was tested via a superordinate second-order construct with  
9 two dimensions (i) procedural justice (3 items) and distributive justice (3 items) adapted from  
10 Nadiri and Tanova (2010). We used seven-point Likert-type scale (from 1=strongly disagree  
11 to 7=strongly agree) to attain the detailed opinions of the interviewees and avoid potential  
12 central tendency bias.  
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21 The items were initially written in the English language and were translated into Persian and  
22 Spanish. To authenticate the phraseology and terms, we followed Ageeva et al.'s (2019)  
23 recommendations for translation of the questions and transcriptions in a non-mechanical way  
24 "to discuss each question and the alternatives in a small group of persons fluent in both  
25 languages... until an agreement was reached" (Ageeva *et al.*, 2019, p. 236). As a result, the  
26 wording of some items was altered to make the meaning clearer for respondents. To measure  
27 and refine the survey and confirm the acceptance level, validity, dimensionality, and  
28 reliability of the measurement tool, we piloted the questionnaire among undergraduate and  
29 postgraduate business and management students in Iran (131) and Spain (102) to avoid hotels  
30 which might participate in the main study (Table 1).  
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45 In the two countries 1800 invitations to take part in the survey were distributed. From these,  
46 880 questionnaires were completed with 451 received from Spanish respondents and 429  
47 from Iranian respondents during March and July 2018. Most hotels were in our large size  
48 (250+ employees) category comprising 53.7% of the Iranian sample and 55.1% of the  
49 Spanish sample; the medium size (50-249 employees) category comprised 30.1% of the  
50 Iranian sample and 33.3% of the Spanish sample and the small size (less than 50 employees)  
51 category comprised 16.2% of the Iranian sample and 11.6% of the Spanish sample. Most of  
52 the participants were senior managers at 34.6% for Iran and 30.8% for Spain and in the case  
53 of middle managers 31.1% for Iran and 42.6% for Spain. There was a gender mix of 54.2%  
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female for Iran and 50.6% for Spain. The most numerous age range was 45-54, with 29.9% for Iran and 36.3% for Spain. Consistent with a worldwide trend in professionalization of the hotel industry, 46.0% of the respondents from Iran had a postgraduate qualification and 52.4% for Spain (Table 2).

<<<Insert Table 2>>>

### Data Analysis

To examine our conceptual model a structural equation modelling technique was employed. A major concern of this study is to identify and test the sequential and multivariate relationships among the research variables. To minimise the non-response rate we informed the participants regarding the confidentiality of the processing and storage of their data (Sekaran, 2003). We tested for non-response bias By taking out the first 50 and the last 50 responses. The findings demonstrates that the significance value of any variable was not in the acceptance level range. Thus, statistically there was no difference between the early and late respondents. As the result, the was no concern of non-response bias in this study.

We used a two-stage approach following a recommendation by Hair et al. (2006) and Foroudi (2019). In the first stage (measurement model), we ran exploratory factor analysis (EFA) to examine inter-relationships between the factors, and to explain factors in terms of their common underlying variables (Hair *et al.*, 2006). In addition, previous scholars (Tabachnick and Fidell, 2007) advised when using the items in different context which has not studied before, EFA helps to assess internal reliability and determine structures in large sets of constructs. Five items (Iran: SL5, OCB3, OCB8, OCB9, and OCB10; Spain: SL2, SL5, DJ1, OCB5, OCB9, and OCB10) which were cross-loaded were omitted from EFA. Three items (Iran: SL2, OCB2, and OCB7; Spain: OC6, OCB2, and OCB6) were removed for low reliability (Hair *et al.*, 2006). To attain a suitable factor analysis outcome, KMO (Kaiser-Meyer-Olkin) was used to examine the sampling adequacy (Iran: .920; Spain: .871>.6) and Bartlett's test of sphericity that demonstrates the associations between the measurement items. We assessed the reliability, discriminant, and convergent validity for each first-order and second-order constructs. As Table 3 illustrated, all the scales from both samples show acceptable reliability through composite reliability (CR) and Cronbach's alpha (Iran: .870 to .967; Spain: .879 to .961 >0.70). Based on recommendation by Hair et al. (2006) and Nunnally (1978), the result satisfied the requirements of the reliability assessment.

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9 For convergent validity, AVE (the average variance extracted) was above the limit of 0.50.  
10 Discriminant validity displayed that each construct measures a different concept. Convergent  
11 validity of the variables was tested using AVE. According to Hair et al. (2006) an AVE of 0.5  
12 or higher consider as an acceptable range of convergent validity. Based on our results  
13 illustrated in Table 4, the discriminant validity shows that associations among the variables  
14 were below the value of .92 and the constructs are truly distinct .  
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27 In the second stage, we conducted structural equation modelling employing analysis of  
28 moment structure (AMOS 22) for insight into the various relationships to test the hypotheses.  
29 By considering Bentler and Bonett's (1980) suggestions, comparative fit index (CFI – Iran:  
30 .936; Spain: .951), an incremental fit index (IFI – Iran: .942; Spain: .951), relative fit indices  
31 (RFI – Iran: .902; Spain: .924), normed fit index (NFI – Iran: .915; Spain: .935), Tucker  
32 Lewis index (TLI – Iran: .926; Spain: .943) were greater than 0.9 which suggested an  
33 acceptable fit for the data used in this study. According to Byrne (2001) and Hair et al.  
34 (2006), the model-fit indices should exhibit that the model displayed a good fit with the data  
35 collected. So, the indices indicated that the proposed model fit the data well.  
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43 H1 addresses the impact of servant leadership on OCB giving markedly different results  
44 between the two countries (Iran:  $\beta=.278$ ,  $t=3.841$ ; Spain:  $\beta=.025$ ,  $t=.497$ ,  $p=.619.618$ ,  
45 respectively). The results from the Spanish data were rejected due to not being statistically  
46 significant. H2 addresses the impact of servant leadership on distributive justice (H2a) and  
47 procedural justice (H2b) and the results show significant impacts from the Iranian viewpoint  
48 (H2a:  $\beta=.435$ ,  $t=10.766$ ; H2b:  $\beta=.593$ ,  $t=11.700$ ); however, the results from the Spanish  
49 participants (H2a:  $\beta=-.043$ ,  $t=-1.065$ ,  $p=.287$ ; H2b:  $\beta=-.008$ ,  $t=.184$ ,  $p=.854$ ) were  
50 insignificant. The two samples were agreed on the relationships between procedural justice  
51 (H3a) and OCB (Iran:  $\beta=.190$ ,  $t=3.153$ ; Spain:  $\beta=.198$ ,  $t=3.304$ ). However, in the case of  
52 H3b, where the hypothesis proposes a direct effect of distributive justice on OCB, the data  
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3 showed a significant relationship for the Spanish participants ( $\beta=.149$ ,  $t=2.204$ ) but using the  
4 standardized regression path ( $\beta=-.038$ ,  $t=-.465$ ,  $p=.642>.05$ ) H3b was rejected for the  
5 Iranian participants because the results were statistically insignificant. The relationship  
6 between servant leadership and organisational commitment (H4) were significant in both  
7 samples (Iran:  $\beta=.434$ ,  $t=6.343$ ; Spain:  $\beta=.180$ ,  $t=3.661$ ). H5 tests the relationships between  
8 both procedural justice (H5a) and distributive justice (H5b) and organisational commitment  
9 and the results show for H5a in both the Iranian and Spanish data the relationships were  
10 significant (H5a: Iran:  $\beta=.332$ ,  $t=5.818$ ; Spain:  $\beta=.217$ ,  $t=3.652$ ). However, in the case H5b,  
11 where the hypothesis proposes a direct effect of distributive justice on organisational  
12 commitment, the data showed a significant relationship for the Spanish participants (H5b:  
13  $\beta=.372$ ,  $t=5.556$ ) but using standardised regression path (H6:  $\beta=.372$ ,  $t=5.556$ ) the hypothesis  
14 H5b was rejected for the Iranian participants because the results were statistically  
15 insignificant. In addition, the results show a positive relationship between organisational  
16 commitment and OCB (H6) in both samples (Iran  $\beta=.137$ ,  $t=2.278$ ; Spain:  $\beta=.450$ ,  $t=8.714$ ).  
17 Table 5 and Figure 1 illustrate our final model with t-values and structural path coefficients  
18 for each relationship.  
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## 42 Discussion and Conclusion

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44 The aims of this study were to examine the effect of servant leadership on OCB in  
45 independent hotels in two culturally diverse countries, to discover if distributive justice,  
46 procedural justice and organisational commitment played a part in the relationship, to  
47 discover if the relationships between these constructs differ between Iran and Spain and, if so,  
48 to find what might be learned from the differences. From previous studies of the 9  
49 relationships between these five constructs, it was expected they would all show positive  
50 relationships (Walumbwa *et al.*, 2010; Bavik *et al.*, 2017; Ling *et al.*, 2017). However, we  
51 found there were different relationships between the constructs in Spain and Iran that show  
52 different attitudes to leaders and organisations in the two countries.  
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3 In fact, out of the 9 relationships tested, only 4 produced the same result in both countries.  
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5 Servant leadership was related to organisational commitment in both countries which  
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7 confirms previous studies in this area (Lapointe and Vandenberghe, 2018). Organisational  
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9 commitment showed a significant relationship with OCB in both countries which also is  
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11 consistent with previous literature (Dai *et al.*, 2013). In our study, procedural justice was  
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13 shown to have a significant relationship with both organisational commitment and OCB  
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15 which is consistent with some previous studies in this area in the European context (Nadiri  
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17 and Tanova, 2010) whereas it is different from other studies that have been conducted in Asia  
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19 (Dai *et al.*, 2013). It is interesting that procedural justice has a different relationship with both  
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21 organisational commitment and OCB when the geographical situation is different. This  
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23 difference is an indication that further research is required. Furthermore, our results show  
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25 there is a strong relationship between organisational commitment and OCB regardless of  
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27 geographical region, which is also consistent with previous studies (Dai *et al.*, 2013).

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27 In Spain 6 of the 9 relationships were found to be significant. The relationships between  
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29 servant leadership and OCB and between distributive justice and procedural justice, were  
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31 found to be insignificant. This contradicts the findings of Zehir *et al.* (2016) in a study  
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33 conducted with school teachers in Turkey but it is partially aligned with the findings of Dai *et*  
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35 *al.* (2013) that procedural justice does not show any relationship with organisational  
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37 commitment and OCB whereas distributive justice shows a relationship with commitment but  
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39 not with OCB. Although there was a relationship between servant leadership and  
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41 organisational commitment it was not as strong as with the Iranian sample which is not  
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43 consistent with the trend in the literature where the studies were mostly conducted in Western  
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45 contexts. These relationships show that, in the Spanish context, justice and citizenship  
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47 behaviour are not affected by leadership, and commitment to the organisation is only  
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49 relatively weakly affected by leadership. However, both components of justice and  
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51 commitment affect citizenship behaviour which is also consistent with a previous study in  
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53 North Cyprus (Nadiri and Tanova, 2010). This pattern of relationships might be expected in a  
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55 cultural context where there is an impersonal, bureaucratic relationship between the  
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57 organisation and its members, where In-Group Collectivism is slightly higher than average  
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59 and Humane Orientation is low (House *et al.*, 2004).

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57 On the other hand, in Iran 7 of the 9 relationships were found to be significant. Here there  
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59 was no significant relationship between distributive justice and either commitment or  
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citizenship behaviour which is partially aligned with studies in hospitality in Asia where



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3 distributive justice shows a significant relationship with commitment but not with OCB. The  
4 surprising findings were related to the Iranian data in that the relationship of procedural  
5 justice with commitment and OCB are both significant, which is different from the other  
6 studies in Asia (Dai *et al.*, 2013) where these relationships are insignificant. It shows, in the  
7 Iranian context, the relationship between subordinate and leader is more important than  
8 organisational processes and, as a result, Iranians perceive organisational justice as emanating  
9 from the leader, not from the organisation. This pattern of relationships might be expected in  
10 a culture where organisational members invest a good deal of personal trust in individual  
11 leaders and see all other organisational factors as being attributable to them. This is consistent  
12 with a culture that scores high on In-Group Collectivism and slightly higher than average for  
13 Humane Orientation (House *et al.*, 2004).  
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23 Furthermore, these results are consistent with the Spanish having higher individualism  
24 (Hofstede, 1980) than the Iranians. It is also consistent with Iranians having traditional values  
25 and the Spanish having modern values (Schwartz, 2012). By *traditional* we mean consistent  
26 with Weber's traditional authority where authority is legitimated by who you are and loyalty  
27 to a superior is personal whereas by *modern* we mean consistent with Weber's rational-legal,  
28 or bureaucratic, authority where authority is legitimated by the office a superior holds and  
29 loyalty is accorded to the office rather than to the office holder (Weber, 1964).  
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### 36 ***Theoretical Contribution***

37 This study adds to the literature dealing with the need for adaption of theories and constructs  
38 originated in the West for use in other parts of the world (Hofstede, 1980). For example,  
39 Wang and Wong (2011) found that Chinese cultural values had a significant effect on  
40 organisational commitment and OCB. Similarly, in a study using secondary data from the  
41 GLOBE Project, Mittal and Dorfman (2012) found that components of servant leadership  
42 were valued differently in different regions of the world. Similarly, our study shows that the  
43 effects of servant leadership and organisational justice are different in a context where  
44 modern values prevail compared to where traditional values prevail (Weber, 1964; Schwartz,  
45 2012).  
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53 The main theoretical contribution of this study is related to the Spanish data that show the  
54 servant leadership style has no relationship with either organisational justice or OCB,  
55 whereas the Iranian data for these constructs show a strong relationship. This difference could  
56 indicate a difference in perspective among employees where in the Iranian context  
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organisational justice, commitment and, eventually, OCB is created by an impersonal relationship with the leader, whereas in the Spanish context leaders may come and go but the organisation operates on impersonal rules and remains the same. Also, the Iranian data show there is no relationship between distributive justice and either commitment or OCB which indicates the perception of fairness in the relationship of subordinates with leaders comes from a perception of the leader as a patriarchal figure who nurtures subordinates. Therefore, the perception of organisational justice by employees depends on their culture.

### ***Practical Contribution***

Our study suggests that managers of independent hotels in Iran should pay more attention to their own leadership style than to perfecting objective organisational procedures, whereas the reverse is true for Spanish hotel managers. Our results are consistent with general cross-cultural studies such as Javidan and Dastmalchian (2003) which shows that in Iranian culture the manager is expected to behave like a nurturing father-figure with absolute authority where the manager is expected to personally make decisions that benefit subordinates and rectify wrongs. Spanish culture, on the other hand, has a more impersonal and bureaucratic expectation of managers who impersonally follow and enforce prescribed rules and procedures. This is useful for hotel managers to know if they have cross-cultural teams which include Spanish or Iranian members or for hotel managers employed on expatriate assignments to, or from, either of these countries. Since there are some similarities between the cultures of Spain and Iran - for example, both score low on Institutional Collectivism and high on Power Distance - and Spain has the more advanced industry, it is possible that the Iranian industry can learn impersonal procedures from the Spanish one that improve effectiveness.

### ***Limitations and Further Research***

As with any study of this type, ours is limited by the sample. Studies including other countries and regions and involving additional constructs such as national culture and organisational constructs, such as trust, would widen our knowledge of the field.

Studies involving these constructs are often conducted under the umbrella of social exchange theory (Blau, 1964) which falls into the general category of functionalist theories (Burrell and Morgan, 1979). Although it may be possible to interpret these results within the functionalist paradigm, we suggest that this is not the only possible mode of interpretation. In addition, we

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3 suggest that future scholars could employ cross-national invariance which may afford a better  
4 assessment of the hypothesized variables.  
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**Table I: The main scale dimensions and item sources**

Construct	Abbreviation	Item measurement	References
<b>Servant-Leadership</b>			
	SL1	My-leader-can-tell-if-something-work-related-is-going-wrong	Liden-et-al. (2015)
	SL2	My-leader-makes-my-career-development-a-priority	
	SL3	I-would-seek-help-from-my-leader-if-I-had-a-personal-problem.	
	SL4	My-leader-emphasizes-the-importance-of-giving-back-to-the-community	
	SL5	My-leader-puts-my-best-interests-ahead-of-his/her-own	
	SL6	My-leader-gives-me-the-freedom-to-handle-difficult-situations-in-the-way-that-I-feel-is-best	
	SL7	My-leader-would-NOT-compromise-ethical-principles-in-order-to-achieve-success	
<b>Organisational-Justice</b>			
<b>Procedural-Justice</b>			
	PJ1	I-work-with-my-supervisor-to-resolve-all-the-challenges-related-to-my-job	Nadiri-and-Tanova (2010)
	PJ2	I-work-with-my-supervisor-to-develop-future-plans	
	PJ3	The-supervisor-asks-my-opinions-on-how-to-improve-firm-performance	
<b>Distributive-Justice</b>			
	DJ1	Generally-I-feel-that-my-salary-is-fair	Nadiri-and-Tanova (2010)
	DJ2	I-feel-that-the-company-gives-fair-rewards-according-to-my-work-performance-X18	
	DJ3	I-feel-that-the-company-gives-fair-rewards-according-to-my-work-pressure-Trust	
	DJ4	I-feel-that-the-company-gives-fair-rewards-according-to-my-work-experience	
<b>Organisational-Commitment</b>			
	OC1	I-feel-that-the-company-and-I-respect-very-similar-values	Chiang-and-Jang (2008)
	OC2	For-me-this-company-is-the-best-option-of-all-my-job-option	
	OC3	I-am-proud-to-tell-others-that-I-am-a-part-of-this-company	
	OC4	Based-on-the-current-environment-I-will-stay-with-this-company	
	OC5	The-company-encourages-me-to-pursue-optimal-performance-at-work	
	OC6	To-continue-to-stay-in-this-company-I-accept-all-work-assigned	
<b>Organisational-Citizenship-Behaviour</b>			
	OCB1	I-follow-the-corporate-rules-even-without-supervision	Wang-and-Wong (2011)
	OCB2	I-do-not-abuse-the-work-authority-of-others	
	OCB3	I-actively-help-newbies-even-without-being-asked	
	OCB4	I-am-willing-to-spend-time-helping-others-to-resolve-work-related-problems	
	OCB5	I-avoid-disputes-other-colleagues	
	OCB6	I-propose-some-constructive-suggestions-to-my-colleagues-to-improve-their-work-efficient	
	OCB7	In-the-company-I-pursue-optimal-performance-at-work	
	OCB8	I-often-pay-attention-to-my-colleagues'-advantages-instead-of-their-disadvantages	
	OCB9	I-do-not-take-extra-breaks-at-work	
	OCB10	I-do-not-waste-much-time-complaining-about-trifling-matters	

**Table 2: Demographic Characteristics**

Characteristics	Iran		Spain	
	Relative frequency (%)	Frequency	Relative frequency (%)	Frequency
<b>Size of the company</b>				
Small	65	16.2	51	11.6
Medium	121	30.1	147	33.3
Large	216	53.7	243	55.1
<b>Gender</b>				
Male	184	45.8	218	49.4
Female	218	54.2	223	50.6
<b>Age</b>				
under 25	26	6.5	2	.5
25-34	59	14.7	35	7.9
35-44	112	27.9	157	35.6
45-54	120	29.9	160	36.3
55-64	72	17.9	81	18.4
65 and over	13	3.2	6	1.4
<b>Education</b>				
PhD	36	9.0	33	7.5
Postgraduate	185	46.0	231	52.4
Undergraduate	161	40.0	176	39.9
Pre university	20	5.0	1	.2
<b>Position</b>				
Chief Executive	36	9.0	29	6.6
Senior Management	139	34.6	136	30.8
Middle Management	125	31.1	188	42.6
Junior Management	102	25.4	88	20.0

**Table 3: Reliability measures and for each construct**

Item	Factor-loading	Mean	Std.D	Cronbach's-alpha	Item	Factor-loading	Mean	Std.D	Cronbach's-alpha
<b>Iran</b>					<b>Spain</b>				
<b>Servant-Leadership</b>									
SL1	.805	5.64	1.280	.938	SL1	.931	5.60	1.246	.961
SL3	.799	5.66	1.265		SL3	.936	5.63	1.271	
SL4	.750	5.37	1.363		SL4	.885	5.62	1.278	
SL6	.815	5.69	1.237		SL6	.945	5.66	1.198	
SL7	.790	5.56	1.254		SL7	.936	5.65	1.266	
<b>Organisational-Justice</b>									
<b>Procedural-Justice</b>									
DJ1	.753	5.83	1.064	.870	DJ 2	.902	5.37	1.497	.879
DJ 2	.796	5.69	1.167		DJ 3	.901	5.37	1.449	
DJ 3	.796	5.49	1.303		DJ 4	.810	5.83	1.207	
DJ 4	.762	5.45	1.190						
<b>Distributive-Justice</b>									
PJ1	.802	5.67	1.237	.887	PJ1	.928	5.61	1.285	.918
PJ2	.771	5.30	1.297		PJ2	.922	5.68	1.284	
PJ3	.795	5.54	1.219		PJ3	.869	5.73	1.210	
<b>Organisational-Commitment</b>									
OC1	.728	5.35	1.348	.922	OC1	.889	5.68	1.352	.963
OC3	.829	5.17	1.345		OC2	.886	5.65	1.306	
OC4	.816	5.15	1.354		OC3	.882	5.62	1.323	
OC5	.794	5.44	1.237		OC4	.898	5.66	1.351	
OC6	.797	5.24	1.359		OC5	.912	5.70	1.259	
<b>Organisational-Citizenship-Behaviour</b>									
OCB1	.835	5.74	1.202	.967	OCB1	.879	5.64	1.411	.962
OCB2	.919	5.89	1.228		OCB3	.908	5.67	1.406	
OCB4	.920	5.91	1.214		OCB4	.900	5.61	1.444	
OCB5	.918	5.87	1.231		OCB7	.897	5.68	1.352	
OCB6	.884	5.80	1.245		OCB8	.893	5.63	1.428	

**Table 4: Discriminant validity, CR, and AVE**

Construct	Country	CR	AVE	MSV	MaxR(H)	Commitment	Servant	Distributive	Procedural	OCB
Commitment	Iran	0.924	0.710	0.415	0.933	<b>0.843</b>				
	Spain	0.963	0.839	0.240	0.965	<b>0.916</b>				
Servant	Iran	0.939	0.754	0.415	0.941	0.644	<b>0.868</b>			
	Spain	0.961	0.832	0.024	0.965	0.156	<b>0.912</b>			
Distributive	Iran	0.873	0.635	0.397	0.891	0.505	0.604	<b>0.797</b>		
	Spain	0.884	0.719	0.095	0.902	0.309	-0.054	<b>0.848</b>		
Procedural	Iran	0.889	0.728	0.397	0.896	0.606	0.584	0.630	<b>0.853</b>	
	Spain	0.921	0.795	0.075	0.938	0.241	0.010	0.272	<b>0.892</b>	
OCB	Iran	0.968	0.858	0.245	0.977	0.451	0.495	0.352	0.454	<b>0.926</b>
	Spain	0.962	0.833	0.240	0.963	0.490	0.083	0.269	0.274	<b>0.913</b>

Table 5: Results of hypothesis testing

	Hypothesis			Iran (402)					Spain (441)				
				Estimate	S.E.	C.R.	P	Significant	Estimate	S.E.	C.R.	P	Significant
H1			OCB	.278	.072	3.841	***	Significant	.025	.050	.497	.619	Not Significant
H2a	Servant Leadership	->	Distributive	.435	.040	10.766	***	Significant	-.043	.040	-1.065	.287	Not Significant
H2b			Procedural	.593	.051	11.700	***	Significant	.008	.042	.184	.854	Not Significant
H5.a	Procedural Justice	->	Organizational Commitment	.332	.057	5.818	***	Significant	.217	.059	3.652	***	Significant
H3.a			OCB	.190	.060	3.153	.002	Significant	.198	.060	3.304	***	Significant
H4	Servant Leadership	->	Organizational Commitment	.434	.068	6.343	***	Significant	.180	.049	3.661	***	Significant
H5.b	Distributive Justice	->	Organizational Commitment	.085	.080	1.054	.292	Not Significant	.372	.067	5.556	***	Significant
H3.b			OCB	-.038	.081	-.465	.642	Not Significant	.149	.068	2.204	.028	Significant
H6	Organizational Commitment	->	OCB	.137	.060	2.278	.023	Significant	.450	.052	8.714	***	Significant

\*\*\*  $p < 0.001$

Notes: Path = Relationship between independent variable on dependent variable;  $\beta$  = Standardised regression coefficient; S.E. = Standard error;  $p$  = Level of significance.

Figure 1: Conceptual model

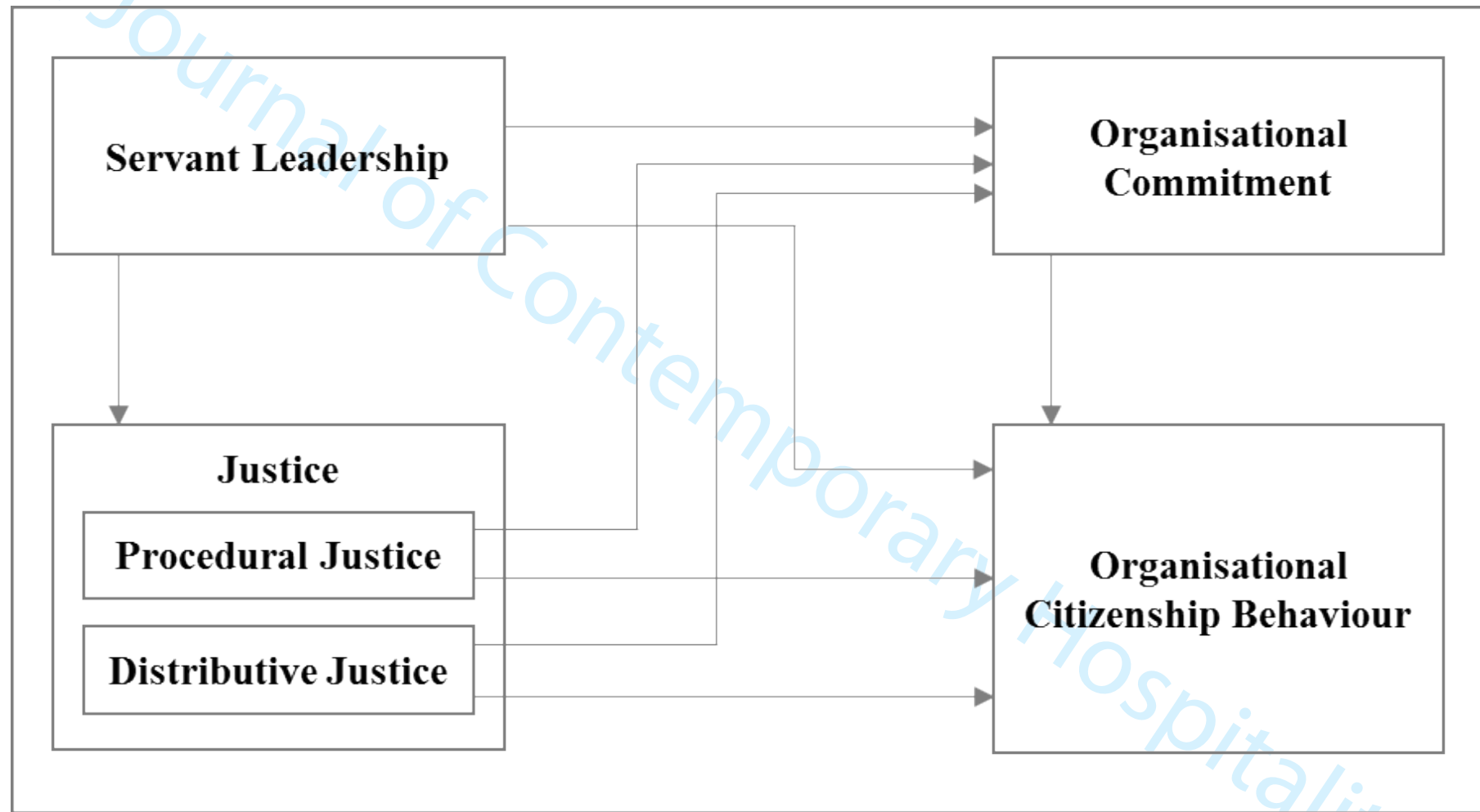
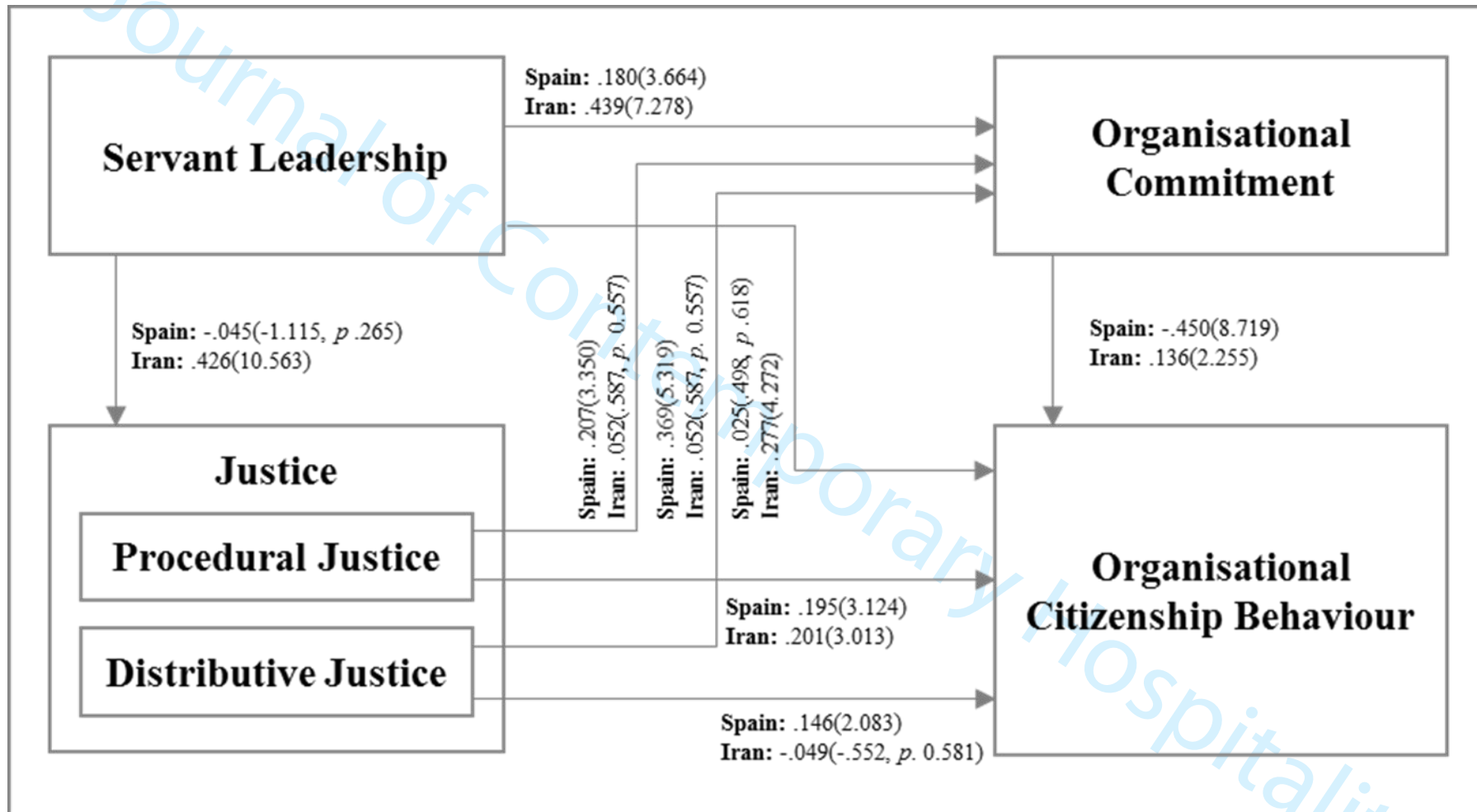


Figure 2: Validated model



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1. Ritz-Carleton is misspelled on page 4 (should be "Carlton"). They have it correct in their references section. <ul style="list-style-type: none"> <li>• Page 13 "In the first stage (measurement model), we run EFA (exploratory factor analysis) as a statistical procedure," run needs to be past tense "ran"</li> <li>• Table 1: ditch the hyphens in the construct titles, and between the wording of the items.</li> <li>• Table 3: factor loadings aren't left-justified while all other numbers in the table are. Make that consistent.</li> <li>• Table 4: top row, capitalize the word "commitment" . . . same row: the vertical spacing of the word "Construct" needs to be adjusted to match title words in the same row</li> <li>• Table 5: hypotheses 4 and 5 don't use the same "a" and "b" labels as H1</li> <li>• Table 5: check the hypothesis numbering (and indication of a/b sub-hypotheses) against what is presented in the text in the lit review; the numbering is off in the table.</li> </ul>	Thanks for your comments All necessary changes have been applied
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