

**THE EFFECT OF ENVIRONMENTALLY SPECIFIC SERVANT  
LEADERSHIP ON EMPLOYEE ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR FOR THE ENVIRONMENT; THE  
MEDIATING ROLE OF EMPLOYEE ENVIRONMENTAL  
ENGAGEMENT**

**BY**

**MOHAMED JAINUDEEN MOHAMED RAKIZ**

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## ABSTRACT

There is growing public concern about the environment and related protection issues that have occurred in recent years. Hence, the environmental concern has become an emerging topic in organization's human resource management strategy, especially in improving employee's environmental behaviour at work. Thus, the organizational citizenship behaviour toward the environment (OCBE) has been currently attracting scholars in management. According to that, the purpose of this study is to investigate the impact of environmentally specific servant leadership on employee OCBE with the mediating effect of employee environmental engagement.

The quantitative study was conducted based on primary data which were gathered from 147 employees from six selected commercial banks through closed ended questionnaires. The collected data were analyzed by using univariate, bivariate and multivariate analysis in a computer based Statistical Package for the Social Science 22<sup>th</sup> version software.

Based on the findings, the study concludes that environmentally specific servant leadership, employee environmental engagement and employee OCBE are at high level. As well, there are significant and strong positive relationships among environmentally specific servant leadership, employee environmental engagement, and employee OCBE. Further, mediating analysis concludes that employee environmental engagement partially mediates the relationship between environmentally specific servant leadership and employee OCBE.

Thus, the research results suggest that, it is vital for practitioners to build the fit between employees and the organization's pro-environmental values so as to further promote their positive reaction to environmentally specific servant leadership and engagement in pro environmental behaviours. Further, the present study marks the confluence between environmentally specific servant leadership and employee OCBE research streams and provides a moderated mediation mechanism to shed light on such a relationship.

**Keywords:** *Environmentally Specific Servant Leadership, Employee Environmental Engagement and Employee OCBE.*

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