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Dispositional Mindfulness: Its Impact on Customer Oriented Organizational Citizenship Behavior and Mediating Role of Servant Leadership

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Abstract

Research on mindfulness has been growing in its scope with significant impact within organizational settings. This study investigated the effect of dispositional mindfulness on Customer Oriented-Organizational Citizenship Behavior (CO-OCB). The relationship between mindfulness and CO-OCB is mediating servant leadership as an individual factor. This study was an explanatory survey among supervisors of the railway transportation service provider in the Jakarta area with data obtained from a total of 357 participants using the dense sampling technique and self-report questionnaires. The data analyzed by using Structural Equation Modelling with Lisrel 8.7 software. The result showed that mindfulness significantly influences CO-OCB, and servant leadership mediated the relationship between mindfulness and CO-OCB. The theoretical implication of this study was the empirical evidence regarding the mechanism that mediates the impact of mindfulness on workplace outcomes, in this case CO-OCB, with servant leadership as a potential mediating role. This study also contributed to the literature regarding mindfulness in an organizational setting. The practical implication of this study suggests that the management of the railway transportation service provider can improve Customer Oriented Organizational Citizenship Behavior of the employees by initiating programs that can increase mindfulness as well as servant leadership.

Keywords: Mindfulness, Customer Oriented-Organizational Citizenship Behavior, Servant Leadership, Railway Transportation Service Provider

Atención Plena Disposicional: Su Impacto En El Comportamiento De Ciudadanía Organizacional Orientada Al Cliente Y El Papel Mediador Del Liderazgo De Servicio

Resumen

La investigación sobre mindfulness ha ido creciendo en su alcance con un impacto significativo dentro de los entornos organizacionales. Este estudio investigó el efecto de la atención plena disposicional en el comportamiento de ciudadanía organizacional orientada al cliente (CO-OCB). La relación entre mindfulness y CO-OCB está mediando el liderazgo de servicio como un factor individual. Este estudio fue una encuesta explicativa entre los supervisores del proveedor de servicios de transporte ferroviario en el área de Yakarta con datos obtenidos de un total de 357 participantes utilizando la técnica de muestreo denso y cuestionarios de autoinforme. Los datos analizados utilizando el modelado de ecuaciones estructurales con el software Lisrel 8.7. El resultado mostró que la atención plena influye significativamente en CO-OCB, y el liderazgo de servicio medió la relación entre mindfulness y CO-OCB. La implicación teórica de este estudio fue la evidencia empírica con respecto al mecanismo que media el impacto de la atención plena en los resultados del lugar de trabajo, en este caso CO-OCB, con el liderazgo de servicio como un posible papel mediador. Este estudio también contribuyó a la literatura sobre mindfulness en un entorno organizacional. La implicación práctica de este estudio sugiere que la gestión del proveedor de servicios de transporte ferroviario puede mejorar el comportamiento de ciudadanía organizacional orientada al cliente de los empleados al iniciar programas que pueden aumentar la atención plena y el liderazgo de servicio.

Palabras clave: Mindfulness, comportamiento de ciudadanía organizacional orientada al cliente, liderazgo de servicio, proveedor de servicios de transporte ferroviario

Introduction

Over the past three to four decades, various empirical studies have been conducted on dispositional mindfulness of employees in organizations. Mindfulness is the ability of employees to manage their thoughts, emotions, and internal distraction in order to properly deal with work challeng-

es or unpleasant events (Long & Christian, 2015). It decreases individual reactivity and makes them to desist from putting blames on others. Employees usually focus on completing immediate tasks than other irrelevant works (Vago & David, 2012).

According to recent studies mindfulness is positively related to OCB ((Allred (2012), (Miao, Humphrey, & Qian, 2017), and (Reb, Narayanan, & Ho, 2013)). Mindfulness has the ability to predict the altruistic/helping behavior of employees (Cameron & Fredrickson, 2015). It consists of two components, namely: present-moment awareness and non-judgmental acceptance, which has the ability to predict helping behavior as a characteristic of OCB. In addition, mindfulness also predicts an increase/decrease in positive and negative emotions when individuals carry out OCB, which is a form of pro-social behavior that is either positive or constructive. Donald et al., (2019) conducted a meta-analysis related to mindfulness as a personality variable in accordance with prosocial behavior. The results obtained from both empirical and intervention studies show that mindfulness has a positive effect on prosocial behavior.

OCB is important because it enhances organizations' effectiveness and performance. However, for a company to function effectively, it requires a behavior beyond the ordinary profile (extra-role behavior). Sulastiana (2012) stated that when an employee exhibits extra-role behavior in conducting both internal and external services, besides the formal task, it is known as customer oriented OCB, or Customer Oriented-Organizational Citizenship Behavior or CO-OCB. Furthermore, high OCB is needed in a competitive market because it leads to quality service improvement. OCB propelled the workers or staff to offer service to meet customer's satisfaction. Additionally, customer oriented OCB or CO-OCB had a positive impact on the perception of quality service and customer satisfaction (Chen (2016), and Nasurdin, Ahmad, & Tan (2015)).

Previous studies showed that the CO-OCB of employees in the railway transportation service provider in Jakarta was influenced by individual characteristics. Most employees have characteristics such as patience, sincerity, and zealously. These characteristics are similar to mindfulness, which is viewed as an employee's trait of being aware of the work situation and accepting it without judging (Puswiartika, Hinduan, Sulastiana, & Harding, 2019).

While the previous studies argued that mindful employees' related to OCB, they did not examine any mediating mechanisms empirically. However, current understanding of the mediating mechanisms of these relationships

is limited. Further studies involving individual differences are needed to explain the effect of mindfulness on workplace outcomes, such as intelligence, attitudes, and personality to properly determine the relationship (Good et al. (2016), Reb et al. (2013)).

Individual differences has the ability to explain the effect of mindfulness on workplace outcomes, with servant leadership capable of linking mediating mechanism to performance. Servant leadership is a potential mediator that influences mindfulness as individual characteristics to various performance categories, in this case, CO-OCB (van Dierendonck & Nuijten, 2011). Servant leadership is focused on increasing service to others than oneself. The great leaders prioritize the needs of their subordinate including employees, customers, and surrounding communities (Greenleaf, 1998).

Servant leadership is predicted by dispositional mindfulness, because it facilitates attentive, stimulating, and inspiring behavior (Pinck & Sonnentag, 2018). Mindful leaders tend to refrain from imposing labels or judgments on their subordinates based on past experiences (Brown, Ryan, & Creswell, 2007). Mindfulness helps to overcome automatic processes and cognitive filters that are dysfunctional (Brown et al., 2007) because it tend to allow for more adaptive, and flexible reactions (Shapiro, Carlson, Astin, & Freedman, 2006).

The previous studies showed that the Customer Oriented-Organizational Citizenship Behavior (CO-OCB) of employees in the railway transportation service provider in Jakarta was influenced by their working attitude. This factor was related to the role performed by the previous and current directors, which inspired supervisors to practice servant leadership. This leadership style creates various impacts on staffs, which in turn brings motivates their ability to serve customers in their daily task (Puswiartika et al., 2019). Many studies had revealed that servant leadership tend to influence employees OCB from various work sectors (Chen (2016), (Harwika, 2016), (Liden, Wayne, Zhao, & Henderson, 2008), (Newman, Schwarz, Cooper, & Sendjaya, 2017), (Sulastiana, 2012), and (Trong Tuan, 2017)). Leaders carry out many activities to influence and encourage employees to participate as members of the organization. They also build a work environment that provides opportunities for the emergence of OCB, by making changes to the structure of tasks required to achieve employee performance, change working conditions, implementing and managing human resources that regulates employee behavior.

The supervisor is a leader who plays an important role in achieving organ-

izational goals. They are tasked with heavy responsibilities and in many cases, they are responsible in implementing plans set by the manager. The supervisor and their subordinates tend to determine the work according to the company's strategy. They also play an important role in maintaining the relationship with managers and staff.

This study aimed to investigate the mediating role of servant leadership on the relationship between mindfulness and Customer Oriented-Organizational Citizenship Behavior (CO-OCB) on supervisors. According to hypothesis, supervisors' dispositional mindfulness had a positive effect on CO-OCB and this relationship mediated by servant leadership. This research was conducted within the railway transportation service provider context to achieve its purpose. It empirically analyzed the challenges of previous studies to understand the mediating mechanism to explain the effect of mindfulness on workplace outcomes, such as CO-OCB.

Methods

Research Approach

This is a quantitative research which uses the survey method and questionnaires to collect samples from a population.

Participants

Data were obtained from a population of 455 supervisors of the railway transportation service provider in Jakarta area. Each supervisory position was held for at least 3 months, for the supervisors to have proper understanding of their duties, and familiarize themselves with the conditions and working environment. It is assumed that the supervisor needs to carry out their leadership activities irrespective of the number of subordinates. However, male and female gender with at least high school education, is required in order to achieve quality services. The sampling is obtained using a dense sampling technique. Out of 455 contacted supervisors, a total of 357 responses (78,46 %) were completed with anonymity.

Measures

Table 1 Instruments

Scale	Total Number of Items	Item-Total Correlation	Validity and Reliability	Sample Items
Dispositional Mindfulness at Work Scale	24	$r = .475-.730$	$\lambda = .450-.790$ $\alpha = .940$	<ol style="list-style-type: none"> 1. Attention (e.g., "I focus on my work for more than 30 minutes") 2. Present-focus (e.g., "I am worried on the future of my work") 3. Awareness (e.g., "I can provide detailed description of my work events") 4. Acceptance (e.g., "I accepted the work demands calmly")
CO-OCB Scale	28	$r = .537-.767$	$\lambda = .710-.870$ $\alpha = .945$	<ol style="list-style-type: none"> 1. Helping behavior (e.g., "I provided assistance to prevent problems with my team") 2. Sportsmanship (e.g., "I am willing to tolerate discomfort without complaining") 3. Organizational loyalty (e.g., "I promoted the image of the organization to outsiders") 4. Organizational compliance (e.g., "I adhered to organizational values, norms and policies") 5. Individual initiative (e.g., "I made constructive suggestions") 6. Civic virtue (e.g., "I recognized myself as part of the organization") 7. Self-development (e.g., "I learned a new skill to enable me expand my contribution in the organization")
Servant Leadership Scale	30	$r = .542-.696$	$\lambda = .530-.740$ $\alpha = .953$	<ol style="list-style-type: none"> 1. Listening (e.g., "I showed commitment while listening to others") 2. Empathy (e.g., "I understood the feelings and conditions of others") 3. Healing (e.g., "I have the ability to improve myself") 4. Awareness (e.g., "I realized my weaknesses without showing it to many people") 5. Persuasion (e.g., "I influenced others without being authoritative") 6. Conceptualization (e.g., "I have a long-term orientation and not just short-term goals") 7. Foresight (e.g., "I have the ability to predict future situations with the support of my conceptual abilities") 8. Stewardship (e.g., "I assumed the position of a flight attendant committed to serving others") 9. Commitment to the growth of people (e.g., "I have a high commitment to the development of every individual in the organization") 10. Building community (e.g., "I tried to make this institution bigger").

Data Analysis

A direct structural equation model (SEM) was used to test for hypothesis using Linear Structural Relationship (LISREL) 8.7 version. We also conducted the Sobel test to find out whether or not an indirect effect of the independent variable on the dependent variable through intervening variables. The Sobel test was also used to test the ability of intervening variables to be a mediator in the research model. We drew on (Hu & Bentler, 1999) for criteria to evaluate model fit.

Results

Table 2 Respondent Demography Data

	Demography	Number	Percentage
Sex	Male	325	91%
	Female	32	9%
Age	18-30 years	67	19%
	31-40 years	105	29%
	41-50 years	151	42%
	Above 50 years	34	10%
Education	High school	243	68%
	Community College	32	9%
	Undergraduate	81	23%
	Postgraduate	1	0,28%
Work Period	2-5 years	51	14%
	5-10 years	70	20%
	10-15 years	45	13%
	15-20 years	44	12%
	20-25 years	126	35%
	Above 25 years	21	6%

As seen in Table 1, the spread of the respondent demography in this study was 357 supervisors of a railway transportation service provider. The respondents consisted of 325 male (91%) and 32 female (9%). It was also dominated by supervisors at 41-50 years (42%), 68% of 243 high school participants, and 20% between the ages of 20-25 years.

Table 3 Descriptive Statistics and Correlations between Variables

		Mean	Standard Deviation	1	2	3
1	Mindfulness	3.72	.55	-	.40**	.41**
2	Servant Leadership	3.77	.52	.40**	-	.59**
3	CO-OCB	4.09	.53	.41**	.59**	-

Note. **p < 0.01, *p < .05

Descriptive statistics and correlations are shown in Table 3, with relevant correlations in the hypothesized direction and significant. As predicted, mindfulness showed a positive association with Customer Oriented-Organizational Citizenship Behavior (CO-OCB), and servant leadership by $\beta=.41$ and $.40$, respectively at $p<.001$), while servant leadership was positively associated with CO-OCB at $\beta=.59$, and $p<.001$.

Table 4: The Goodness of Fit Testing

Goodness of Fit Parameter	Criteria	Result	Interpretation
Normed Chi-Square (χ^2/df)	$2 < X^2/df < 5$	2.123	Fit
P-value	$< .05$.0000	Fit
RMSEA	$< .08$.058	Fit
GFI	$> .90$.88	Marginal Fit
CFI	.90	.98	Fit
TLI	.90	.97	Fit

Furthermore, the result of the goodness of fit testing in table 4 showed that the overall statistics of the structural model were good.

Table 5: Structural Equations

Path	T-Value ≥ 1.96	Standardized Loading Factor (SLF): $\lambda \leq 1$	Interpretation
Dispositional Mindfulness - Servant Leadership	6.50	.40	Significant
Servant Leadership – CO OCB	7.99	.50	Significant
Dispositional Mindfulness – CO OCB	3.61	.21	Significant

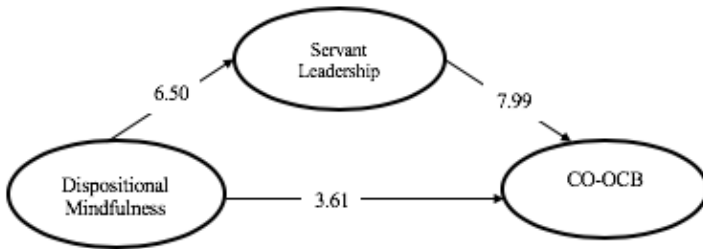


Figure 1 Role Mediator of Servant Leadership in The Relationship between Dispositional Mindfulness and CO-OCB (Based on the T-Value)

The result of structural equations on table 5 and figure 1 showed that dispositional mindfulness had a significant influence on Customer Oriented-Organizational Citizenship Behavior (CO-OCB) ($\beta=.21, p < .001, T\text{-value}=3.61 > 1.96$) and servant leadership ($\beta=.40, p < .001, T\text{-value}=6.50 > 1.96$). In addition, servant leadership had a significant influence on CO-OCB ($\beta=.50, p < .001, T\text{-value}=7.99 > 1.96$). Figure 1 specifically showed the role of servant leadership as a mediator variable in influencing mindfulness on CO-OCB. Overall the paths showed that the significant t-value exceeded the specified critical limit value ($T\text{-value} \geq 1.96$) (Hair, Black, Babin, & Anderson, 2006).

(Koopman, Howe, & Hollenbeck, 2014) stated that testing mediation hypotheses is conducted using a procedure developed by Sobel by proving the indirect effect of the independent variable (X) to the dependent variable (Y) through the intervening variable (M). The Sobel test was calculated using its calculator for the Significance of Mediation. This calculator uses the Sobel test to determine the direct and indirect effect of the independent on dependent variables through intervening variables. This calculator returns the Sobel test statistic, as well as the one-tailed and two-tailed probability values with values of $z \text{ score} = 5.32 > 1.96$ ($p = 0.000002 < 0.05$) (Soper, 2006). It is concluded that there was a mediating effect of the servant leadership variable on the influence of mindfulness on CO-OCB.

The results of this study also showed a partial mediation of the role of servant leadership in mindfulness towards CO-OCB. The partial mediation of the Sobel test showed significant results, with a significant direct relationship between mindfulness and CO-OCB. Therefore, higher dispositional mindfulness of supervisors had an impact on increasing servant leadership, and vice versa.

Discussion

This study investigated the indirect effect of mindfulness on Customer Oriented-Organizational Citizenship Behavior (CO-OCB) through servant leadership on the supervisor of railway transportation service provider. The results showed that mindfulness was positively related to servant leadership which was positively/indirectly related to CO-OCB through servant leadership.

The results of this study was in line with previous researches which have found that individual factors are proven to be potential mediators in the role of mindfulness towards workplace. According to the theory and empirical research on organizational behavior and mindfulness, employees tend to experience high performance. Mindfulness was positively related to the performance of employees from various industries in major cities in India, with emotional exhaustion as a mediator (Reb, Narayanan, Chaturvedi, & Ekkirala, 2016).

This study contributes to the understanding of the impact of mindfulness at work by introducing servant leadership as an important mechanism through which mindfulness relates to CO-OCB. According to the conceptual servant leadership model proposed by (van Dierendonck & Nuijten, 2011), servant leadership is a potential mediator in the impact of mindfulness as individual characteristics to various performance categories, in

this case, CO-OCB. The results showed that mindfulness finds expression in supervisors' servant leadership, through CO-OCB, with a positive relationship on performance (Reb et al., 2013).

In addition, this study, suggests that mindfulness facilitates a stimulating and inspiring behavior capable of developing servant leadership. First, it enables supervisors to consider and understand others' emotional states and needs (Brown et al., 2007), and (Dane, 2011)). Furthermore, supervisors tend to adapt their reactions accordingly, by facilitating servant leadership to achieve the goals and vision of the organization (Beverage, DeLong, Herold, & Neufeld, 2014). The supervisors as a part of railway transportation provider are always proud of their ability to provide excellent service to customers.

Secondly, mindfulness allows supervisors to recognize work improvements as they refrain from automatically imposing past judgments, thereby, enhancing personal recognition (Reb & Atkins, 2015). In addition, when supervisors, interact with subordinates they are able to recognize their needs such as the type of support needed.

Thirdly, attention to mindfulness, enables leaders to focus on the present moment with effortless attention as compared to mind-wandering, which consumes limited mental resources. In contrast, working on "auto-pilot" or using routine behaviors, on certain tasks has the ability to save mental resources when they are needed (Levinthal & Rerup, 2006).

Fourthly, mindfulness enables leaders to serve as role models for adaptive cognition and self-regulation, thereby stimulating their subordinates. When supervisors are more mindful they they tend to analyze circumstances more objectively and focus on the development of subordinates' potential (Bishop et al., 2004). They have the ability to accept the strengths and weaknesses of the subordinates to reduce the possibility of hostility towards subordinates. Supervisors tend to build a solid and complimentary service team. When supervisors are more mindful, they offer person-centered facilitative conditions to subordinates with greater goals, tasks, and bonds (Verdorfer, 2016). Based on the above explanation, it is concluded that mindfulness is used as a tool to improve and create efficient leadership behaviors toward subordinates. From the research analysis, it is important to consider mindfulness in the context of leadership, which is associated with intraindividual benefits related to leadership functioning, such as reduction in multi-tasking, which tends to reduce efficiency and effectiveness, and improve performance (Dalal, Bhawe, & Fiset, 2014).

In addition, the findings also draw attention to the positive role of mindful-

ness for an employee's CO-OCB through mediating mechanism of servant leadership. The direct effect was lower than the indirect and vice versa. However, this study found that the association between servant leadership and CO-OCB is stronger and significant, therefore, it is in line with earlier research that found that the relationship between servant leadership and OCB varies across studies. (Organ, Podsakoff, & MacKenzie, 2006) stated that leadership factor influence Customer-Oriented Citizenship-Oriented Behavior (CO-OCB). Previous studies showed that servant leadership influences the OCB or CO-OCB of employees and leaders (Chen, 2016), (Harwika, 2016), (Newman et al., 2017), (Sulastiana, 2012), and (Trong Tuan, 2017). In addition, (Liden et al., 2008) reported that there is a relationship between servant leadership and employee citizenship behavior. Therefore employees are likely to conduct additional work or tasks with inspirational and supportive leaders.

The success of servant leaders in influencing and directing subordinates or external customers comes from activities that serve with conscience and sincerity, for the sake of institutions (Sulastiana, 2012). The servant leadership model is implemented by the company's top management at the start of the organizational transformation as a railway transportation service provider. The implementation of servant leadership is conducted by the current board of directors with supervisors inspired by customers. The implementation of servant leadership has an impact on the commitment of supervisor to serve customers or CO OCB.

This study is an empirical research that mediates the influence of mindfulness on workplace outcomes, especially CO-OCB, with servant leadership that plays an important role in organizational transformation as a potential mediator. Strong commitment or additional behavior of supervisors as members of the organization in providing customer-oriented services (CO-OCB) is seen as outputs that are influenced by factors within the supervisor namely: mindfulness and servant leadership. Furthermore, little studies has examined mindfulness at work in Indonesian employees and organizations. The research contributes to a growing literature on work and organizations in Indonesian. It also adds to a relatively small body of studies of mindfulness using samples in Asia, thereby, contributing to the understanding of the generalizability of mindfulness findings across cultures. The practical implication of this study is a comprehensive recommendation for the management of companies in their effort to improve its competitive advantage by focusing on human resource and service system development. The management of railway transportation service provider

has the ability to improve Customer Oriented Organizational Citizenship Behavior of the employees by initiating programs that increases mindfulness and servant leadership. This research findings creates an opportunity for employees to actively foster their CO-OCB by acknowledging and raising their levels of mindfulness through informal and formal exercises (Kabat-Zinn, 2003). In addition to mindfulness exercises, organization need to also explore other ways to increase employees' servant leadership. For example, assignments and mentoring program regarding the implementation of servant leadership in daily work of life needs to be conducted. Conversely, this study also has some limitations. First, due to the fact that mindfulness, servant leadership, and CO-OCB were reported by supervisors, it is possible the relationship was artificially inflated by common source effects (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Secondly, a cross-sectional design and causality was utilized. There are several options used to extend this study. First, further study is needed to develop the multi-sources of participants, such as the involvement of subordinates and leader. Also, the customer perspective and feedback to the employees' performance is considered as a result of their CO OCB performance. Secondly, future studies are needed to examine the reciprocal relationship between mindfulness, conceptualized and intervention such as alternative hypotheses. Thirdly, further study needs to be conducted to investigate the contextual or situational variables that might mediate or moderate the relationship between mindfulness and CO-OCB. This factor also supports employees in performing their task which improves their CO-OCB, for example, organization climate, service climate, task characteristics, organization culture, and social role expectation.

Conclusions

In conclusion, dispositional mindfulness is indirectly related to CO-OCB through servant leadership. The research contributes to the empirical testing of the mechanism that mediates the influence of mindfulness on workplace outcomes, especially CO-OCB, with servant leadership as a potential mediator. Furthermore, it contributes to a growing literature on Service Psychology in Indonesian and adds to a relatively small body of studies of mindfulness from samples in Asia. The practical implications of this study are comprehensive recommendations for the management of the company in their effort to improve its competitive advantage by focusing on human resource and service system development for customers. The management of the railway transportation service provider have the ability to improve

Customer Oriented Organizational Citizenship Behavior of the employees by initiating programs that increase mindfulness and servant leadership.

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