

# **The Moderating Role of Perceived Social Responsibility on the Relationship between Servant Leadership and Volunteerism**

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## **Abstract**

Servant leaders demonstrate conscious concern for helping the community, and followers' growth and development by providing support and mentoring. Servant leaders serving as a role model will affect the subordinates to learn and imitate their behaviors to serve others. This study investigates whether servant leadership affect the subordinates' voluntary service attitude. Furthermore, this study also proposes that perceived social responsibility of subordinates would interfere with the relationship between servant leadership and volunteerism.

This study investigates two large volunteer associations in Taiwan to determine whether servant leadership is related to the subordinates' voluntary service attitude, and the moderator role of perceived social responsibility of subordinates. The hypothesized interactions will be explored using hierarchical regression.

Based on the servant leadership theory, subordinates will imitate their superiors, thus providing similar services as their supervisor's behavior to the people around them. The study may provide an empirical support for the servant leadership theory. In addition, if the moderator role of perceived social responsibility of subordinates does exist, then in practice, the leaders may lay emphasis on or instill social responsibility to enhance the relationship between servant leadership and the subordinates' voluntary service attitude.

**Keywords:** perceived social responsibility, servant leadership, volunteerism.