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ASSESSING SELF-REPORTED ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: THE ROLE OF ORGANIZATIONAL CLIMATE AND LEADERSHIP STYLES.

*OLAPEGBA, PETER. O
Dept. of Psychology
Faculty of the Social Sciences
University of Ibadan,
Nigeria
hanpet70@yahoo.com, po.olapegba@mail.ui.edu.ng

&

OLOWODUNOYE, STELLA. A
Dept. of Pure & Applied Psychology
Adekunle Ajasin University, Akungba
Ondo State, Nigeria
solowodunoye@yahoo.com

• *Corresponding Author*

ABSTRACT

The study assessed the role of organizational climate and leadership styles in predicting organizational citizenship behaviour of both private and public sectors employees. A total of 203 employees made up of 128 (63.1%) public sector employees and 75 (36.9%) private sector employees were sampled in a cross-sectional survey. Male participants were 129 (63.5%) with 74 (36.5%) females. A structured questionnaire made up of three validated scales was used in data collection. Multiple regression analysis and t-test of independent means were used in analyzing the data. Results showed that organizational climate significantly predicted organizational citizenship behaviour, while leadership styles did not. Also, age of the employee had a significant influence on OCB. This implies that human resources management should look beyond having a good leadership styles, because this occupies a little position as far as organizational climate is concerned. Organizations should also strive to enhance the welfare of their employees in order to retain their employees, since age is significantly important in predicting OCB.

Keywords: Organizational climate, leadership styles, organizational citizenship behaviour.

INTRODUCTION

The effective functioning of any organization depends largely on the efforts of the employee that move beyond the required formal obligations (Barnard, 1938; Katz & Kahn, 1966; Organ, 1988). This extra effort is what Organ (1988) termed organizational citizenship behaviour. Organizational citizenship behaviours are behaviours that are not required from an employee but which the employee exhibits to assist in achieving efficiency, effectiveness and putting the organization in a best position to compete with others (Organ, 1988). Behaviours that characterize OCB include putting on extra effort to achieve success in particular tasks, staying beyond the normal working hours to complete a job, bringing up good suggestions for the progress of the organization, assisting others in their job, attending to customers in a more friendly manner, representing the organization positively to outsiders, trying to conserve resources, sharing ideas, having cooperation with others, taking up extra assignment without complaint (George & Brief, 1992; Turnipseed and Rassuli, 2005).

Murphy, Athanasou, & King (2002) maintained that OCB is a behaviour manifested by an employee by using his discretion which may not necessarily be recognized or attract any reward from the organization but in the long-run promotes effectiveness and success of the organization. OCBs are valued by managers because it assists them in reducing the time spend on issues so that they can focus their attention on other issues that will promote their performance (Turnipseed & Rassuli, 2005). Xiu-Ru, Yu-li & Shu-Xian (2004) has pointed out that employees may not be motivated to put in extra effort if the organizational environment is not supportive.

This suggests that for OCB to really manifest in employees, the environment or the climate of the organization has its own role to play. That is, the environment must be supportive and promote such behaviour. The study aims at examining the roles of leadership styles and organizational climate in enhancing organizational citizenship behaviour. Although, some studies have related OCB with total quality management and performance (Buentello, Jung & Sun, 2010), OCB and leadership styles (Eliyana, 2010), OCB, efficiency and customers perceptions in Taiwanese banks (Yen & Niehoff, 2010, Rouch & Behling in Yulk (1989), organizational climate, organizational support and service-oriented organizational citizenship behaviour (Shu-Jen Lin & Shu-Cheng Lin, 2011) to mention a few. None of this has been able to relate organizational climate and leadership styles with OCB and all have so far concentrated in the Western world or outside Nigeria.

Organizational climate is the perception of employees about the policies, procedures and practices of the organization (Schneider, 1990). This suggests that a subjective analysis of the whole process is being formed by the employees based on their experiences and interaction with the workplace. This subjective opinion is referred to as organizational climate (Schneider & Bowen, 1995). Organizational climate can also be conceived as values based on the perception of the employees (Schneider, 1990). This concept does not only affect employees but customers also. People coming to the organization for one thing or, the other will also have their own perception of the organization, through their interactions with the employees in such organization. This perception can further influence their decisions and satisfaction level with reference to their patronage of such organizations (Schneider, 1980, 1990; Bitner, Booms, & Tetreault, 1990; Parasuraman, 1987; Kao, 2008).

Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly (2005) further maintained that when the managers and the employees have a joint effort in establishing and promoting organizational climate, this will definitely have positive impact on both the employees and in achieving   organizational goals and objectives. Therefore, it is the duty of each organization to form a type of organization climate that will best suite their organization in promoting their services (Schneider & Bowen, 1992) and to achieve this, the leadership role is significantly important and cannot be underestimated. This means that the leadership style adopted by the manager may contribute in enhancing organizational citizenship behaviour on the part of the employees.

Leadership is a way of influencing, inspiring, motivating and directing others toward actualizing the goal of the organization (Yulk, 1989). Stoner, Freeman & Gilbert (1996) have also defined leadership as a means by which work-related activities of the members of the group are being influenced. Leadership according to Yulk (1989) is a method of influencing group activities organized and directed toward achieving organizational goal. So leadership style is the particular method of influence that leaders adopt at a particular time in a particular situation, which could be transformational or transactional as the situation warrants.

Transformational leadership style is a leadership method that adopts actions that are necessary to motivate employees or subordinates in order to willingly work for better growth and achievement of the organizational objectives (Bass, 1985). This can be achieved by (a) making them realize the importance and performance of their job to the organization, (b) sensitization on the needs for

personal growth and (c) motivating them to put in their best for the good of the organization (Bass, 1985). Transformational leaders could also be termed visionary leaders, and leaders exhibiting this style move beyond the level of rewards and exchange to motivate and inspire their subordinates (Bass, 1997). When managers manifest this type of leadership style, it may motivate employees to move beyond the formal expectations of the organization by adopting other behaviours that can really assist and promote the organization. Eliyana (2010) noted that transformational leaders usually have close supervisory relationships with their supervisee which may be central to building a good organizational climate as well as enhancing organizational citizenship behaviour.

On the other hand, transactional leadership is a type of leadership that adopts reward and exchange method in influencing the subordinate, that is, the followers are given certain rewards when they are able to meet specific goals of the organization (Avolio, Bass & Jung, 1999). Transactional leaders influence basically through rewards and positive reinforcement and so they tend to be more practical because they are working toward meeting specific goals or target of the organization. Therefore, they are always timely at rewarding and reinforcing their followers when the need arises. Jung (2001) opined that followers of transactional leaders may not be bordered by or have good innovative thinking because there is an already predetermined way of accomplishing their goal. This leadership style may fit many settings because of its openness but may discourage followers from engaging in innovative thinking to bring out new ideas for better performance. Unlike transactional leaders, transformational leaders encourage innovative thinking in their subordinates by motivating them to move beyond the requirements of the organization. Through this, better organizational citizenship behaviour is likely to ensue under transformational leaders than transactional leaders. According to Avolio, Bass & Jung, (2003) acceptance of innovation is mainly through enthusiasm, trust and openness under transformational leaders, while it is done through reward and reinforcement under transactional leaders.

Research has also indicated that age of employees may enhance performance of organizational citizenship behaviour. For instance, Kuehn and Al-Busaidi (2002) found in a study that age proved to be a resilient predictor of OCB, with younger Omanis reporting lower satisfaction and OCB than older workers. In a related study, Wagner and Al-Busaidi (2000) found in a sample of 96 U.S. nurses age was a unique predictor of altruistic OCB among the participants. But considering the observation that these studies were conducted in the western

world, there is the need to know whether the same findings will hold in Nigeria in the light of some cultural and environmental differences with the west.

Hypotheses

1. Organizational climate, transformational and transactional leadership styles will independently and jointly predict OCB

2. Older employees will exhibit significantly higher organizational citizenship behaviour than younger employees.

Method

Design

The study is a cross sectional survey which adopted ex-post facto research design; the variables of interest were not actively manipulated by the researcher, rather, they pre-existed in the participants. Organizational Citizenship Behavior (OCB) is the dependent variable while organizational climate and leadership styles are the independent variables.

Sample

A total of 203 employees cutting across both public and private sectors were sampled in this study using accidental sampling technique. The sample was made up of 128 (63.1%) public sector employees and 75 (36.9%) private sector employees. Forty (19.7%) of the participants had ordinary level certificate, 80 (39.4%) were NCE/OND/HND graduates while the remaining 83 (40.9%) were holders of Bachelors and post graduate degrees. Male participants were 129 (63.5%) with 74 (36.5) females.

Measures

A structured questionnaire divided into four sections was used in data collection in the study. Section A tapped the socio-demographic information of the participants, while Section B is the organizational climate scale, this is a 15-item Likert format scale authored by ETC Survey Institute in 2002 modified for this study. The scale yielded a reliability alpha of .71. Section C is the organizational citizenship behavior scale, a 13-item Likert format scale developed by Podskoff, Mackenzie, Moorma, and Fetter (1990). The authors reported coefficient Alpha of .78 while a revalidation for the purpose of this study yielded coefficient Alpha of .64. Section D is the Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985) with reported Alpha Coefficient of .83. The transformational leadership subscale has reliability coefficient of .93 while the transactional subscale yielded coefficient of .79.

Procedure

Prior to the administration of the questionnaires to participants, the researcher sought and obtained permission from the management of the organizations sampled after which the cross sectional survey was embarked upon. Two hundred and fifty questionnaires were administered but only two hundred and three were usable for the analysis eventually. Owing to the fact that the permission sought from management of the sampled organizations did not make it mandatory for respective employees to participate, the accidental sampling technique was employed in selecting the participants. Only those who consented were sampled, with assurance of absolute confidentiality, anonymity of their identities and responses while they were informed that they reserved the right to withdraw from the exercise at any point they felt like doing so. In addition, the respondents were told that there were no right or wrong answers, and as such should try to be as honest as possible in their responses. The administration and collection took three weeks.

Statistical Analysis

Multiple regression analysis was used to assess the predictive ability of organizational climate, transformational leadership style and transactional leadership style both independently and jointly on OCB. The t-test for independent means was also used to find out the effect of age on OCB.

Result

Table 1.0. Multiple regression analysis showing the independent and joint influence of organizational climate, transformational leadership style and transactional leadership style on OCB.

Variable	β	t	p	R	R^2	F	P
Org. Climate	.16	1.97	<.05				
Transformational	-.03	-.26	>.05	.21	.04	3.01	<.05
Transactional	.13	1.46	>.05				

Result in Table 1.0 shows that organizational climate significantly independently predicted OCB (β=.16; t=1.97; p<.05). Transformational and transactional leadership styles did not significantly predict OCB, this is an indication that leadership style does not influence performance of OCB in employees. Meanwhile, organizational climate, transactional and transformational leadership styles have significant joint influence on OCB (R=.21; R^2=.04; F=3.01; p<.05). The percentage contribution of the three variables is 21%, meaning that variance of other variables not considered in this study account for 79%.

Table 2. Summary of t-test of independent means showing age difference in OCB.

Age	N	Mean	SD	df	T	p
Young	133	54.5	6.9	201	-3.35	<.05
Old	70	57.9	5.9			

Table 2 indicated a significant difference in age and OCB (t=3.35, df=201, p<.05). The means shows that older employees exhibit higher organizational citizenship behavior.

Discussion and Conclusion

This study examines the influence of organizational climate and leadership styles on organizational citizenship behaviour between private and public employees. The first hypothesis which states that organizational climate and leadership styles will independently and jointly predict organizational citizenship behaviour was partly confirmed with the result in table 1.0, showing organizational climate to have a significant influence on OCB, while, transformational and transactional leadership styles did not significantly predict OCB, but there was a joint significant influence of organizational climate, transformational and transactional leadership styles on OCB. The positive influence of organizational climate on OCB supports the arguments of Eisenberg, Hurtington, Hutchison and Sowa (1986) and Organ (1988) that when employees perceive that their inputs are considered by the organization, they will be zealous to contribute more for the achievement of organizational growth. The result also supported Xiu-Ru, Yu-li & Shu-Xian (2004) which pointed out that employees may not be motivated to put in extra effort if the organizational environment is not supportive, that is, the type organizational climate that exists in any organization determines whether the employees will engage in OCB or not.

Moreover, Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly (2005) opined that when the managers and the employees have a joint effort in establishing and promoting organizational climate, this will definitely have positive impact on the customers or the people patronizing such organization. This means that when the employees perceive sense of belonging, that is, being involved in decision making, which is part of the factors that contribute to organizational climate, OCB will be encouraged and enhanced. But, transformational and transactional leadership styles did not predict OCB according to the result. This implies that the leadership styles adopted may not be as important as

having a good organizational climate, but at the same time the impact of the leadership style adopted may not be ruled out totally and much more since the assessment was from the perspectives of the employees. This contradicts the argument of Xiu-Ru, Yu-li & Shu-Xian (2004), meaning that whether there is good leadership style or not, OCB can still be exhibited by employees. It also suggests that leadership style adopted is not part of the factors that contributes to organizational climate as earlier argued, but the three variables predicted OCB. However, the result going by the joint percentage contribution indicate that there could be other factors not considered in the present study that may contribute to OCB other than organizational climate and leadership styles. This observation is informed by the fact that the joint percentage contribution was 21% leaving a variance of 79% unexplained.

The second hypothesis which predicted that age would significantly influence OCB was confirmed. This implies that employees that are old have more OCB than the young employees. The finding is a confirmation of earlier research reports by Wagner and Rush (2000) and Kuehn and Al-Busaidi in separate studies reporting that age is a significant predictor of OCB. This could mean that old employees are more satisfied with their job than the young ones. It could also mean that the older employees have gone through life and have gathered a lot of experience that helped them to possess a better OCB than the younger employees. And lastly, it may be that the older ones believed that they do not need to be searching for greener pasture again, whatever they can get from their present place of work is enough for them. This may not be so with the younger ones who are always looking for better opportunities. . Wagner and Rush (2000), pointed out that age might lead to important changes in the motivational bases or antecedents associated with OCB. Thus, there is likelihood that a potential relationship would exist between employees OCB and age.

Also, Li and Wan (2007), in their investigations of how age influences individual's perception of OCB as in-role behaviour or as extra-role behaviour in a Chinese context. It was revealed that OCB was associated with age and the older employees perceived OCB as in-role behaviour more than the younger employees. Ng and Feldman (2008) conducted a meta-analysis on the relationship between age and the dimensions of job performance including OCB and found that OCB was significantly and positively related to age. Moreover, Doering, Rhodes, & Schuster, (1983) also pointed out that older employees achievement needs seem to be lower and higher needs for affiliation than do younger employees. This suggests that, increase in age could make employees to neglect competing behaviour for cooperating or helping behaviour.

Conclusion

The study examined the influence of organizational climate and leadership styles on organizational citizenship behaviour of both private and public employees. It has shown that the impact of organizational climate is more pronounced than that of leadership style adopted. This suggests that leadership plays a very minute role as far as management of human resources is concerned. So, attention must be paid to all other factors that could enhance good organizational climate and improved management of human resources in order to enhance OCB and improve performance.

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