

The Relationship between Leadership Behavior and Organizational Citizenship Behavior at Public Institute in Pakistan

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Abstract: *This study aims to research on the major elements of leadership behavior with the relationship of organizational citizenship behavior (OCB) among the top management of the Sadiq Egerton College Bahawalpur, Pakistan. A Quantitative method was used in this study by using a questionnaire for data collection. The population of this study is 190 respondents. Whole populations were the respondent for this study. The 190 questionnaires were distributed to top leadership at Sadiq Egerton College, out of 190 questionnaires, 152 were returned and valid to be analyzed. In its empirical analysis, the study used the Smart PLS 3.0 version. The finding of this study reveals that Leadership, are positively significant with OCB. This study shows that the most dominant factor that affecting the OCB is leadership behavior with p-value are 0.048. Leadership behavior is the essential factor that contributes the success of OCB in public institutes. Finally, this study provides knowledge to the top management that leadership behavior needs to give priority attention. Furthermore, the result shows that leadership behavior is the most prioritizes for the organizational citizenship behavior to be engaged.*

Keywords: Leadership behavior, Organizational Citizenship Behavior, public institute, Pakistan

1. Introduction

The purpose of this study is to explore effect of leadership behavior on OCB. Studies on OCB are widely and continuously being discussed but the rare studies are held toward the public institute that heavily running with the duties to fulfill the need of community surrounding. In order to get the positive elements of OCB, the leadership behavior are the main factor to develop the good OCB in the workplace (Bolino et al., 2018).

Public institutions wish to practice the concept of OCB (Newman et al., 2017). However, only a few public institutions can actually achieve. OCB is the very crucial element in every organization and have been studied broadly (Özduran & Tanova, 2017). Awareness of the importance of OCB is increasing in most of the organization make some companies start to encourage this positive behavior among the employees. Nature of work at public institution is quite different with other institution, like mention in the background of study public institution's staffs also need to work at the weekend in order to do the short course that targeting the OCB (Van Knippenberg et al., 2015). That condition is compulsory for all staff in order to achieve the OCB for their institute and also their self (Bottomley et al., 2016).

Besides that, the challenges that face as the public institutions are obviously they face with the lacking of time for their self and they might be lost of focus to their main core of jobs because they have extra roles that they must accomplish. Research on OCBs has largely taken place with individuals working in non- academic fields such as manufacturing, retail, and service industries. Deckop, McClendon, and Harris-Pereles (1993) examined levels of OCBs among university faculty and how unionization of those faculties might affect their OCBs. Other studies have looked at OCBs within the educational context, albeit in primary and secondary education (DiPaola & Hoy, 2005; Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005).

Although much research has been done on OCBs in general, studies of specific industries or in specific work contexts are lacking. For that reason, the current study focused on obtaining a better understanding of OCBs in the higher education employment context. Specifically, the study was designed to better understand any possible relationships between employee OCBs, individual productivity, and institutional productivity by surveying various employees in higher education institutions (Somech, 2016).

Although many studies have been done to explain the key factor of OCB previous studies is quite limited in measuring this phenomenon, especially in public institutions. Therefore, the purpose of the study is to investigate leadership behavior towards OCB at The Sadiq Egerton College Bahawalpur, Pakistan, as a comparison with the earlier studies, which were done in university, school, service industries, corporate firm and others. This study is important because it enables the organization within

the employees to operate effectiveness and efficiency with successful alumni and create the new successful entrepreneur. Moreover, they tend to look at their job far beyond just their paycheck and serve a good performance for the student, colleague, and community.

2. Literature Review

2.1 Organizational Citizen Behavior

The study of OCB has been found since the late 1970s. OCB is integrated to the total organizational effectiveness and have important consequences in the workplace. The original work by Katz's (1964) recognized three types of basic behavior essential for an organization, included people must be encouraged to enter within the system and remained in the organization, people should execute the particular role condition in their dependable system; and there must be inventive and impulsive movement that goes afar from role recommendations.

Organ (1988) expanded Katz's work and Organ is generally considered as the father of the OCB, and he defines OCB with three critical aspects. Firstly, OCB is a result of discretionary behaviors, employee performed on their personal choice. Second, the employee who performed OCB will go above and beyond the job requirement; and OCB is positively contributed to overall organizational effectiveness. Third, OCB has not directly affected the formal rewards system, cannot be forced and it performs is totally as a result of an individual choice.

Organ (1990) suggested OCB is to represent organizational beneficial behaviors and motions that cannot be enforced on the formal role of obligation, and also not caused by the compensation which is contractually assurance from the organization rewards system either in a formal or informal way. The employees who perform OCB will choose to withhold without considering the formal incentives or sanction by the organization.

Organ outlines OCB has not affected by the formal rewards system. The research done by Jackson et al. (2012) has some differences from OCB aspect which was defined by Organ. The author found that leader rewards behaviors are positively significant to OCB; however, it needs fairness and morale. Leader rewards behavior is important to influence the employee's attitudes, perception, and behaviors. If the organization desire to increase OCB practice, the employer must pay attention to fairness and morale. OCB can result in task performance and reducing employee leaving intention.

2.2 Leadership behavior

The leadership concept has first time introduced in 1970's by Robert Greenleaf, he described a people-centered leadership philosophy which advocates the leadership behavior.

There are multiple items that measure of leadership behavior. Goldsmith, Greenberg, Robertson, and Hu-Chan (2003) made a note that successful international firms show signs of unique behaviors that appear to highlight an association to leadership. Vries and Florent, (1999) developed processes and manufacturing decisions for international projects that need worldwide thoughts and includes holistic consequence of management behavior on system thinking and maximize tactical interdependencies by accepting the impact of globalization on the association. According to Levy, Beechler, Taylor, and Boyacigiller (2007), international firms are required to find out, administer, influence, and make most of the resources, people, skills, and knowledge across diversified cultures and countries. This requires that the firm own an aptitude to make a distinction and put together varied information, the firm must be familiar with new patterns of alliances and meanings and he must be intelligent enough to work in unknown, alien, vague, and uncertain work environments to appreciate the multifaceted information. International firms are also needed to make choices from several factors by making the most of partnership, cross-cultural teamwork, and varied stakeholders (Goldsmith, Greenberg, Robertson, & Hu-Chan, 2003).

3. Methodology

3.1 Instrumentation and Data Collection Procedure

Organizational Citizenship Behavior (OCB) was measured with 10-items which refer to the scale developed by Podsakoff and MacKenzie (2006). This section contains 10 questions and respondents will indicate how much they agree or disagree with the OCB. This study utilized five point Likert scale with multiple items to measure variables. There are some agree and disagree statements required from respondents. Table 3.2 shown the rating scale is from 1 to 5 which is 1 being strongly disagreed, 2 being disagreed, 3 being neutral, 4 agreeing, and 5 strongly agreeing.

The data collection procedure was done by survey questionnaire from the top administration staff of S.E College Bahawalpur, Pakistan. For the total population of 190 top management in the college, at least 142 responses were essential (Krejcie & Morgan, 1970; Van Dierendonck & Nuijten, 2011) nevertheless to improve response rate 190 questionnaires were circulated out of those 152 complete questionnaires were collected.

4. Results of study

Demographic variables

Table 1 provides a summary of the distribution of samples on demographic characteristics (N=152). They were aged between 31 to 50 years and working in the current position for not more than 10 years (92.7%) while being in the industry ranging from 11 to 20 years (43.7%).

Table 1
Profile of Respondents

Variabes	Categories	Frequency	(%)
Age	21-30	31	21.5
	31-40	55	35.4
	41-50	54	34.8
	Above 50	11	7.5
Years in current position	1 -10	140	91.7
	11- 20	7	3.6
	21 – 30	3	3.0
	nr	1	0.6
Years in organization	1 -10	52	35.4
	11- 20	66	42.7
	21 - 30	27	16.9
	31 - 40	6	4.7

5. Measurement Model

This study determine the construct validity, than utilized a 2-step Structural Equations Modeling (SEM) method by Anderson and Gerbing (1988). According to Anderson and Gerbing (1988's) approach, analyst measured the internal reliability convergent validity for the questionnaire, follow on the discriminant validity of builds brings about table 1 and table 2 individually.

Table 2.

A result of the measurement model

latent variable	Item	Loading	AVE	CR
Leadership behavior	LB11	0.945533	0.67857	0.9563
	LB 13	0.834531		
	LB 15	0.902267		
	LB 16	0.893459		
	LB 17	0.735355		
	LB 2	0.916363		
	LB 20	0.956244		
	LB 5	0.822544		
	LB 6	0.729243		
	LB 8	0.919335		
Organizational citizen behavior	LB 9	0.654323	0.73437	0.9459
	OCB1	0.873623		
	OCB 2	0.849332		
	OCB 4	0.751682		
	OCB 5	0.817459		
	OCB 6	0.801246		
	OCB 7	0.463334		
	OCB 8	0.847333		

OCB 9

0.787222

LB1, LB3, LB4, LB9 and OCB 3, OCB 9 were removed since the loading is below 0.4 succeeding to Hulland (1999).

Table 3

The discriminatory validity of constructs

Latent variables	1	2
Leadership behaviour	0.867884	
organizational citizen behaviour	0.745693	0.782441622

To check the reliability, all items' loading for reflective constructs were checked to authorize a cut-off point of 0.5 (Hair et al., 2010). When loadings mean is higher than it means there is more shared variance between the construct. On the other side low loadings demonstrated that very small explanatory power of the model, as well as reducing the estimated parameters to link the construct (Hulland, 1999). To evaluate convergent validity, outer loadings, composite reliability (CR) and the average variance extracted (AVE) were calculated. Any loadings below 0.5 were deleted, resulting in final AVE and CR to be above the benchmark value of 0.5 and 0.7 respectively (Table 2). Additionally, discriminant validity for reflective measurement model can also be established through the Fornell-Larcker criterion. According to this criterion, the square root of AVE for each latent construct should be greater than the correlations of any other latent construct. As shown in Table 3, the square root of AVE for each construct is evidently higher than the correlation for each construct.

6. Results of Structure Model

The outcomes of the structural model (Ringle et al., 2005) presented below in Table 4 and figure 1.

Table 4

Results of Path coefficient for hypothesis test

H	Relationship	Beta	SE	Sig.	Result
H1	Leadership behaviour and organizational citizen behaviour	0.693456	0.004562	0.00	Supported

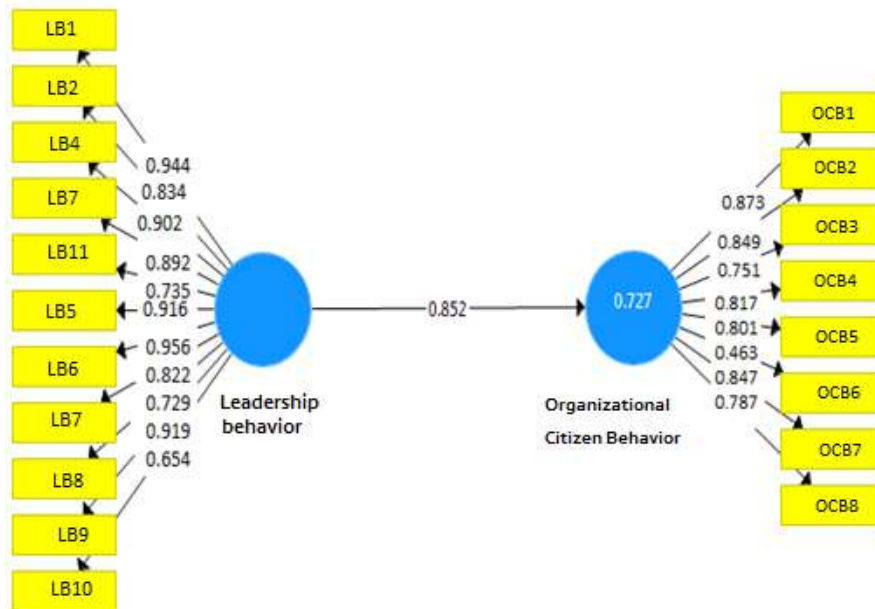


Figure 1: Outcome of the structural model analysis (p <0.05; p<0.01)

Table 4 defined the effect of Leadership behavior and organizational citizen behavior. The result of the study shows significant between Leadership behavior organizational citizen behavior ($b=0.852$; 0.00) similarly the result shows the significant positive relationship between Leadership behavior and organizational citizen behavior. Furthermore, the result of figure 2 shows the H1 is supported. R-square reported 0.727 for Leadership behavior. This independent variable can clarify 70% variance of Leadership behavior.

The influence of Leadership behavior on organizational citizen behavior in the top management of public institute, Pakistan was inspected in this study. The Consistency Theory (Denison, 1995) it was contended that Leadership behavior influences the organizational citizen behavior in the top management of public institute in Pakistan. The outcomes of this study designate that Leadership behavior has the positive relationship with organizational citizen behavior in the SE college Bahawalpur, Pakistan. These results of this study support previous researchers (Hashim & Mahmood, 2011, 2012).

7. Conclusion and Contribution

The findings of the current study have contributed to a number of important implications for theory and practice. In particular, it offers recommendations to academicians, managers and business practitioners on the need to consider appropriate measures and ways to improve Leadership behavior. In short, the below section would discuss the contribution of the study in terms of theoretical and practical aspect. The results provided an initial demonstration of the important relationships among leadership behavior, and organizational citizen behavior. These relationships provided several practical implications for the organization. Firstly, leadership behavior is seen as a conducive condition for the growth of the organization. Thus, this study enhanced the importance of the Leadership behavior that plays an important role in promoting organizational citizen behavior and sustaining a durable competitive advantage in an organization. Therefore, it is recommended that management of an organization should maintain excellent leadership behavior.

Secondly, the research result reported that Leadership behavior has the positive relationship with organizational citizen behavior. Therefore, it is wise for the management to consider Leadership behavior in designing an organization. In the environment that is changing rather fast, an organic organization is expected to be more suitable. As in the public institute, top management should be responding immediately to the needs and demand of the community.

Lastly, the relationship between Leadership behavior and organizational citizen behavior necessitates the management to come up with better ideas and knowledge on how to shape the attitude of the employees. Therefore, organizations that which requires employees who can take initiative and cope with uncertainty such as in the public institute could benefit from Leadership behavior. The result of this study gives evidence that those who experience Leadership behavior would become more involved with their job. According to Keller (1997) and Diefendorff et al. (2002), Leadership behavior is a predictor of organizational citizen behavior. Hence, developing Leadership behavior about one's job is crucial.

Therefore, the model proposed in this study is suitable to be a guide especially for the organizational trainers and human resource personnel in their effort to develop Leadership behavior. However, cautions are needed because these are not the only contributors to Leadership behavior as it explains only 70 % of the variance. There are other factors that would contribute to the organizational citizen behavior in the public institutes that needs to be explored further.

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