THE MEDIATING EFFECT OF PSYCHOLOGICAL OWNERSHIP ON THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN KANO, NIGERIA

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
September, 2013
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THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND
ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN KANO, NIGERIA

By
ABDU JA’AFARU BAMBALE

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

This study examines the determinants of employee organizational citizenship behaviors (OCBs) among low and middle level employees of utility sector organizations in Nigeria. Primarily, this study explored the role of psychological ownership (PO) as a mediator on the relationship between servant leader behaviors (SLBs) including emotional healing, creating value for the community, conceptual skills and helping subordinates grow and succeed, and employee OCBs. Partial Least Squares Method (PLS) algorithm and bootstrap techniques were used to test the study hypotheses. The results provided support for most of the hypothesized relationship for the study. Specifically, emotional healing, conceptual skills, helping subordinates grow and succeed, putting subordinates first, and psychological ownership are significantly and positively related to both organizational citizenship behaviors that benefit the individual (OCB-I), and the organization (OCB-O). However, creating value for the community is significantly and negatively related to both forms of organizational citizenship behaviors. Additionally, emotional healing, helping subordinates grow and succeed, and putting subordinates first were significantly and positively related to psychological ownership, while creating value for the community was significantly and negatively related to psychological ownership. Furthermore, the results of mediation indicated that six of the ten hypotheses are significant. Therefore, significant positive effects of emotional healing, conceptual skills, helping subordinates grow and succeed, and putting subordinates first and psychological ownership suggest that the variables are important in motivating OCBs. As such, employees should be encouraged to exhibit these behaviors for enhanced performance of organizational citizenship behaviors. Enhanced performance of organizational citizenship behaviors can improve the overall effective function of organizations. Contributions, limitations, and implications are discussed.

Keywords: servant leadership, psychological ownership, organizational citizenship behaviors
ABSTRAK


Kata kunci: kepemimpinan orang yang berkhidmat untuk rakyat, pemilikan psikologi, gelagat kerakyatan organisasi
ACKNOWLEDGEMENT

I wish to first of all thank God Almighty – Allah (SWT) for sparing my life, sustaining me and enabling me to realize my PhD dream. I wish to express my acknowledgement to many people whom I am indebted to for being instrumental to the successful completion of my PhD programme. My special thanks go to my formidable team of supervisors: Associate Professor Dr. Faridahwati Bt Mohd Shamsudin, and Associate Professor Dr. Chandrakantan s/o Subramaniam for teaching me the art of research and scholarly writing. Associate Professor Dr. Faridahwati Bt Mohd Shamsudin, I would like to express that she is a great teacher and model of scholarship and excellence. Associate Professor Dr. Chandrakantan s/o Subramaniam is best described as a scholastic “servant leader” whose impact will ever remain green in my memory for his special interest and genuine concern. How I wish every UUM PhD student could experience the professional touch of my supervisors for better understanding of the nitty-gritty of PhD and being able to “stand out from the crowd” after the PhD programme.

I wish to also thank Dr. Dr. Abdullah Al-Swidi for his assistance on several occasions during my data analysis. I would like to express my appreciation to Dr. Subramaniam s/o Sri Ramalu and Associate Professor Dr. Abdul Halim B Abdul Majid for their roles as reviewers during my PhD proposal defense and Viva. Their useful comments and suggestions have helped in shaping and making this thesis a better one. I would also like to thank all the staff of Othman Yeop Abdullah Graduate School of Business (OYAGSB) for their individual and collective supports. Specifically, the efforts of Prof. Dr. Noor Azizi (Dean) and Madams
Zaidah Abd Wahab and Rozita Binti Ramli are hereby appreciated. Additionally, I would like to thank the management of the organizations that permitted me access to the resources necessary for successful conduct of this study and the 560 workers who completed my questionnaires. I would also like to thank the management of Bayero University, Kano, Nigeria and McArthur Foundation for all financially supporting my research. I also like to acknowledge the moral support of all the members of the Department of Business and Entrepreneurship, Bayero University, Kano.

I strongly believe that the love, encouragement and prayers from my immediate and extended family members have wonderfully helped in my success. Specifically, words of mouth will not be enough to express my appreciation to my lovely parents: Alhaji Ja’afaru Jamo Bambale and Hajiya Bahajatu Bambale. I will never forget their unlimited unconditional love, motivation, confidence and prayers. I pray that you live longer to benefit from the fruits of this new achievement. I also pray to Allah (SWT) to make their remaining life more useful and make Jannatul firdaus (the Heaven) be their final abode. Similarly, I want to profoundly appreciate the role palyed by my loving wives and immediate family members. I must confess that the physical presence of my wives and their children – Zulaihatu, Nana Aisha, Muhammad Bashir and Yusuf during my PhD study gave me special joy and stability, which were instrumental to my success. Their calming love, prayers, understanding, sacrifices and confidence during my PhD traivals and trials are highly appreciated. I want to tell you that this success belongs to all of you. Among my brothers, I want to particularly appreciate the efforts of Sani, Yusuf Nadabo,
Abdulmumini and Shamsudeen for always being there for me whenever I needed their assistance.

The “friends in need are friends in indeed”. Hence, special mention must be made of my friends who have contributed in one way or the other during my struggle to attain PhD. Specifically, I would like to profoundly thank Alhaji Bashir Adamu, Professor Kabiru Isa Dandago, and Mal. Baba Sani Sodangi for their moral and financial supports. The brotherly concern and generosity shown to me and my family by these individuals are unforgettable and inspirational, may Allah (SWT) reward them abundantly. Similarly, I also appreciate the efforts and prayers by Yusuf Maitama, Alh. Isa Mudi Malumfashi, Ahmed Ali Baba, Sani Aliyu Soba, Sulaiman Shehu, Aliyu Dalha, Yusuf Muazu Zuma, Muddassiru Nassarawan Doya and Nasiru Minyawa Bambale.

I also wish to thank my numerous PhD study friends. Notable among them include Dr. Ahmed Audu Maiyaki, Dr. Usman Shehu Inuwa Galoji, Dr. Kabiru Jinjiri Ringim, Kabiru Maitama Kura, Guzman Nawanir, Dr. Donny Abdul Latief Poespowidjojo and Mrs. Dwi Hastuti Poespowidjojo for their individual academic contribution during the hard PhD days. Lastly, but not the least, I also wish to thank Adamu Jauro and his father who have shown a great interest for my success during my PhD journey. I will not forget the duo’s frequent phone calls from Nigeria to pray for my success. I will not also forget the Jauro’s efforts at Kano International Airport at all the times during my exit or entry. May Allah (SWT) reward you and grant your wishes.
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<td>SLT</td>
<td>Social Learning Theory</td>
</tr>
<tr>
<td>SPSS</td>
<td>Software Package for Statistical Analysis</td>
</tr>
<tr>
<td>PCA</td>
<td>Principal Component Analysis</td>
</tr>
<tr>
<td>PHCN</td>
<td>Power Holding Company of Nigeria</td>
</tr>
<tr>
<td>PLC</td>
<td>Public Liability Company</td>
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<tr>
<td>PLS</td>
<td>Partial Least Squares</td>
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<td>UUM</td>
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<td>VAF</td>
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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

One of the most important areas of concern among organizational theorists and practitioners is organizational effectiveness. A good mechanism for achieving it is through employees’ willingness to perform their duties beyond the formal specifications of job roles, termed extra-role or discretionary behaviors (Organ, 1990). Increasing number of research on employee’s discretionary work behaviors signifies the importance of this construct for the success of organizations. Multiple conceptualizations of discretionary employee work behaviors exist in the literature (e.g., pro-social organizational behaviour, extra role behaviour, contextual performance, and organizational citizenship behaviour [OCB]). Organ’s (1988) conceptualization of OCB has received major research attention compared to other conceptualizations of discretionary employee behaviors (Van Dyne, Cummings, & Parks, 1995).

Organizational citizenship behaviors (OCBs) are behaviors that are not mandatory on the employees to carry out, but are helpful to the organization’s effectiveness and goal attainment (Organ, 1988). In his words, Organ (1988, p. 4) defines organizational citizenship behaviour (OCB) as “behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient functioning of the organization”. Organizational citizenship behaviors are usually performed by employees to support the interests of the organization even though they may not directly lead to employee
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