

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

ABDU JA'AFARU BAMBALE

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ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN KANO, NIGERIA**

By

ABDU JA'AFARU BAMBALE

Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

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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

Kajian ini meneliti penentu gelagat kerakyatan pekerja organisasi (*organizational citizenship behaviour*) (OCB) di kalangan pekerja bawahan dan pekerja pertengahan organisasi di sektor utiliti di Nigeria. Kajian ini, khususnya, meneroka peranan pemilikan psikologi (PO) sebagai penyederhana dalam hubungan antara gelagat pemimpin yang berkhidmat untuk rakyat (*servant leader*) (SLB) termasuklah penyembuhan emosi, pembentukan nilai untuk masyarakat, kemahiran konsep, dan membantu orang bawahan untuk berkembang dan berjaya dengan gelagat kerakyatan pekerja organisasi. Algoritma *Partial Least Squares Method* (PLS) dan teknik *Bootstrap* digunakan untuk menguji hipotesis kajian. Dapatan menyokong kebanyakan hubungan yang dihipotesiskan. Secara khususnya, penyembuhan emosi, kemahiran konsep, membantu orang bawahan berkembang dan berjaya, mengutamakan orang bawahan, dan pemilikan psikologi berkait secara signifikan dan positif dengan gelagat kerakyatan organisasi yang menguntungkan individu (OCB-I) dan organisasi (OCB-O). Walau bagaimanapun, pembentukan nilai untuk masyarakat berkait secara signifikan dan negatif dengan kedua-dua jenis gelagat kerakyatan organisasi. Selain itu, penyembuhan emosi, membantu orang bawahan berkembang dan berjaya, dan mengutamakan orang bawahan berkait secara signifikan dan positif dengan pemilikan psikologi. Pembentukan nilai untuk masyarakat pula berkait secara signifikan dan negatif dengan pemilikan psikologi. Tambahan lagi, keputusan penyederhanaan memperlihatkan bahawa enam daripada sepuluh hipotesis adalah signifikan. Oleh itu, kesan positif lagi signifikan penyembuhan emosi, kemahiran konsep, membantu orang bawahan berkembang dan berjaya, dan mengutamakan orang bawahan, serta pemilikan psikologi merupakan pemboleh ubah yang penting dalam merangsang OCB. Ini bermakna pekerja perlu digalakkan untuk mempamerkan gelagat-gelagat ini bagi tujuan meningkatkan gelagat kerakyatan organisasi. Peningkatan gelagat kerakyatan organisasi dapat menambah baik keberkesanan seluruh organisasi. Sumbangan, batasan, dan implikasi kajian turut dibincangkan.

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

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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structures
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CP	Contextual Performance
ERB	Extra-role Behaviour
GoF	Goodness of Fit
KSWB	Kano State Water Board
NITEL	Nigeria Telecommunications
OCB	Organizational Citizenship Behaviour
OCB-I	Organizational Citizenship Behaviour Benefiting the Individuals
OCB-O	Organizational Citizenship Behaviour Benefiting the Organization
OS	Organizational Spontaneity
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PO	Psychological Ownership
PSB	Pro-social Behaviour
PSF	Putting Subordinates First
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SLB	Servant Leader Behaviour
SL	Servant Leadership
SLT	Social Learning Theory
SPSS	Software Package for Statistical Analysis
PCA	Principal Component Analysis
PHCN	Power Holding Company of Nigeria
PLC	Public Liability Company
PLS	Partial Least Squares
UUM	Universiti Utara Malaysia
VAF	Variance Accounted For

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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