



## Examining the Relationship between Transformational Leadership and Organizational Citizenship Behavior among the Lecturers of Higher Institutions in Katsina State Nigeria

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### Abstract:

*The study is aim at examining the relationship between transformational leadership (TL) and organizational citizenship behavior (OCB) among the lecturers of higher institutions in Katsina state Nigeria. Four hundred and three participants were used in this study. The study used transformational leadership and organizational citizenship behavior questionnaires to get the needed data. Both questionnaires were adopted and adapted. Descriptive statistics and multiple regression analyses were employed to analyze the data collected using Special Package for Social Science Research (SPSS) version 20. The findings indicate that there is significant and positive relationship between transformational leadership and organizational citizenship behavior of lecturers of higher institutions in Katsina state. The findings bring to the fore the need for the heads of institutions of higher learning to enhance the lecturer's organizational citizenship behavior by full application of transformational leadership practices in their respective institutions. The findings add to the existing literature on leadership especially in Nigeria where little was written on the area.*

### Introduction

Higher education is the type of education given to students who successfully completed their secondary education. In Nigeria it is usually given in monotechnics, polytechnics, colleges of education and universities. This education was designed to among others; develop and inculcate proper values for the survival of the individual and society, enhance the capacity of the recipients to understand and appreciate their immediate and external environments and pave way for them to acquire relevant skills to enable them to be self-reliant and useful members of society (FGN, 2004).

However, as argued by Salisu (2020), these laudable objectives were being threatened by numerous challenges bedeviling the sector. These challenges include; lack of enough facilities, lack of enough and qualified teachers, overcrowded classrooms, teacher burn out, teacher turnover, among others. Additionally, Salisu, Abdulkarim, Obeka and Musa (2019) identified other challenges affecting education sector to among others include; declining competence and commitment of lecturers, lack of enough funds and administrative will, lack of interest on the part of students which lead to examination mal-practice.

The challenges bedeviling Nigerian education sector some of which have been mentioned forced us to ask whether there exist effective leadership in our schools. Because whether we like it or not some of these challenges could be linked to the type of leadership we have in our schools (Salisu, 2013). Besides, before an organization achieve its goals and objectives there must be an effective leader, who moves the organization effectively (Salisu 2014). Accordingly, Yukl (2002) and Lok & Crawford (2004) identified leadership as an important factor that lead to success and effectiveness of any organization.

In school setting, Lashway (2006) argues that school administrators' influence on students learning may be modest, but, they can improve the situation especially in schools where certain conditions prevent teachers and students from performing to their level best. Moreover, Pont et al., (2008) note that school leadership can assist in enhancing student's performance by providing good and conducive atmosphere in which effective teaching and learning can thrive. Additionally, Leithwood et al., (2004) argue that examples can be given of schools facing some challenges being changed and reformed with the support of good, knowledgeable and effective leader. Accordingly, leadership is a process of influencing members of the organization and their activities for setting and realizing the goals and objectives of the organization (Megginson et al., 1983).

The objective of this study therefore is to examine the relationship between transformational leadership and organizational citizenship behavior of lecturers of higher institutions in Katsina state Nigeria. To achieve the above objective the following research questions were formulated:

1. Does transformational leadership relate positively and significantly with organizational citizenship behavior of lecturer's of higher institutions in Katsina state?
2. Are all the dimensions of transformational leadership relate with organizational citizenship behavior of lecturer's of higher institutions in Katsina state?

## Literature Review and Hypothesis Development

### Organizational citizenship behavior

Organizational citizenship behaviors have been defined differently by different authors as discretionary behavior that an employee exhibits freely (DiPaola & da Neves, 2009; Sesen & Basim, 2012), behaviors that could not be assessed by formal reward and punishment system (Huang, Sing and Tsai 2012), extra-role behaviors which cannot be formally prescribed and does not attracts rewards (Paramasivam, 2015, Nadim et al., 2016 and Njagi, 2018).

Organizational citizenship behaviors help in no small measure towards improving the organization's effectiveness. OCB enhances the welfare of staff and assist the organization to achieve its set objectives (Oplatka, 2009). Moreover, OCB assist the organization to commit less resources in maintenance factors, thus, freeing more fund for goal related activities (DiPaola & da Neves, 2009).

### The relationship between transformational leadership and organizational citizenship behavior

Transformational leadership is a style of leadership that prompts members of the organization to work as a team for the organization to achieve its set objectives. Additionally, it assists the subordinates to develop and become leaders by responding to their needs, empowering them and aligning their objectives with that of the organization (Ugochukwu, 2021). It is a leadership style that propels followers to achieve beyond their presumed potentials and assists the organization to improve its performance in a turbulent and unfavorable environment (Koregan & Shahbazi 2016). Sharma and Singh (2017) argue that transformational leadership enhances employee's motivation and subsequently energize them to work hard for higher goals.

Studies indicate that there is positive, significant, direct and indirect relationship between transformational leadership and organizational citizenship behavior of workers. Podsakoff et al., (1990) in their study in large petrochemical company found that the effects of transformational leadership behaviors on follower's organizational citizenship behavior were indirect, as they were mediated by followers trust in their leader. But, Nasra & Heilbrunn (2015) in their study in Arab educational system in Israel found that there were direct and indirect significant and positive relationship between transformational leadership and organizational citizenship behavior. The indirect relationship was mediated by job satisfaction. Similarly, Majeed et al., (2017) in their study on transformational leadership and OCB with emotional intelligence as mediating variable in higher institutions in Pakistan found that there is statistically significant, positive, direct and indirect relationship between transformational leadership and OCB. However, Nurjanah et al., (2020) in their study on transformational leadership and OCB in Ministry of Education Indonesia found that there is positive and significant relationship between transformational leadership and OCB. In the same vein, Suleiman and Kesuma (2021) in their study on the effect of transformational leadership on organizational citizenship behavior in a bank in Banda Aceh found that there is significant and positive relationship between transformational leadership and OCB. The above theoretical arguments support the following hypotheses:

H1. Transformational leadership relates positively and significantly with organizational citizenship behavior of lecturers of higher institutions in Katsina State.

H2. All the dimensions of transformational leadership influence the organizational citizenship behavior of lecturers of higher institutions in Katsina state.

## Method

### Research design

The study used cross-sectional survey research design to get the needed data for the study. The selection of the design was informed by the fact that in educational studies it is one of the most popular designs being used. Its popularity can be attributed to its ability to study attitudes, opinions, among others. Additionally, it is good when relationship between two or more variables is being examined (Creswell, 2014; Hutchinson, 2004).

### Sample of the study

The study used four hundred and three questionnaires out of the five hundred questionnaires shared to the respondents. This is because of the removal of questionnaires with much missing information. Out of the respondents used in the study, 61% or two hundred and forty six were males while 39% or one hundred and fifty seven were females. Similarly, one hundred and fifteen, one hundred and ninety seven and ninety one respondents' equivalent to 28.5%, 48.9% and 22.5% have had first degree, second degree and third degree respectively. The working experiences and ages of the respondents range from 1-35 years and 22- 67 years respectively.

### Instruments used in the study

In this study two questionnaires were used to get the needed data. The questionnaires were Transformational Leadership questionnaire (TLQ) and Organizational citizenship behavior questionnaire (OCBQ) Both questionnaires were adopted and adapted. The transformational leadership questionnaire was adopted from Pieterse et al., (2010). The questionnaire has five dimensions, namely; Vision, Inspirational Communication, Intellectual Stimulation, Supportive Leadership and Personal Recognition. Some of the items of the questionnaire are; "I feel my organization is moving in the right direction towards achieving its goals, The management help others find meaning in their work, The management challenges me to rethink some of my basic assumptions about my work, The management behaves in manner which is thoughtful of my personal need and the management acknowledges improvement in my quality of work" for Vision, Inspirational Communication, Intellectual Stimulation, Supportive Leadership and Personal Recognition respectively.

The Organizational citizenship behavior questionnaire on the other hand was adopted from (Belogolovsky & Somech (2010). The questionnaire has three dimensions. The dimensions are OCB towards the school, OCB towards the team and OCB towards the students. Some of the items of the questionnaire are; "I organize joint activities with the parents, I participated actively in staff meeting and I arrive early for class", for OCB towards school, OCB towards team and OCB towards students respectively. Likert's seven point scale was used in rating the questionnaires. The rating run thus: 1. strongly disagree and 7. Strongly agree.

### Analysis of the data collected

The data collected was analyzed using descriptive statistics and standard multiple regression. Demographic information of the respondents was analyzed using descriptive statistics. However, multiple regression analysis was used to analyze the effect of Transformational Leadership (Independent variable) on lecturers' organizational citizenship behavior (dependant variable). SPSS version 20.0 was employed in the analyses.

## Results and Discussion

### Results

Table.1. depicts the mean, standard deviation and correlations of the dimensions of transformational leadership (independent variables) and organizational citizenship behavior (dependant variable). Among the dimensions of transformational leadership vision has the highest mean (M= 5.725) while supportive leadership has the lowest mean (M= 2.846). Additionally, the correlation matrix showed that the dimensions of transformational leadership (independent variable) correlates positively and significantly with OCB (dependant variable), the correlation ranges from .365- .640.

**Table 1: Descriptive Statistics and Correlations**

Variable	Mean	S.D	2	3	4	5	6
1.TOCB	5.660	.412	.511	.424	.419	.365	.590
2.TINSPCOM	5.715	.607		.416	.464	.411	.495
3.TINTSTIM	4.305	.496			.640	.494	.508
4.TSUPLD	2.846	.412				.382	.430
5.TPERREC	2.857	.383					.413
6. TVISION	5.725	.642					

Variables 2-6 Dimensions of Transformational Leadership

All correlations are statistically significant  $p < 0.001$

The result of the standard multiple regression analysis as highlighted in Table.2. shows that all the five dimensions of Transformational leadership Vision, Inspirational communication, Intellectual stimulation,

Supportive leadership, Personal recognition and vision predict organizational citizenship behavior (OCB) of lecturers of higher institutions in Katsina state Nigeria. They explained 43% of the variance of OCB, (F. 59.026) = 5,397 p = .001).

Moreover, among the dimensions of transformational leadership (independent variable) vision and Inspirational communication make the strongest, unique and statistically significant contribution in predicting lecturers' OCB beta .39 and .24 respectively. However, the remaining dimensions intellectual stimulation, supportive leadership and personal recognition through predict lecturers' OCB, but their contributions were not statistically significant. The results support the two hypotheses postulated for this study.

**Table 2: F-test value and Regression coefficients for lecturers' OCB**

Variable	B	SE	$\beta$	Sig.	F	R <sup>2</sup>
1.TOCB	1.579	.213		.000	59.02 (5, 397)	.43
2.TINSPCOM	.160	.032	.235	.000		
3.TINTSTIM	.035	.045	.042	.439		
4.TSUPLD	.096	.052	.096	.065		
5.TPERREC	.054	.049	.050	.276		
6.TVISION	.251	.031	.390	.000		

## Discussion

The study examines the relationship between transformational leadership and organizational citizenship behavior of lecturers of higher institutions in Katsina state. Two research hypotheses were postulated to guide the study. The hypotheses are as follows:

H1. Transformational leadership relates positively and significantly with organizational citizenship behavior of lecturers of Higher Institutions in Katsina state Nigeria.

H2. All the five dimensions of transformational leadership influence organizational citizenship behavior of lecturers of Higher Institutions in Katsina state Nigeria.

Transformational leadership and organizational citizenship behavior questionnaires were used to obtain the data needed for the study. The questionnaires were adopted and adapted from Pieterse et al., (2010) and Belogolovsky, & Somech (2010) respectively. The transformational leadership questionnaire has five dimensions while the organizational citizenship behavior has three dimensions. To analyze the data gathered descriptive statistics and multiple regression analyses were employed using special package for social science research (SPSS) version 20. Descriptive statistics was used to analyze the personal information of the respondents while multiple regression was used to examine how transformational leadership relates with organizational citizenship behavior of lecturers of higher institutions in Katsina state.

Results indicate that transformational leadership (independent variable) significantly and positively predicts organizational citizenship behavior (dependant variable) of lecturers of higher institutions in Katsina state Nigeria (R<sup>2</sup> .43). Additionally, all the five dimensions of transformational leadership predict organizational citizenship behavior of the lecturers. However, it should be noted that though all the dimensions of transformational leadership predicts lecturers OCB, only vision and inspirational communication make statistically, positive and significant contribution towards lecturers OCB, while intellectual stimulation, supportive leadership and personal recognition contributions were not statistically significant. This indicates that leaders and followers are on the same page with regard to the realization of the vision set for their respective institutions. In addition, the followers are being inspired toward the realization of the goals and objectives of their respective institutions.

The results disagree with the findings of Podsakoff et al., (1990) who in their study in large petrochemical company found that transformational leadership relates with organizational citizenship behavior indirectly through followers trust in their leader. However, the results concur with similar studies conducted (e.g. Majeed et al., (2017), Nurjanah et al., (2020) and Suleiman and Kesuma (2021) who at different locations and settings found that transformational leadership has direct, positive and significant influence on organizational citizenship behavior.

The study has some practical as well as theoretical contributions. The study bring to the fore the need for stake holders in higher education i.e. Ministry of Educations both at state and federal level as well as National Universities Commission, National commission for Colleges of Education, National Board for Technical Education among others to provide good atmosphere where transformational leadership could be put to use so as to enhance lecturers organizational citizenship behavior. Additionally, the study has theoretically contributes to the existing literature in leadership, as before now few studies were conducted in Katsina state in particular and Nigeria in general.

## Limitations of the study

The contributions of the study notwithstanding, the study have some limitations. The study was conducted in public higher institutions in Katsina state, excluding the private ones. Therefore there is need for caution in generalizing the results to entire higher institutions in Katsina state. There is need therefore for study to be conducted in private higher institutions in Katsina state in particular and Nigeria in general.

### Conclusion

The study examines how transformational leadership influences organizational citizenship behavior of lecturers of high institutions in Katsina state Nigeria. It also examines the dimension among the dimensions of transformational leadership that influences lecturers' OCB better. The results reveal that transformational leadership relates directly, positively and significantly with Organizational citizenship behavior of lecturer' of higher institutions in Katsina state. Similarly, the study found that vision and inspirational communication were the best predictors of lecturers' organizational citizenship behavior.

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