



THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOURS AMONG EMPLOYEES WORKING AT HOSPITAL

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Abstract: This study aimed to determine the relationship between leadership styles and organizational citizenship behaviour. This study was a correlation cross- sectional design. Data collected from employees at Paediatric hospital. 55 set of survey questionnaires were distributed and only 39 questionnaires were completely filled up. Response rate was 70.9%. ANOVA, correlation coefficient (Pearson) and multiple linear regressions were used for analysis.

Three types of leadership styles (autocratic, democratic and laissez-faire) were used at the targeted hospital, whereas the dominant leadership style was democratic leadership followed by autocratic and laissez- faire leadership style. The result also showed that all organizational citizenship behaviour dimensions were favourable. Regarding to correlation, the findings of the study indicated that there was a positive and significant correlation between democratic leadership and organizational citizenship behaviour in the studied population ($r=.585$), where the laissez- faire leadership had relatively weak correlation with organizational citizenship behaviour ($r=.435$) and autocratic leadership was negatively correlated with organizational citizenship behaviour ($r=-.140$)

Conclusion and recommendations:

Democratic leadership was a significant predictor of organizational citizenship behaviour (OCB). The study recommended that, providing training programs to employees and good job environment can improve level of OCB and encourage employees to involve in extra activities.

Key words: organizational citizenship behaviour, leadership styles, democratic leadership, autocratic leadership, laissez-faire leadership.

The impact of leadership styles on organizational citizenship behaviours among employees working at hospital

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Introduction

Organizations are social systems which employees are the most precious resources for increasing organization efficiency and achieving goals. Today's, managing employees from various backgrounds is challenging for leaders due to competition and globalization. (1)

According to Al- Khasawneh and Futa (2013), leadership is a "social process of influencing others to voluntarily participate in achieving organizational goals". (2)

Effective leader could influence employees to perform extra-ordinary performance through the use of different styles or approaches to manage others. (3)

Raus and Haita (2011) classified the leadership styles to: autocratic, democratic and laissez faire.

Autocratic leaders retain the decision making and do not accept advice from employees. Democratic leaders tend to decentralization in decision making and lead to high production as employees feel empowered and their opinion are valued. Where laissez faire avoid decision making and responsibility and leaders adopt hands off approach towards followers. (4)

Recently, multiple studies have revealed that the importance of leadership style as predictor of organizational citizenship behaviour (OCB). (5) Leadership and organizational citizenship behaviour perform a pivotal role in establishment of efficient management, which leadership ensure management of human factor is provided by OCB. (6) Organizations will not work properly or cannot survive without its members who act as good citizen. (7)

In the meantime, the past two decades; since Dennis Organ defined OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate, promotes the effective functioning of the organization". (8,9)

In general, OCB can be defined as a positive behaviour showed voluntarily by employees depending on their personal choice without written roles which OCB increase the efficiency of the whole organization. (10)

OCBs demonstrate employees' commitment toward their organization, encourage teamwork and make extra effort. (8, 11) OCB is associated with behaviours that have benefit of individuals or groups within the organization (e.g. altruism and courtesy), while (conscientiousness, civic virtue and sportsmanship) have benefit for the organization as a whole. Although there are many classification of OCB, Organ (1988) was the most common classification which has five dimensions namely altruism, sportsmanship, civic virtue, conscientiousness and courtesy. (11)

1- Altruism is voluntarily behaviour of assisting co-workers to achieve tasks and solve the problem. (7,10) Behaviours that the altruism dimension imply helping new colleagues about orientation, also assisting employees who have high workload, undertaking the task of colleague who has health problems and acting performing an essential role in solution of problems within the organization. (6,11)

2- Courtesy refers to positive discretionary behaviour to avoid any potential problems with others at workplace from occurring. (12) Courtesy dimension encompasses taking opinions and consult others before out set an action, warning other employees about critical issues within the organization, respecting colleagues' right and adoption precautions to prevent the adverse effects of problems. (10,11)

3- Sportsmanship indicates willingness of the employees to accomplishing tasks without complaining. Sportsmanship dimension consists of tolerance the employees when disturbed by others at the workplace and act of employees to solve their problems without complaining. (6,11)

4- Conscientiousness is defined as individual behaviour to achieve the tasks voluntarily beyond the minimum expected role behaviour. (6,10) Behaviour that fall within the conscientiousness dimension includes arriving to the work on time, working after normal office hours even being not obliged and cautious use of meals and other breaks time. (10,11)

5- Civic virtue refers to active and volunteer participation of workers in political life of the organization. (6) It includes attending intra- organizational meetings, share employees' thoughts about organization problems and adapts them with changes in the organization. (10,11)

Numbers of studies have been conducted over the last two decades on the relationship leadership and OCB in many setting such as industries. A study conducted by Malik et al. (2016) that focused on the relationship between leadership styles and OCB in telecom companies in Pakistan. The study found that democratic leadership was positively related to OCB whereas; autocratic leadership had a negative relationship of OCB among telecom employees and laissez- faire had a very weak relationship with OCB. (4) Another study in Pakistan by (Ali & Waqar, 2013) stated that organizational citizenship behavior of school teachers was significantly related to leadership style. Laissez-faire leadership was found to be the least effective style to elicit organizational citizenship behaviour comparing with transformational and transactional leadership style. (13)

Conversely, these results were in contrast with Aboshaiqah et al. (2014) who mentioned that there was negative relationship with laissez faire leadership. (14) Meanwhile, another study among supervisors with (Yesuraja & Yesudian, 2013) who mentioned that there was a positive relationship between autocratic and democratic leadership into OCB. (15) However, there is a gap in studies regarding of

OCB and leadership styles (autocratic, democratic and laissez- faire) at health sector in Arabic countries especially in Libya.

Hypotheses

The framework for this study is presented in the figure below that shows the relationship between dependent variable OCB and three leadership styles domains as independent variables.

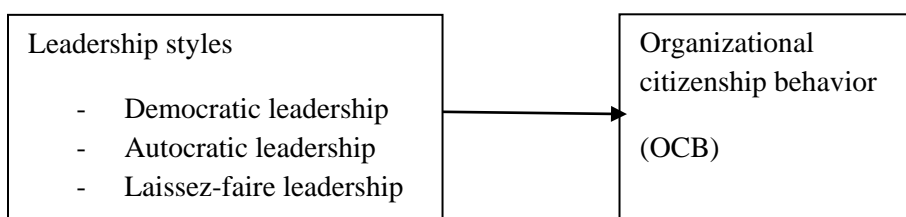


Figure (1): Model constructs linking leadership style with organizational citizenship behavior

On the basis of the above literature, the following hypotheses were developed for testing:

H1.1: there is a positive relationship between democratic leadership and OCB.

H1.2: there is a positive relationship between autocratic leadership and OCB.

H1.3: there is a positive relationship between laissez- faire leadership and OCB.

Objectives

The purpose of the present study was to explore the types of leadership styles and the types or dimensions of OCB in Paediatric hospital and also to identify the relationship between the predominant styles of leadership and OCB among subordinates working at the target hospital.

MATERIALS AND METHODS:

This study was correlation cross- sectional, conducted among employees employed in administrative departments at Paediatric hospital which head of department was excluded.

Number of subordinates was 111. Half of subordinates were included in the study. In total, 55 questionnaires were distributed, 39 valid and complete questionnaires were received. Response rate was 70.9%. Data was collected from February to April 2018.

Questionnaire was the main tool of collecting data and it adopted from an extensive review of the past studies. The questionnaire was classified into three sections: section (A) consisted of the personal characteristics such as gender, age, qualification and experience years. Section (B) comprised 26 items related to the leadership styles under three dimensions: autocratic (9 items), democratic (10 items) and laissez- faire (7 items) whereas section C concerned to organizational citizenship behaviour under five dimensions: altruism (4 items), courtesy (4 items), sportsmanship (4 items), civic virtue (4 items) and

conscientiousness (4 items). All items were captured on five Likert scale, ranges from 1= strongly disagree to 5= strongly agree.

The questionnaires were delivered by the hand to the available respondents. A verbal consent was obtained from all the participants before collecting the data. The purpose of the study was demonstrated before filling the questionnaire. Questionnaires was distributed to participants during work hours and assured voluntary of participation and confidential of data.

A pilot study was performed with 8 subordinates in January 2018, who were then excluded from the main study. Based on the results of the pilot study, questionnaire was modified to clear any ambiguous. The internal consistency of the questionnaire was measured by using Alpha Cronbach.

Table 1: reliability analysis

Test	Cronbach's Alpha	Number of items
Leadership styles	.739	26
OCB	.883	20

Data was analyzed by SPSS and presented in the form of frequency, percent and standard deviation. Where correlations were assessed by Pearson correlation coefficient, ANOVA, statistical significance was considered at P- value

RESULTS:

1- Personal variables:

Personal data showed that more than three quarters of respondents (76.9%) were males and the remaining (23.1%) were females.

Almost half of respondents (55.4%) were less than 35 years, a quarter of respondents (25.6%) were from the age group 35- 45 years, whereas the age more than 45 years old had the lowest percentage among all age groups, which was 17.9%. As regards qualification, respondents were mainly divided between three: less than diploma (secondary school), diploma and bachelor's degree (33.4%, 35.8% and 30.8%) respectively.

Whereas regards to experience, 46.2% of respondents had experience of 5- 10 years followed by 33.3% had less than 5 years. Furthermore, 12.8% and 7.7% were fall into a working experience range between 11- 15 years and more than 15 years respectively in the hospital in which they were serving.

2- Leadership styles:

The analysis showed that subordinates' perception of their supervisor in according to the three leadership styles was as follow:

The highest score was gained by democratic leadership style (mean = 3.956, SD= .650) while the second highest style was laissez faire (M= 3.007, SD= .456), followed by autocratic style (M= 2.806, SD= .661), which was moderate used by the manager and the least leadership style used.

Table (2): exhibited the mean value of leadership styles

Leadership style	Mean	Std. deviation
Autocratic leadership	2.8063	.66164
Democratic leadership	3.9564	.65042
Laissez faire leadership	3.0073	.45642

3- OCB

Based on the table, courtesy, conscientiousness and altruism had nearly the same mean (4.0577, 4.0449 and 4.0385) and (SD= .66506, .65361 and .60843) respectively. While civic virtue and sportsmanship were mean (3.9038, 3.5513) and (SD= .66791, .75039) respectively. In general, OCB had the mean value of 3.9192 with the standard deviation of .51114

Table (3): represented the mean value of OCB

OCB dimensions	Mean	Std. deviation
Altruism	4.0385	.60843
Courtesy	4.0577	.66506
Sportsmanship	3.5513	.75039
Conscientiousness	4.0449	.65361
civic virtue	3.9038	.66791
OCB	3.9192	.51114

4- Correlation

The simple correlation was performed to measure the strength and direction of the relationship between the leadership styles and OCB by using Pearson correlation coefficient as shown in the following table.

It was showed that autocratic leadership style had negative relationship (weak correlation) with OCB, ($r = -.140$, $P < 0.01$), therefore, H1.1 was rejected. On the other hand, democratic leadership had positive relationship (moderate correlation) with OCB with value of ($r = .585$, $P < 0.01$), thus, H1.2 was accepted. Furthermore, laissez- faire leadership had positive relationship (weak correlation) at value ($r = .435$, $P < 0.01$), hence, H1.3 was accepted.

Table (4): correlation analysis

	autocratic	democratic	laissez- faire	OCB
Autocratic leadership	1	-.283	-.060	-.140
Democratic leadership		1	.016	.585**
Laissez- faire leadership			1	.435**
OCB				1

** Correlation is significant at the 0.01 level.

Simple regression analysis and multiple regression analysis were used to identify the impact of leadership on OCB.

Table (5): model summary (regression analysis)

Model	R	R square	Adjusted R square	Std. Error of the estimates
1	.725 ^a	.526	.485	.36672
a. Predictors: (Constant), Autocratic, democratic, laissez-faire leadership				
b. Dependent variable: OCB				

From the table, R square value was 0.526 which indicated that 52.6% of dependent variables (OCB) can be predicted by independent variables. The adjusted R square was .485 which leadership styles accounted for 48.5% of the variation in OCB.

The following table (6) illustrated (analysis of the variance of the multiple regression models for the combined effect of management leadership patterns on OCB.

Table (6): multiple regression analysis

Contrast sources	Sum of squares	df	Average the squares	R2	F	P- value
Regression	5.221	3	1.740	0.526	12.942	0.000
Residual (rest or error)	4.707	35	0.134			
Total	9.928	38				

Statistical significance at a significant level 0.05

df: Degrees freedom

R2: The coefficient of determination

From the table, the level of significance was (0.00) which less than the predetermined level of significance (0.05), so means that it was statistically significant.

Table (7): coefficient

Model		Unstandardized coefficient		Standardized coefficient		
		B	Std. Error	Beta	T	Sig.
1	Constant	.515	.662		.778	.442
	Autocratic	.041	.094	.054	.442	.661

	Democratic	.466	.095	.593	4.887	.000
	Laissez-faire	.480	.131	.429	3.678	.001
a. Dependent variable: OCB						

As illustrated in the above table, autocratic leadership style beta coefficient value was 0.054 with a significant value of 0.661 which was higher than 0.01, hence autocratic leadership insignificantly impact on OCB. Where the democratic leadership style beta coefficient value was 0.593 with a significant value of 0.000 which was lower than 0.01, therefore, democratic leadership was found to have a positive significant impact on OCB. Also, laissez-faire leadership style beta coefficient value was 0.429 with a significant value of 0.001 which was lower than 0.01, hence laissez-faire leadership was found to have a significant impact on OCB.

Discussion

The present study aimed to investigate the impact of leadership styles on OCB. Correlation coefficient and ANOVA were used to compute between OCB and three dimensions of leadership. In this study, democratic and laissez-faire had a positive significant difference in the OCB elicited by the subordinates.

The study showed a positive significant relationship between democratic leadership and OCB that means H1.1 hypothesis accepted. Democratic leadership style stimulates more OCB among the subordinates working at hospital under the study.

This finding supported several previous studies (Malik et al., 2016; Yesuraja and Yesudian, 2013; Bambale et al., 2011). (4, 14, 16) These studies have revealed that there were a positive and significant relationship between democratic leadership and OCB. Moreover, Alkhasawneh and Futa (2012) indicted that the democratic leadership style had no impact on modifying students' behavior including citizenship behavior towards their universities in Jordan. (2)

With increase using of democratic leadership from supervisors, OCB among employees are rising.

The study also depicted that laissez-faire leadership had a positive relationship with OCB, hence supported H1.3.

There was a very weak relationship between laissez-faire leadership and OCB. This result was consistent and aligned with study of (Malik et al., 2016), (4) which emphasized the effect of leadership styles on OCB in employees of telecom sector in Pakistan. Laissez-faire had a little impact on OCB among subordinates. Such results are consistent from the findings of Ali and Waqar (2103) who showed that laissez-faire leadership among school teaches exhibited the least OCB comparing with other styles (transformational and transactional). (13)

In contradiction with the present study findings, Alkhasawneh and Futa (2012) mentioned that laissez-faire had no significant relationship on modifying students' behavior. (2) Bambale et al. (2011) pointed out laissez-faire style can be effective when subordinates are highly skilled and experienced. (16)

On the other hand, there was insignificant difference in the OCB regarding to autocratic leadership style, which is in congruence with the findings of Malik et al. (2016). (4)

Autocratic leadership was negatively associated with OCB, which can inhibit assisting behavior of subordinates, H1.2 rejected.

In the same line, Bambale et al. (2011) asserted that OCB are difficult to be influenced by autocratic leadership style. (16) Other researchers, Alkhasawneh and Futa (2012) in their study pointed out there were no significant relationship between autocratic leadership style and modifying students' behavior. (2)

Conversely, these results were in contrast with Yesuraja and Yesudian (2013) who revealed that autocratic leadership has a positive relationship with OCB. (15)

Conclusion

The study concluded that there was a positive significant relationship between OCB and (democratic and laissez-faire leadership). Democratic leadership was a significant predictor of OCB.

There is a negative relationship between the autocratic leadership style and the OCB, which mean, the autocratic leaders will affect negatively on the OCB.

The hospital should adapt the leadership styles that promote the subordinate and increase their productivity, this study reveal that the democratic style is the most appropriate leadership style which support the OCB and help in motivating the sub –ordinate reach the organizational goals.

This study had several limitations. The main limitation of this study was the reliance on a small sample size and bounded to only one hospital.

Recommendation

The study recommended that, supervisors should be trained in democratic leadership to enhance cooperation among employees

Training programs to employees and provides good job environment can improve level of OCB and encourage employees to involve in extra activities.

Educate the employee about the OCB, and there role in supporting productivity.

The replication of this study to different setting and a large sample size will be necessary to generalize the findings.

Future research could involve more variables such as turnover intentions, job performance and organizational commitment. In addition, the researchers suggested studying different leadership styles such as (transformational and transactional leadership styles) in other public and private hospitals.

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