

Leadership Styles and Organisational Citizenship Behaviour among Administrative Staff in Private Universities in Oyo State, Nigeria

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Abstract

Organisational citizenship behaviour, among administrative staff especially in Oyo State, seems to pose serious issues, which is evident in diminished organisational support, lower job satisfaction, weakened faculty-student relationships, decreased organisational effectiveness, higher turnover, reduced innovation and creativity. Subpar Leadership styles, poor organisational justice, poor work motivation, and heavy workload may be the reason for the observed phenomena. Many studies have been carried out to identify the causes of the aforementioned problem in other states, but it seems little attention has been paid by researchers in Oyo State. Thus, to fill this gap, this study investigated the relationship between Leadership Styles and Organisational Citizenship Behaviour among Administrative Staff in Private Universities in Oyo State. Guided by two research questions and one hypothesis, the descriptive survey research design was adopted. The population comprised 675 administrative staff from the 7 private universities in Oyo State, and the complete enumeration sampling technique was utilized to include the entire population. Data were collected using a self-developed four-point Likert scale instrument titled Leadership Styles and Organisational Citizenship Behaviour Questionnaire (LSOCBQ), which demonstrated a high reliability coefficient ($\alpha = 0.995$). The study revealed a remarkably high level of organisational citizenship behaviour, particularly in areas of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, with a weighted mean of 3.23 and transformational leadership emerged as the most adopted style (57.22%). Findings from correlation analysis between leadership styles and organisational citizenship behaviour indicated an exceptionally high correlation coefficient of 0.985, suggesting a strong and consistent linear relationship. In light of these findings, it was recommended among others that training and development programmes that focus on enhancing courtesy behaviours among administrative staff should be provided.

Keywords: Leadership Styles, Organisational Citizenship Behaviour, Administrative Staff, Private Universities

Word Count: 274

Introduction

In this ever-changing and highly competitive environment, the sustenance and enhancement of an organisation's efficiency rely heavily on fostering positive and constructive behaviour among both employees and employers. Thus, the concept of organisational citizenship behaviour has been a prominent focus within the study of organisational behaviour for the past two decades. Over this period, it has continually evolved and gained importance as a key factor in organisational success. According to Ampauleng and Abdullah (2022) organisational citizenship behaviour refers to voluntary actions undertaken by employees to enhance the organisation's efficiency, not driven by explicit rewards but with the potential to significantly impact the organisation's performance. Such behaviour is characterised by personal initiatives, a deep sense of responsibility, and a willingness to serve the organisation's greater purpose.

Within the educational system, particularly in universities, the presence of organisational citizenship behaviour among staff is of paramount importance, as it ensures the seamless functioning of various activities and prevents potential hindrances in achieving educational goals and objectives. Organisational citizenship behaviour goes beyond academic staff and extends to administrative personnel. These administrative staff can be considered the unsung heroes of the institution, forming the backbone and working tirelessly behind the scenes to foster a thriving academic environment (Davarpanah et al., 2021). The dedication and commitment of this administrative staff to excellence elevate the university's potential, providing an environment where the pursuit of knowledge knows no bounds within its esteemed halls. To contribute fully to the institution's success, these employees must also embody the essential traits of good organisational citizenship. Hemakumara (2021) agreed that administrative staff who embody these attributes are likely to be enthusiastic about contributing to the overall growth and success of the school. Thus, in this study, the researcher will discuss altruism, conscientiousness, sportsmanship, courtesy and civic virtue as indices for organisational citizenship behaviour.

Altruism refers to behaviours and attitudes characterised by selflessness and a genuine concern for the well-being of others (Liu et al., 2022). It embodies a form of absolute kindness that is offered without any expectation of receiving something in return. On the other hand, Obrenovic et al., (2021) stated that conscientiousness encompasses a strong work ethic characterised by determination, drive, and eagerness to improve, succeed, or excel. Eyupoglu (2016) asserted that administrative staff demonstrating conscientiousness are characterised by being well-organised, self-disciplined, resilient,

and unwavering in their commitment, leading to a greater likelihood of displaying organisational citizenship behaviour and actively contributing to the achievement of the school's objectives. Moreover, Usman (2023) stated that sportsmanship involves being willing to tolerate anticipated annoyances and additional work demands without expressing objections. In an organisation, it is crucial for employees to possess a high level of endurance, as challenging situations may arise that are not always pleasant. Furthermore, courtesy, involves displaying thoughtful and polite behaviour towards others in the workplace, encompasses acts of kindness, respect, and thoughtfulness in interactions with colleagues, supervisors, subordinates, and external stakeholders (Ete et al., 2020). Additionally, Anisa and Malhotra (2023) described civic virtue as being fully informed about the events taking place within the organisation, such as showing a genuine interest in new developments, work methods, and policies, as well as actively striving for self-improvement. These behaviours demonstrate a person's commitment and active involvement in the well-being of the organisation, reflecting a strong dedication and genuine concern (Grego-Planer, 2019).

An observation of Nigerian universities, particularly private institutions, reveals a concerning trend of declining organisational citizenship behaviour among administrative staff over time. The researcher observed that only a limited number of administrative staff demonstrated eagerness to assist their colleagues when they were unavoidably absent from work. Additionally, there was a lack of active promotion for the institutions, complains about work, and shortcomings in discipline and dedication. Certain staff exhibited a lack of proactive involvement in fostering the advancement of the university, impeding the organisation's overall progress and limiting the attainment of its objectives. The university's progress was hindered by disengagement, unwillingness to help, and a dearth of creative alternatives. Addressing poor organisational citizenship behavior is crucial for educational institutions to fulfill their goals and provide high-quality instruction. Therefore, this study will consider leadership styles as the independent variable used in this study.

According to Dikko (2023), leadership is a responsibility entrusted to an individual (known as the leader) who bears the sole accountability for guiding the organisation's activities, aiming to accomplish specific predetermined objectives. It is a subjective concept, varying according to the individual assuming the role, where each leader interprets leadership differently; shaped by their specific leadership position, cultural background, and the nature of the organisations they are involved in (Purwanto et al., 2021). Consequently, leadership styles encompass diverse behavioural approaches adopted by leaders in their interactions with subordinates, each style differing from the other (Schulze

& Pinkow, 2020). Obadimeji and Oredein (2022) agreed that these leadership styles encompass a blend of distinct characteristics, traits, or behaviours employed by a leader to offer guidance, motivation, and the execution of plans. It represents a leader's unique approach to providing direction, implementing strategies, and inspiring, instructing, and motivating individuals within their purview (Bakare & Oredein, 2021). Thus, this study will specifically examine the following leadership styles: digital, pacesetter, transformational, transactional, and coaching styles.

Digital leadership is the ability of individuals or organisations to effectively navigate and excel in the rapidly evolving digital landscape (Bakare & Oredein, 2021). Venkatesh (2020) asserts that it involves embracing and harnessing technology to drive innovation, transformation, and growth while maintaining a strong focus on ethics, responsibility, and inclusivity. Also, the pacesetter leadership style is characterised by setting ambitious performance expectations for employees and aiming to achieve specific standards. These leaders lead by example, serving as role models and positively influencing their subordinates (Sofiyanti & Najmudin, 2023). Additionally, the transformational leadership style brings about a change in both individual behaviour and the entire organization (Widyaningrum & Amalia, 2023). These leaders have a positive impact on their subordinates by inspiring, encouraging, motivating, and challenging them. Moreover, Purwanto and Sulaiman (2023) agreed that transactional leadership styles are characterised by the demonstration of constructive and corrective behaviours, which include offering rewards and punishments. These leaders operate under the belief that individuals are not inherently self-motivated. Ali et al., (2018) also suggested that the coaching leadership style centres on the belief that individuals possess inherent talents that require nurturing from a leader acting as a coach. This type of leader trusts that everyone can shape their own destiny and serves as a supportive figure, akin to a giant whose shoulders subordinates can rely on to reach their full potential. Therefore, this study investigates the relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Statement of the Problem

In Nigeria, organisational citizenship behaviour, especially in Oyo State, seems to pose serious issues among educational stakeholders. As observed by the researcher, it appears that the organisational citizenship behaviour of administrative staff in private universities in Oyo State seems to be declining, which is evident in diminished organisational support, lower job satisfaction, weakened faculty-student relationships, decreased organisational effectiveness, higher turnover, reduced innovation and

creativity. Also, it appears these days that administrative staff seems not to be willing to assist each other, thereby leading to work stress, burnout, and interpersonal tension. They arrive late to school, and even the rate of absenteeism is rampant. They barely engage in school activities or events that will add value to the school, but rather, they spend their time in personal businesses and activities for their personal gains. Also, they tend to complain about every inconvenience they encounter on the job, thereby leading to lower job performance and negative workplace behaviour. These observed phenomena according to Khan et al., (2020) may be due to the leadership styles adopted by the institution. Also, Sutrisno and Indriasari (2020), Widodo and Sulistiasih (2021), Sunaris, Wahyoedi, and Tecolalu (2022) asserted that poor organisational justice, poor work motivation, a heavy workload, may be the possible reason for poor organisational citizenship behaviour. Many studies have been carried out to identify the causes of the aforementioned problem in other states, to the best knowledge of the researcher, but it seems little attention has been paid by researchers in Oyo State. Thus, to bridge this gap, this study seeks to investigate the relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Aim and Objectives of the Study

The aim of the study is to investigate the relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State. The objectives of the study are to:

- i. identify the level of organisational citizenship behaviour among administrative staff in private universities in Oyo State;
- ii. determine the mostly adopted leadership styles in private universities in Oyo State, and
- iii. examine the relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Research Questions

1. What is the identified level of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among administrative staff in private universities in Oyo State?

2. What is the most adopted leadership style (digital, pace-setting, transformational, transactional, and coaching) in private universities in Oyo State?

Hypothesis

H₀₁: There will be no significant relationship between leadership styles (digital, pace-setting, transformational, transactional, and coaching) and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Methodology

This study adopted a descriptive survey research design, which enabled the collection of data from a representative sample without manipulation of variables. The population comprised all six hundred and seventy-five (675) administrative staff from the seven (07) approved private universities in Oyo State. Due to the manageable population size, the study employed a complete enumeration sampling technique, involving all members of the population. Data were collected using a self-developed, four-point Likert scale questionnaire titled Leadership Styles and Organisational Citizenship Behaviour Questionnaire (LSOCBQ) consisting of four sections (A–C). Section A elicited demographic information such as gender, age range, and years of experience. Section B assessed the level of organisational citizenship behaviour among administrative staff, focusing on altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Section C examined the leadership styles prevalent in private universities, including digital, pace-setting, transformational, transactional, and coaching styles. The instrument underwent face and content validity processes, and a reliability coefficient of 0.995 was obtained. Ethical procedures outlined by Lead City University were strictly adhered to, and data gathered were analysed using both descriptive and inferential statistics. Descriptive statistics of frequency, percentage, mean, and standard deviation were used to answer the research questions, while inferential statistics, specifically the Pearson Product Moment Correlation, were employed to test the hypotheses at a 0.05 level of significance.

Results

Presentation of Demographic Data

Table 1: Showing the Demographic Data of Respondents

Gender	Frequency	Percentage
Male	209	33.9
Female	408	66.1
Total	617	100.0
Age Range		
Less than 30 years	131	21.2
31-40 years	174	28.2
41-50 years	192	31.1
Above 50 years	120	19.4
Total	617	100.0
Years of Experience		
Less than 10 years	86	13.9
11-20 years	423	68.6
21-30 years	108	17.5
Total	617	100.0

Source: Field Survey, 2023

Table 1 presented the demographic characteristics of the 617 respondents included in the study. The gender distribution showed that a majority of the respondents were female, accounting for 66.1% (408), while males constituted 33.9% (209). This indicated that female administrative staff participated more in the study than their male counterparts. In terms of age, the highest proportion of respondents fell within the 41–50 years age group, representing 31.1% (192). This was followed by those aged 31–40 years, who accounted for 28.2% (174). Respondents less than 30 years constituted 21.2% (131), while those above 50 years represented the least proportion at 19.4% (120). This distribution showed that most respondents were middle-aged adults. Regarding years of experience, the majority (68.6%, 423) had between 11–20 years of work experience, indicating a workforce with substantial professional exposure. Respondents with 21–30 years of experience made up 17.5% (108), while those with less than 10 years constituted 13.9% (86).

Presentation of Answers to Question

Research Question 1: What is the identified level of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among administrative staff in private universities in Oyo State?

Table 2: Level of Organizational Citizenship Behaviour (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue) among Administrative Staff of Private Universities in Oyo State

Items	Always Freq(%)	Sometimes Freq(%)	Rarely Freq(%)	Never Freq(%)	Mean
Altruism	308.6(50.02)	204 (33.04)	63.6 (10.3)	40.8 (6.6)	3.26
Conscientiousness	320.6 (52.0)	190.8(30.92)	69.6(11.28)	36 (5.82)	3.29
Sportsmanship	368.6(59.76)	112.8(18.26)	72 (11.66)	63.6 (10.3)	3.27
Courtesy	279.8(37.04)	190.8(26.66)	84 (17.9)	62.4(18.44)	3.11
Civic Virtue	309.8 (50.0)	177.6(28.78)	76.8 (12.46)	52.8 (8.54)	3.20
Overall Weighted Mean= 3.23 High					

Source: Field Survey, 2023

Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low)

The analysis presented in the table 2 reveals a notably high organisational citizenship behaviour among administrative staff in private universities in Oyo State. Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are prominently displayed. Altruistic behaviours, reported by more than 50.02% of respondents, indicate a strong desire to help others. Conscientiousness is similarly high at 52.0%, reflecting consistent responsible behaviors. Sportsmanship stands out, with 59.76% actively engaging in cooperative conduct. civic virtue showcases a noteworthy 50.0% engagement in behaviours that contribute to the greater good of the organisation. While courtesy shows room for improvement, the overall weighted mean of 3.23 categorises organisational citizenship behaviour as "high level".

Research Question Two: What is the most adopted leadership style (digital, pace-setting, transformational, transactional and coaching) in private universities in Oyo State?

Table 3: The Most Adopted Leadership Style (Digital, Pace-Setting, Transformational, Transactional and Coaching) in Private Universities in Oyo State

	Always	Sometimes	Rarely	Never	
Items	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Rank
Digital Leadership	218.6(35.44)	153.6(24.88)	121.2(19.66)	123.6(20.02)	4th
Pace-setting Leadership	335 (54.3)	129.6 (21.0)	82.8 (13.44)	69.6 (11.28)	2nd
Transformational Leadership	353 (57.22)	151.2(24.52)	55.2 (8.96)	57.6 (9.32)	1st
Transactional Leadership	242.6(39.32)	177.6 (28.8)	130.8 (21.2)	66 (10.72)	3rd
Coaching Leadersh	212.6(34.48)	153.6 (24.9)	142.8(23.14)	108 (17.52)	5th

Source: Field Survey, 2023

Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low)

The analysis presented in the table 3 shows data on the most adopted leadership style in private universities in Oyo State. The five leadership styles are digital, pace-setting, transformational, transactional and coaching. The data is categorised into four frequency ranges: always, seldom, rarely, and never. Based on the analysis, the most adopted leadership style is transformational, followed by pace-setting, transactional, digital, and coaching styles in private universities in Oyo State.

Test of Hypothesis

H₀₁: There will be no significant relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Table 4: Relationship between Leadership Styles and Organisational Citizenship Behaviour among Administrative Staff in Private Universities in Oyo State

	Leadership Styles	Organisational Citizenship Behaviour
Leadership Styles	1	.985**
Organisational Citizenship Behaviour	.985**	1

Source: Field Survey, 2023

Table 4 displayed the correlation coefficients between "leadership styles" and "organisational citizenship behaviour." A correlation coefficient of 1 indicates a perfect positive correlation, demonstrating that as leadership styles increase, organisational citizenship behaviour also increases proportionally. This strong linear relationship is highlighted by a notably high correlation coefficient of 0.985, signifying statistical significance. The presence of double asterisks implies the observed correlation is unlikely to be random, emphasizing the reliability of the relationship.

Discussion of Findings

Research question one finding show that organisational citizenship behaviour among administrative staff in private universities in Oyo State is high. This discovery is consistent with a previous study on organisational citizenship behaviour, where a comparable study revealed a high level of such behaviour within organisational environments (Isik, 2021). Furthermore, a separate study carried out by Saad and sayed (2022) demonstrated a correspondingly high level of organisational citizenship behaviour among faculty staff. However, the present study contradicts the findings of a previous study by revealing a decrease in organisational citizenship behaviour (Gnanarajan et al., 2020).

Research question two findings pointed to the prevalence of the transformational leadership style, followed by pace-setting, transactional, digital, and coaching styles. The prominence of the transformational leadership style in private universities in Oyo State is in line with the findings of previous research conducted both within and outside the region. For example, a study conducted in a comparable organisational context reported a similar prevalence of transformational leadership style, supporting the credibility and generalizability of the present study's findings (Tello-Aguilar et al., 2021). Additionally, another study conducted in a similar context found alignment with the dominance of the transformational style (Kim et al., 2021). Furthermore, a separate study supports the findings of this study, indicating that the transformational leadership style is the most dominate leadership style (Kheir-

Faddul & Dănăiață, 2019). Moreover, another study conducted by Mgaiwa (2023) aligns with the finding of this study stating that the transformational leadership style is most prevalent leadership style further strengthening the robustness of the current research.

While the present study highlights the transformational leadership style as the most adopted, it is essential to critically engage with studies presenting differing viewpoints. One such study reported transactional leadership style as the most adopted, introducing a counter-narrative that challenges the prevailing trend identified in this research (Mwita & Mrema, 2023). This dissenting perspective suggests that the choice of leadership style may vary across different organisational contexts, and private universities in Oyo State may not universally lean towards the transformational approach. Furthermore, another study by Sunarti (2021) introduced the coaching leadership style as the most dominant, presenting yet another contrasting viewpoint. This disparity in findings highlights the complexity of leadership dynamics within private universities, suggesting that leadership preferences and practices may be nuanced and context-dependent.

Hypothesis one reveals a strong positive relationship between leadership styles and organisational citizenship behaviour among administrative staff in private universities in Oyo State. The observed positive relationship between leadership styles and organisational citizenship behaviour corroborates findings from previous studies, where similar positive associations were identified. For instance, a study supports the notion that leadership styles significantly influence organisational citizenship behaviour (Din, Sittar & Munawar, 2023). This consistency across studies shows the robustness of the relationship and suggests a generalizable pattern. Moreover, the supportive evidence from another study by Ullah, Wisetsri, Wu, Shah, Abbas & Manzoor (2021) highlights the positive impact of leadership styles on organisational citizenship behaviour which further strengthens the argument presented in this research. On the contrary, the discussion also acknowledges discrepancies in findings among scholars, particularly in the case of one study that found no direct effect between leadership styles and organisational citizenship behaviour (Arar & Nasra, 2019)

Conclusion

The study concludes that administrative staff in private universities in Oyo State exhibit a high level of organisational citizenship behaviour, reflecting a committed and cohesive workforce that contributes beyond formal job requirements. Transformational leadership emerged as the most prevalent leadership style, followed by pace-setting, transactional, digital, and coaching styles, and is associated

with promoting innovation, individual growth, and a shared vision. The strong positive correlation found indicates that leadership styles significantly influence administrative staff's organisational citizenship behaviour, thereby enhancing employees' willingness to support institutional growth beyond their assigned roles.

Recommendations

Based on the findings, the following recommendations were made:

1. Training and development programmes that focus on enhancing courtesy behaviours among administrative staff should be provided.
2. Implement leadership training programmes to strengthen transformational leadership skills and improve leaders' capacity to inspire and motivate staff.
3. Encourage sustained investment in leadership development, with emphasis on leadership styles that positively influence organisational citizenship behaviour.

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