

LEADER-MEMBER EXCHANGE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN NIGERIAN BREWERIES PLC, IBADAN

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ABSTRACT

Organizational Citizenship Behaviour (OCB) has been described as an extra-role behavior or behavior that employees display which is above and beyond formal role requirements, but the influence of Leader-Member Exchange (LMX) and its dimensions on organizational citizenship behavior are not well understood. This study examined the influence or contribution of each of the components of leader-member exchange and gender on Organizational Citizenship Behaviour OCB. The study utilized cross-sectional survey design that used snowball and convenience sampling techniques to select two hundred (200) workers of the Nigeria Breweries Plc, Ibadan, comprising 134 junior employees and 66 supervisors. A structured self-administered questionnaire which consisted of three sections measuring Leader-Member Exchange (LMX), Organizational Citizenship Behaviour (OCB) and demographic variables was administered for data collection. Results indicated a significant joint influence of all the components of Leader-Member Exchange (loyalty, affect, contribution and professional respect) on Organizational Citizenship Behavior (OCB) [$F(4, 195) = 3.116, R^2 = 0.060; p < .01$]. Independently, loyalty predicted sportsmanship ($\beta = .223; p < .05$) and total OCB ($\beta = .230; p < .01$); contribution predicted altruism ($\beta = -.180; p < .05$) and professional respect predicted civic virtue ($\beta = .199; p < .05$). It was concluded that loyalty is the strongest predictor of organizational citizenship behavior and recommends that organizations should encourage friendship among workers as this affects employees' work related attitude and behaviours, which in turn enhance organizational production.

Key words: *Leader-member exchange, organizational citizenship behaviour*

INTRODUCTION

Manufacturing organizations are often seen as strong and profitable business institutions. They are now demanding employees who are "good citizens"--individuals willing to extend themselves to help coworkers and employers (Sloat, 1999). In order to be competitive, the manufacturing organizations need to ensure that their employees are sensitive, thoughtful, and effective when carrying out their work. They need to be encouraged to show their fullest potential in their day-to-day activities. Managers cannot foresee all contingencies or fully anticipate the activities that they may desire or need employees to perform (Katz & Kahn, 1978; Organ, 1988). Work behavior that goes beyond the reach of organizational measures of job performance holds promise for long-term organizational success (Van Dyne, Graham, & Dienesch, 1994) because they are purported to improve organizational efficiency, effectiveness, and adaptability (Organ, 1988). Doing jobs beyond what is required without expecting to be rewarded is referred to in this study as "Organizational Citizenship Behavior" (OCB).

Throughout history, leadership is one of the largest structures that have been studied in behavioral sciences (Milner, Katz, Fisher & Notrica, 2007). Over the past three decades, increasing growth is formed in research on the subject of leadership by focusing on the relationship between supervisors and subordinates pair (Stringer, 2006). Graen and his colleagues have created a new approach to the study of leadership in organizations. This approach initially called Vertical Dyad Linkage: VDL bonding theory, but recently Leader-Member Exchange: has been renamed (Dienesch & Liden, 1986).

In recent years, much interest in OCB has been shown by different researchers. OCB has been said to enhance organizational performance because they lubricate the social machinery of the organization, reduce friction, and increase efficiency (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). OCB represents individual behavior 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 (Organ, 1988). Most

OCB actions, taken singly, would not make a dent in the overall performance of the organization (Organ, 1988). The effect will be seen with the aggregate summation of OCB performed across time and across persons in the group, department, and organization. The most critical element is that these behaviors are defined at face value. OCB are behaviors that are clearly observable by peers, supervisors, or researchers. Organ (1988) proposed a 5-dimensional model of OCB: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

According to this theory, the leaders with each of the subordinates create a different kind of relationship (Graen & Uhl-Bien, 1995; Liden, Wayne & Sparrowe, 2000). On one side, exchanges with high quality (which is called in-group) determined with a high level of confidence, mutual respect, and religion between subordinates and superiors. On the other side, exchanges with poor quality (is called the out-group) described with a low level of trust, respect, and mutual religion. In exchange relationships with high quality, followers work as "Trusted Assistants" and beyond job descriptions for superiors. Instead, the exchange with low quality, essentially followers work as "Hired Hands" in the job description in their activities (Graen & Uhl-Bien, 1995). Liden and Maslyn (1998), suggested four dimensions for LMX that include: Contribution and assistance (for example, performing the work, beyond what is stated in the job description) Affect (such as friends and interest), Loyalty (such as loyalty and mutual obligations and duties) and professional respect (as regards the professional abilities) (Maslyn & Uhl-Bien, 2001).

Research hypothesis

H: The dimensions of leader-member exchange (affect, loyalty, contribution and professional respect), will significantly independently and jointly predict organizational citizenship behavior. A series of multiple regression analyses was used to test this hypothesis OCB as dependent variable.

METHODS

Sample and Procedure

The research setting in this study came from the population of employees employed in Nigerian Breweries, a manufacturing company. They comprised of employees of different cadre ranging from junior workers to managers. Participants were given questionnaire items measuring organizational citizenship behaviour and LMX. This was done by adopting two non-probability sampling methods which are 'convenient sampling and the snow ball sampling technique. The "drop-off" and "pick-up" method was employed and arrangements were made for the questionnaires to be collected by the researcher from the managers two weeks from the date of the "drop-off. A total of 250 questionnaires were distributed but only 200 were useable.

Measures

Organizational citizenship behavior: This study examined OCB. The 24-item OCB scale developed by Podsakoff and Mackenzie (1990) was utilized to assess five dimensions of OCB proposed by Organ (1988): Conscientiousness, Sportsmanship, Altruism, Courtesy and Civic Virtue. For each dimension a score was obtained (a total score of the items in the scale) and the overall mean was considered as overall score for general organizational citizenship behavior. In this study, a cronbach alpha coefficient of .732 was obtained. The item ratings were obtained on a 7-point Likert-type ranging from 1 = "Strongly Disagree" to 7 = "Strongly Agree". The ratings indicated the extent that each of the behaviors was characteristic of the subordinate's behavior.

Leader-member Exchange: This measured employees' quality of Leader-Member Exchange (LMX) developed by Liden and Maslyn (1998), which contains 12 items rated on a 7-point Likert scale(1 = Strongly Disagree to 7 = Strongly Agree). The 12 items were divided into four dimensions: loyalty, contribution, professional respect and affect. High scores on the leader-member exchange scale indicated high leader-member exchange while low scores

indicated low leader-member exchange. In this study, a Cronbach alpha coefficient of .862 was obtained.

RESULTS

The demographic characteristics of the respondents showed that 134 (67%) of the employees were junior cadre, 50 (25%) were supervisors, while 16 (8%) were managers. 120 (60%) were males and 80 (40%) were females. Their ages ranged between 22 and 51 years with a mean of 40.01 years and standard deviation of 7.873. The level of educational qualification report by the participants indicated that 4% had SSCE, 6% NCE, 18% had HND, 26.5% had B.sc, 23.5% had PGD, 14% had MBA, 2.5% had MPhil, 5% had PhD while 0.5% did not indicate specific education qualification. The participants' length of service ranged between 1 and 35 years with a mean of 14.32 years and standard deviation of 7.677.

Table 1: Linear Regression Analysis for OCB and dimensions with LMX components as predictors

DV(Dimensions of OCB)	Predictors (LMX components)	B	t	P	R	R ²	F	P
Conscientiousness	Contribution	.003	.031	>.05	0.136	0.019	.921	>.05
	Loyalty	.144	1.690	>.05				
	Professional respect	.030	.302	>.05				
	Affect	-.044	-.423	>.05				
Sportsmanship	Contribution	-.008	-.091	>.05	0.231	0.053	2.751	<.05
	Loyalty	.223	2.667	<.05				
	Professional respect	.103	1.064	>.05				
	Affect	-.080	-.774	<.05				
Civic Virtue	Contribution	-.077	-.873	>.05	0.247	0.061	3.166	<.05
	Loyalty	.104	1.252	>.05				
	Professional respect	.199	2.064	<.05				
	Affect	.035	.345	>.05				
Courtesy	Contribution	-.161	-1.802	>.05	0.184	0.034	1.709	>.05
	Loyalty	.160	1.890	>.05				
	Professional respect	.086	.874	>.05				
	Affect	-.013	-.129	>.05				
Altruism	Contribution	-.180	-2.030	<.05	0.215	0.046	2.373	>.05
	Loyalty	.095	1.127	>.05				
	Professional respect	-.004	-.043	>.05				
	Affect	-.090	-.870	>.05				
Total OCB	Contribution	-.050	-.486	>.05	0.245	0.060	3.116	<.05
	Loyalty	.230	2.756	<.05				
	Professional respect	-.110	-1.244	>.05				
	Affect	.137	1.420	>.05				

Table 1 above reveals that contribution loyalty, professional respect and affect yielded a coefficient of multiple correlation (R) of 0.136 and multiple correlation square of 0.019. This shows that 1.9% of the total variance of conscientiousness accounted for by the linear combination of the four independent variables had no significant joint effect on the dependent variable {F(4,195) = .921; P>.05}. The table also shows that contribution, loyalty, professional respect and affect had no significant independent contribution to conscientiousness. This implies that the joint or independent presence of affect, loyalty, contribution and professional respect did not affect employees' punctuality and how they perform their assigned tasks in a manner above what was expected.

For the Sportsmanship dimension of OCB, contribution, loyalty, professional respect and affect yielded a coefficient of multiple correlation (R) of 0.231 and multiple correlation

square of 0.053. This shows that 5% of the total variance of sportsmanship accounted for by the linear contribution of the four independent variables had significant joint effect on the dependent variable $\{F(4,195) = 2.751; P < .05\}$. Independently, only loyalty made significant contribution to sportsmanship. It implies that employees who were supportive towards their superiors and were willing to tolerate minor and temporary inconveniences without fuss, appeal or protest. Contribution, professional respect and affect were not significant contributor. This shows that the amount of work done, mutual affection and reputation of excellence built by employees had no effect on employees' tolerance.

The table further shows that for civic virtue, the independent variables (contribution, loyalty, professional respect and affect) yielded a coefficient of multiple correlation (R) of 0.247 and multiple correlation of 0.061. This shows that 6% of the total variance of civic virtue accounted for by the linear combination of the four independent variables had significant joint effect on the dependent variable $\{F(4,195) = 3.166; P < .05\}$. Independently, professional respect was significant independent contributor to civic virtue. This implies that employees who perceived their superiors with intellectual experience were involved in the issues of governance in the organization i.e. organization politics, attending meetings etc. contribution, loyalty and affect were not significant contributor. This shows that the level of involvement in administrative function e.g. political life of the organization.

For courtesy, the independent variables (contribution, loyalty, professional respect and affect) yielded a coefficient of multiple correlation (R) of 0.184 and multiple correlation square of 0.034. This shows that 3% of the total variance of courtesy accounted for by the linear combination of the four independent variables had no significant joint effect on the dependent variable $\{F(4,195) = 1.709; P > .05\}$. Independently, contribution, loyalty, professional respect and affect were not significant contributor. This implies that the joint or independent presence of affect, loyalty, contribution and professional respect did not affect employees' behaviours that were aimed at preventing future problems.

The result in the table further shows that for Altruism, the independent variables (contribution, loyalty, professional respect and affect) yielded a coefficient of multiple regression (R) of 0.215 and multiple correlation square of 0.046. This shows that 5% of the total variance of altruism accounted for by the linear combination of the four independent variables had significant joint effect on the dependent variable $\{F(4,195) = 2.373; P > .05\}$. Independently, contribution, significantly predicted altruism. This implies that respondents who were always given the opportunity to be involved in selling their ideas, participating in task that has to do with solving problems were always willing to go extra mile in rendering quality help in order to solve work related problem. That is, the disposition of respondents to solve work brought about reduction in work problems. Loyalty, professional respect and affect were not significant contributor. This implies that employees' level of experience in relation to the expression of support to members did not determine how employees helped in carrying out extra-role behaviours.

Finally, for the total of Organizational Citizenship Behaviour (OCB), the independent variables (contribution, loyalty, professional respect and affect) yielded a coefficient of multiple correlation (R) of 0.060. This shows that 6% of the total variance of organizational citizenship behavior accounted for by the combination of the four independent variables had significant joint effect on the dependent variable $\{F(4,195) = 3.166; P < .01\}$. Independently, loyalty significantly predicted organizational citizenship behavior. This implies that loyalty (which is the expression of support that subordinate offer to the boss) was a major contributor to the success, growth, effectiveness and productivity of the organization. Affect, contribution and professional respect were not significant contributor to organizational citizenship behavior. Therefore, the stated hypothesis was partially confirmed.

DISCUSSION AND CONCLUSION

From the regression results, it was found that there was an independent significant prediction of sportsmanship by the loyalty dimension of LMX. This shows that loyal subordinates put forth extra efforts in their work and were willing to bear minor and temporary inconveniences. They were willing to go the extra mile in discharging their duties

without protest or fuss which enhanced the smooth running of the organization. Brown (1993) also found a significant relationship between loyalty and sportsmanship in his research. According to Brown, strengthening citizenship behavior, like any other behavior that the person makes, is necessary to be encouraged. One of the things that could be influential is that organizational managers should respect the loyalty of their subordinates. Similarly, previous organizational citizenship behavior research in Indonesia which captured all OCB dimensions (Purba & Seniati, 2004) supports this study. They argued that loyalty is a behavioural reply that is performed at each time by employee to their superiors or organizations no matter the pressure.

The result further shows that there was an independent significant prediction of Civic Virtue by Professional respect. This corroborates the research work of Allen (1998) which shows that subordinates who perceived their superiors with intellectual experience contributed to the reputation of the organization, observed the opportunities and threats regarding the organization and tried to improve and renew themselves. Also, the study shows that there was an inverse independent prediction of altruism by contribution. This implies that the willingness of an employee to contribute more effort in solving work related problem, the lesser the problems faced by subordinates and thus, accomplishing the aims and objectives of the organization.

The strongest predictor of organizational citizenship behavior among the dimensions of leader-member exchange was loyalty. Loyal subordinates put forth extra efforts in their work serve as positive public relations representatives outside the organization. These findings corroborate the research work of Mowday, Porter and Steers (1982). When employees are loyal, they tend to be supportive of their superior and demonstrate their own commitment by engaging in behaviours that will help the organization. Trust in management or superior is a key to employee willingness to display loyalty. The quality of LMX affects subordinates trust in their perception of supervisor support, which consequently promotes OCB on the part of subordinates.

Recommendation

The quality of relationship that exists between superiors and subordinates will have an influence on how subordinates exhibit or practice extra-role behavior. Good communication should be encouraged among employees and superiors. Innovation and teamwork among employees and superiors should also be practiced as this will foster good quality relationship among them.

Limitation of the Study

This study is by no means exhaustive. Therefore, certain encumbrances encountered during the course of this research might have in one way or the other affected the validity of the study. For instance, the limited number of responses obtained from the population of study reduced the sample size and affected the result of the study. The interpretations of the results of this study are based on both followers and superiors. That is, all followers were also asked to participate in the study, as opposed to a sampling procedure that gave superiors the latitude to also participate in the study. In addition, self-report was used in assessing the variable of interest among sampled subjects of which self-report measures have been criticized on the basis that respondents at times may not know exactly how they feel about some issues or situations. Their responses may not be too accurate in measuring the variables concerned. This suggestion was lent credence by Bandura (1990).

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