

**JOB TENURE, PERCEIVED LEADERSHIP  
STYLE AND ORGANISATIONAL JUSTICE  
AS PREDICTORS OF ORGANISATIONAL  
CITIZENSHIP BEHAVIOURS AMONG  
SERVICE-ORIENTED EMPLOYEES IN  
LAGOS STATE**

**BY**

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**BEING A THESIS SUBMITTED TO THE SCHOOL OF POST  
GRADUATE STUDIES, COVENANT UNIVERSITY IN  
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR  
THE AWARD OF DOCTOR OF PHILOSOPHY IN  
PSYCHOLOGY**

## CERTIFICATION

This is to certify that this study was carried out by **OLOWOOKERE**, Elizabeth Ibukunoluwa and has been read and approved as meeting the requirements for the award of Doctor of Philosophy (Ph.D.) in Psychology, Department of Psychology, School of Human Resource Development, College of Leadership Development Studies, Covenant University, Ota.

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## DECLARATION

I Elizabeth Ibukunoluwa Olowookere, declare that this thesis was done entirely by me under the supervision of Prof. K.A. Oguntuashe (Supervisor) of the Department of Psychology, National Open University, Victoria Island, Lagos and Dr. O.A. Adekeye (Co-Supervisor) of the Department of Psychology, School of Human Resource Development, College of Leadership Development, Covenant University, Ota, Ogun State, Nigeria. The thesis has not been presented, either wholly or partly, for any degree elsewhere. All sources of scholarly information used in this thesis were duly acknowledged.

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## **DEDICATION**

This thesis is dedicated solely to the Almighty God, who taught, guided and strengthened me all the way through this work.

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## Abstract

The current study investigated the factors that predict organisational citizenship behaviours (OCB) among employees in selected service-oriented organizations. The cross sectional research design was employed in this study. A total of three hundred and fifty-nine (359) employees between the ages of 19 and 59 years old participated in this study. Forty-two percent (42%) of the participants were male; fifty-six percent (56%) were female while the remaining two percent (2%) did not indicate their gender. Teachers accounted for 28% of the total sample, health workers constituted 28%, telecom staff 16% and bankers 28%. Three research questions and five hypotheses were raised and tested using descriptive statistics, stepwise regression analysis, t-test for independent samples and one way Analysis of Variance (ANOVA). The result revealed that job tenure, perceived leadership style and perceived organisational justice jointly predicted organisational citizenship behaviours [F (3,333) = 16.156,  $p < .01$ ] accounting for 12.7% variance in OCB ( $R^2 = .127$ ,  $p < .01$ ). However, job tenure did not significantly contribute to the variance in OCB ( $\beta = .098$ ,  $p > .05$ ). Also, intrinsic religiosity and affective commitment were found to partially mediate the relationship between perceived leadership style and OCB; and between perceived organisational justice and OCB. The result further revealed that only marital status [ $t(353) = -2.728$ ,  $P < .01$ ] and educational background [ $t(335) = -3.826$ ,  $P < .01$ ] discriminated among employees in OCB. Furthermore, no significant difference was found between public and private sector employees on OCB [ $t(199) = -2.30$ ,  $P > .05$ ]. Finally, employees in education, health, banking and telecommunication sectors were found to be significantly different in OCB [F (3,355) = 2.791,  $p < .05$ ]. The result of post hoc analysis revealed that telecommunications had the highest OCB ( $\bar{x} = 88.22$ ) while the health sector had the lowest ( $\bar{x} = 82.61$ ). This study contributed to knowledge through the development of a standardized measure of OCB in the Nigerian Context. It also established the prevalence of OCB in Nigerian service sector organizations. It concluded that perceived leadership style and organisational justice were significant predictors of OCB, and that this relationship was significantly mediated by intrinsic religiosity and affective commitment; that demographic variables (marital status and educational background) discriminated among service-oriented employees in OCB; and that employees in education, health, banking and telecommunications sector differ significantly in OCB, whereas, employees in public and private sector did not differ significantly in OCB. This study recommended that the government and human resource managers encourage OCB among employees through effective leadership, organisational fairness and workplace spirituality.

**Key words:** Job tenure, leadership style, organisational justice, religiosity, affective commitment, service-oriented

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The term, organisation, may be defined as a social group of people carefully managed for the achievement of shared goals. According to the Encyclopaedia of Business (2011), an organisation is an assembly of people working together to achieve common objectives through the division of labour. It posits that people form organisations because individuals have limited abilities; and concerted effort is necessary to achieve those numerous organisational goals. There are two basic types of organisations; these are for-profit organisations, otherwise known as businesses and non-profit organisations.

A for-profit organisation exists primarily to generate profit, that is, to take in more money than it spends. This type of organisation can be further classified into product-oriented (manufacturing) organisations and service-oriented organisations. The product-oriented organisations are mainly concerned with the manufacturing of specific line of products for profit generation, while the service-oriented organisations provide specific services also for profit generation. The non-profit organisations are entities organised under rules that forbid the distribution of profits to owners. They are established primarily to provide particular services to the community. However, every organisation is set out to achieve specific objectives; the failure of which will ultimately result in its dissolution.

Owolabi (2012) opines that the survival of any organisation depends largely on the individuals working within the organisation. This implies that employees are instrumental in the achievement of set organisational goals and objectives. According to Suleiman (2013), positive attitude in the workplace has been considered a catalyst for higher profit, good reputation and organisational success. Similarly, Jahangir, Akbar and Haq (2004) hinged organisational success and survival on employees' positive behaviours and citizenship. In this context, the term "citizenship" refers to employees' identification with their organisations through behaviours that are compatible with set organisational goals, rules and procedures.

Organisational citizenship behaviour (OCB) is a concept used to describe employees' positive attitudes and behaviours towards their co-workers, job roles and the organisation in general (Bateman & Organ, 1983; Smith, Organ & Near, 1983). Organ (1988) defined organisational