

**THE EFFECT OF ADMINISTRATIVE LEADERSHIP STYLES ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR
"SURVEY STUDY ON PUBLIC HOSPITALS IN TARTOUS CITY"**

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ABSTRACT

This study aims at identifying the organizational citizenship behavior and the effect of administrative leadership styles on the organizational citizenship behavior in the public hospitals in Tartous city. The researcher adopted the questionnaire to collect the Initial data after the scientific evaluation of the questionnaire, and it was distributed to a sample of employees in public hospitals in Tartous city which are 380 workers, and has been retrieved 360 valid questionnaires to study, and the most important findings of the research that the existence of organizational citizenship behavior in the public hospitals in Tartous city at a high level, and the dominant pattern in the public hospitals in Tartous is the autocratic pattern. The results showed that there is an effect of administrative leadership patterns on the organizational citizenship behavior in the public hospitals in Tartous city.

Keywords: Democratic leadership, Autocratic leadership, Free leadership, OCBI, OCBO

INTRODUCTION

Organizations in today's world are looking for the right climate to help them develop and make their members more loyal which allows for the emergence of organizational citizenship behavior that positively affects at the individual level because it contributes to improving the performance and productivity of the individual, and at the level of the working group, which increases the productivity of managers and employees by coordinating activities among members of working groups.

Individuals within organizations are the key to organizational effectiveness.

As administrative leadership is the core of the management process and the success of any organization comes from a successful and effective leadership, It is necessary to upgrade the

leadership style that encourages the emergence of extra-role behaviors, thus contributing to the achievement of the organization's goals and society and its development.

The idea of the research was to emphasize the importance of organization citizenship behavior to public hospitals in achieving greater efficiency based on the available resources by providing the appropriate climate to enhance volunteer behaviors by following the appropriate leadership style.

Smith, Organ and Near (1983) define the concept of organizational citizenship as discretionary employee behavior that has no direct or explicit influence on formal reward mechanisms and aims to enhance the level of organizational functioning

Similarly, George and Brief (1992) describe citizenship behavior as an employee's sense of intentional involvement in organizational activities without expecting any type of benefits.

Schanke (1991) considers the direction of these activities and defines organizational citizenship behavior as multi-level practical initiatives directed toward the individual, group and organizational levels.

There are several models of organizational citizenship behavior. This study was modeled on Williams & Anderson (1991) by labeling OCB's concept as beneficial to the organization (OCBO) and beneficial to individuals (OCBI). Similar to generalized compliance, OCBO refers to any type of voluntary employee endeavors that are directed toward the organization's well-being. Examples include punctuality, performing tasks in a manner that will add to an organization's well-being and compliance to organizational regulations. In contrast, OCBI, like altruism, takes individual benefits into account through involvement in activities such as lending a hand to those who are in need (Farh et al., 1990)

While OCBO contributes directly to organizational resources through increasing the output level, OCBI serves an individual's interests through creating a cooperative environment in which problems are solved with the assistance of experienced colleagues. However, OCBI indirectly adds to organizational improvement because harmony among individuals yields positive results with respect to production and performance (VanDyne et al., 1994).

For the independent variable, the leadership is form field Basic interest is highly attractive. Leadership has been defined by industrial-organizational psychologists, academic scholars and practitioners over the decades. The element which is common to almost all definitions is that leadership is a persuasive process that assists different groups of individuals towards goal attainment (Germain, 2012)

According to Al-Khasawneh and Futa (2013, p. 3), leadership is a “social process of influencing others to voluntarily participate in achieving organizational goals”.

The topic of leadership has been comprehensively studied by numerous researchers. Various leadership theories have appeared: the Great Man theory; Trait theory; Behavioural theory, Participative leadership theory, Situational leadership theory, Contingency theory, Transactional theory, Transformational theory etc. (Armandi et al., 2003; Bass and Bass, 2009; Kamisan and King, 2013). The two most noteworthy approaches include:

Traits theory and Behavioural theory. According to traits theory, leaders are distinct from subordinates due to personality attributes, social characteristics and physical features. Any person born with attributes such as intelligence, confidence, idealism and determination has potential to become a leader (Kamisan and King, 2013)

Furthermore, Behavioural theory distinguishes leaders and followers on the basis of behaviour patterns. According to this theory, any person can become leader through training and observation. Behavioural theory gathers the attention of Michigan research center, Bureau of Business research center and other scholars (Al-Khasawneh and Futa,2013).

After the emergence of Behavioural theory, Raus and Haita (2011) illustrate the development of three leadership styles which are: autocratic, Laissez faire and democratic:

Autocratic leadership refers to the pattern in which power is concentrated in the hands of the leader, where he makes all decisions himself and controls the entire group he administers.

Democratic leadership refers to the pattern in which the leader gives wide freedom to subordinates to participate in decision-making and problem-solving as well as interaction among all of them.

Free leadership in this mode empowers the decision-making power of the group and the leader merely gives guidance then intervenes when asked only (Northouse, 2011).

This theory gets the attention of many research centers and scientists, so this theory was adopted in the present study.

There have been many studies in the field of organizational citizenship behavior and managerial leadership styles where the study of (Khan, Awang & Ghouri, 2013) was aimed to examine the relationship between leadership styles and citizenship behavior in small and medium scale IT firms operating in Pakistan. This study has explored the strong relationship between leadership styles and citizenship behavior in small and medium scale IT,

The study of (Avci,2014) aims to investigate the relationship between the leadership styles of principals and organizational citizenship behaviors of teachers according to teachers' perceptions. Data for the research were obtained from 1,723 teachers working in public and private schools which were subject to Ministry of National Education in the Kadikoy district of Istanbul .There was a positive highly significant relationship between the transformational and transactional leadership characteristics of principals and the organizational citizenship. Transformational leadership positively affects the level of organizational citizenship more than transactional leadership.

The study of (Naeem,Saleem&Malik.2016) has been carried out to examine the relationship between leadership styles and organizational citizenship behavior in telecom companies operating in Pakistan. The three popular styles of leadership including autocratic leadership style, democratic leadership style and Laissez faire leadership style have been observed and their relationship is explored with organizational citizenship behavior.

By examining previous studies ,the researcher found that its followed various theories of administrative leadership styles and applied studies in service and commercial organizations. In this research, the behavioral theory of administrative leadership styles and its impact on organizational citizenship behavior was adopted in the public hospitals in Tartous city

Its service organizations that are a form of the most vital organizations through their services to the community.

In light of the growing role of private hospitals, public hospitals must exert more efforts to strengthen organizational citizenship behaviors that enable them to achieve competitive advantage. In order to achieve this, it is necessary to adopt the appropriate leadership style to motivate employees to provide organizational citizenship behaviors and thus improve the services provided comparable to the services of private hospitals, so the main question in our research is the following:

What is the effect of administrative leadership styles on the organizational citizenship behavior in the public hospitals in Tartous city?

The scientific importance of the research shows the importance of organizational citizenship behavior as a way to raise the level of the overall performance of the organization through the reciprocal relations between the workers, which contributes to increase their outputs and improve their efficiency.

The practical importance of providing a scientific basis for the public hospitals in Tartous illustrates the impact of the leadership style on organizational citizenship behavior among its

employees, and explains how to follow the appropriate leadership style to improve productivity in the same human population and with the same possibilities without additional costs through additional roles Which at the end constitute organizational citizenship behavior, and thus achieve its objectives.

METHODOLOGY

The research was conducted in the public hospitals in Tartous city represented by Al-Basel Hospital and the National Obstetrics Hospital, it is a survey study was carried out through the Williams & Anderson's (1991) scale of organizational citizenship behavior, because it measures the impact of organizational citizenship behavior on the organization in general and contains 14 questions that are divided into the tow dimension of organizational citizenship behavior: organizational citizenship behavior oriented for individuals OCBI (7questions) and organizational citizenship behavior oriented for organization OCBO (7questions).

The previous studies were used to measure the administrative leadership styles to form a scale consisting of 21 questions divided into sub-sections namely the democratic style from 1to7, the autocratic style from 8 to 14 and the free style from 15 to 21

After the scientific evaluation of the questionnaire, and the verification of the structural honesty of the scale (internal consistency), by calculating the coefficient of Cronbach alpha for each dimension. The five-dimensional Likert scale was used in the preparation of the study tool.The questionnaire was distributed to 380 workers

The data were entered into the SPSS program for appropriate tests. The means and standard deviations were calculated, and multiple regression analysis was used to test hypotheses.

The research period was limited to the first half of 2018.The spatial boundaries were limited on public hospitals in Tartous city, Al-Basel Hospital and the National Obstetrics Hospital.

RESULTS AND DISCUSSION

First: descriptive statistics

The sample of the study is distributed by gender

Table 1: The distribution of the study sample by gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	168	46.7	46.7	46.7
Female	192	53.3	53.3	100
Total	360	100	100	

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program.

We note from table (1) that the largest percentage of the sample was female, with 53% While the percentage of males was 47%

The sample of the study is distributed by age:

Table 2: shows the distribution of the study sample by age variable:

Age	Frequency	Percent	Valid Percent	Cumulative Percent
less than25	48	13.3	13.3	13.3
From26To35	96	27.6	27.6	40.0
From36To45	180	50.0	50.0	90.0
More than45	36	10.0	10.0	100
Total	360	100	100	

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program

We note from table (2) that the highest percentage was for the age group of 36-45 and amounted to 50% and the lowest proportion was for the age group more than 45 and amounted to 10%

Distribution of the sample of the study according to the variable of scientific qualification

Table 3: The distribution of the sample of the study according to the variable of scientific qualification

scientific qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary or lower	24	6.7	6.7	6.7
Institute	60	16.7	16.7	23.3
University	132	36.7	36.7	60.0
M.A	96	26.7	26.7	86.7
Ph.D	48	13.3	13.3	100.0
Total	360	100.0	100.0	

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program

We note from table (3) that the largest percentage of the sample were individuals with university degrees, and reached 37%.

Means & standard deviations:

Table (4) shows the means and standard deviations of the search variables

Dimension	Mean	standard deviation	relative weight	Direction
Organizational Citizenship Behavior oriented Individuals	3.3810	0.68938	67.62	Positive
Organizational Citizenship Behavior oriented organization	3.7048	0.94960	74.096	Positive
Autocratic leadership	2.3476	0.79623	46.952	Negative
Democratic leadership	3.1011	0.84628	62.022	Positive
Free leadership	2.6429	0.62874	52.858	Negative

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program

The means, standard deviations, and relative weight were calculated to determine the trend of the view through the mean ,the total score of 5, so the trend is positive when the relative weight is greater than 61% and the trend is negative when the relative weight is less than 61% and neutral at relative weight 61 %

Accordingly, we note from Table (4) that the mean of organizational citizenship behavior of individuals is 3.38 and the relative weight 67.62 is positive, and therefore the organizational citizenship behavior -oriented individuals is found at a large percentage among the employees of the public hospitals in Tartous city.

we note that the mean of organizational citizenship behavior of organization is 3.70 and the relative weight 74.09 is positive, and therefore the organizational citizenship behavior -oriented organization is found at a large percentage among the employees of the public hospitals in Tartous city.

As for administrative leadership styles, the autocratic style has the highest mean of 3.10 and a relative weight of 62.02 in positive direction. Thus, the style in public hospitals in Tartous, according to the workers, is autocratic style

Followed by the free style with a mean of 2.64 and a relative weight of 52.85 in negative direction followed by the democratic style with a mean of 2.34 and a relative weight of 46.95 in negative direction

Second: deductive statistics

The researcher conducted the Pearson test to determine the type of relationship between each style of management leadership and organizational citizenship behavior as follows:

Table 5 shows the correlation between leadership patterns and organizational citizenship behavior

Field	Pearson_correlation	(Sig.)
Democratic leadership and organizational citizenship behavior	0.384	0.000
Autocratic leadership and organizational citizenship behavior	0.199-	0.000
Free leadership and organizational citizenship behavior	0.278	0.000

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program

The table (5) shows that the coefficient of correlation between the democratic leadership and organizational citizenship behavior is 0.384 and that the probability value is 0.00, it is less than α

= 0.05. Thus there is a statistically significant relationship between the democratic leadership style and organizational citizenship behavior.

The table (5) shows that the correlation coefficient between the autocratic leadership and the organizational citizenship behavior is -0.199 and that the probability value is 0.00, it is less than $\alpha = 0.05$. There is therefore an inverse relationship between autocratic leadership style and organizational citizenship behavior.

The correlation coefficient between the free leadership style and the organizational citizenship behavior is 0.278 and the probability value is 0.00 and it is less than the $\alpha = 0.05$. therefore. There is a statistically significant relationship between the free leadership style and organizational citizenship behavior .

To determine the effect of managerial leadership styles on organizational citizenship behavior, multiple regression analysis was performed:

Table 6: Multiple regression analysis results

Leadership styles	R ²	b	Anova			
			T Test		F Test	
			T	Sig	F	Sig
Democratic leadership	0.147	0.329	26.745	0.00	61.886	0.00
Autocratic leadership	0.040	-0.161	3.848	0.00	14.805	0.00
Free leadership	0.078	0.302	5.485	0.00	30.081	0.00

Table prepared by the researcher based on the statistical results of the analysis of the survey data using SPSS program

To determine the effect of each independent variable on the dependent variable, we note from the table (6) that the values of T were for the democratic leadership (26,745), for the autocratic style (3.848) and for the free style (5.485)

all the values are significant at the level of (0.00), Which means that the model is statistically significant at the level of significance indicated. Thus, the independent variables are influential in the dependent variable and thus the model is acceptable to predict the effect of leadership styles on organizational citizenship behavior of the employees in the public hospitals in Tartous city, Accordingly, the hypothesis that say there is an impact of leadership styles on organizational citizenship behavior for employees in public hospitals in Tartous city is acceptable.

As for the explanatory power of the model, the results of the analysis show that the value of the R^2 for the relations of this model was for the democratic style (0.147). This means that the democratic leadership style explains about 15% of the organizational citizenship behavior

The autocratic leadership style was 0.040. Thus, the autocratic leadership style explains 4% of the organizational citizenship behavior of the workers and the value of the free style is 0.078. Therefore, the free mode explains 8% of organizational citizenship behavior of the employees in the public hospitals in Tartous city.

The results of regression can be said to be:

-organizational citizenship behavior for employees in the public hospitals in Tartous city under the influence of the democratic leadership style is increasing by 0.147.

- organizational citizenship for employees in public hospitals in Tartous city under the influence of the autocratic leadership style is increasing by 0.040.

- organizational citizenship behavior of the employees in the public hospitals in Tartous city under the influence of the free leadership style is increasing by (0.078).

RESULTS

1-The results of the study showed that organizational citizenship behavior among the employees in public hospitals in Tartous city was very high. The mean of organizational citizenship behavior towards individuals was 3.38 with a relative weight of 67.62 and a positive trend and the mean of organizational citizenship behavior towards organization was 3.70 with a relative weight of 74.09 .

2-The results of the study showed that the autocratic leadership is the style of the managers of public hospitals in Tartous city from point of view of the workers with a relative weight of 62.02%, followed by the free leadership style with a relative weight of 52.85 and the democratic leadership style with a relative weight of 46.95%.This may be due to the view of the directors of public hospitals in Tartous that the autocratic style is commensurate with the nature of work in public hospitals, which are service organizations exposed to situations and circumstances that require quick decisions by leaders.

3-The results showed a statistically significant correlation between the democratic leadership style and organizational citizenship behavior in the public hospitals in Tartous city. This relationship is due to the importance of the democratic style in giving employees the opportunity to participate leaders in the planning and decision making process and thus the opportunity to enhance their abilities and practical experience.

4-The results showed a statistically significant correlation between the free leadership style and organizational citizenship behavior in the public hospitals in Tartous city from the point of view of their employees. This may be due to the confidence of the employees in the public hospitals in their abilities and their willingness to employ these expertise for their organization.

5-The results showed a statistically significant inverse relationship between the autocratic leadership style and organizational citizenship behavior in the public hospitals in Tartous city. This is due to the fact that the autocratic style defines the workers' powers and deprives them of the opportunity to enhance their skills resulting in the absence of motivation and low motivation and thus low levels of performance.

6-The results showed that there was an effect of the managerial leadership styles on organizational citizenship behavior among the employees in the public hospitals in Tartous city. The greatest impact of the democratic leadership was 15% followed by the free leadership by 8% followed by the autocratic leadership by 4%.

RECOMMENDATIONS

1-The independent variable styles of administrative leadership explain 26.5% of total deviations in the dependent variable of organizational citizenship behavior .The remaining 73.5% is due to other factors that were not included in the model. Therefore, the researcher recommends searching for this unexplained percentage and searching for the variables responsible for this ratio.

2-The researcher recommends the administration of the public hospitals in Tartous city to work on benefiting from the advantages of the democratic leadership style because it has a positive impact on the performance of the employees through their participation in the work and encourage them to innovate and direct their behavior in the general interest then a reflection of their sense of responsibility for their work and commitment to it, and the impact on providing more organizational citizenship behaviors.

3-The following of the autocratic leadership style negatively affect on the performance of the workers. On the other hand, the autocratic leadership style is best suited to the emergency circumstances. Therefore, the researcher advises the administrations of the public hospitals in Tartous city to follow a combination of different leadership styles To take advantages of each leadership style and avoid its disadvantages.

4-The study recommends conducting further research in administrative leadership, such as studying leadership styles according to traits theory, and studying other factors affecting

organizational citizenship behavior, such as organizational commitment and organizational culture.

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