THE EFFECTS OF TRANSFORMATIONAL BEHAVIOURS AND INTERPERSONAL SKILLS OF LEADERSHIP ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR: TRUST IN THE LEADER AS A MEDIATOR IN LIBYAN COMMERCIAL BANKS

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Thesis submitted in partial fulfillment for the degree of DOCTOR OF PHILOSOPHY IN HUMAN RESOURSE MANAGEMENT

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June 2019
AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

ABSTRACT

The employees’ behaviour, especially organisational citizenship behaviour (OCB) has received widespread interest in organisational literature in various institutions. Based on critical reviews by the researcher of references and sources, the importance of trust in leader and the leader's behaviours in encouraging employees to engage in OCB has become evident. According to Social Exchange Theory, transformational leadership behaviours (TLB) affect OCB often through a mediator such as trust in the leader. Empirical research has shown that TLB can directly or indirectly through trust in leader affect OCB. Accordingly, the present study combined these elements into one theoretical framework with a new contribution represented in the leader's interpersonal skills. In this regard, the banking sector in Libya suffers from several problems, the most important of which is the focus on official relations and the omission of social relations, which in turn causes the low level of organisational citizenship behaviour directed to employees (OCBI) among employees. In addition, interviews with some employees in commercial banks revealed that the symptoms of low OCBI among employees were unsatisfactory and uninspiring work environment as well as the prevalence of counterproductive work behaviours such as anger, aggression and absenteeism. This research focused on the impact of TLB and interpersonal skills of leadership on OCBI in commercial banks in Libya, as well as the role of trust in the leader as a mediator in the relationship. To achieve these objectives, a questionnaire was developed that confirmed its reliability and validity and distributed to 450 proportional stratified samples of employees from four commercial banks in Libya. The number of valid questionnaires was 337. SPSS version 22 was used to describe the study population, conducting exploratory factor analysis and reliability, while Amos used the 22 version to test the hypotheses. The findings of the study indicated that the TLB directly affects both trust in the leader and the OCBI and indirectly through trust, while interpersonal skills of leadership did not directly affect the OCBI except through trust in the leader. On the other hand, not all transformational behaviours and interpersonal skills have direct effects on altruistic and courtesy behaviours. In addition, there is no any pattern of trust in leader mediates the relationship between components of both behaviours, interpersonal skills of leadership and dimensions of OCBI were mediated. Based on the results of the study, some recommendations were proposed to improve the OCBI among employees in commercial banks, including: developing the dynamics of relations between managers and employees, exceed self-interests to build trust on a solid basis, and promoting the concept of altruistic and courtesy behaviours among employees to reduce some undesirable behaviours such as counterproductive work behaviours, absenteeism, and turnover.
الملخص

لقد حظي سلوك المواطنة التنظيمية بإهتمام كبير في الأدب التنظيمي في مختلف المؤسسات. استنادًا إلى المراجعات النقدية من قبل الباحث في المراجع والمصادر، فإن أهمية الثقة في القائد وسلوكيات القائد في تشجيع الموظفين على الاختراق في سلوكيات المواطنة التنظيمية أصبحت واضحة. ووفقًا لنظرية التبادل الاجتماعي، فإن سلوكيات القيادة التحويلية تؤثر على سلوك المواطنة التنظيمية غالبًا من خلال وسيلة.

وقد أظهرت الأبحاث التحويلية أن سلوك القيادة التحويلية يمكن أن يؤثر بشكل مباشر أو غير مباشر من خلال الثقة في القائد في سلوكيات المواطنة التنظيمية. وبناءً على ذلك، جمعت الدراسة الحالية هذه العناصر في إطار نظري واحد مع مساهمة جديدة تمثلة في مهارات القائد في التعامل مع الآخرين. في هذا الصدد، يعاني القطاع المصرفي في ليبيا من عدة مشاكل، أهمها التركيز على العلاقات الرسمية وإغفال العلاقات الاجتماعية، مما يؤدي بدوره إلى انخفاض مستوى سلوكيات المواطنة (الإيثار والمجاملة) بين الموظفين. بالإضافة إلى ذلك، كشفت المقابلات التي أُجريت مع بعض الموظفين في المصارف التجارية أن من أعراض انخفاض سلوكيات المواطنة لدى موظفي المصارف كانت بيئة العمل غير مرضية وغير ملهمة، فضلاً عن انتشار سلوكيات السلوك السلبي في العلن. وتحقيق هذه الأهداف، تم وضع استبيان مصداقيته وصلاحيته وتوزيعه على 450 عينة طبقية من الموظفين من ثلاثة مصارف تجارية في ليبيا. كان عدد الاستبيانات الصالحة 373. استُخدمت تقنيات آموس‐22 لإجراء التحليل الإستكشافي والاستنتاجي، قبل استُخدمت تقنيات آموس‐22 لإجراء التحليل الإستكشافي. أشارت النتائج إلى أن سلوك القيادة التحويلية تؤثر بشكل مباشر على كل من الثقة في القائد وسلوكيات المواطنة التنظيمية وغير مباشر على شكل مبasher من خلال الثقة في القائد وسلوكيات المواطنة التنظيمية. بينما المهارات الشخصية للقيادة لم تؤثر بشكل مباشر على سلوكيات المواطنة التنظيمية إلا من خلال الثقة في القائد. من ناحية أخرى، أشارت النتائج إلى أن ليست كل سلوكيات القيادة التحويلية مرتبطًا بالثقة في القائد. وبناءً على تلك نتائج، توصي الدراسة بالتركيز على ديناميات العلاقات بين المديرين والموظفين، تعزيز المصالح الشخصية لبناء الثقة على أساس متين، وتعزيز مفهوم سلوك الإيثار والمجاملة بين الموظفين للحد من بعض السلوكيات الإيجابية.
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