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The Influence of Leadership Styles on Academic Faculty Organizational Citizenship Behaviour in Public University Settings:

A Case of Faculty of Arts and Social Sciences, Tropical University, Kenya



Abstract

Organizational Citizenship behavior is an important ingredient of organizational effectiveness and it is determined by many factors including leadership styles. In spite of this, academic faculty members in public universities in Kenya are relegated to dealing with students' class and academic oriented issues while their attitude towards non-teaching issues is not considered as relevant and important. As a result, they tend to stay aloof and remain reluctant to participate in activities that have no direct bearing to students' academic and class needs, leading to their alienation from mainstream management of the university issues. The purpose of this qualitative case study was to determine how heads of academic departments' leadership styles influence the level of Organizational Citizenship Behavior (OCB) of the academic faculty members within those departments, and by extension, the effectiveness of the university. The results indicate that there is minimal organizational citizenship behavior (OCB) among academic faculty members in the faculty of arts and social sciences at Tropical University (a pseudonym). The findings of this study can be useful input for enhancing effective management of Tropical University – first, within the four departments studied in-depth in this research, and later, through opportunities for further research to replicate the approach in other faculties of the university and other public universities within Kenya and beyond.