PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS (OCB), THE MODERATING AND MEDIATING ROLES OF MENTORING AND PERCEIVED ORGANIZATIONAL SUPPORT IN THE POWER HOLDING COMPANY (PHCN) OF NIGERIA.

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ABSTRACT

This paper presents a model for motivating employees to engage in OCB through the role of transactional leadership, organizational justice, and psychological ownership mediated by the workers' perceived organizational support, and moderated by the mentoring function. Organizational citizenship behaviors (OCB) which is discretionary, and not part of an employee's formal job requirement promotes the effective functioning of organizations. Theoretically, this study aims to elaborately contribute to organizational behavior literature by proposing an OCB model which has transactional leadership, organizational justice, and psychological ownership as independent variables; perceived organizational support, and mentoring as mediating and moderating variables respectively. The model also aimed at contributing a workable process toward effective transformation of Power Holding Company of Nigeria (PHCN). The study is therefore important because it contains some major contributions to organizational behavior literature primarily through employing moderating variable of mentoring, and inclusion of three independent variables as correlates to perceived organizational support. Practically, the model will be relevant to the current effort of the Federal Republic of Nigeria to transform the PHCN. The effective functioning of PHCN is important for developing all sectors of the Nigerian economy.

Keywords: *Transactional Leadership, Organizational Justice, Psychological Ownership, Perceived Organizational Support (POS), Mentoring, Organizational Citizenship Behaviors (OCBs)*

Introduction

Organizational citizenship behavior (OCB) was first brought to the limelight by Bateman and Organ (1983), and since then the subject area has been gaining research attention. OCB refers to the employees contributions in the workplace that go beyond official role requirements stipulated in their job agreements (Organ & Ryan, 1995). Similarly, Robbins (2001) viewed OCB as discretionary behavior that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization.

Research indicates that OCB is beneficial to organizations (Bolino & Turnley, 2003), it is also essential and critical to organizational functioning (Bateman & Organ, 1983; Organ, 1988). It is widely believed that OCB improves organizational efficiency and effectiveness (Organ, 1988; Podsakoff, Mackenzie, Paine & Bachrach, 2000; Podsakoff & MacKenzie, 1997; Williams & Anderson, 1991). OCB construct has also been reported to increase social capital and enhance organizational functioning (Bolino, Turnley & Bloodgood, 2002). It was demonstrated that when employees perform extra-role tasks that help co-workers, supervisors and the organization to achieve results, organizations benefit in the form of improvements in productivity and overall performance (Wright, 2008). Furthermore, OCB can result to organizational efficiency on allocation of financial and human resources (Koster & Sanders, 2006). OCB is perceived as desirable because such behavior is thought to increase available resources and decrease the need for more formal and costly mechanisms of control (Organ, 1988).

The Power Holding Company of Nigeria (PHCN) that is wholly owned by the Government of the Federal Republic of Nigeria has been responsible for generating, transmitting, and distributing electric power to all users of electricity in Nigeria. The company has been bedeviled by lack of effectiveness as a result of mismanagement of funds (Abati, ; Okereke, 2010). The performance statistics of Nigeria's electric power sector have been rather unfortunate. It was reported that only about 40 per cent of Nigerians have access to electricity (Adenikinju, 2008). Assessing the efficiency and performance of the Nigeria's power sector, the UNDP/ World Bank Report (1993) asserts that the electric power sector was rated as having one of the highest rate of losses (33%), the lowest generating capacity factor (20%), the lowest revenue at 1.56c/kWh, the lowest rate of return (-8%) and the longest average account receivable period (15 months), among a group of 20 low income and upper income countries. Additionally, about 30-40 per cent of power supplied is never billed; this

naturally results to cash loss of around US$2billion per month on the company (Tallapragada & Adebusuyi, 2008). The Federal Government of Nigeria, therefore, spends over US$400 million annually as subsidy to cover losses and investment, an amount higher than the Federal budget for health (Tallapragada & Adebusuyi, 2008).

Research has established that ineffectiveness of the electricity organization; Government regulation and excessive corruption among the organization's employees have been responsible for the company's protracted failure to provide electricity supply in Nigeria (Adenikinju, 2005; NBS/EFCC, 2009). Due to the protracted ineffectiveness of the power sector in Nigeria, the Government has passed the Electric Power Reform Act of 2005 which led to rebranding the company, and thus the current name PHCN. The ultimate objective of the Reform Act of 2005 is the privatization of the power sector in line with numerous research recommendations (Olukoju, 2004; Adenikinju, 2005, 2008). The Government wants to fully privatize the PHCN to relieve itself of wasteful investment (Jonathan, 2010). Only the transmission subsidiary of the company would survive the privatization exercise, and the company's ownership would be retained by the Federal Government for strategic reason (Babalola, 2010). OCB has been related to improving organizational efficiency and effectiveness (Organ, 1988; Podsakoff et al., 2000; Podsakoff & MacKenzie, 1997; Williams & Anderson, 1991). Similarly, performing OCB in terms of helping the co-workers, supervisors and the organization to achieve goals ultimately benefit organizations in the form of improvements in productivity and overall performance (Wright, 2008). The current transitionary period of massive transformation and reorientation existing within the PHCN need to be successful. For the programme to be successful, the efforts and operations at various levels of the organization will have to be supported by employees through willful but not helpful activities toward the organization, co-workers, and customers. The company's activities and the current transformations of the PHCN can become enhanced if employee OCB is widely improved. By and large, the transformation programme is possible through enhancing OCB because OCB has been reported to be essential and critical to organizational functioning (Bateman & Organ, 1983; Organ, 1988).

The current study, therefore, aims at understanding the role some factors including transactional leadership, organizational justice, psychological ownership, perceived organizational support, and mentoring function play in motivating OCB among the PHCN employees. The study can also offer a practical approach for increasing effective functioning

of PHCN during and after the planned privatization of the company. Citizenship behaviors have been proved to be useful both for maintenance of an organizational system, and for the achievement of the overall organization's goals (Motowidlo, Borman, & Schmit, 1997). It has been established that OCB helps to increase effective functioning of organizations by increasing production, improving the quality of service provided, raising client satisfaction or decreasing customer complaints (Podsakoff et al., 2000).

Statement of The Problem

The important role played by OCB, as mentioned in previous paragraphs, prompted the need for the criterion of this study. This study is concerned with empirical examination of a six-factor model to understand the strengths of influence transactional leadership; organizational justice and psychological ownership have on OCB. Primarily, this study aims at assessing the moderating role of mentoring on the relationship between perceived organizational support, and OCB; as well as assessing and understanding the mediating effect of perceived organizational support (POS) on the relationship between transactional leadership, organizational justice, and psychological ownership, and OCB as depicted in the model (see figure 1).

It is clear that OCB could contribute to organizational performance in many ways. Podsakoff and MacKenzie (1997) argue that OCB has potential to enhance organizational performance through lubricating the social machinery of the organization, reducing friction, and increasing efficiency. OCB may also contribute to organizational success by enhancing co-worker and managerial productivity, promoting better use of scarce resources, improving coordination, strengthening the organization's ability to attract and retain better employees, reducing variability of performance, and enabling better adaptation to environmental changes (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Therefore, successful organizations encourage employees to do more than their usual job duties and provide performance that is beyond expectations (Ahmadi, 2010).

Since the beginning and early appearance of OCB in organizational behavior (OB) and management literature by Bateman and Organ (1983) and Smith et al. (1983), OCB has been a subject of considerable research. Most of the researches have focused on antecedents of OCB such as job satisfaction (Bateman & Organ, 1983; Murphy, Athanasou & King, 2002;

Foote & Tang, 2008); organizational commitment (Williams & Anderson, 1991, 1997; Kim, 2006); job standardization (Chen, Niu, Wang, Yang & Tsaur, 2009); quality relations between leader and subordinates (Bhal, 2006; Blau, Kim, Neill & Cho, 2010; Moideenkutty & Ingham, 2010), professional development, and empowerment (Ackfeldta & Coote, 2005), mentoring, psychosocial support, and role modeling (Kwan, Liu & Yim, 2010), employees' mood, and perceptions of fairness (Messer & White, 2006), organization rights (Bienstock, DeMoranville & Smith, 2003), perceived employer obligations (Coyle-Shapiro, 2002), organizational justice (Moideenkutty, 2002; Peelle III, 2007), organizational ethical climate (Leung, 2008), organizational justice (Erturk, 2007; Erturk, 2007; Burton, Sablynski & Sekiguchi, 2008; Yılmaz & Tas¸ 2009), Organizational reward (Chianga & Birtch, 2008), organizational service orientation (Gonza´lez & Garazo, 2006), organizational socialization (Ge, Su & Zhou, 2010), Organizational solidarity (Koster & Sanders, 2006), perceived ethical citizenship (Lin, Lyau, Tsai, Chen & Chiu, 2010), perceived organizational support (Kaufman, Stamper & Tesluk, 2001; Liu, 2009), personality (Williams & Sanchez, 1998, Emmerik & Euwema, 2007, Elanain, 2007).

A number of researches involving OCB antecedents, its mediators, and moderators have been used by this study as bases to extend the knowledge frontier of OCB. A good number of studies were conducted to explain the relationship between transactional leadership and employees' in-role performance (Bass, Avolio, Jung & Berson, 2003; Howell & Hall-Merenda, 1999; Lowe, Kroeck & Sivasubramaniam, 1996; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Judge & Piccolo, 2004; Walumbwa & Ojode, 2004). However, little number of studies was conducted to test the relationship between transactional leadership, and OCB (Bambale, Faridah & Subramaniam, 2010). One of these studies was on public sector employees by Vigoda-Gadot (2007). He establishes, from the study, that leadership style of superiors; specifically transactional and transformational do significantly influence OCB. Recently, Walumbwa and Orwa (2008); Rubin, Bommer and Bachrach (2010) both found a significant relationship between contingent reward transactional leadership and OCBs.

Studies investigating relationship between organizational justice and OCB have also been conducted. Moideenkutty (2002); Erturk (2007); Burton, Sablynski, and Sekiguchi (2008); Yılmaz and Tasdan (2009) have found significantly positive relationship between employees' positive perception of organizational justice and organizational citizenship behaviors. Perceived organizational support by employees is yet another

construct for this study. Studies have also found significant support for the mediating effect of the perceived organizational support on OCBs ((Huang, Jin & Yang, 2004; Jawahar & Carr, 2007; Peelle III, 2007; Piercy, Cravens, Lane & Vorhies, 2006).

This study is about testing relationships of three important OCB predictors comprising of transactional leadership, organizational justice, and psychological ownership to be mediated and moderated by perceived organizational support (POS) and mentoring function respectively. This study is different from the previous studies in four important ways: (1) this study for the first time is to test significant effect of transactional leadership on perceived organizational support as mediator in this study model; (2) this study for the first time is to test significant effect of organizational justice perceived organizational support as mediator in this study model; (3) this study for the first time is to test significant effect of psychological ownership on perceived organizational support as mediator in this study model; (4) for the first time mentoring will be tested as moderator in OCB model. This study will investigate the moderating effect of mentoring on the relationship between perceived organizational support.

Literature and Hypotheses

Transactional leadership and OCB

Transactional leadership motivates subordinates primarily through conditional reward-based exchanges (Nahum-Shani & Somech, 2011). To ensure effectiveness, transactional leaders engage in negotiation with their followers, they focus on setting goals, clarifying the link between performance and rewards, and provide constructive feedback (Bass, 1985). Hence, transactional leaders are likely to have influence on employee behavior outcomes such as OCBs (MacKenzie, Podsakoff, & Rich, 2001).

Nahum-Shani & Somech (2011) have found that transactional leader will be associated with encouraging higher OCB to the extent that his/her followers are more idiocentric, and with lower OCB to the extent that followers are more allocentric (Triandis, 1995). Individualism and collectivism represent the general attributes of a given culture (Hofstede, 1980). Idiocentrism and allocentrism are two terms that have been used to measure the individual-level orientations that reflect these cultural values (Triandis, 1995). Idiocentrism and allocentrism, therefore capture the within-culture variation in personality attributes (Triandis, 1995).

Idiocentrism is a personality attribute that is concerned with giving priority to personal goals, while allocentrism is concerned with viewing oneself as inseparable from their in-group members (Nahum-Shani & Somech (2011). Individuals described as high on idiocentrism tend to view his/her self as being separate from others, gives priority to personal goals over the goals of the collective, and is concerned with achievement. In line with these personal values, employees with different personal characteristics may hold different needs and interests concerning their organization, such that different leadership styles are expected to recognize their interests and thus enhance their tendency to perform OCB (Nahum-Shani & Somech, 2011).

Typically, an average Nigerian worker is only willing to exert efforts on his/her work depending on the outcomes of his or her expectancy from the work context (Abraham, 2003). Pay and equity of pay in terms of input/outcome ratio were reported to be strong motivators for Nigerian workers (Abraham, 2003). Furthermore, the carrot and stick approaches that involve organization's use of monetary or material rewards represent more appropriate motivators of higher intensity of work efforts in work situations. Additionally, results have demonstrated that the intrinsic variables such as the inner feeling of accomplishment, autonomy, which are universally accepted to motivate and enhance performance, tend to be least emphasized in Nigerian organizations (Abraham, 2003). Similarly, Aluko (2003), in his study of the impact of culture on organizational performance in selected textile firms in Nigeria, has found that generally, Nigerian workers are largely extrinsically oriented as the premium placed on monetary rewards is very high. Nigerian societal values have been perceived to favor and encourage assertiveness, materialism, individualism, and excessive self-seeking competition (Aluko, 2003).

Therefore, despite that some studies have indicated minimum level influence of transactional leadership on OCB (Bettencourt, 2004; MacKenzie et al., 2001, Vigoda-Gadot, 2007), however, the extent of the influence transactional leadership can significantly exert on OCB will vary depending on context, personality and cultural environment involved (Abraham, 2003; Aluko, 2003; Nahum-Shani & Somech, 2011).

The relationship between transactional leadership and OCB in this study can be explained by both cultural congruence theory (House, Wright & Aditya, 1997), and social exchange theory (Blau, 1964). Cultural congruence theory (House et al., 1997) suggests that leader behaviors consistent with followers' values and beliefs will be viewed as more acceptable and effective than behaviors representing conflicting values and in view of previous studies that that supported positive influence

of transactional leadership on OCB. The theory further states that any violation of individual norms or values by the leader may result in follower dissatisfaction, and hence, result in reduced motivation and performance. Social exchange theory (Blau, 1964) is based on the norm of reciprocity (Gouldner, 1960) that people help those who help them. However, the norm of reciprocity might take a negative form as well, that the expectations that fear, insincerity, hostilities, and other distrusting acts will be dealt with in a similar manner. In line with cultural congruence theory (House et al., 1997), previous studies that supported positive influence of transactional leadership on OCB (Bettencourt, 2004; MacKenzie et al., 2001,Nahum-Shani & Somech, 2011; Vigoda-Gadot, 2007), and Nigerian studies that identified average Nigerian worker as reward oriented (Abraham, 2003; Aluko, 2003), the following hypothesis has been formulated:

Hypothesis 1: Transactional leadership is significantly and positively related to OCB.

Organizational Justice and OCB

The findings indicated that POS fully mediated the relationships between procedural justice and OCB intentions directed at the organizational support. A modest reciprocal relationship between intentions to enact OCB directed at peers, suggesting that, to a limited degree, intentions reported by individuals on one form of OCB also reported similar intentions of the other form of OCB.

Organizational justice can be described as the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work related variables (Moorman, 1991). Organizational justice has three important dimensions which include distributive justice, procedural justice, and interactional justice. Distributive justice is concerned with the perceived fairness of outcomes (Cohen-Charash & Spector, 2001); procedural justice is concerned with the fairness of the process by which outcomes are determined (Lind & Tyler, 1988); interactional justice is concerned with the aspects of the communication process including politeness, honesty, and respect between the source and the recipient of justice (Tyler & Bies, 1990). Many empirical studies have demonstrated significant positive relationship between organizational justice and OCB (Ali, Mehmud, Baloch & Usman, 2010; Burton, Sablynski & Sekiguchi, 2008; Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Haworth & Levy, 2001; Zoghbi-Manrique-de-Lara & Melia´n-Gonza´lez, 2009).

Haworth & Levy's (2001) study has demonstrated that the relationship of procedural justice and OCB was strong, and that procedural justice interacts with both perceived system knowledge and beliefs about OCB to affect the frequency of OCB. This study showed that the well-established relationship between organizational justice (i.e. procedural justice) and OCB is not a simple one, but rather interacts in interesting ways with beliefs about OCB and knowledge of the performance appraisal system. In addition, Zoghbi-Manrique-de-Lara & Melia´n-Gonza´lez (2009) revealed a significant positive effect of all organizational justice dimensions (distributive, procedural and interactional) on cybercivism. Furthermore, Ali, Mehmud, Baloch & Usman (2010) in their study to investigate the impact of organizational justice on organizational citizenship behavior of bankers of Pakistan have shown a significant positive impact of organizational justice on organizational citizenship behavior. Similarly, Rupp & Cropanzano (2002) have found significant relationships between all dimensions of organizational justice and task performance and OCB as mediated by the formation of multifoci social exchange relationships. Burton, Sablynski & Sekiguchi (2008), in their study investigating the relationship between employee perceptions of fairness and supervisor-rated performance and organizational citizenship behaviors (OCBs) moderating role leader-member exchange (LMX), have demonstrated that relationship between organizational justice and OCBO was srongly significant.

It was well established that employees who were fairly treated by their supervisors or organization tend to have higher job performance, render more organizational citizenship behaviors (OCB), are more committed, and have fewer turnover intentions than those who were unfairly treated (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). In concert with social exchange theory (Blau, 1964) which suggests that one good gesture deserves another, and in concert with past studies that established significant relationship between organizational justice and OCB (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Ali et al, 2010; Burton et al., 2008), the following hypothesis has been developed.

Hypothesis 2: Organizational justice is significantly and positively related to OCB.

Psychological Ownership and OCB

Described as a cognitive-affective construct, psychological ownership has been described as a cognitive-affective construct that was defined as ''the state in which individuals feel as though the target of ownership or

a piece of that target is theirs,'' and reflects ''an individual's awareness, thoughts, and beliefs regarding the target of ownership'' (Pierce, Kostova & Dirks, 2003, p. 86). In their efforts to validate the psychological ownership psychometric scale properties, and based on their exploratory study results, Avey, Avolio, Crossley & Luthans (2009) have found that both types of organizational citizenship behaviors (individual and organizational) were related to psychological ownership. Additionally, using both supervisor and peer assessments of OCB, Van dyne & Pierce (2004) have demonstrated that psychological ownership for the organization significantly and positively influenced organizational citizenship behavior over and above demographic characteristics, organizational commitment, and job satisfaction have.

Furthermore, Md-Sidin, Sambasivan & Muniandy (2010) in their study about the impact of psychological ownership on the performance, job commitment, and job satisfaction of business school lecturers, strong correlation was found between psychological ownership and job performance. Psychological ownership has strongly influenced all performance dimensions namely: teaching, publication and supervisory which include editorial, participation in various university committees. Despite the non clear mentioning of OCB, it rightly suggests that the findings have supported the already established positive relationship between psychological ownership and OCB because activities such as supervisory and participation in university committees are part of the civic virtue dimension of OCB (Organ, 1988).

Explanation of psychological ownership-OCB relationship can be found in the social exchange and self-identity theories. It may be logical to state that when organization's employees feel ownership in an organization, they tend to engage in positive behaviors driven by the sense of responsibility that accompany the feelings of ownership. In Blau's (1964) exchange theory, it has been asserted that individuals maximize gain through a series of such exchanges. However, Katz and Kahn (1978), in their self-identity perspective have argued that personal identification is a major source of internal motivation that goes beyond the transactional exchange of pay for performance. Self identification was defined as an expression in words and acts one's important values and maintaining a satisfying self-concept (Katz & Kahn, 1978). It is also logical that when personal identification is integrated with an organizational target, feelings of ownership in that target may likely drive desirable behavior not prescribed by specific roles (i.e. OCB). This behavior, which in this case refers to OCB, can be considered by expressing one's self-identity through the target of ownership.

Therefore, both social exchange (Blau, 1964) which emphasizes that efforts are applied due to the satisfying of needs by a particular organizational target and self-identity (Katz & Kahn, 1978) which emphasizes that efforts are applied because of target of ownership is seen as an expression of personal identity. In line with these theoretical perspectives and the established positive relationship between psychological ownership and OCB (Avey et al., 2009; Md-Sidin et al., 2010; Van dyne & Pierce, 2004), it can be hypothesized that:

Hypothesis 3: Psychological ownership has significant effect on OCB.

Perception of Organizational Support and OCB

Perceived organizational support reflects the degree to which employees perceive that their organization values their contributions, respects them and truly cares about their personal well-being (Eisenberger et al., 1986). Positive and different dimensional organizational outcomes of OCB were reported to exist from the direct effects of employee perception of organizational support (Bell & Menguc, 2002; Ehigie & Otukoya, 2005; Liu, 2009; Kaufman, Stamper & Tesluk, 2001; Moideenkutty, 2002). The citizenship behaviors that were specifically directed toward the organization (OCBO) have been reported to have stronger positive relationship with perceived organizational support than the citizenship behaviors that were specifically directed to individuals OCBI (Kaufman et al., 2001). Rhoades and Eisenberger (2002) have found that high levels of POS would result to employees engendering feelings of trust, long-term obligations, and organizational identification.

However, in the service oriented organizations, perceived organizational support has a significantly stronger positive relationship to citizenship behaviors directed toward the organization (OCB-O) than to citizenship behaviors directed toward the supervisor (OCB-S), and citizenship behaviors directed toward the customer (OCB-C) (Moideenkutty, 2002). Additionally, perceived organizational support has potential to affect the activities customer service and service quality through the role played by boundary-spanning employees (Bell & Menguc, 2002). Recently in the literature, Lin & Lin (2011) have indicated that the organizational support perceived by the frontline service personnel has positively affected service-oriented OCB. Perception of organizational support was seen to create employee loyalty and service-oriented OCBs and thus affecting service delivery.

Perceived organizational support was reported to have indirect effects on some organizational outcomes (Huang, Jin & Yang, 2004; Jawahar

& Carr, 2007; Peelle III, 2007; Piercy, Cravens, Lane & Vorhies, 2006). Perceived organizational support facilitates the relationships between management control and OCB (Piercy et al., 2006). Their findings demonstrated that sales manager control has a stronger effect on OCB through perceived organizational support than directly; also perceived organizational support has strongly affected salesperson's OCB. It was also reported that, through a mediating effect, perceived organizational support strongly affected OCB (Huang, Jin & Yang, 2004; Jawahar & Carr, 2007; Peelle III, 2007). However, the strength of the effect was shown to be stronger for females than for males (Huang, Jin & Yang, 2004). Additionally, it was demonstrated that support from both the supervisor and the organization elicits contextual performance or OCB from employees that generally were not predisposed to engage in OCB (Jawahar & Carr, 2007). This finding strongly portrayed leadership support and organizational support as critical indirect antecedents of an outstanding performance of OCB from the least expected segment of employees (i.e. those lacking OCB predisposition), thus indicating the strength of perceived organizational support mediation.

Perceived organizational support as the degree to which employees perceive that their organization values their contributions, respects them and truly cares about their personal well-being (Eisenberger et al., 1986) and having seen the strength of perceived organizational support on OCB, it is expected that POS can strongly mediate the relationship between transactional leadership, organizational justice, and psychological ownership on one hand, and OCB on the other hand.

Social exchange theory (Blau, 1964) can provide a good theoretical explanation of the proposed mediation of POS in the current hypothesized model of relationships between independent variables of transactional leadership, organizational justice, and psychological ownership and the criterion of OCB. Social exchange (Blau, 1964) implies that people make exchanges of some things of value among them. Thus, receiving benefits of social exchange from someone creates positive feelings and moral obligation to support the benefactor, which is socially and psychologically sanctioned by norms of reciprocity (Gouldner, 1960). Hence the favors, credits, and rewards from transactional leader (Abraham, 2003; Aluko, 2003; Nahum-Shani & Somech, 2011); the atmosphere of fairness, equity, and trust provided to employees through organizational justice (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Ali et al, 2010; Burton et al., 2008); and the genuine feeling of ownership for organization by the employee, even though, the employee does not actually own the organization (Avey et al., 2009; Md-Sidin et al., 2010; Van dyne & Pierce, 2004) will culminate to create a strong perception of organizational

support which ultimately translate in unsolicited positive behaviors (OCBs). From these backgrounds of positive effects of transactional leadership, organizational justice, and psychological ownership, the following hypothesis has been developed:

Hypothesis 4: Perception of organizational support will significantly mediate the relationship between transactional leadership, organizational justice, and psychological ownership and performance of OCB.

Mentoring as a Moderator

Mentoring has been defined as an interpersonal relationship existing between an older and more experienced individual called mentor, and a younger and less experienced individual called protégé (Kram, 1985). Mentoring has been viewed as a privilege by protégés because a mentor helps protégés handle their work and enhance their personal learning (Kram, 1985). Additionally, mentoring provides career support, psychosocial support, and role modeling functions which in aggregate promote protégés' career success (Richard, Taylor, Barnett, Nesbit, 2002).

Role modeling enjoyed by employee protégés was reported to have positively related to their OCB performance (Kwan, Liu & Yim, 2011). Furthermore, the finding has demonstrated that perceived mentoring relationship quality moderates the association between career support received and protégés' OCB. In addition, non-protégés and protégés who have received high levels of overall mentoring functions have been reported to perform more OCB than protégés who have received low levels of mentoring functions (Donaldson, Ensher & Grant-Vallone, 2000; Kwan et al., 2011). Similarly Kwan et al., (2011), in their second study investigating the effects of mentoring functions on receivers' organizational citizenship behavior in a Chinese context involving from 258 supervisor–subordinate dyads, have found that the role modeling received by subordinates to have positively affected both their OCB directed at individuals (OCB-I) and OCB directed at the organization (OCB-O). Further, the career support received has positively affected only the OCB-O. Importantly, mentoring through its moderating effect has become more effective in reducing turnover intentions as a result of employees experiencing increased levels of perceived organizational support, supervisor support, and job fit (Dawley, Andrews & Bucklew, 2010).

Organ (1977) has stated that employees who perceive to be inequitably over-rewarded tend to reciprocate by demonstrating OCB. Based on social exchange theory (Blau, 1964), which suggests that when an

individual treats the other individual well, the norm of reciprocity obliges the return of the favorable treatment (Gouldner, 1960), mentoring relationships may act as a vehicle to strengthen the employees' perception of organizational support. That because mentoring provides protégés with both instrumental and psychological support (Donaldson et al., 2000), the general belief employees have about how their organization values their contributions and care about their well-being (perception of organizational support) will be strengthen, thus leading to performance of OCB. From this background the following hypothesis has been formulated:

Hypothesis 5: Mentoring functions will significantly moderate the relationship between perception of organizational support and performance of OCB.

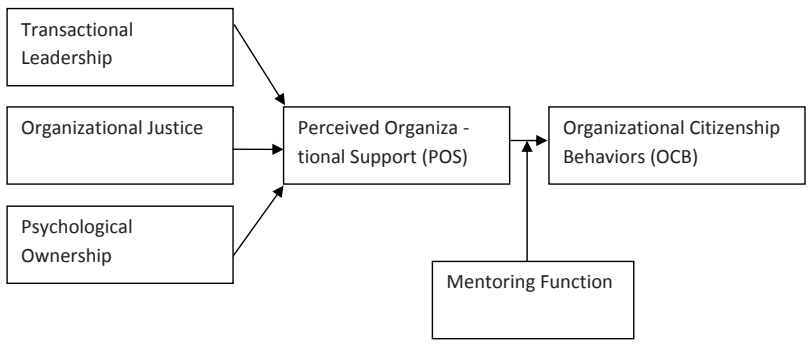

Figure 1. A schematic representation of the hypothesized relationships between transactional leadership, organizational justice and psychological ownership as independent variables; perceived organizational support as mediator; mentoring as moderator; and OCB as dependent variable.

Method

Sample and Procedure

This study will employ a cross-sectional method of data collection. Data will be collected from 375 (25 per cent) of the 15,000 staff of distribution company – a subsidiary company of Power Holding Company of Nigeria

(PHCN) in charge of marketing and distribution of electricity. All the items in the measurements will be on a 7-point scale ranging from (1) strongly disagree to (7) strongly agree.

Measures

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) will be measured using 14 items representing 2 OCB dimensions (i.e. OCB-I and OCB-O) originally developed by Williams and Anderson (1991). A representative item of the measurement is "I help others who have been absent". Cronbach's alphas for OCB-I and OCB-O were 0.88, and 0.90, respectively (Kwan et al., 2011).

Transactional Leadership

Transactional leadership will be measured using multifactor leadership questionnaire (MLQ) Form 5X short (Bass & Avolio, 2000), adjusted to the context of this study. Specifically, employees will be asked to evaluate the degree to which a particular behavior was typical of their supervisor. Transactional leadership will be measured using 8 items reflecting contingent reward, and active management-by-exceptions respectively. Passive management-by-exceptions was excluded from the measurement because of its resemblance to laissez-faire leadership which represents the absence of any leadership (Judge & Piccolo, 2004). Sample items from the measurement scales include: "The manager I am rating works out agreements with me on what I will receive if I do what needs to be done", and "The manager I am rating focuses attention on irregularities, mistakes, exceptions and deviations from what is expected of me."

Organizational Justice

All the three dimensions of organizational justice (i.e. distributive justice, procedural justice, and interactional justice) will be measured using scales developed by Moorman (1991). Organizational justice will be measured using 17 items with 5 dimensions from distributive justice, 6 items from procedural justice, and 6 items regarding interactional justice. Sample items from the measurement scales include "How fairly has your organization rewarding you considering the amount of effort you have put in?", "How fairly has your organization's procedures designed to

help you to gather accurate information for decision-making?" and "My supervisor considers my viewpoint".

Psychological Ownership

Psychological ownership will be measured using the Van Dyne and Pierce's (2004) seven-item scale. The Cronbach's alpha for this scale was .83 (Chi & Han, 2008). Sample items from the measurement scales include "I feel a very high degree of personal ownership for this organization" and "I sense that this is MY company".

Mentoring Functions

Mentoring will be measured with 15 items developed by Scandura and Ragins (1993). Three dimensions (i.e. career support, psychosocial support, and role modeling) will be assessed using 3 items each. Cronbach's alphas for career support, psychosocial support, and role modeling were recorded as 0.86, 0.75, and 0.79, respectively (Kwan et al., 2011).

Perceived Organizational Support

Because of the Survey of Perceived Organizational Support (SPOS) scale (Eisenberger et al., 1986) is uni-dimensional, and has high internal reliability, Rhoades and Eisenerger (2002) has recommended the use of shorter version. Therefore, five high loading items will be selected from the original items. An example of sample item is "the organization values my contribution to its well-being". Cronbach's alpha for the construct was 0.89 (Dawley, Houghton & Bucklew, 2010).

Conclusion

This study is about testing relationships of three important OCB predictors comprising of transactional leadership, organizational justice, and psychological ownership to be mediated and moderated by perceived organizational support (POS) and mentoring function respectively. This study is different from the previous studies in four important ways: (1) this study for the first time is to test significant effect of transactional leadership on perceived organizational support as mediator in this study model; (2) this study for the first time is to test significant effect of organizational justice perceived organizational support as mediator in this study model; (3) this study for the first time is to test significant

effect of psychological ownership on perceived organizational support as mediator in this study model; (4) for the first time mentoring will be tested as moderator in OCB model. This study will investigate the moderating effect of mentoring on the relationship between perceived organizational support.

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