

## Effect of Leadership Behaviors and Job Satisfaction on Organizational Citizenship Behavior of Private Commercial Banks in Bangladesh: A Conceptual Framework

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### Abstract

This study aims to examine the effect of leadership behaviors—specifically, empowering leadership behavior (ELB), micromanagement leadership behavior (MLB), and transformational leadership behavior (TLB)—on organizational citizenship behavior (OCB). Furthermore, it investigates the mediating role of job satisfaction (JS) in the relationship between leadership behaviors and OCB. The study proposes a comprehensive conceptual framework, grounded in existing theories and pertinent literature on leadership behaviors and employee OCB. Utilizing a quantitative approach, the research will employ a survey questionnaire to collect data from employees of private commercial banks in Bangladesh. The sample will be drawn from the top five banks in Dhaka, employing a stratified random sampling technique. Data analysis will be conducted using the SmartPLS statistical method software to discern the intricate relationships between the variables. Anticipated outcomes include insights into (a) the influence of ELB, MLB, and TLB on OCB and (b) the potential impact of employee job satisfaction on heightened OCB. The study contributes to academic discourse by opening avenues for further research in organizational management, particularly within the banking sector. The empirical evidence derived from the study offers valuable perspectives on how leadership behaviors shape employee conduct, specifically concerning OCB. These findings hold practical significance for practitioners, guiding the formulation and implementation of strategies aimed at fostering OCB and improving organizational effectiveness.

**Keywords:** Empowering Leadership Behavior, Micromanagement Leadership Behavior, Transformational Leadership Behavior, Job Satisfaction, Organizational Citizenship Behavior

**Introduction**

The global economy is in the process of recovering from the aftermath of the Covid-19 pandemic, with banks playing a crucial role in restoring economic stability (Waseem et al., 2020). Siddiqui (2019) highlights that in the fiercely competitive banking industry, banks strategically leverage their workforce, particularly in private commercial banks, where employees grapple with substantial workloads to maintain a competitive edge. This heightened workload results in increased job stress, negatively impacting productivity and diminishing employees' motivation for additional responsibilities (Islam, 2019).

Bangladesh, a rapidly developing economy driven by demographic advantages, a thriving garment industry, remittances, and a stable macroeconomic environment, has experienced robust growth in its banking sector over the past decade (Tu et al., 2021 & Nabi et al., 2017; Gazi et al., 2022). Despite the challenges posed by the Covid-19 pandemic, the country has attracted international financial institutions, with 51 local private and foreign commercial banks operating in Bangladesh (Sobhani et al., 2021). The economic success of a country is intricately linked to the performance, effectiveness, productivity, and profitability of its banking sector (Eyuboglu, 2016; Bikker & Bos, 2008), and the banking industry in Bangladesh faces the task of meeting global standards and benchmarks (Nguyen et al., 2011).

Customer complaints against 39 private commercial banks in Bangladesh, rising from 4,296 in 2013 to 4,530 in 2016, highlight the need for enhanced efficiency and improved services within the banking sector (The Star Business Report, 2017). The banking industry in Bangladesh grapples with issues related to employee retention, motivation, and job satisfaction, with employees facing demanding workloads, heightened job pressures, and intense competition (Rahaman et al., 2023; Ashraf, 2023; Khatun et al., 2023). In this competitive environment, committed employees willing to take ownership of their roles and engage in voluntary activities are crucial for organizational success (Khatun et al., 2023). These challenges align with Organ's (1988) "five-factor OCB model," emphasizing the importance of fostering organizational citizenship behaviors to improve customer service in the banking sector.

Acknowledging employees as a valuable asset, their role in achieving business objectives is vital, especially in addressing organizational challenges in the current competitive environment (Shuvro et al., 2020; Stefurak et al., 2020). Fostering employee motivation for Organizational Citizenship Behavior (OCB) is crucial for organizational success, with employee satisfaction playing a critical role in this regard (Culibrk et al., 2018). The banking sector in Bangladesh recognizes the significance of employee job satisfaction, as it directly influences organizational success, job satisfaction levels, and customer satisfaction (Culibrk et al., 2018). In the dynamic landscape of the banking sector, the interplay between leadership behaviors, job satisfaction, and OCB is paramount for organizational success. Understanding how these factors influence each other is crucial for private commercial banks in Bangladesh to thrive in a competitive market environment. This study aims to address critical gaps in current knowledge by exploring how these factors intersect and influence each other.

The significance of this study lies in its potential to offer practical insights with direct implications for organizational management and policymaking. As private commercial banks face intense competition and evolving customer expectations, the ability to foster a culture of excellence and employee commitment is paramount. Effective leadership and high job satisfaction can catalyze OCB, leading to superior service delivery and competitive advantage. Grounded in established theories, it enhances understanding of how these behaviors

influence employee attitudes and behaviors, addressing gaps in current research. The expected findings suggest practical implications for banking practitioners and policymakers, emphasizing the importance of targeted training programs and policies to enhance leadership effectiveness. By fostering a culture that encourages OCB, banks can improve employee engagement, motivation, and productivity, leading to better customer service and competitive advantage. Implementing recommendations from the study, such as leveraging empowering, micromanagement, and transformational behaviors in training programs, can help banks become more competitive, innovative, and contribute to the nation's economic growth through a motivated and dynamic workforce.

Studies indicate that satisfied employees exhibiting OCB are instrumental in enhancing the profitability and growth of financial institutions (Ali & Anwar, 2021). Therefore, there is an active investment by banks to elevate employee satisfaction levels, as satisfied and committed employees are more likely to go beyond routine responsibilities and provide superior client services (Sobaih and Hasanein, 2020). However, career dissatisfaction among bank employees in Bangladesh has led to subpar customer service (Awal et al., 2020). The absence of Service-Oriented Organizational Citizenship Behavior (SO-OCB) has contributed to customer discontentment and a decline in overall service quality (Sultana and Johari, 2023; Sultana and Khandakar, 2022). OCB becomes crucial for greater employee commitment and motivation, ultimately contributing to enhanced customer satisfaction and organizational success.

Leadership behaviors, especially ELB, play a critical role in motivating employees to exhibit OCB (Yukl, 2012; Cheong et al., 2019). ELB involves subordinates in decision-making and problem-solving, essential for maintaining employee job satisfaction. Satisfied and empowered employees are more likely to engage in OCB, fostering organizational strength and employee enthusiasm (Alzahrani, 2020; Shie & Chang, 2022). In Bangladesh's banking sector, engaging employees in OCB is critical for uninterrupted services, greater customer satisfaction, and overall growth. OCB helps build a sense of purpose among team members, preventing burnout and aligning roles to increase productivity. Leadership behaviors are pivotal in motivating employees to generate OCB in the banking sector, as explored in the current study on the impact of ELB, MLB, and TLB on OCB, with job satisfaction as a mediator.

### **Theoretical Framework**

The theoretical framework underpinning this study draws on established theories, including social exchange (Blau, 1964), psychological empowerment (Spreitzer, 1995), motivation-hygiene (Herzberg et al., 1959), and transformational leadership (Bass, 1985). Social exchange theory posits a reciprocal relationship between employers and employees, emphasizing positive behaviors and commitment. Psychological empowerment theory suggests that empowered employees exceed their designated responsibilities. Motivation-hygiene theory categorizes positive behaviors as "motivator factors" and "hygiene factors," impacting job satisfaction. Transformational leadership theory focuses on leadership inspiring personal and organizational benefits. This integrated framework provides a solid foundation for understanding the complex dynamics between the identified variables.

### **Literature Review and Hypothesis Development**

#### **The Relationship between Empowering Leader Behavior and Organizational Citizenship Behavior**

ELB, recognized for fostering growth and development opportunities for followers, has gained prominence in the ever-evolving business environment (Amundsen & Martinsen, 2014). Initially introduced by Conger and Kanungo (1988), the concept has been refined by scholars like (Chebat and Kollias, 2000; Hartline and Ferrell, 1996; Spreitzer, 1995, 1996). Rooted in social exchange theory Blau (1964), ELB is characterized by dimensions such as meaningful work, participation in decision-making, confidence in high performance, and autonomy (Ahearne et al., 2005).

Numerous studies link ELB to OCB (Morrison, 1996; Nihoff and Moorman, 1993; Bearn, 2000). In India, ELB positively correlates with OCB and team performance (Bearn, 2000). Social exchange relationships, influenced by ELB, impact OCB by involving employees in decision-making and empowering them (Cardona et al., 2004). Empowered and participative employees tend to exhibit greater OCB and a stronger sense of organizational belonging (Somech & Bogler, 2002; Greasley et al., 2004).

ELB enhances employee motivation, leading to generate more OCB (Den Hartog, Koopman, & Thierry, 2010). Empowered employees reciprocate through pro-organizational behavior, aligning with social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005). Motivated and empowered employees often engage in OCB by going beyond assigned duties and assisting others (Alzahrani, 2020). ELB increases organizational strength and employee enthusiasm, contributing to OCB (Li et al., 2022). Enthusiastic and satisfied employees exhibit OCB consistent with Organ's characteristics (Xu et al., 2019).

Psychological empowerment theory (Spreitzer, 1995) underscores supervisors' role in empowering employees, aligning with social exchange theory (Blau, 1964). Employees engaging in positive exchange relationships based on motivating experiences generate more OCB (Gnankob et al., 2022). The current study empirically examines the positive relationship between ELB and OCB, drawing on relevant theories and literature.

While numerous empirical studies globally consistently report positive relationships between ELB and OCB (Alzahrani, 2020; Gnankob et al., 2022; Li et al., 2022; Jiang et al., 2019; Chan, 2019; Thakre and Mathew, 2020; Pradhan and Mishra, 2021; Nayebi, 2014; Gorji and Ranjbar, 2013; Sinha and Negi, 2019; Sargolzae and Keshtegar, 2015; Garg and Suri, 2013; Kosar, 2017; Park et al., 2017; Adekanmbi and Ukpere, 2021; Zahra et al., 2021; Kuye and Sulaimon, 2011; Irawanto, 2015; Kim, 2006; Ohana et al., 2013; Ijeoma, 2020; Badubi, 2017; Park, 2016; Yee, 2018; Gustari and Widodo, 2020; Shahab et al., 2018, none have explored this relationship in Bangladesh's banking sector. Therefore, the current study fills this gap by examining the relationship between ELB and OCB, using psychological empowerment and social exchange theory within the context of Bangladesh's banking sector.

#### **The Relationship between Micromanagement Leadership Behavior and Organizational Citizenship Behavior**

MLB, characterized by excessive control and scrutiny, creates an environment where employees feel disempowered and lacking trust (Stephen, 2020). This behavior inhibits the display of OCB, as employees discouraged by micromanagement may cease exhibiting extra-role behaviors (Rajkumar et al., 2016). Chambers (2004) notes that micromanagement hinders individual and team growth by inhibiting decision-making autonomy.

The three dimensions of MLB—distrust in subordinate competency, excessive monitoring, and consultation requirements for all decisions—significantly impact employee outcomes (Nguyen et al., 2020). Employees thrive on decision-making freedom and creativity, leading to OCBs (DeCaro et al., 2011; Xu et al., 2019). MLB, by restricting decision-making power, diminishes OCB (Rajkumar et al., 2016).

Drawing on the motivation-hygiene theory Herzberg et al (1959) and social exchange theory (Blau, 1964), this study explores the impact of MLB on OCB. Positive organizational behavior motivates OCB, while negative behaviors, like excessive control, disengage employees, resulting in reduced OCB (Rajkumar et al., 2016; Ahmad & Zafar, 2018).

Micromanagement undermines psychological empowerment, impacting job satisfaction (Aggarwal et al., 2020; Taylor, 2017). A positive organizational culture and behavior empower employees, leading to greater OCB (Urbini et al., 2021; Jain and Rizvi, 2018). Conversely, MLB-induced stress reduces OCB (Mishra et al., 2019), as demonstrated in studies from India (Jain and Rizvi, 2018; Mishra et al., 2019).

In China, leaders not empowering associates resulted in demotivation and reduced OCB (Jiang et al., 2019). Similarly, MLB correlated with employee disengagement, stress, and counterproductive behaviors, opposing OCB (Rajkumar et al., 2016). Despite being a relatively new term in research, MLB's negative impact on OCB necessitates exploration. This study addresses the gap, examining the relationship between MLB and OCB using the motivation-hygiene and social exchange theories.

### **The Relationship between Transformational Leadership Behavior and Organizational Citizenship Behavior**

The concept of transformational leadership, initially proposed by Downton (1973) and refined by Burns (1978), emphasizes meeting followers' needs to establish a mutually beneficial relationship. Scholars like Bass (1985), Landy (1985), and Graen et al. (1982) have significantly contributed to understanding the impact of TLB on organizational performance and behavior. TLB, as defined by Manoppo (2020), involves leaders and subordinates aiding each other in developing higher moral and motivational levels, fostering positive behavioral transformations among employees (Nauman et al., 2022; Sohmen, 2013).

Bass (1985) extended Burns' (1978) model, outlining four components of TLB: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. While studies from Arokiasamy et al (2022); Purwanto et al (2021); Novianti (2021); Pattnaik and Sahoo (2021); Febrian (2021); Nugraha (2021); Sürücü (2021); Ali and Siddiqui (2019); Purnomo and Hadi (2019); Dartey-Baah et al (2019); Han et al (2016) affirm a positive TLB-OCB relationship, Nazarian et al. (2021) present contrary results. Analyzing data from 392 employees and managers in 160 independent hotels in Iran, their findings indicate no significant association between TLB and OCB. Previous empirical studies reveal mixed or inconsistent findings regarding the TLB-OCB relationship, necessitating a clearer understanding of this association.

### **Job Satisfaction as a Mediator**

This research explores the mediating role of job JS between leadership behaviors and OCB. While prior research has explored JS as a mediator in various relationships, the interplay between ELB, MLB, TLB, and OCB remains unexplored. Existing studies indicate a positive association between OCB and JS (Setyowati et al., 2022; Makruf et al., 2021; Kartono & Febriyani, 2019). ELB, identified as a precursor to OCB, positively influences JS (Pradhan &



Mishra, 2021; Zahra et al., 2021; Adekanmbi & Ukpere, 2021; Ijeoma, 2020), with empirical evidence supporting JS as a mediator in the ELB-OCB relationship (Bogler & Somech, 2004; Gustari & Widodo, 2020; Jing et al., 2021; Makruf et al., 2021).

The direct association between ELB and JS is evident in studies examining psychological empowerment in Refah Bank, Iran (Nikpour, 2018), and the relationship between employee empowerment and JS (Elnaga & Imran, 2014). However, the mediating role of JS in the ELB-OCB link requires deeper exploration. MLB's association with OCB is minimally studied, prompting the examination of JS as a mediating factor. Studies on toxic leadership, akin to MLB, reveal a significant reduction in JS Bakkal et al (2019), emphasizing the need to explore JS as a mediator in the MLB-OCB relationship. MLB's impact on autonomy, correlated with JS, further underscores the potential mediating role of JS in the MLB-OCB dynamic (Wright, 1999). The negative repercussions of MLB on managers, generating job dissatisfaction and hindering OCB, emphasize the importance of scrutinizing JS as a mediator in the MLB-OCB relationship (Sidhu, 2012). Empirical studies in various sectors support the positive influence of TLB on JS and OCB (Munfaqiroh et al., 2021; Herminingsih, 2020; Ferdus & Kabir, 2018; Shofiyuddin et al., 2021; Purwanto et al., 2021; Idris et al., 2021). Acknowledging the mediating role of JS in the TLB-OCB association in other industry, the study builds on these findings to examine the specific context of the banking industry.

The existing gap in research on the banking sector, as demonstrated by Maulidia et al. (2023), highlights the scarcity of investigations into OCB with JS as a mediating variable. Given the limited evidence in the literature regarding the mediating influence of JS in the ELB, MLB, TLB, and OCB relationships, this study aims to contribute valuable empirical insights, especially within the unique context of the banking sector in Bangladesh.

**Conceptual Framework**

This research posits Empowering Leadership Behavior (ELB), Micromanagement Leadership Behavior (MLB), and Transformational Leadership Behavior (TLB) as independent variables influencing Organizational Citizenship Behavior (OCB), with the mediating factor being job satisfaction. Building upon the knowledge gleaned from the literature review and the extensive discussions in this chapter, a comprehensive conceptual framework is constructed, visually represented in Figure 2.1.

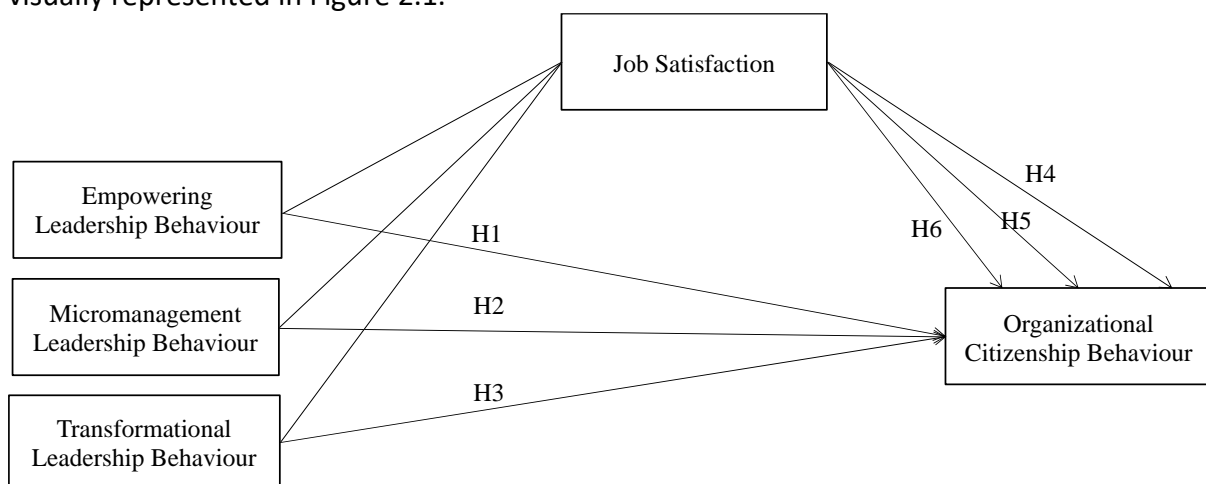


Figure 2. 1. Conceptual Framework

**Hypotheses Development**

Based on earlier literature review, the study proposes the following hypotheses:

*H1: There is a significant relationship between empowering leadership behavior and organizational citizenship behavior.*

*H2: There is a significant relationship between micromanagement leadership behavior and organizational citizenship behavior.*

*H3: There is a significant relationship between transformational leadership behavior and organizational citizenship behavior.*

*H4: Job satisfaction mediates the relationship between empowering leadership behavior and organizational citizenship behavior.*

*H5: Job satisfaction mediates the relationship between micromanagement leadership behavior and organizational citizenship behavior.*

*H6: Job satisfaction mediates the relationship between transformational leadership behavior and organizational citizenship behavior.*

### **Conclusion**

In conclusion, the existing literature lacks a suitable framework for examining the interplay of ELB, MLB, TLB, JS, and OCB within the banking sector of Bangladesh. This study addresses this gap by introducing a comprehensive framework, emphasizing the intricate relationships among ELB, MLB, and TLB with OCB, with particular emphasis on the mediating role of job satisfaction. The theoretical framework serves as a foundation for subsequent empirical inquiries, guiding systematic exploration of leadership behaviors in the nuanced context of Bangladesh's banking sector.

The anticipated contributions of this framework extend beyond the theoretical realm. It is poised to bridge the existing gap in literature, presenting a novel model tailored to the banking sector. The study's findings will significantly contribute to the discourse on ELB, MLB, and TLB, offering valuable theoretical implications for future organizational behavior research. Moreover, this study holds practical relevance for practitioners and policymakers in the banking sector, shedding light on the specific skills and competencies required by leaders to manage banking institutions effectively. The framework aids in the development of targeted training programs and policies, enhancing the performance and efficacy of bank leaders, thus benefiting the broader community.

Understanding the determinants of OCB provides banking organizations with insights into key drivers of employee engagement, motivation, and productivity. Cultivating a workplace culture that encourages and rewards OCB can enhance employee satisfaction, retention, and customer service, thereby strengthening the competitive position of banks. The study's insights can help banking organizations identify relevant types of OCB and develop strategies to foster these behaviors, contributing to a positive work environment, increased employee morale, and overall organizational performance.

In essence, this study's findings offer valuable recommendations for banking organizations to create a culture of cooperation, collaboration, and excellence, benefiting both employees and customers. The insights can guide stakeholders in tackling complex tasks, adapting to change, and contributing to the competitive and innovative edge of banks with a motivated and dynamic workforce. The adoption of ELB, MLB, and TLB in training programs can enhance employee performance, offering banks a competitive advantage and contributing to the nation's economic growth beyond monetary aspects.

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