

# Impact of Leadership Self-Efficacy on Organizational Citizenship Behaviour: A Qualitative Analysis on Academic Leaders Perceptions

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**Abstract** -- Higher education institutions are renowned for producing the right and qualified human capital needed for holistic development. Academic leaders play a vital role in attaining goals of higher education institutions. Their self-efficacy can make or mar an organization. It also account for the behavior exhibited by followers in an organization. This study explore the impact of leadership self-efficacy on organizational citizenship behaviour of staffs in public higher education institutions. It adopted a qualitative case study research design. 10 academic leaders whom were randomly selected across 10 different higher education institutions in Lagos State were sampled in this study. The findings of the study indicated that academic leaders developed their self-efficacy through personal development, interaction with the society and experience. It was also found that self-efficacy of leaders contributed greatly to staffs' commitment and motivation. These later impacts on the staffs' display of organizational citizenship behaviour. In order to improve the performance of staffs in higher education institutions, academic leaders must strive to develop positive attitude to work, display high self-efficacy and enhance their leadership competencies.

**Keywords** -- Academic leaders, Leadership self-efficacy, Organizational citizenship behaviour