

# Perceived Favouritism and Organisational Citizenship Behaviour: Insights from Ghanaian Organisations

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## **Abstract**

The effects of subordinates' perception of favouritism by their superiors and how it affects subordinates' commitment and extra-role behaviours in their organisations were examined in this study. Analysis of empirical data from a survey of 296 employees in two organisations in Ghana revealed interesting insights into their work and extra-role values. It was found that although no significant difference in the amount of perceived supervisory support existed, perception of relational demography in particular ethnicity greatly shaped the exchanges between supervisors and their subordinate. The amount of perceived supervisory support was equally shaped by perception of relational demography. Since subordinates with more supervisory support were highly committed, there was an inverse relationship between perceived favouritism and their organisational commitment behaviours. Contrary to expectations, subordinates who perceived supervisor discrimination were unwilling to quit their organisations but rather continued to stay and offer extra-role behaviours. It is suggested that organisational output will increase tremendously if the negative perceptions are corrected.

**Keywords:** Citizenship behaviour, Organisational commitment, Favouritism, Ethnicity

## 1. Introduction

The general literature on relational demography in work settings points to merits associated with diversity including among others higher output and commitment intents of employees. However, diversity could be counter-productive if it is poorly managed. As Ensher, Grant-Vallone, and Donaldson (2001) aptly note, employees with varying perceptions of fairness and favouritism put up opposing work behaviours and attitude that affect their organisation's task. Although research linking relational demography to work behaviours in organisations abounds in the global north, the same cannot be said about the global south. Yet it is in the global south that the effects of relational demography appear glaring; given the high rates of unemployment amidst diverse ethnic groupings, their employment and recruitment practices tend to be framed with favouritism and nepotism orientations (Collier, 2000). This could undermine the use of meritocracy in organisational practices and yield poor work behaviours and productivity. Graves and Powell (1995) provide evidence on some effects perceived similarity may have on recruiters and their decision to hire employees. This perception affects the subsequent exchanges, work behaviours and attitudes of workers in the organisation. Ghana, a developing country with a multiethnic population provides a context for the enactment of differential treatment that may affect work behaviours given that people sometimes seek gainful employment by resorting to their ethnic kinsmen for favours with promises of trust and loyalty in return (Asamoah, 1990). Ethnic favouritism has been noted to influence the merit system and recruitment practices in the Ghanaian workplace (Shellunkindo & Baguma, 1993) and that practice affects employees work attitudes such as their turnover intentions and productivity for the organisations concerned (Abdulai, 2000). More so important for enterprises is the effect of such practice on employees' commitment and citizenship values such as willingness to do tasks for other colleagues in support of the organisation's goal. Yet these work behaviours depend largely on the type of interaction between supervisors and their subordinates (Truckenbrodt, 2000). Against this backdrop, relational demography of employees becomes essential in explaining any productivity outlook and work behaviour in organisations that operate in multiethnic contexts.

### *1.1 Relational Demography in Ghanaian Work Settings*

A balanced application of the merit system in work relations in Ghana has been the subject of much research (Woode, 1997, Abdulai, 2000). The challenge with meritocracy has been attributed, in part, to the multi-ethnic mix of the population (Agyeman, 1998) that spurs strong ethnic loyalties which in turn influences perception of favouritism and discrimination in recruitment and job promotion processes. Abdulai (2000) noted that such discriminatory practices in public organisations engender suspicion and tension among workers. Despite previous suggestions that recourse to ethnicity in work and social settings may have declined (Chazan, 1982), recent observations point to its preponderance and influence in work processes. Indeed, ethnic group membership becomes important in specific social settings for elites who quickly massage such sentiments even from low-ranking employee once their interest and position in that social class is threatened (Ametewee, 2007). Collier (2000) found evidence in the 1980s when employees from the locally-dominant ethnic groups received favours in promotion and more pay (over 25%) than other colleagues after skills, age, and

education had been controlled for. Fundamental to kin-group relations in work settings is the loyalty exacted by kinsmen (Agyeman, 1986; Tonah, 2007) and especially those in leadership positions give more favours to their ethnic group (in-group) subordinates than other ethnic group (out-group) subordinates. These leaders could easily exact trust and loyalty that they cannot easily attract from subordinates from other groups. Hodson and Sullivan (1994) believe that with workers split, in-group subordinates tend to receive more resources than out-group members which translate into differential work attitudes and outcomes. The leaders' favourites may produce desirable outcomes such as commitment, citizenship behaviour and higher job performance while those in the out-group may develop negative work attitudes in the form of lateness, absenteeism, fatigue, slowdowns and unionism. To sum up, in multi-ethnic contexts, the differential treatment of subordinates and the associated work behaviours may adversely affect productivity in both public and private organisations. Given the benefits of team work, the aim of this paper is to analyze employees' perception of ethnic favouritism and its effects on their organisational commitment and extra-role behaviours. The remainder of the paper discusses theory and evidence on leader-subordinate interactions followed by a brief note on the empirical data and methods. Afterwards, an analysis of results and findings is provided. The paper concludes with some recommendations for research and practice.

## **2. Leadership Approach to Employees Work Relations**

### *2.1 Leader-Member Exchange Theory*

The subject matter of the leader-member exchange (LMX) is that superiors do not treat all subordinates equally; they differentiate between them and that a leader's style of interaction is not consistent towards all subordinates (Graen, Liden & Hoel, 1982; Power, 2013). Rather, leaders do discriminate and in so doing create negative situations i.e. leadership does not always produce positive outcomes (Dansereau, 1995). A major concern in the LMX theory is the limitation placed on time and resources which allows leaders to put their trust in some subordinates in managing their work units (Graen & Uhl-Bien, 1995). However, high-quality interactions (i.e. high-quality LMX) develop only between a leader and selected subordinates (Graen & Uhl-Bien, 1995; Dansereau et al., 1975). Such subordinates receive mutually supportive behaviours such as personal attention, mutual trust, loyalty as well as open channels to communicate their ideas (Liden & Graen, 1980; Dienesch & Liden, 1986). They may also gain favours and opportunities in job assignments, promotions, and job performance ratings. In contrast, subordinates with low-quality interaction with their leaders tend to have limited support and reciprocal behaviours and somewhat interact within the narrow limits of the formal rules (Graen, Dansereau, Minami, & Cashman, 1973). The consequence, as noted by Van Breukelen et al. (2006), is the splitting of work units into out-groups (in which subordinates only superficially interact with the leader) and in-groups (with privileged subordinates that the leader cooperates and frequently communicates with). The LMX theory therefore sees the interaction quality as essentially different and predictive of organisational outcomes than leader characteristics proposed by other approaches (Graen & Uhl-Bien, 1995; House & Aditya, 1997).

## *2.2 Leader-Member Exchange and Work Behaviours*

Empirical studies have found significant relationships between leader's preference for particular subordinates (high-quality interaction) and how that shapes important work behaviours and outcomes (Lunenburg, 2010; Sun, Chow, Chiu & Pan, 2013; Vecchio, 1985). Dansereau et al.'s (1975) study of supervisor-subordinate dyads in a university setting found that in-group subordinates had more attention, personal and job support from the leaders. Liden and Graen's (1980) study of leader-member dyads in three service departments consistently found that leaders assigned more job responsibilities to subordinates in such dyads and that subordinates' output and job performance were also high. In addition, supervisor-subordinate dyads studied by Graen and Schiemann (1978) found higher agreement between leaders and subordinates on job-related issues within both high and intermediate quality dyads. Furthermore, Graen, Liden and Hoel's (1982) study to understand turnover intentions of dyads comprising systems analysts and computer programmers in a public organisation found that the quality of LMX highly predicted subordinates' turnover intentions. Truckenbrodt's (2000) study linking supervisor-subordinate interaction to commitment and extra-role behaviours found that leader-member interaction highly predicted subordinates' commitment and performance of altruistic behaviours. In recent years, the LMX quality has become important for health systems and information management (Hunt, 2014). Hays and Luo's (2013) study of leader-member interaction among health informatics employees found quality LMX among trainers and co-workers positively predicted the training and provision of health information-related services. The LMX theory is thus invaluable in the analysis of the leadership process (Dansereau et al., 1975; Lunenburg, 2010; Power, 2013) despite de-emphasizing inter-group comparison and behaviour such as favouritism (Hogg et al., 2005). The connection between LMX and relational demography (Duchon et al., 1986; Greenberg & Baron, 2000; Barbuto & Gifford, 2012) makes it even more plausible for perceptions of ethnic favouritism to influence work relations between leaders and subordinates in multi-ethnic Ghana. The differential treatment and split of work units into in-groups and out-groups may cause the latter to feel discriminated against and produce negative work behaviours such as turnover, withdrawal, and aggression (Allport, 1958).

## *2.3 Hypotheses*

Following theoretical arguments and empirical evidence, the following hypotheses are stated:

*H<sub>1</sub>*: Subordinates with similar ethnicity as their leader will perceive higher supervisory support.

*H<sub>2</sub>*: Subordinates with higher perceived supervisory support will be highly committed to their organisation.

*H<sub>3</sub>*: Subordinates' organisational commitment will be inversely related to their perception of favouritism after effects of age, education and tenure in organisation have been controlled for.

*H<sub>4</sub>*: Subordinates' commitment and extra-role behaviours will be inversely related to their perception of favouritism after the effects of age, education and tenure in organisation have been controlled for.

### **3. Methods and Empirical Data**

#### *3.1 The Organisations and Respondents*

Questionnaire survey with a cross-sectional design targeted employees in two organisations that produce alcoholic beverages: one public and one private in Accra and Kumasi respectively. The two cities are the major hubs for industry and enterprise but Accra has a relatively heterogeneous ethnic-mix compared with Kumasi where the ethnic-mix is relatively homogenous. The dynamics in the socio-cultural environments and organisational ownership therefore allowed for comparative analysis of relational demography and work behaviours. Out of the 384 active employees in the two organisations, 296 returned useable questionnaires giving a response rate of 77.1 percent.

#### *3.2 Dimensions and Scales*

On a 5-point likert-type response format ranging from 5 (strongly agree) to 1 (strongly disagree) the dimensions of work behaviour were measured as follows:

*Perceived Organisational Support*: measured with a four-item scale adapted from Eisenberger, Hutington, Hutchison and Sowa (1986); *Perceived Supervisory Support*: measured with a four-item scale adapted from Eisenberger, Stinglhamber, Vandenberg, Sucharsiki, and Rhoades (2002); *Organisational Commitment*: measured with a 15-item organisational commitment questionnaire (OCQ) by Mowday, Steers, and Porter, (1979); *Organisational Citizenship Behaviour*: measured by an 11-item measure developed by Farh, Earley and Lin, (1997); *Allocation of Organisational Resources*: measured with an 8-item scale developed for the study and measured relational demography and job resource allocation.

### **4. Results and Discussions**

#### *4.1 Employees' Background Data*

The background information of respondents could briefly be summed up as follows: out of the 296 respondents, there were 21 (7.1%) supervisors and 275 (92.9%) subordinates. There were 198 (66.9%) males and 98 (33.1%) females but the public organisation had 138 (69.7%) males compared with 60 (30.3%) from the private organisation. Again, 57 (58.2%) of the females were from the public organisation with 41 (41.8) from the private organisation. The mean age of the respondents was 33.3 years ( $SD=7.9$ ) but the men were relatively older (34.6 years,  $SD=8.5$ ) than the women (30.7 years,  $SD=5.9$ ). The respondents held high educational achievement: 21 (7.1%) had basic; 163 (55.1%) held secondary or vocational; and 45 (15.3%) held tertiary or post-graduate qualifications. Just a few (0.3%) had no formal education. The mean tenure of work in their organisations was substantial (15.7 years,  $SD=6.99$ ). Respondents ethnicities generally reflected the various groupings in Ghana and comprised 176 (59.5%) Akan; 57 (19.3%) Ga-Dangme; 31 (10.5%) Ewe; 15 (5.1%) Mole-Dagbani; 9

(3.0%) Guan; and 4 (1.4%) Grusi. Only 1.4 percent gave their ethnicity as 'other'. The effects of these socio-demographic data on work behaviour seem mixed; the youthful age of employees may predict respondents' mobility between organisations in much the same way as their high educational background may predict their turnover behaviours. However, the substantial years of tenure in the organisations may also predict commitment values, behaviours and even pro-social work behaviours.

#### *4.2 Perceived Organisational and Supervisory Support*

Respondents perceived high support from their organisations ( $M=3.52$ ;  $SD=1.15$ ) with about 70 percent of the 275 subordinates saying their organisation strongly considers their goals and values. Another 60 percent believed their organisation really cared about their well-being and never thought they were exploited in any way by the organisation. Across organisations, they did not differ significantly as was supported by the independent-samples t-test which compared subordinates perception of organisational support scores for the public and private organisations [public  $M=14.49$ ,  $SD=4.14$  and the private  $M=13.27$ ,  $SD=5.37$ ;  $t(144.66)=1.905$ ,  $p=.059$ ]: The differences in means was also very small (eta squared=.013). Regarding perceived supervisory support, subordinates held just fair views ( $M=3.28$ ;  $SD=1.01$ ) with about 50 percent of the 275 saying they received support from their supervisors to deal with personal crises although about 60 percent received job-related support from their supervisors. Again, the difference across organisations was not significant as shown by the independent-samples t-test which compared subordinates' perception of support from their supervisors in the public and the private organisations [public  $M=13.32$ ,  $SD=4.76$  and the private  $M=12.69$ ,  $SD=5.58$ ;  $t(156.49)=-.921$ ,  $p=.36$ ]: The magnitude of the differences in means was though large (eta squared=.99). When the results of the two support types are compared, the subordinates held more perceived support from the organisation than from their supervisors. Therefore, one may argue, they were more globally than locally committed (Becker, 1992) and more likely to produce organisational outcomes such as job satisfaction and lower turnover (Cheng et al., 2003) and less likely to produce citizenship behaviours such as covering a task for a colleague which depends largely on leader-member exchange quality (Truckenbrodt, 2000).

#### *4.3 Relational Demography and Perception of Supervisory Support*

Overall, subordinates did not think of their superiors as discriminatory in assigning resources and job responsibilities ( $M=2.04$ ;  $SD=0.68$ ) with over 50 percent of the 275 subordinates saying their supervisors allocated job resources fairly. Again, more than 70 percent of the subordinates thought their supervisors did not favour same ethnic group subordinates. In both organisations, no statistically significant difference was found between subordinates perception of ethnic favouritism as observed from the independent-samples t-test that compared subordinates' perception of favouritism in the two organisations [public  $M=15.91$ ,  $SD=5.59$  and private  $M=17.09$ ,  $SD=5.06$ ;  $t(196.344)=-1.76$ ,  $p=.079$ ]: The differences in means was very small (eta squared=-.01). The impression one gets from the perspective of the subordinates is that favouritism may not play any significant role in the distribution of organisational resources. Despite subordinates' somewhat positive assessment of their

supervisors, the latter showed a higher tendency to employ relational demography in the assignment of tasks and organisational resources ( $M=3.02$ ,  $SD=0.68$ ). Although over 90% prioritized trustworthy and loyalty when assigning resources and tasks irrespective of subordinates ethnic background, more than 60 percent of the 21 supervisors showed willingness to give more resources and responsibilities to subordinates with the same ethnicity as supervisor. They claimed that practice helped them to exact support and loyalty from such subordinates and it was revealing that more than 50 percent of the 21 supervisors said they sometimes favour same ethnic group subordinates with more resources in return for the subordinates' support and loyalty. That picture gets even clearer if one matches subordinates' perception of support from their supervisors with their ethnicity which showed startling results for the three dominant ethnic groups. The Ga-Dangme had the overall supervisory support (over 75.0%) compared with the Ewe (over 60%) and the Akan (over 50%).

Results of analysis of variance conducted to explore the impact of ethnicity on the amount of perceived supervisory support found a significant relationship between ethnic grouping and the perception of supervisory support:

Perceived supervisory support was measured by the total perceived supervisory support (TPSS) measure and subordinates were divided into seven groups according to their ethnicity (Group 1: Akan; Group 2: Ewe; Group 3: Ga-Dangme; Group 4: Guan; Group 5: Grusi; Group 6: Mole-Dagbani; Group 7: 'Other'). A statistically significant difference was found at the  $p<0.05$  level in TPSS scores for the seven groups [ $F(6, 268)=4.25$ ,  $p=0.001$ ]. The difference in mean scores was large. The effect size was .09. Post-hoc comparisons using the Tukey HSD test indicated that the mean score for Group 1 ( $M=12.13$ ,  $SD=5.16$ ) was statistically different from group 3 ( $M=15.29$ ,  $SD=3.52$ ). Group 2 ( $M=13.17$ ,  $SD=5.36$ ), Group 4 ( $M=16.13$ ,  $SD=3.14$ ), Group 5 ( $M=16.0$ ,  $SD=0.82$ ), Group 6 ( $M=12.7$ ,  $SD=6.03$ ), and Group 7 ( $M=18.7$ ,  $SD=2.3$ ) did not differ significantly from either Group 1 or 3.

This finding implies that subordinates in ethnic groups with more support most likely get high-quality LMX than those from other ethnic groups even if such favours are not obvious to them.

#### *4.4 Supervisory Support and Subordinates Commitment Values*

Commitment values among subordinates was generally high ( $M=3.37$ ,  $SD=0.88$ ) with over 70 percent of the subordinates willing to help their organisation gain success and more than 60 percent feeling loyal to their organisations. The men rather seemed slightly more committed to helping their organisations succeed than (over 75%) than the women (about 68 %) given also that more men (97.5% out of 120) who received supervisory support were committed compared with women (88.7% out of 53) in the same category. This contradicts previous studies (Elizur, 1994; Mellor et al., 1994; Bauer & Green, 1994; Furnham, 1984) which reported that females more than males tend to have higher commitment values. The explanation was that men tend seek money and cognitive outcomes e.g. competitiveness, and long-term career goals while women seek affiliative needs e.g. social approval and short-term career goals. The present finding might arise from the fewer number of female supervisors in

the organisations which make female subordinates perceive little support and thus less committed. Ethnicity of subordinates also related highly to their organisational commitment values (see Table 1). Results for members of the three dominant ethnic groups (Akan, Ewe and Ga-Dangme) in the two organisations were very interesting. Indeed, over 92 percent of the 52 subordinates from the Ga-Dangme group were willing to expend extra effort for their organisations to succeed compared with over 73 percent of the 30 subordinates from the Ewe group and 64 percent of the 164 subordinates from the Akan group. Again, almost 89 percent of the subordinates from the Ga-Dangme group said they were proud to be part of their organisation compared with the subordinates from the Ewe (73.3%) and the Akan (57.3%) groups who expressed the same view.

Table 1. Ethnicity of subordinates and level of commitment to organisation

Ethnicity	Proud to be part of organisation			Total (%)
	Agree (%)	Indiff. (%)	Disagree (%)	
Akan	94 (57.3)	9 (5.5)	61 (37.2)	103 (100)
Ewe	22(73.3)	2 (6.7)	6 (20.0)	30 (100)
Ga-Dangme	46 (88.5)	2 (3.8)	4 (3.8)	52 (100)
Other Ethnic Groups	24 (82.7)	- (-)	5 (17.2)	29 (100)
Total	186 (67.6)	13 (4.7)	76 (27.6)	275 (100)

The relationship between ethnicity, perceived supervisory support and the commitment values of subordinates were even more telling. In particular, subordinates from the three dominant ethnic groups who perceived more support also felt committed to their organisation. Over 77 percent of 22 Ewes who got supervisory support to deal with personal crises felt proud of their organisation compared with over 76 percent of 46 Ga-Dangme, and over 71 percent of 94 Akans who expressed same views. A connection between subordinates' perception of supervisor fairness, support and their commitment values was also observed. As expected, over 95 percent of 162 subordinates who felt that their supervisors were ethnically fair said they received on-the-job support and were more willing to expend extra effort for the organisation to succeed. That is in contrast to about 84 percent of 56 subordinates who thought that their supervisors ethnically favoured certain subordinates and that they received little on-the-job support and were therefore less willing to expend extra effort for the organisation to succeed.

#### *4.5 Organisational Commitment and Citizenship Behaviour*

Organisational citizenship behaviour was assessed from three dimensions of behaviour: altruism towards colleagues; job conscientiousness; and civic virtue (see by Farh, Earley & Lin, 1997). Citizenship values among subordinates was very high ( $M=3.74$ ,  $SD=0.59$ ) and comprised behaviours such as covering jobs for colleagues when needed, defending the reputation of their organisations, taking job serious, etc. No significant difference were



observed across organisations as was confirmed by the independent-samples t-test which compared subordinates' citizenship values in the public and private organisations [public  $M=45.08$ ,  $SD=7.31$  and the private  $M=44.4$ ,  $SD=6.94$ ;  $t(212.65)=.746$ ,  $p=.46$ ]: The magnitude of the differences in means was very small (eta squared=.002). These citizenship values were also highly associated with their commitment behaviours. Over 85 percent of 94 subordinates who would accept any job to keep working for their organisation were also willing to cover work assignments for their colleagues when needed (Table 2). Again, about 91 percent of 186 subordinates who felt proud to tell outsiders about their organisation equally took their jobs seriously and rarely made mistakes. In addition, about 97 percent of 94 subordinates who would accept any type of job to keep working for the organisation were also willing to assist new colleagues adjust to the work environment. Another 99 percent of 179 subordinates who were inspired by the organisation's job performance were also willing to help colleagues solve work-related problems. Despite the association between high commitment behaviours and more citizenship values (Williams & Anderson, 1991; Greenberg & Baron, 2000), this finding is somewhat surprising given that subordinates were earlier observed to be globally committed than locally.

Table 2. Subordinates' extra-role behaviour and level of commitment

Do any work in org.	Willingness to cover tasks for colleagues			Total (%)
	Agree (%)	Indifferent (%)	Disagree (%)	
Agree	80 (85.1)	8 (8.5)	6 (6.4)	94 (100)
Indifferent	100 (84.0)	16 (13.5)	3 (2.5)	119 (100)
Disagree	41 (66.1)	1 (1.6)	20 (32.3)	62 (100)
Total	221 (80.4)	25 (9.1)	29 (10.5)	275 (100)

#### *4.6 Perceived Support from Supervisors and Extra-role Behaviours*

Altruistic citizenship behaviour is often predicated on the quality of LMX (Truckenbrodt, 2000) but its relationship with leader favouritism in this study was not straight forward (as seen in Table 3 for example). About 82 percent of 147 subordinates who felt their supervisors were ethnically fair in sharing resources said they received support to deal with personal issues and were willing to cover tasks for colleagues when needed. Surprisingly, however, only 10 percent of 60 subordinates who thought that their supervisors play ethnic favouritism in assigning resources and do not receive support in personal crises said they were unwilling to cover tasks for colleagues in times of need. Although subordinates with high quality LMX tend to perform extra-role behaviours (Truckenbrodt, 2000; Setton, et al., 1996; Kinicki & Vecchio, 1994; Duchon et al., 1986), the performance such behaviours by out-group subordinates instead of negative work behaviours (Hodson & Sullivan, 1994; Allport, 19580) is quite surprising. In spite of their out-group status with fewer resources, they continue to be committed (Sabbi, 2014) and perform pro-social roles. These behaviours may perhaps be informed by the unavailable job opportunities elsewhere in the country.

Table 3. Perceived supervisor favouritism and extra-role behaviours of subordinates

Fewer Resource	Willingness to cover tasks for colleagues			Total (%)
	Agree (%)	Indifferent (%)	Disagree (%)	
Agree	57 (77.0)	6 (8.1)	11 (14.9)	74 (100)
Indifferent	7 (87.5)	- (-)	1 (12.5)	8 (100)
Disagree	157 (81.4)	19 (9.8)	17 (8.8)	193 (100)
Total	221 (80.4)	25 (9.1)	29 (10.5)	275 (100)

Hierarchical multiple regression (presented in Table 4) assessed the ability of organisational commitment (OC) and organisational citizenship behaviour (OCB) to predict perceived favouritism, after controlling for the influence of age, education and tenure. Age, education and tenure were entered at step 1 explaining 45 percent of the variance in perceived favouritism scores. After entry of the OC and OCB measures at step 2, the total variance explained by the model as a whole was 36.8 percent,  $F(5, 267) = 31.07, p < .005$ . The OC and OCB measures explained an additional 32 percent of the variance in perceived favouritism scores after controlling for the effects of age, education and tenure,  $R^2 \text{ change} = .32, F \text{ change}(2, 267) = 68.24, p < .001$ . In the final model, only three variables made statistically significant contribution (less than .05). In order of importance are OCB ( $\beta = -.332, p < .001$ ), OC ( $\beta = -.306, p < .001$ ), and tenure in organisation ( $\beta = .185, p < .05$ ).

 Table 4. Summary of hierarchical regression analysis for variables predicting subordinates' perception of favouritism ( $N=275$ )

Variable	<i>B</i>	SE <i>B</i>	$\beta$
Step 1			
Age	-.178	.062	-.259**
Education	-.149	.114	-.082
Tenure	.886	.477	.164
Step 2			
Age	-.105	.051	-.152*
Education	-.118	.093	-.065
Tenure	.998	.390	.185*
Org. Commitment	-.126	.027	-.306***
Org. Citizenship Behaviour	-.252	.050	-.332***

Note.  $R^2 = .042$  for Step 1;  $\Delta R^2 = .352$  for Step 2 ( $ps < .001$ ); \* $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

## 5. Conclusions

The findings of the study support the argument that leaders do not treat all subordinates equally but rather they discriminate in their interaction with subordinates. Nonetheless, perception of leader favouritism does not limit subordinates' commitment values and their performance of citizenship behaviours. Thus their perception of less supervisory support does not necessarily lead them to perform negative work behaviours. The findings therefore bear out the following conclusions: Where supervisors and subordinates have same ethnicity, they tend to feel belong together and develop positive work interaction between themselves; that quality interaction influences the amount of job support subordinates are likely to receive. Again, there is a positive relationship between subordinates' perception of fairness and the amount of perceived supervisory support; subordinates who think that their supervisors are fair also perceive greater amount of support from them. Furthermore, there is a positive relationship between the amount of supervisory support, organisational commitment and citizenship behaviour in that subordinates with higher perception of supervisory support also express higher commitment and citizenship values. Last but not least, the relationship between perceived favouritism and citizenship behaviour is rather complex; subordinates who perceive supervisor favouritism do not necessarily quit but continue to exhibit higher citizenship values.

### 5.1 Recommendations

Both public and private organisations could enhance their productivity if subordinates' perception of overt favouritism supervisors is drastically eliminated since they even hold the much needed extra-role values under conditions of perceived ethnic favouritism. Empirical generalizations from the findings in this study require a widened scope but also robust methodology to evaluate quantitatively and qualitatively, supervisory support and resources possessed by supervisors. The study should link commitment and citizenship values to actual performance behaviours as well as explore the reasons why subordinates continue to stay and expend citizenship behaviours despite their perception of supervisor favouritism of other colleagues.

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