

## Perceived Transformational Leadership Style and Organizational Citizenship Behavior: A Case Study of Administrative Staff of University of the Punjab

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### Abstract

In today's dynamic organizations, leadership plays a central role in achieving organizational goals. Leaders are recommended to adopt transformational leadership style to influence the subordinates so that they may involve in an extra role behavior like organizational citizenship behavior beneficial to organizational growth. This study aims to measure the level of perceived transformational leadership (TL) style, the level of organizational citizenship behavior (OCB), and to investigate the impact of perceived transformational leadership on employees' organizational citizenship behavior. In transformational leadership style, an innovation or transformation is introduced to both within organization and among individuals. Organizational citizenship behavior is cooperative and constructive gestures that are neither mandated by the formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward system. Based on previous research, it had hypothesized that the relationship observed between transformational leadership and various dimensions of OCB was positive. In this study, population comprised of all the administrative staff of the Punjab University consisted of 15 faculties. Multi-stage probability Sampling was used. Sample was drawn at two stages. Firstly, stratified random sampling was used during which 48 departments/institutes/centers were selected randomly from the available population. Secondly, simple random sampling was done during which 13 employees from each department/institute/center, working in B Class BS 10-16 from administrative staff of the Punjab University, Lahore were approached. Finally a sample of 480 employees with response rate 76% working in B Class BS 10-16 served as participants in this study, representing all the 15 faculties of the Punjab University, Lahore. The results suggest that transformational leadership and OCB are positively correlated. This study shows that transformational leaders encourage altruism, courtesy and conscientiousness in subordinates. So, organizations by using this can enhance the extra role behavior of the employees for their advantage.

**Key words:** leadership, organizational behavior, employee motivation, organizational loyalty

## 1. Introduction

Leadership is seen as a vital factor in the initiation and implementation of the transformations in organizations. Both practitioners and researchers have argued If leadership wants to stimulate an affirmative impact on individuals, teams, and organizations, then earlier leadership paradigms such as directive versus participative leadership, consideration versus initiating structure, autocratic versus democratic leadership, and task versus relations-oriented leadership should be broadened (Pol, 1997). With respect to the management of transformation processes in organizations, there is a strong need for leaders who are more change-centered. These leaders place value on the development of a clear vision and inspire followers to pursue the vision. In this way, they provide a strong motivational force for change in their subordinates.

Anderson and King (1993) concluded that besides a participative leadership style, a clear vision or mission is most likely to foster innovation. Leaders who enhance followers' confidence and skills to devise innovative responses, to be creative, and to take risks, can also facilitate the changeover processes in organizations. Resulting from this, a paradigm shift occurred in the past decade with the emergence of "new leadership" theories such as transformational and charismatic leadership (Bass, 1997).

According to Dvir (2002), transformational leadership(TL) is a process in which leaders and followers help each other to advance a higher level of morale and motivation. Burns (2003) related to the difficulty in differentiation between management and leadership and claimed that the differences are in the characteristics and behaviors. He established two concepts: "transformational leadership" and "transactional leadership". Transformational leadership styles create significant change in the life of people and organizations. It redesigns perceptions and values, changes expectations, and aspirations of employees. Unlike the transactional leadership, it is not based on "give and take" relationship, but on the leader's personality, traits, and the ability to make the change through vision and goals.

Transformational leadership occurs when one or more persons engage with others in such a way that the leaders and the followers raise one another to higher levels of motivation and morality. Bass (1985) while agreeing to Burns (1978) added that the transformational leader expands the needs and wants of the follower. Bass (1985) built the model for transformational leadership around four behavioral components

1. Charisma/ idealized influence
2. Inspiration
3. Intellectual stimulation
4. Individualized consideration

According to Conger (1999), transformational leaders exhibit proposed and expound a vision of what their team, organization or nation should become. They offer a clear and believable road map for attaining the vision. They frame their vision and strategy in a manner which give purpose. They give meaning and direction to the lives of the followers. They take great personal risks to achieve what they believe in. They have a high level of self-confidence and inspire confidence in others. They have a stirring personal and communication style. They have an ability to read others reactions very quickly and accurately.

In the organizational sciences, non-prescribed organizationally beneficial behavior and gestures are distinguished from non-organizational behaviors that can be enforced based on the formal role obligations. Katz and Kahn (1966) had noted many occasions in which the organizational functioning depends on supra-role behavior that cannot be prescribed or required in advance for a given job. Bateman and organ (1983) denoted these behaviors as Organizational Citizenship Behaviors (OCBs). OCBs are defined as spontaneous acts that go beyond prescribed job requirements (in-role behaviors), whereby the sub-ordinate performs non-obligatory extra-role behaviors (Deluga, 1988). The construct of OCB is similar to contextual performance. Specifically, OCB was originally described by Organ (1997) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Earlier research investigating OCB identified two main dimensions, Altruism and Conscientiousness(Organ & Konovsky, 1989). Later efforts expanded this framework to include three additional dimensions: Sportsmanship, Courtesy, and Civic Virtue (Organ & Ryan, 1995).

Transformational leaders get the followers to perform above and beyond expectations by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, providing individualized support and intellectual stimulation, and expressing high performance expectations (Organ, Podsakoff, & MacKenzie, 2006). Podsakoff et al., (1990) noted that previous theoretical and empirical research suggests that there is a good reason to believe that transformational leader behaviors influence extra-role (Organizational Citizenship Behaviors). Organizational Citizenship Behaviors (OCB) is behavior largely discretionary and seldom included in formal job descriptions that supports task performance by enhancing a social and psychological work environment. Transformational leaders motivate the followers by getting them to initialize and prioritize a larger collective cause over individual interests.

Individuals who are intrinsically motivated to fulfill a collective vision without expecting an immediate personal and tangible gains may be inclined to contribute toward achieving the shared workplace goal in this that their role do not prescribe these individuals make these contributions because their sense of self-worth and of self-concepts are enhanced in making these contributions. Individuals for whom this link between the interest of self and others has not been established are less likely to make largely discretionary, non- tangibly rewarded contributions. A positive association between transformational leadership and OCB is expected and has been supported empirically. (Podsakoff et al., 1990). Transformational leadership and transactional leadership have a positive effect on ethical values of the followers. In addition, transformational leadership behavior has a larger positive effect on subordinates than transactional leadership (Zhu, Riggio, Avolio, & Sosik, 2011).

## **2. Literature review**

To date, only a handful of studies had examined the effects of transformational leadership on organizational citizenship behavior. They had modeled the behavior of transformational leadership differently (Organ, Podsakoff, & Mackenzie, 2006). In an attempt to better understand the factors affecting organizational citizenship behavior, researchers had turned their attention to organizational and individual factors (Organ, Podsakoff, & Mackenzie, . 2006; Wang, Law, Hackrtt, Wang, & Chen, 2005). Over the past two decades, transformational leadership has emerged as one of the most popular approaches to understanding leader effectiveness (Piccolo & Colquitt, 2006). This model is based upon the premise that the inspirational and empowering leader can achieve 'performance beyond expectations (Hawkins & Dulewicz, 2009). It has also been reported that many change initiatives fail to deliver expected results and against such a background of failure, transformational leadership behaviors have been identified as those needed to achieve success (Kotter, 2001). A central tenet of the transformational approach is that such effects are transmitted through follower reactions to a leader. Early studies of the transformational process, therefore, tended to emphasize the mediating role of followers' attitudes toward leaders, such as trust, satisfaction, personal identification, and perceived fairness.

Bass (1997) suggested a transformational leadership theory that adds to the initial concepts of Burn's. The extent, to which any leader is transformational, is measured first, in terms of his influence on the followers. The Followers of such leader feel trust, admiration, loyalty, respect to the leader, and they will do more than they are expected to do in the beginning. The leader transforms and motivates followers by charisma, intellectual arousal and individualized consideration. In addition, the leader seeks for new working ways, while he tries to identify new opportunities versus threats and tries to get out of the status quo and alter the environment.

Research in the area of organizational citizenship behavior (OCB) has shown a dramatic increase in the last few years. This trend is illustrated by the rapid growth in publications dealing with OCB over recent decades, ranging from 13 occurring in the period from 1983 to 1988, to 122 in the period from 1993 to 1998 (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Although research has been extensive in addressing the numerous antecedents of OCB (e.g., job satisfaction, perceptions of fairness, personality factors), less attention has been focused on other important areas related to the construct. One such area is the mechanisms by which certain antecedents influence citizenship performance, as well as the potential for additional dispositional variables to moderate antecedent-OCB relationships (Podsakoff et al., 2001).

Initially Smith, Organ, and Near, (1983) identified two dimensions: altruism, representing those forms of OCB that provide help to a specific person; and generalized compliance, or conscientiousness which includes faithful adherence to rules about work procedures and conduct. Later three additional dimensions were introduced- courtesy, or gestures to help prevent problems of work associates; sportsmanship or willingness to forebear minor and temporary personal inconveniences and impositions without fuss, appeal, or protest; and civic virtue, or responsible and conductive involvement in the issues of governance of organizations (Podsakoff, Mackenzie, Paine, & Bachrach, 2000).

Podsakoff, MacKenzie, Paine, and Bachrach (2000), in a meta-analytic study found that researchers have identified almost 30 different forms of citizenship behaviors. However, there exists conceptual overlap between the constructs; therefore, they grouped these behaviors into seven dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. Moorman (1991) and Organ (1988) identified five dimensions of OCBs: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Later, Podsakoff, MacKenzie, Moorman, and Fetter (1990) developed a scale that showed evidence for the five-factor model. Schnake and Dumler (2003) also highlighted that the same five OCB dimensions that have been most frequently examined by researchers.

### **3. Methodology**

#### **3.1 Sample and Sampling Technique**

The study was conducted to establish a relationship between the perception about transformational leadership and the level of organizational citizenship behavior. It is a descriptive study engaged in hypothesis testing. Survey research methodology is employed so that the data can be collected at less cost within a short period of time. In this study, a cross sectional research design was used in order to test the relationship between the perception about transformational leadership and the level of organizational citizenship behavior can be determined.

Total Population for this study comprised of all the administrative staff ( $486+409 = 895$ ) in teaching and non-teaching departments working in B Class BS 10-16 in 15 faculties of the Punjab University. Probability Sampling was used in which Sample was drawn at two stages. At first stage 48 departments/institutes/centers were selected randomly from the available population. Secondly, simple random sampling was used while selecting 13 employees from administrative staff working in B Class BS 10-16 from each department/institute/center. Finally a sample of 480 administration staff members working in B Class BS 10-16 with 76 % response rate from University of the Punjab was selected.

#### **3.2 Data Collection**

The data collection tool used for this study was questionnaire. The questionnaire was self-administered. It provided an opportunity to the researcher to explain anything which is difficult to understand for respondents. In this way, it enhanced the validity of the information given by the respondents. It also enabled the researcher to collect data in less time and less cost.

The questionnaire comprised of fifty closed ended questions, twenty on perception about transformational leadership and thirty on the level of organizational citizenship behavior. The five point scale was used to get the proper response from the subjects. The questionnaire was also contained cover letter and some demographic information as well. We visited every department/institute at University of the Punjab and distributed the questionnaire after briefing the respondents about nature and purpose of the study. Then we collected questionnaire back from respondents after they had filled it.

#### **3.3 Data Analysis and Finding**

All variables of this study were cross tabulated against each other and their counts and percentages were compared. In order to do this all numerical variables were converted to categorical variables and postulated relationship between them. These variables were analyzed by dividing each variable into three categories of high, medium, and low and finally compared their percentages. To determine the direction of relationship between perceived transformational leadership and organizational citizenship behavior, a bi-variate table had been constructed.

Table 1: Transformational Leadership and Organization Citizenship Behavior

Organizational Citizenship	Perceived Transformational Leadership								
	Low		Medium		High		Total		
	F	%	F	%	F	%	F	%	
High	20	40	55	61	275	81	350	73	
Medium	10	20	25	28	60	18	95	20	
Low	20	40	10	11	5	1	35	7	
Total	50	100	90	100	340	100	480	100	

It can be inferred from table 1 that 81% of the respondents having high level of perceived transformational leadership exhibited high level of organizational citizenship behavior. There were 40% of respondents who perceived low level of transformational leadership had high level of organizational citizenship behavior. In contrast, only 1% of the respondents having high level of perceived transformational leadership had low level of organizational citizenship behavior while there were 40% of respondents having low level of transformational leadership had low level of organizational citizenship behavior. Hence, it can be concluded that high level of perceived transformational leadership had high level of organizational citizenship behavior.

### Spuriousness of Data

In order to see whether the relationship between perceived transformational leadership and organizational citizenship behavior is affected by work experience of the employees working in B Class BS 10-16 of the administration staff, a control variable “work experience” is incorporated to check spuriousness. There were 280 (58%) administration staff members working in B Class BS 10-16 and having work experience more than 5 years where as 200 (42%) administration staff members working in B Class BS 10-16 and having work experience less than 5 years in the sample.

Work experience as control variable was fitted in because according to the findings of Podsakoff et al. (2001), there is significant relationship between OCB and the work experience of the employees. Also Anderson and King (1993) found that perception about transformational leadership is affected by the length of experience of workers in any specific organization.

Table 2: Transformational Leadership and Organization Citizenship Behavior (work experience more than 5 years)

Organizational Citizenship Behavior		Transformational Leadership							
		Low		Medium		High		Total	
		F	%	F	%	F	%	F	%
High	15	30	45	56	115	77	175	63	
Medium	10	20	25	31	30	20	65	23	
Low	25	50	10	13	5	3	40	14	
Total	50	100	80	100	15	100	280	100	

It can be inferred from table 2 that 77% of the administrative staff working in B Class BS 10-16 having work experience more than 5 years who perceived high level of transformational leadership exhibited high level of organizational citizenship behavior. There were 30% of respondents with work experience more than 5 years who perceived low level of transformational leadership had high level of organizational citizenship behavior. In contrast, only 3% of the respondents with work experience more than 5 years and having high level of perceived transformational leadership had low level of organizational citizenship behavior while there were 50% of respondents having low level of transformational leadership had low level of organizational citizenship behavior. Hence, it can be concluded that administration staff members working in B Class BS 10-16 and with work experience more than 5 years had high level of perceived transformational leadership and also exhibited high level of organizational citizenship behavior.

Table 3: Transformational Leadership and Organization Citizenship Behavior (work experience less than 5 years)

Organizational Citizenship Behavior		Transformational Leadership							
		Low		Medium		High		Total	
		F	%	F	%	F	%	F	%
High	15	38	30	55	80	76	125	62	
Medium	5	12	15	27	20	19	40	20	
Low	20	50	10	18	5	5	35	18	
Total	40	100	55	100	15	100	200	100	

It can be inferred from table 3 that 76% of administrative staff working in grades 12-16 at the University of the Punjab and with work experience less than 5 years having high level of perceived transformational leadership exhibited high level of organizational citizenship behavior. There were 38% respondents with work experience less than 5 years who perceived low level of transformational leadership had high level of organizational citizenship behavior. In contrast, only 5% respondents with work experience less than 5 years having high level of perceived transformational leadership had low level of organizational citizenship behavior while there were 50% respondents having work experience less than 5 years had low level of transformational leadership had also low level of organizational citizenship behavior. Hence, it can be concluded that there is a positive relationship between perceived transformational leadership and organizational citizenship behavior.

Kark and Shamir (2002) also found that transformational leadership behavior such as intellectual stimulation increases the followers' feeling of self-worth because they transmit the message that the leader believes in the followers' integrity and ability.

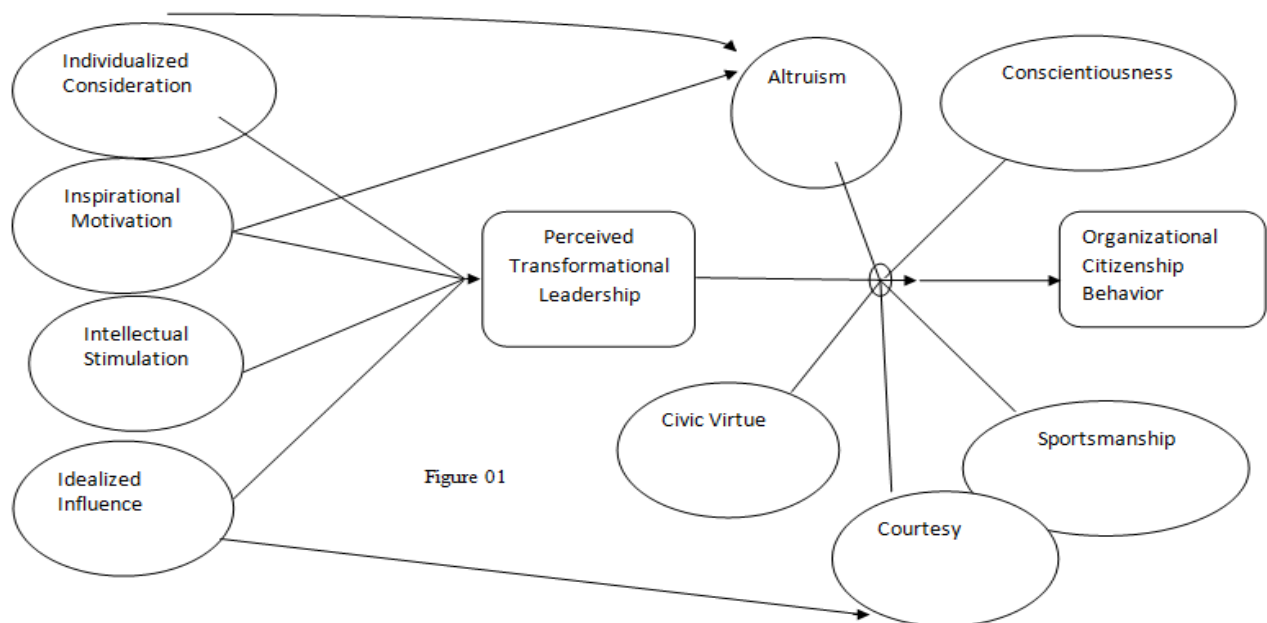


Figure 01: A conceptual model representing relationship between perceived transformational leadership and Organizational citizenship behavior.

### 3.4 Discussion and Conclusions

#### Discussion

Results show that transformational leadership enhances the “core” OCB dimensions of altruism and conscientiousness, which were identified by Smith et al. in 1983 (the dimensions sportsmanship, courtesy, and civic virtue were later added as OCB in 1988). This is in line with previous research done on the subject (Podsakoff et al., 1990; MacKenzie et al., 2001). Transformational leaders motivate their followers to perform beyond expectations and significant increase in display of altruism and conscientiousness is in support of that effect. New leadership theories such as transformational leadership provide answers to the competitive challenges and innovations faced by organizations. Transformational leaders can facilitate these changeover processes by placing value on the development of a vision and by inspiring followers to pursue that vision. Consequently, organizations have begun to incorporate the philosophy behind the transformational leadership model into their management development programmes. One of the first steps in transformational leadership development consists in identifying leadership qualities.

#### Conclusion

Podsakoff et al. (2001) have conducted a meta-analysis examining the effects of transformational leadership on OCB. Results of this study again revealed significant relationships between each of the TL factors (including contingent reward behavior) and OCB. Most notable was the finding that all TL factors correlated significantly with the Altruism, Conscientiousness, Courtesy, and Sportsmanship dimensions, with the majority of correlations. In addition, significant relationships were also observed between each of the core transformational constructs and Civic Virtue, as well as between contingent reward behavior and the Civic Virtue dimension. Taken together, these results show that transformational leaders have a consistent positive impact on every form of citizenship behavior. These behaviors range from OCBs directed at individual members of the organization, to those that are intended to benefit the organization as a whole. As suggested by Podsakoff and colleagues (2001), these results should not come as a shock, as the central notion of transformational leadership is to encourage employees to perform above and beyond expectations. Although studies have provided relatively strong support for the link between transformational leadership and OCB, little research has provided insight regarding the actual nature of these effects.



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