



Determinants of Transformational Leadership and Organizational Citizenship Behavior

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Using a sample of 93 superior-subordinate dyads from various organizations in India, this study looked at the relationships between leader's organizational citizenship behavior (OCB), transformational leadership, and follower's OCB. It also looked at leader's public self-consciousness and self-monitoring as antecedents to leader OCB, and leader's social skills and even-temperedness as antecedents to follower OCB. Results show that public self-consciousness is positively related to leader OCB, leader OCB is positively related to transformational leadership, and transformational leadership, social skills, and even-temperedness are positively related to follower OCB.

Introduction

As activities increasingly span departmental or functional boundaries, the need for teamwork, shared responsibilities, and consultative activities is unusually high. Employees may need to exhibit a high degree of behavior not explicitly detailed in formal job descriptions. In addition, at the managerial levels, job descriptions are not exhaustive and often managers are expected to engage in organizational citizenship behavior (OCB) (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). As it would be beneficial for an organization if its members were to engage in OCB, the next important question would be: How can organizations increase these OCBs? Transformational leaders motivate and inspire their followers to go beyond the call of duty so that they are willing to put in extra effort on the job, help their co-workers, and engage in other organizationally beneficial activities (Bass, 1998). This paper looks at the role of leader's two personality dimensions (social skills and even-temperedness) and transformational leadership in influencing the emergence of OCB in followers. It also examines one behavioral dimension (leader OCB) as an antecedent to transformational leadership, and leader's two personality dimensions (public self-consciousness and self-monitoring) as antecedents to Leader OCB.

Theory and Hypotheses

Transformational Leadership

Downton (1973) coined the term transformational leadership but it is Burns' (1978) work that led to the emergence of transformational leadership as an important approach to leadership. Burns (1978) described transformational leadership as a relationship in which leaders and followers raise one another to higher levels of morality and motivation. Transformational leadership can be viewed as a micro level process between individuals and as a macro level process that changes the social systems and reforms institutions (Yukl, 2001). Bass (1985) built on Burns (1978) work and described transformational leadership in terms of the impact that it has on followers; they feel trust, admiration and loyalty towards the leader who encourages them to perform beyond expectations.

Several studies have shown that transformational leadership results in enhanced effectiveness and subordinate satisfaction (Dumdum, Lowe, & Avolio, 2002). Transformational leadership positively predicts subordinate extra effort and performance beyond expectations, along with higher levels of commitment, cohesion, potency, identification, trust, and satisfaction (Avolio, 2004). Hater and Bass (1988) found that subordinates' ratings of transformational leadership

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differentiated top performing managers from ordinary managers. Kirkpatrick & Locke (1996) found that vision implementation through task cues and communication style (components of transformational leadership) had a differential impact on followers' attitudes and performance. Schyns (2001) found that transformational leadership was positively related to follower's occupational self-efficacy. Contextual variables can affect the receptivity to transformational leadership (Shamir, & Howell, 1999). Felfe and Schyns (2002) showed that task demands moderated the relationship between transformational leadership and follower's self-efficacy. Jung and Avolio (1999) conducted an experiment where individualists with a transactional leader generated more ideas in a brainstorming task whereas collectivists generated more ideas with a transformational leader.

Ross and Offermann (1997) found that high scores on transformational leadership were associated with personality characteristics such as pragmatism, nurturance, feminine attributes, and lower levels of criticality and aggression. House, Spangler, and Woycke (1991) found that a charismatic leader is more likely to have a high need for power, high activity inhibition, and a low need for achievement. Avolio, Howell, and Sosik (1999) found that transformational leadership was positively associated with humor. Barling, Slater, and Kelloway (2000) found that three factors of transformational leadership (idealized influence, inspiration, and individualized consideration) were positively related to a leader's emotional intelligence. Sosik and Megerian (1999) found a particularly high correlation between self-awareness and transformational leadership; transformational leaders demonstrated self-determination, far-sightedness, and a strong conviction in their beliefs. Judge and Bono (2000) studied the Big Five personality traits and found that extraversion and agreeableness enhanced transformational leadership.

Bono and Judge (2004) did a meta-analysis of the relationship between personality and transformational leadership, using the 5-factor model of personality as an organizing framework. They found that extraversion was the strongest and most consistent correlate of transformational leadership. However, they suggested that future research should focus on both narrow personality traits and nondispositional determinants of

transformational leadership. Transformational leaders serve as role models for their followers to put in extra effort and exhibit extra-role behaviors. Therefore, in this study, we looked at leader's OCB as a possible determinant of transformational leadership.

Organizational Citizenship Behavior (OCB)

OCB refers to discretionary behavior that increases organizational effectiveness by helping coworkers, supervisors, and the organization. Assisting newcomers, aiding co-workers, and avoiding frequent faultfinding are examples of OCB (Kidwell, Mossholder, & Bennett, 1997). These extra-role (non-mandatory) behaviors are not a part of the individual's traditional job description and cannot be enforced. The individual does not receive any compensation or training for OCB (Deluga, 1994; Organ & Konovsky, 1989; Puffer, 1987).

OCB can be directed either towards other individuals or towards the organization (Kidwell et al., 1997). OCB is a multidimensional concept and there are five common dimensions of OCB: (a) altruism—providing help to others; (b) generalized compliance or conscientiousness—faithful adherence to rules and regulations and work conduct; (c) courtesy—gestures that help prevent problems to others; (d) sportsmanship—the willingness to forbear minor impositions without fuss or protest; (e) civic virtue—responsible or constructive involvement in the governance issues of the organization (Organ 1988; Smith, Organ, & Near, 1983; VanYperen, Berg, & Willering, 1999).

Dyne, Graham, and Dienesch (1994) developed and tested a model for the antecedents of OCB. They found that personal (job attitudes and cynicism), situational (workplace values and motivational job characteristics), and positional factors (tenure and job level) influence loyalty behaviors but not obedience. OCB is deliberate and controlled, and not based on emotional states alone (Organ & Konovsky, 1989). Niehoff and Moorman (1993) found that observation as a method of leader monitoring had a negative effect on OCB but at the same time increased the perception of fairness. Organizational commitment and individual job satisfaction have been found to be associated with OCB (Bateman & Organ, 1983; Kidwell et al., 1997; Puffer, 1987). Kidwell et al., (1997) also found significant correlation between work cohesiveness and

OCB. Employees would be expected to cooperate more with their coworkers if they trust others to do their share of work and not be free riders. They would also display greater OCB and help in achieving the organizational goals (Chattopadhyay, 1999). Mackenzie, Podsakoff, & Paine (1999) have suggested that OCB should become more important for upper-level managers.

A major category of antecedents for follower OCB is leadership behavior (Podsakoff et al., 2000). Existing literature suggests that transformational leadership and leader's social skills and even-temperedness are likely to enhance OCB in followers.

There is a relationship between leadership styles, normative motivation of followers and OCB (Graham, 1995). Charismatic or transformational leadership can motivate followers to perform beyond expectations (Bass, 1985). Leader behaviors such as contingent rewards, allowing subordinate participation, and exhibiting supportiveness of subordinates can be regarded as means of establishing procedural and distributive justice and can therefore affect OCB (Farh, Podsakoff, & Organ, 1990). Leader-member exchange is also associated with OCB (Deluga, 1994; Settoon, Bennett, & Liden, 1996). Leadership can also be defined in terms of extra-role behaviors. Some authors even maintain that leadership does not occur when a superior cannot motivate subordinates to perform voluntarily above the minimum requirements of their work roles (VanYperen et al., 1999). MacKenzie, Podsakoff, and Fetter (1991) provided evidence that subordinate's trust and satisfaction mediate the impact of transformational leadership on OCB. Transformational leadership qualities would help managers motivate and inspire their subordinates and encourage OCB.

Hypothesis 1. Transformational leadership would be positively related to OCB of the follower.

Leader's Social Skills and Even-Temperedness

Social skills measure the adeptness of inducing desirable responses in others. Social skills, also referred to as interpersonal control or relationship management skills, represent a predisposition towards effectively handling interpersonal relationships (Paulhus, 1983; Salovey & Sluyter, 1997; Sosik & Megerian, 1999: 369). Social skills are extremely important in establishing trust and negotiating with

people, thereby leading employees to work beyond the call of duty.

Even-temperedness or emotional stability is a contrast to neuroticism, a Big Five personality factor that represents negative emotionality such as feeling anxious, nervous, sad, and tense. Empathy, a requirement for effective interpersonal interactions, is the ability to respond to changes in the emotional states of others through sensitivity and even-temperedness (Johnson, Jonathan, & Smither, 1983; Salovey & Sluyter, 1997; Sosik & Megerian, 1999: 369). Therefore, social skills and even-temperedness of the managers would influence subordinates to exhibit OCB.

Hypothesis 2. Leader's social skills and even-temperedness would be positively related to OCB of the follower.

Leader OCB

Transformational leaders being role models for their followers would themselves exhibit OCB. Leaders who display OCB are likely to be admired and respected. They are likely to be seen as more transformational by their followers. Krishnan (2001) suggested that transformational leaders might give greater importance to values pertaining to others than to values concerning only themselves. Sosik, Avolio, and Jung (2002) found that pro-social impression management behavior was positively related to charismatic leadership. van Knippenberg and van Knippenberg (2005) demonstrated that perceived leader charisma was positively affected by leader self-sacrifice, especially when leader prototypicality was low. Choi and Yoon (2005) found that self-sacrifice enhanced perceptions of charisma in both the U.S. and Korean samples and that competence did not enhance perceptions of charisma in the U.S. sample when self-sacrifice was high.

Hypothesis 3. OCB of the leader would be positively related to transformational leadership.

OCB could be an outcome of a high concern for and skill in maintaining the desired public image. Bolino (1999) argued that impression-management concerns might motivate citizenship behavior. Therefore, in this study, we looked at leader's public self-consciousness and self-monitoring as two possible antecedents for leader's (OCB).

Self-awareness is the knowledge of one's feelings, preferences, strengths and weaknesses, which could be used as a guide or a basis for decision-making. Self-awareness results from dispositional attributes such as private self-consciousness (attention to one's inner thoughts and feelings) and public self-consciousness (general awareness of the self as a social object) (Fenigstein, Schier, & Buss, 1975; Realo & Allik, 1998; Sosik & Megerian, 1999: 369). Private and public self-consciousness are often characterized as exemplars of contrasting styles of self-regulation. Public self-consciousness is associated with concerns about how one appears to others (Schlenker & Weigold, 1990). Public self-consciousness refers to a subject's tendency to attend to the publicly displayed aspects of the self that can easily be examined by others. Marquis and Filiatrault (2003) found that public self-consciousness enhanced one's inclination to be critical in interactions with others.

Self-monitoring entails self-control of expressive behavior and regulation of one's identity primarily for others guided by situational cues to social appropriateness (Gangestad & Snyder, 2000; Snyder, 1974). Sosik, Avolio, and Jung (2002) found that self-monitoring was positively related to self-serving impression management. Emotional management involves regulation of expressed behavior so that it is socially appropriate (Salovey & Mayer, 1990; Snyder, 1974; Sosik & Megerian, 1999: 369). Self-monitoring and public self-consciousness are the bases of the internal drive for a leader to exhibit OCB. Concern for one's public image is likely to enhance the frequency of the person exhibiting OCB.

Hypothesis 4. Leader's public self-consciousness and self-monitoring would be positively related to OCB of the leader.

Method

Sample and Procedures

For the purpose of the study, data were collected from 93 superior-subordinate dyads. Over 15 organizations in India were contacted and data were collected from junior, middle, and senior level managers. The organizations surveyed included four IT companies, one hotel, three banks, and two manufacturing organizations. Data were also collected from a

prestigious high school in northern India. Heads of department of various subjects and one subordinate teacher in each department were identified to construct the dyads. For each organization, one key person was identified who identified the pairs, distributed, and collected the questionnaires. Managers ranged from the age of 24 to 60 years, with the average age being 38. They had worked on average for about 5 or 6 years in their current job. Of these about 56% were males.

There were two sets of questionnaires and each questionnaire had two subparts. The superior had to fill in questionnaire-I, which had the following subparts: part A to measure the superior's four personality variables and, part B where the superior was to rate his or her subordinate's disposition towards exhibiting OCB. The subordinate was required to fill in questionnaire-II, where he or she was required to rate his or her superior on OCB (part C) and transformational leadership (part D). The respondents had the option of identifying themselves in the questionnaires; however, strict confidentiality was promised and ensured. The data consisted of no overlapping dyad; that is, an individual could not be a subordinate and a superior in different pairs. The response rate was approximately 60 percent.

Leader Personality

An attempt was made to capture four dimensions of leader personality—public self-consciousness, self-monitoring, social skills, and even-temperedness. The scale used to measure these constructs was developed on the same lines as measures used by Sosik and Megerian (1999).

Public self-consciousness was measured by using the Estonian version of the public self-consciousness scale ($\alpha = .74$) developed by Realo and Allik (1983). This scale is a direct translation with minor adaptations of the original self-consciousness scale developed by Fenigstein et al., (1975). There are eight items in the scale and the respondents were asked to rate the items on a seven point likert scale (1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neutral or don't know; 5=somewhat agree; 6=agree; 7=strongly agree.).

Self-monitoring was measured using 18 items ($\alpha = .77$) (Gangestad & Snyder, 2000; Snyder,

1974). This is a dichotomous true and false scale which was modified into a seven point scale ranging from 1=strongly disagree to 7=strongly agree. This was done to ensure uniformity between the scales and to make the questionnaire user-friendly with a single set of instructions. The false items of the dichotomous scale were reverse coded in the 7-point likert scale. Social skills were measured by using the 9-item Paulhus' (1983) interpersonal control scale and the 5-item social self-confidence scale of Johnson, Jonathan, and Smither (1983) ($\alpha = .74$). Both these scales were 7-point likert scales ranging from 1=strongly disagree to 7=strongly agree. Even-temperedness was measured using 5-item Johnson et al. (1983) scale ($\alpha = .77$). The same 7-point likert scale was used for rating.

Transformational Leadership

Bass and Avolio's (1995) Multifactor Leadership Questionnaire was used for measuring transformational leadership ($\alpha = .83$). The scale has four items each for the five factors: idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individualized consideration. These 20 items had to be rated on a 5-point scale (0=not at all; 1=once in awhile; 2=sometimes; 3=fairly often; 4=frequently, if not always).

Organizational Citizenship Behavior

Mackenzie et al., (1991) scale was used for measuring the OCB exhibited by both the follower ($\alpha = .81$) and the leader ($\alpha = .84$). The scale measures four out of the five dimensions of OCB and has three items for altruism, four items for sportsmanship, three items for courtesy, and four items for civic virtue. The fifth dimension of OCB, conscientiousness or generalized compliance (three items) was measured using a portion of Organ and Konovsky's (1989) scale. A seven point likert scale ranging from 1=strongly disagree to 7=strongly agree was used.

Results

Table 1 presents the means, standard deviations, and correlations between all the variables in the study. Transformational leadership and leader's social skills and even-temperedness were significantly positively related to follower OCB. Therefore, Hypotheses 1 and 2 were supported. Leader OCB was significantly positively related to transformational leadership, thus supporting Hypotheses 3. Public self-consciousness was significantly positively related to leader OCB, but there was no significant relationship between self-monitoring and leader OCB. Hence, Hypothesis 4 was only partially supported. In addition, self-monitoring and even-temperedness were significantly positively related to social skills.

Table 1: Means, Standard Deviations, and Correlations among Variables Studied

(N=91-92)		M	SD	1	2	3	4	5	6	7
1.	Public self-consciousness	3.98	1.03	(0.74)						
2.	Self-monitoring	3.71	0.72	0.15	(0.77)					
3.	Social skills	5.22	0.66	-0.04	0.47***	(0.74)				
4.	Even-temperedness	5.03	1.11	-0.14	0.13	0.31**	(0.77)			
5.	Leader OCB	4.96	0.93	0.35***	-0.04	-0.06	0.07	(0.84)		
6.	Transformational leadership	2.53	0.54	0.13	-0.14	-0.01	-0.01	.40***	(0.83)	
7.	Follower OCB	5.36	0.6	-0.18†	0.14	0.31**	0.28**	-0.02	0.23*	(0.81)

^aCronbach Alpha is in parentheses along the diagonal.

† = $p < 0.10$. * = $p < 0.05$. ** = $p < 0.01$. *** = $p < 0.001$

We did a regression analysis with follower OCB as dependent variable and transformational leadership, social skills, and even-temperedness as independent variables. Table 2 shows the results of regression analysis. Transformational leadership and leader's social skills and even-temperedness were all significant predictors of follower OCB. Leader OCB was the only significant predictor of transformational leadership, when transformational leadership was regressed on leader OCB, public self-consciousness, and self-monitoring. Public self-consciousness was the only significant predictor of leader OCB, when leader OCB was regressed on public self-consciousness and self-monitoring.

Table 2: Results of Regression Analyses

Dependent variable	Independent variable	Parameter estimate	t	R ²	Model F
Follower OCB	Transformational leadership	0.26	2.45*	0.19	6.85***
	Social skills	0.22	2.40*		
	Even-temperedness	0.11	2.09*		
Transformational leadership	Public self-consciousness	0.01	0.11	0.17	6.17***
	Self-monitoring	-0.1	-1.31		
	Leader OCB	0.23	3.74***		
Leader OCB	Public self-consciousness	0.32	3.60***	0.13	6.54**
	Self-monitoring	-0.11	-0.88		

* = $p < 0.05$. ** = $p < 0.01$. *** = $p < 0.001$

We used structural equation modeling to test the goodness of fit of the following model: self-monitoring affects social skills; public self-consciousness affects leader OCB; leader OCB affects transformational leadership; and social skills, even-temperedness, and transformational leadership affect follower OCB. Covariance structure analysis using maximum likelihood estimation yielded Goodness of Fit Index (GFI) of 0.95, GFI Adjusted for Degrees of Freedom (AGFI) of 0.87, Bentler's Comparative Fit Index of 0.90, and Root Mean Square Residual (RMR) of 0.06 (Chi-Square = 19.21; Chi-Square DF = 12; $P > \text{Chi-Square} = 0.08$).

Discussion

The results of this study lead to many conclusions. First, public self-consciousness and self-monitoring are not directly related to transformational leadership. The study findings show that leader OCB is positively related to transformational leadership. True transformational leaders are expected to be role models. However, this study did not find any significant correlation between OCB of the leader and OCB of the follower, which means that subordinates do not

choose to simply emulate their superiors. Transformational leadership leads to OCB in the followers. Transformational leaders are more likely to inspire their followers to exhibit courteous and sporting behaviors like respecting other people's rights to shared resources, considering the impact of one's actions on others, not complaining about trivial matters, and the willingness to forbear minor impositions without fuss or protest (Mackenzie et al., 1991).

Managers, who are high on social skills and even-temperedness, are more successful in cultivating OCB in their followers. Social skills are fundamental to emotional intelligence. They include the ability to induce desirable responses in others by using effective diplomacy to persuade (influence); listen openly and send convincing messages (communicate); inspire and guide groups and individuals (leadership); nurture instrumental relationships (building bonds); work with others toward a shared goal (collaboration, cooperation); and create group synergy in pursuing collective goals (Bliss, 2004). Thus, social skills of the manager would be crucial in convincing, communicating, encouraging, and inculcating OCB in the followers.

Civic virtue, which is one of the OCB dimensions, is responsible and constructive involvement in the governance issues of the organization (Smith, Organ, & Near, 1983). Even-temperedness means being calm and patient, not losing one's temper, and not being irritable. Leaders who are even-tempered, will be more in control of their impulses, socially more astute, and politically more aware. Therefore, they may be more tolerant and may encourage their subordinates or team members to engage in political or governance issues of the organization. Altruism, which is one of the OCB dimensions, involves willingly giving up one's time to help others and always being there to lend a helping hand (Mackenzie et al., 1991). At times even when one does not want to help others but if it is the desired behavior, one may still exhibit altruistic behaviors. Our findings do not support the claim of Bolino (1999) that these could also be part of impression management behaviors, which may appear to be identical to OCB on the surface.

Practical Relevance of the Study

The findings of this study can be useful for practicing managers. The most important finding of the study is that leader social skills, leader even-temperedness, and transformational leadership each independently enhances follower OCB. Many organizations use psychological tests for gauging whether the individual would be a better fit in the organization. However, if the organization wants to recruit or induct managers who will help in enhancing follower OCB, emphasizing on social skills and even-temperedness may be useful. Another finding of the study is that leaders exhibiting OCB would be seen as more transformational, which would in turn enhance follower OCB.

If an organization wants employees who are willing to go beyond the call of duty, are conscientious, helpful, and exhibit discretionary behaviors that are helpful to the organization, the organization may benefit from having transformational leaders. Transformational leaders can motivate their subordinates to inculcate and exhibit extra-role behaviors that would be helpful to the organization. Therefore, to have a committed workforce it would be essential to staff managers who are transformational, as this would help them in motivating their subordinates to exhibit OCB. Leaders who are high on social skills and even-temperedness may also be better able to influence their subordinates to exhibit OCB.

Limitations and Suggestions for Further Research

This study covered over 15 organizations that ranged from manufacturing organizations to IT companies to multi-national banks. In addition, there was no uniformity in the number of respondents per organization. The data were collected from 93 superior-subordinate pairs. Data were also collected from a high school, which may have had little in common with the other organizations. As the subordinates were asked to rate their superior on parameters of transformational leadership and OCB, there may have been some common source bias. Future research could also look into how the personality of the follower affects the emergence of follower OCB.

Conclusion

Most organizations today value employees who are conscientious, sporting, willing to work beyond office hours, helpful to their co-workers and who treat the organization's goals as their own. Transformational leadership can foster the emergence of such socially desirable behaviors in employees. In addition, managers high on social skills or even-temperedness can also independently motivate their subordinates to exhibit OCB. Leaders who exhibit OCB are also seen as more transformational by their subordinates. Leaders who are high on public self-consciousness are likely to exhibit more OCB. With further research, our understanding of the linkages between leader personality, transformational leadership, and OCB of both the followers and the leaders may improve. This knowledge will further facilitate attempts being made towards constructively developing OCB of the employees in organizations.

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