# THE RELATIONSHIP BETWEEN

# TRANSFORMATIONAL LEADERSHIP BEHAVIORS AND

# ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**By**

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## ABSTRAK

Objektif kajian ini ialah untuk melihat perhubungan di antara tingkahlaku kepimpinan transformasi dan dimensi-dimensinya terhadap tingkahlaku kewarganegaraan organisasi (OCB). Dimensi-dimensi dalam tingkahlaku kepimpinan transformasi ialah pengaruh ideal, motivasi inspirasi, merangsang secara intelek dan pertimbangan individu . Selain daripada itu, ia juga bertujuan untuk mengenalpasti sebarang perbezaan yang wujud dalam tahap OCB responden berdasarkan faktor tempoh masa mereka di dalam gred jawatan semasa dan juga tempat bertugas. Responden kajian terdiri daripada 190 pegawai kanan Kastam Diraja Malaysia gred 41 dan 44 yang bertugas di Pulau Pinang, Wilayah Persekutuan Kuala Lumpur, Pahang, Johor dan Lapangan Terbang Antarabangsa Kuala Lumpur. Data-data telah dianalisis menggunakan perisian SPSS versi 15. Ujian pekali korelasi Pearson, ujian regrasi berganda dan ujian ANOVA telah dilaksanakan. Hasil ujian korelasi mendapati terdapat perhubungan yang signifikan di antara tingkahlaku kepimpinan transformasi dan setiap dimensi di dalamnya terhadap OCB. Ujian regrasi berganda pula mendapati hanya faktor pengaruh sahaja yang memberi kesan terhadap OCB. Hasil ujian ANOVA pula menunjukkan terdapat perbezaan yang signifikan dalam OCB berdasarkan tempoh masa dalam gred jawatan semasa. Bagaimanapun, didapati tiada perbezaan dalam OCB responden berdasarkan faktor tempat mereka bertugas.

## ABSTRACT

The main objective of this study is to determine the relationship between transformational leadership behavior and its dimensions and organizational citizenship behavior (OCB). The dimensions of transformational leadership behavior are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. This study also intends to examine whether any differences on OCB exist among the respondents based on the length of time they have been in their current grade and their place of work. Respondents of this study were 190 senior officers of grade 41 and 44 of Royal Malaysian Customs Department at Pulau Pinang, Wilayah Persekutuan Kuala Lumpur, Pahang, Johor, and Kuala Lumpur International Airport. Data were analyzed using SPSS version 15. The tests conducted were Pearson's Correlation, multiple regression and one-way ANOVA. The Pearson's Correlation showed that transformational leadership behavior, as well as each of its dimensions was correlated to OCB. However, multiple regression tests showed that OCB was significantly influenced by only one dimension; idealized influence. The findings of the one-way ANOVA showed that there were significant differences in respondents OCB based on the length of time they have been in their current grade. It was also found that there were no differences in respondents' OCB based on their place of work.

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# CHAPTER ONE

# INTRODUCTION

## 1.0 Introduction

Organizational citizenship behavior or better known as OCB was first introduced by Bateman and Organ (1983) twenty six years ago. Since then, it has been studied extensively and has been significantly associated with positive performance of an organization. Yet, in Malaysia, despite the apparent importance of OCB to organizations, not many studies were conducted and it is very rarely highlighted by the management in the public sector.

According to Organ (1988), OCB is defined 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.

OCB has been identified as vital to the effectiveness of organizations and teams (Bateman and Organ, 1983; Organ, 1988 and Podsakoff, 1997). Previous researchers noted that OCB have contributed to organizational commitment (Podsakoff, MacKenzie and Boomer, 1996), and service quality (Bienstock, DeMoranville and Smith, 2003). Studies by Wayne, Liden, Graf and Ferris (1997) and Deluga (1998) showed that leader-

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