

**THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR (OCB) ON ORGANIZATIONAL PERFORMANCE: A  
CASE OF ICT FIRM IN SAUDI ARABIA.**

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**UNIVERSITI UTARA MALAYSIA**

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A project paper submitted to the College of Business in partial fulfillment of the requirements for  
the degree of Master of Human Resource Management

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## ABSTRACT

The purpose of this quantitative study was to examine the influence of leadership style and organizational citizenship behaviour (OCB) on organizational behaviour. This study arises from the need to know the factors that can increase the organizational performance in the *MOBAILI telecommunication company which located in Saudi Arabia*. It is argued in this thesis that very limited number of studies have been conducted on the relationship between leadership style and OCB in the perspective of developing countries in general, so this study aimed at investigating whether leadership style and OCB have a positive impact on organizational performance in one of telecommunication company called *MOBAILI* located in Saudi Arabia. To this end, 86 respondents working in *MOBAILI* telecommunication company located in Saudi Arabia were selected to participate in the study. Organizational performance was measured by the 10-item developed by Steele (1987). Leadership style was measured by the 20-items and OCB was measured by 12-items developed by Podsakoff and Mackenzie(as cited in Niehoff & Moorman, 1993). The instruments for in this study were measured by using the 5-item questionnaire.

The findings revealed that leadership style and organizational citizenship behaviour (OCB) were statistically and significantly related to organizational performance. OCB was found to be the best predictor of organizational performance. The limitations of this study and the recommendations for future research are also discussed.

**Keywords:** leadership style, transformational leadership, transactional leadership, organizational citizen ship behavior, *Mobaili telecommunication company*.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 INTRODUCTION**

Over the last 25 years there has been great empirical and theoretical studies conducted on organizational performance. This study has required to better recognizing the processes, antecedents, and emergent states that facilitate effective organizational outcomes. An emerging area within this study is the role attributed to leadership in facilitating organizational performance development.

The influence of leadership styles on organizational performance has been an issue of interest among practitioners and academics researches in the area of leadership (Giambatista, R.C. 2004; Cannella Jr., A.A. and Rowe, W.G..1995). possibly the most important reason for this interest is the common belief that leadership can impact positively on the performance of organizations (Rowe, W.G..2005). The style of leadership adopted is considered by some researchers (e.g. Awamleh, 1999; Conger, 1999; Dubinsky, 1995; Yammarino, 1993) to be mainly important in accomplish organizational goals, and in evoking performance between subordinates (Barling, J., Weber, T. and Kelloway, E.K. 1996; Berson, Y., Shamair, B., Avolio, B.J. and Popper, M. 2001; Zacharatos, A., Barling, J. and Kelloway, E.K 2000).

It is often discussed that the failure or success of an organization depends on the skills and styles of a leader. A leader can be defined as the one who prompts life in the organization and the one who insures the stability and the persistence of the organization in the goals it was established for; in short, a leader who is able is one who is capable to move the organization to the direction he envisions and sets. By having certain leadership skills and competencies, a leader should be capable to adapt his/her leadership styles and behaviours to achieve organizational goals and objectives. At the individual level, leaders who are able to motivate, influence and direct employees will often be rewarded by loyalty and performance of their employees (Mosadegh & Yarmohammadian 2006). Effective and Good leaders matter to the overall performance and well-being of the organization and its members; they also matter to other stakeholders of the organization, such as the customers and the society at large. In other words, effective leadership is a corner stone in life, in general, and in achieving organizations' success, in particular.

Previous suggests that high levels of organizational citizenship behavior guide to greater efficiency and help to bring about new income for the organization. Securing needed resources in today's environment refers not only to the attraction of new members or raw materials, but also to such intangible resources as goodwill and the improved image and reputation of the organization. Some studies have shown that organizational citizenship behaviors are positively related to indicators of individual, unit, and organizational performance (Chien, 2 004).

The ultimate goal of this research was to examine the influence among leadership style and organizational citizenship behaviour ( OCB) on organizational performance. This study was applied on Telecommunication Company located in Saudi Arabia call Mobaili.

## 1.1 PROBLEM STATEMENT

This study arises from the need to know the factors that can increase the organizational performance. Although many studies showed the importance and value of leadership, when studying the leadership literature, it is explaining that the perception of leadership lacks agreement and coherence. Most of the previous studies on leadership confuse the definition of effective leadership by failing to make understandable distinctions in some definitions, such as between non-leaders and leaders, ineffective and effective leaders, in addition as overlooking the definition of the levels of leadership (Bennis, 1998; Bergsteiner, 2005; House and Aditya, 1997). Additional, there has been limited research that has specifically addressed the relationship between leadership behaviour and organizational performance.

Although these oversights, it is broadly believed that leadership produces the vital link between people's performance at an organizational level and organizational effectiveness (Judge and Piccolo, Bass, 1998; Judge, *et al.*, 2002a, 2002c; Avolio, 1999; 2004; Keller, 2006; McGrath and MacMillan, 2000; Purcell, 2004; Teece *et al.*, 1997; Yukl, 2002). Substantial numbers of management researchers have debated the effectiveness of leadership styles and behaviours (Avery; 2004; Drath, 2001; Analoui, 1999; House and Aditya, 1997; Shamir and Howell, 1999; Kakabadse *et al.*, 1999; Shamir *et al.*, 1993; Yukl, 1999). The previous studies left many gaps and unanswered questions. further, many prior research has investigated the believed on the relationship between leadership and organizational performance, but it has examined the potential task of other paradigms (e.g. classical and organic paradigms) while ignoring the restricted number of leadership paradigms (e.g. transactional paradigms and transformational), so

further studies needed to distinction between transactional and transformational leadership and its relationship to organizational performance.

Furthermore, there are methodological problems with most existing studies. Most of the studies have been cross-sectional in design, and the common-method bias often has been a problem when performance has been measured (Barling *et al.*, 2002; Jermier and Kerr, 1997). The quality of performance measurement is critical to determining outcomes about whether leadership matters and not all studies have been well designed (Dionne *et al.*, 2002). For example, when selecting measurements of performance, many researchers (e.g. Hofmann and Jones, 2005; Keller, 2006; Lim and Ployhart, 2004) neglected to focus on the correlation between financial performance and customer satisfaction and employee satisfaction, employing either financial measurements or non-financial measurements rather than employing all three in order to enhance the validity of the research. Therefore, closer attention is needed to ensuring that the measures of organizational performance are adequate and sufficient.

This study seeks to explain the influence of leadership style and organizational citizenship behaviour ( OCB ) on organizational performance in today's business environment. the area of the study was one of the telecommunication companies in Saudi Arabia call Mobaili .



## **1.2 RESEARCH OBJECTIVES**

This research was conducted to find the influence of the independent variables, which are leadership style, organizational citizenship behaviour (OCB) on the dependent variable, which is the organizational performance in one of Communication Company in Saudi Arabia call Mobaili. In dealing with this issue, this study is aimed towards:

- 1- To examine whether leadership style does affect the extent of organizational performance.
- 2- To examine whether organizational citizenship behavior (OCB) does affect the extent of organizational performance.
- 3- To identify which among the tow independent variables is the most important relates to organizational performance.

## **1.3 RESEARCH QUESTIONS**

In achieving the above objectives, this study addresses the following questions:

- 1) Does leadership style affect the extent of organizational performance?
- 2) Does organizational citizenship behavior affect the extent of organizational performance?
- 3) Which among the two independent variables is the most important relates to organizational performance?

#### **1.4 SIGNIFICANCE OF THE STUDY**

- This research and its findings are considered important to provide insight into the important of leadership and OCB for improve organizational performance.
- This Research enhances the amount of information available to leaders and allows leaders to respond to their followers' needs more accurately.
- This study proposes to fill the gap on the relationship between leadership style and organizational performance.
- From a practical perspective, the findings of this study will be useful for top management in the organizations to be aware about the important of leadership style and OCB to improve organizational performance.
- The findings should provide insight as to how leadership style might be effectively influence on the employee behaviors where make them more motivated, satisfied about their work which may help to increase organizational performance .
- Finally, it also can add to the existing literature on the relationship between leadership style and OCB and organizational performance and can be used as one of the references or guidance for future research as well as enriching the literature in human resource management.

## **1.5 SCOPE OF RESEARCH**

In order to achieve the research objectives set above, a survey will be carried out involving distribution of questionnaires amongst employees in one of the telecommunication companies which exist in Saudi Arabia call Mobaili. Self-report measures will be used to gather data on the variables under study. The use of survey in the present study is appropriate because the research is concerned about knowing how employees' perceptions are on the issue of leadership, and their attitudes are with respect to their jobs they are doing now. In other words, since the main concern of the present study is to provide some backdrop understanding of the relationship between leadership style and OCB with organizational performance the data collection period is estimated to take place in the year of 2011.

## **1.6 DEFINITION OF THE KEY TERMS**

**Organization performance:** it's bottom line profit, doing better than competitors, maximum organization effectiveness and achieving specific organization objectives Laura (1995).

**Organizational Effectiveness:** The degree to which an organization achieves its objectives

### **Transformational Leadership**

For the purpose of this study, transformational leadership is defined as the relationship that involves the leader motivating followers to be creative, imaginative and encourages them to offer their best efforts. The leader chooses high ethical standards, which raises the ethical aspirations

of the followers. The main premise for the relationship is the growth of the individual follower (Burns, 1978).

### **Transactional Leadership**

For the purpose of this study, transactional leadership is defined as an effort by leaders to clarify responsibilities of followers, to describe tasks that are to be accomplished, to clarify expectations that the leader has for followers and to establish the benefits and rewards for compliance as well as the sanctions for failure to comply (Bass, 1985).

**Organizational Citizenship Behaviours (OCB):** is defined as those additional work-related behaviours which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983).

## **1.7 THESIS OUTLINE**

Apart from Chapter 1, there are four other chapters.. Chapter Two in particular will present and analyze empirical evidence on previous studies conducted on transactional leadership, transformational leadership and its relationship with organizational performance. The next chapter i.e. Chapter Three will provide in detail the parameters and methods used in conducting the study and hence testing the hypotheses. It will elucidate sample selection, data collection procedures and techniques, and statistical tests to be used to analyze the data collected. These detailed descriptions of the research design will follow closely the hypotheses formulated for the study, which will be presented earlier in the chapter. Chapter Four will present the results of the

study. The last chapter, Chapter Five, will discuss the findings of the study in depth by comparing the study's findings with previous works. In addition, limitations of the present study and recommendations for practice and future research will be addressed in this chapter.

## **CHAPTER TWO**

### **LITRETURE REVIEW**

#### **2.0 INTRODUCTION**

This chapter discusses and summarizes the literature on all variables under study. The literature is arranged according to dependent variables and independent variables, and the relationship between the two variables. The first part of this chapter discusses dependent variable which is the organizational performance. The second part gives literature review about leadership in general. The third part discusses independent variables which are the transformational and transactional leadership,. The fourth part discusses the relationship between the dependent variable (organizational performance) and independent variables (transformational and transactional leadership). Lastly the fifth part discusses the research framework and the research hypotheses.

#### **2.1 Organizational Performance**

Performance has been defined in various ways. A lot of researchers faces a challenge in determining the variable to be used in such an analysis, defining the performance measurement distinguish among activities such as (e.g. workload), , outcomes (or effectiveness, e.g. achieved

its goal) outputs (e.g. number of completed payroll transactions) and efficiency (e.g. measures of the cost per outcome or output) (Worland & Manning, 2005).

Unfortunately, many researchers had tried to identify performance and had become frustrated along the way because of the great variety of ways in which performance had been defined in the literature. Organizations have multiple and frequently conflicting goals which challenge the researcher to define it (Chow, 1994).

Organization performance is widely used as a dependent variable in organization research. It remains as one of the most vague and ambiguous definitions around. The strife to compose a meaning for organizational performance has been ongoing for many years (Rogers & Wright, 1998) and it is not limited for HRM, Katz and Kahn (1966, p. 150). This indicates that the development of satisfied criteria for organizational performance is not clearly made yet. The problem still exists.

More recently, Murphy, Trailer & Hill (1996, p. 21) conclude that “...*the lack of construct validity for what we call performance is so clear that we as a field should consider discontinuing the use of the term in research*”. In contrast, Venkatraman & Ramanujam (1986, p 803) noted that performance is played as “...*centers on the use of simple outcome-based financial indicators that are assumed to reflect the fulfillment of the economic goals of the firm.*” They argued that the strategic management literatures focus on the “Financial performance as an indicator, they also proposed a broader performance construct of “Business performance” that will include both financial and operational (new products, product quality, market share) indicators. Moreover,

they suggest a construct of “Organizational effectiveness” which revised a business performance. Gleason & Barnum (1986) define organizational performance in a way of distinguishing between effectiveness and efficiency; they define effectiveness as “*the extent to which an objective has been achieved*” while efficiency defined as “*the degree to which resources have been used economically*”. Moreover, they stated that efficiency is doing things right, while effectiveness is doing the right things.

In a general, many of researchers defined organizational performance by using seven dimensions in order to capture their conception of what performance means, these dimensions are; “*effectiveness, efficiency, quality, productivity, quality of work life, innovation and profitability / budget ability*” (Sink & his colleges, 1984). In this study the organizational performance variable would cover the aspect of organizational effectiveness provided if the organization meets its objective. Competence is important between the employees, it will help the organization to be more effective and perform well, and considering that the synergy between the competent is an important (Fey *et al.*, 2000; Wright *et al.*, 1994). The cooperation between the employees is more likely to assist organization to perform well (Paul & Anantharatnan, 2003).

## **2.2 LEADERSHIP STYLE**

Organizations have to be conscious of the utilization of their resources and make every effort to ensure that their resources are being used in the most effective manner. The organizational members who comprise the organization are a vital resource. Burns (1978) believed that



leadership induces followers to act for goals that represent the values and the motivations, the wants and needs, the aspirations and expectations of both leaders and followers. Effective leaders have the ability to exert influence and know how to involve others, enabling them to act within the correct vision, mission and goals so that the organization heads in the right direction and uses the correct methods to get there (Einstein & Humphreys, 2001). Homrig (2002) states that "leadership is distinguished by appealing to the values of the follower by satisfying the basic needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one's life, and the ability to live up to one's ideals" (p. 6). Organizational leaders will face many significant challenges throughout their careers, and how to manage the evolving needs of employees will become increasingly complex (Zaccaro & Klimoski, 2001). Leaders have to be able to motivate and influence followers in order to have the individual's goals aligned with the organization's overall goals.

Leadership has drawn great attention from scholars in various fields in recent years. Yukl (1989) wrote that "the study of leadership has been an important and central part of the literature of management and organization behavior for several decades" (p. 251). Paton (1987), too, realized that leadership has become the most popular subject within the field of sports management. Weese (1994) furthermore advised that some 7,500 citations on leadership appear in Bass and Stogdill's *Handbook of Leadership* (1990). In an article on sports management and leadership, Sourcie (1994) noted that quite a few doctoral dissertations focus on "managerial leadership in sport organizations". Earlier, Sourcie (1982) had estimated that nearly 25 studies on leadership were completed between 1969 and 1979, as reported in *Dissertation Abstracts International*,

while the same source shows that 30 additional doctoral researchers employed leadership as the primary dependent variable of dissertation research between 1979 and 1989 (p. 6).

There is great controversy over the definition of leadership and thus over approaches to studying leadership (Yukl, 1989). However, Leadership refers to "... the ability to influence a group toward the achievement of goals" (Robbins, 2003). It is a social, goal-oriented process that involves the articulation of a collective vision that gives purpose, meaning and guidance; appealing to the ideological values, motives and self-perceptions of followers (House, 1995). Strong leadership is seen as a main ingredient for the success of organizations when it directs the effective use of human capital towards achieving organizations' mission and goals (Globe, 1972; Wu & Shiu, 2009).

According to Bass (1990) who provides a classification of leadership into 12 categories:

- (1) The focus of group processes;
- (2) A matter of personality;
- (3) A matter of inducing compliance;
- (4) The exercise of influence;
- (5) Limited to discretionary influence;
- (6) An act or behavior;
- (7) A form of persuasion;
- (8) A power relationship;
- (9) An instrument of goal performance;
- (10) An emerging effect of interaction;

- (11) The initiation of structure; and
- (12) A combination of elements.

### **2.2.1 Transactional leadership**

Transactional leadership involves a transaction in which the leader rewards or disciplines the follower depending upon the acceptableness of the follower's performance. According to Bass (1985), transactional leaders clarify for followers their responsibilities, the tasks that are to be accomplished, the expectations the leader has, and the benefits to the followers for compliance. In a transactional setting, a follower understands that by accomplishing the tasks set by the leader, the follower will obtain desired rewards. The leader must outline what the level of achievement needs to be and the specific rewards that are to be obtained. Bass refers to these rewards as contingent rewards. A follower continues to receive desired and agreed upon rewards as long as he or she continues to reach the desired level of achievement explicitly outlined by the leader. In a transactional exchange, the leader can use a contingent punishment to correct certain behaviours that the leader finds unacceptable. The rewards and punishments are used as motivators so that the followers extend the necessary effort to accomplish the goals set forth. Bass (1985) stated that although followers who are heavily influenced by high-level transactional leaders may expend extraordinary effort to maintain a certain level of mutual respect with the leader, their beliefs and goals typically will not change. This means that although followers will sometimes achieve and exert more than is expected, their overall personal goals will not change nor will they align their personal goals with the goals of the organization. Therefore, they are not likely to initiate actions on their own or to offer creative solutions to problems or opportunities.

### 2.2.2 Transformational leadership

Transformational leadership is the ability to influence and motivate others so that followers want to achieve organizational success. Burns (1978) stated that followers are raised from their "everyday selves" to become "better selves." The leader "chooses high ethical and moral values, which in turn are admired and emulated by their followers" (Bass, 2000, p. 4). Transformational leaders express a general interest in their followers and there is a mutual trust between the leader and followers. Since the inception of the theoretical constructs that comprise transformational leadership, research has demonstrated the relationship of transformational leadership to job satisfaction, effectiveness and organizational commitment (Bass, 2000). Transformational leaders have the ability to transform the goals of an individual's aspirations so that they become intertwined and indistinguishable from the followers personal goals and the organizations overall goals. Burns (1978) stated "transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both the leader and the led, and thus it has a transforming effect on both" (p. 20). As organizations become more diverse and challenging, leaders need to adapt their leadership style to those elements required to achieve success. Organizations that are interdependent, culturally diverse, networked organizations depend on transformational leadership to bring out the creativity, imagination and best efforts of their followers (Waldman, Bass & Yammarino, 1990).

Gentry (2005) conducted a quantitative study at a government agency with 208 participants. He examined the relationship among the transformational leadership behaviours and organizational commitment during a time of downsizing at the agency. The study revealed a positive relationship existed at  $p < .01$  level of significance between the transformational leader

behaviours as measured by the Multifactor Leadership Questionnaire (MLQ) and organizational commitment as measured by the Organizational Commitment Questionnaire (OCQ).

Another quantitative study, which used the same forms of measurement, conducted by Yung Yu Lee (2005), examined transformational leadership behaviours and their relationship to organizational commitment and job satisfaction among employees in 16 public high schools and five private high schools in Taiwan. A total of 685 participants were included as part of the findings of the study. The study revealed that a positive relationship existed at the  $p < .001$  level of significance between transformational leadership style and organizational commitment. The strongest relationship among the transformational leader behaviour and organizational commitment was associated with the leader behaviour of fostering the acceptance of group goals.

### **2.2.3 THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE**

Leadership is considered a factor that has a major influence on the performance of organizations, managers and employees (Wang et al., 2005). Managers and management researchers tend to view leadership as a major contributor or a direct cause of organizational performance in the marketplace and society. Andersen (2002, p. 3) states that:

*A widely held view amongst managers and management researchers alike is that management has a major impact on organizational effectiveness. The leadership literature in general is implicitly based upon the assumption that leadership is the cause of effectiveness in organizations. Many theories are founded on the contention of the crucial role of management.*

It is argued that leadership is fundamental to the success of all organizations, including institutions of higher learning (Snodgrass & Schachar, 2008). These institutions are operating in an increasingly dynamic and complex environment, thus requiring effective leadership to achieve targeted organizational goals. According to Brown (2001), dean of various schools or head of departments in the universities are recognized as key leaders and most of the decisions are made at the school level. Thus the success of the university is depends of the leadership of each of the dean of school or departments heads.

According to study conducted by Snodgrass and Schachar (2008), both transformational and transactional leadership styles have been found to positively correlate with organizational outcomes in studies of various types of organizations. Studies undertaken by Avolio and Bass (2004) and Dumdum et al (2002) found that transformational leadership is positively correlated with organizational effectiveness. Other studies also found that transformational leadership gains greater followers effectiveness and satisfactions than transactional leadership (Snodgrass & Schachar, 2008). For instance, Bass (1998) found that transformational leadership can have a significantly greater effect than transactional leadership in predicting employee satisfaction with the leader. Koh et al. (1995) also found that transformational leadership can strengthen employees' sense of belongingness and fulfill employees' needs for self-actualization and finally increase the productivity of the employees. This implies that in general, employees prefer transformational leadership rather than transactional and laissez faire. Nevertheless, the findings from Wu and Shiu (2009)'s study on foreign English teachers' job satisfaction indicate that transactional leadership has a strong positive relationship with job satisfaction, while the effects of transformational and laissez faire leadership styles are moderate. In addition MacKenzie et al.

(2001) examined the effect of transformational and transactional leadership on organizational performance at an insurance company, and the Findings showed that transformational leadership has more influence on performance than transactional leadership.

Bass's (1985) used Multifactor Leadership Questionnaire (MLQ) in his study, a high correlation was found between the leader's transformational style and the organizational performance level. This correlation was consistently higher than the positive correlation between the leader's transactional style and the organizational performance. In other studies that followed, a negative correlation was usually found between the transactional leadership style and organizational performance (Geyer and Steyrer, 1998; Lowe et al., 1996; MacKenzie et al., 2001; Parry, 2003).

Parry (2003) specifically examined leadership styles in public sector organizations and found that a transformational leadership style has a positive effect on the innovation and effectiveness of these organizations. Recently, Wang et al. (2005) suggested the leader member exchange (LMX) theory (Graen, 1976) as a good explanation for a mediating role between leadership styles (especially transformational leadership) and organizational performance as well as organizational citizenship behaviour (OCB). In many respects, the LMX theory is in line with Vroom's (1964) expectancy theory and Blau's (1964) exchange theory that call for a stronger balance between managers and employees. According to these theories, better performance can be achieved only when there is a reasonable level of expectation-fit and when the social exchange between managers and employees is fair and equal. Wang et al. (2005) suggest that subordinates have role expectations of their leaders and that they are not passive role recipients,

as they may reject, embrace, or renegotiate roles prescribed by their leaders. A reciprocal process is based on fairness and equity of exchange and expectations, and is developed over time.

Further the study which conducted by Weese (1994) he pointed out that many who have studied leadership have found “convincing evidence” for leadership’s importance to the “success and survival” of an organization. He noted that transformational leaders, especially, “have a positive impact on employee satisfaction, productivity, and organizational effectiveness” (Weese, 1994, p. 188).

### **2.3 ORGANIZATIONAL CITIZINSHIP BEHAVIOR (OCB)**

Organizational Citizenship Behaviours (OCB) is defined as those additional work-related behaviours which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Since these efforts are made beyond the requirements particular in the job description, their attendance cannot be enforced (Organ, 1988), and their absence cannot be penalized (Van Dyne et al., 1995). Examples of these efforts include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization (Turnipseed and Rassuli, 2005). The five categories related with organizational citizenship behaviour are: *altruism* - the helping of an individual co-worker on a task, *courtesy* - alerting others in the organization about changes that may influence their work, *conscientiousness* - carrying out one's duties further than the minimum requirements,



*sportsmanship* - refrain from complaining about trivial matters or issues that have no value or merit to the organization, and *civic virtue* - participating in the governance (rules and policies) of how control is maintained within the organization (Chien, 2004). The practical importance of organizational citizenship behaviour is that it enhance organizational efficiency and effectiveness by contributing to resource transformations, creativity, and adaptability (Williams & Anderson, 1991). Organizational citizenship behaviour is divided into two categories: citizenship that benefits the organization indirectly (OCBO), and citizenship that benefits the individual directly (OCBI). This is visible within the organization when an individual who is unable to come to work will have his or her responsibilities picked up by other persons already working, due to the positive interest in other employees. Previous research has explained the dimension of organizational citizenship behaviour for the individual as altruism and organizational citizenship behaviour for groups of employees within an organization as generalized compliance. Both organizational citizenship behaviours for the individual and organization are rooted within the primary standard that no formal rewards will be given for such behaviour. Current study looks at the effects of this behaviour as it relates to individual and organizational performance. OCB is important within the telecommunication companies because these organizations face many challenges today in maintaining and improving customer satisfaction and improving performance. The importance of organizational citizenship behaviour is evident in successful organizations when employees do more than their usual job duties and provide performance that is beyond management's expectations.

### **2.3.1 THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL PERFORMANCE**

Previous suggests that high levels of organizational citizenship behavior guide to greater efficiency and help to bring about new income for the organization. Securing needed resources in today's environment refers not only to the attraction of new members or raw materials, but also to such intangible resources as goodwill and the improved image and reputation of the organization. Some studies have shown that organizational citizenship behaviours are positively related to indicators of individual, unit, and organizational performance (Chien, 2 004).

Workers, who go more than and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with better workgroup efficiency and increase organizational performance. OCB impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al, 1999). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, managers benefit from positive OCB as well as employees which are increase organizational performance (Turnipseed and Rassuli, 2005).

(Karambayya, 1990; Organ, 1988; Podsakoff & Mackenzie, 1994) have suggested that OCB facilitate organizational effectiveness, efficiency, and success, because OCB make for a more proficient use of existing resources, enables superiors to devote more time to planning, scheduling, problem solving, and organizational analysis, and enhances co-workers productivity.

Karambayya (1990) explored relationships between individual level OCB and individual- and unit-level performance, while other (MacKenzie, Podsakoff, and Fetter 1991, 1993, Podsakoff and MacKenzie 1994) have investigated the effect of individual-level OCB and aggregate OCB on managerial evaluations of individual- and unit-level performance in a variety of settings. These studies suggest that OCB affects managers' evaluations of subordinates across diverse settings and hierarchical levels. Podsakoff and Mackenzie (1994) also found OCB to be related to unit performance.

Theorists have conceptualized organizational effectiveness from a variety of perspectives, and numerous measurement approaches have been utilized to capture the construct, including profitability, employee development, efficiency, goal attainment, and resource acquisition (see Hall, 1991 for review). Why should OCB facilitate organizational effectiveness? To better understand these effects, we must first examine the dimensionality of OCB. Organ (1988) theorized five distinct categories of OCB: (a) altruism, the act of helping a specific person with a work-related task; (b) conscientiousness, the act of carrying out duties beyond the minimum required levels; (c) courtesy, actions that include communicating with individuals affected by one's decisions; (d) sportsmanship, actions that are positive when people refrain from doing them, such as complaining or railing against perceived slights, and (e) civic virtue, actions that represent responsible participation in or involvement with meetings and other governance issues in the organization. Thus, employee citizenship should not only aid in the training and development of employees through acts of altruism and courtesy, but also should maintain morale through sportsmanship. Second, acts of altruism can potentially influence one's ability to

import resources, and courtesy allows departments to keep from wasting resources (Organ, 1988).

Conscientiousness is an obvious key, as individuals who take few breaks, arrive on time, and maintain good attendance keep the organization stable. Finally, OCB influence efficiency and productivity through all dimensions-acts of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. All forms of OCB tend to smooth communication, work scheduling, and cooperation in the overall operation (Organ 1988).

There are several possible reasons why organizational citizenship behaviour might be positively related to increase organizational performance (Borman & Motowidlo, 1993; George & Bettenhausen, 1991.; Karambayy, 1990; Organ, 1988,1990; Podsakoff & Mackenzie,1994). In general, it has been argued (Organ, 1988; Smith et al., 1983) that citizenship behaviours may enhance performance and table 1 summarizes some of that way which increase organizational performance by OCB.

**TABLE 2.1: summarize the reason how OCB might influence organizational performance**

Potential reason how OCB influence work group or/and organizational performance	example
<p><i>OCB may enhance coworkers</i></p> <p><i>OCB may enhance managerial productivity</i></p> <p><i>OCB may free resources up for more productive purposes</i></p>	<ul style="list-style-type: none"> <li>➤ Employees who help another worker “learn the ropes “may assist them to become more productive employees faster.</li> <li>➤ Over time, helping behavior can help to increase “best practices” through the work unit or group.</li> <li>➤ If employee engage in civic virtue the supervisor may get valuable suggestions and/or feedback on his or her ideas for improving unit performance</li> <li>➤ Courteous employees, who avoid making problems for coworkers, allow the manager to avoid falling into a pattern of crisis management</li> </ul>

*OCB may reduce the need to devote scarce Resources to purely maintenance functions*

- If employees help each other with work-related problems. Then the manager doesn't have too; so, the manager can use more time on productive task, such as planning
- Employees that display conscientiousness require less managerial administration and permit the manager to delegate more responsibility to them.
- To the degree that experienced employees help in the training and orienting of new employees, it reduce the need to devote organizational resources to these actions.
- If employee display sportsmanship, it frees the manager from having to spend too much of his or her time dealing with petty complains.

*OCB may enhance the organizational*

*ability to attract and retain the best people  
by making it a more attractive place to  
work*

➤ A natural by- product of helping behavior is that it improve team spirit, moral, and cohesiveness, thus reducing the need for group member ( or manages) to spend cost and time on group maintenance functions.

➤ Employees that display courtesy toward others reduce intergroup conflict; there by diminishing the time spent on conflict management activities.

*OCB may enhance the stability of  
organizational performance*

➤ Exhibiting civic virtue by voluntarily attending and actively participating in work unit meetings would assist the coordination of effort between team members, therefore potentially increasing the group's effectiveness and

<p><i>OCB may enhance an organizational ability to adopt environment change</i></p>	<p>efficiency</p> <ul style="list-style-type: none"> <li>➤ Exhibiting courtesy by “touching base” with other team members or members with other functions groups in the organizations decrease the likelihood of the happening of problems that would otherwise take time and effort to resolve</li>   <li>➤ Helping behaviors may improve moral, group cohesiveness, and the sense of belonging to a team, all of which may improve performance and assist the organization to attract and retain better employees</li>   <li>➤ Demonstrating sportsmanship by being willing to “roll with the punches” and</li> </ul>
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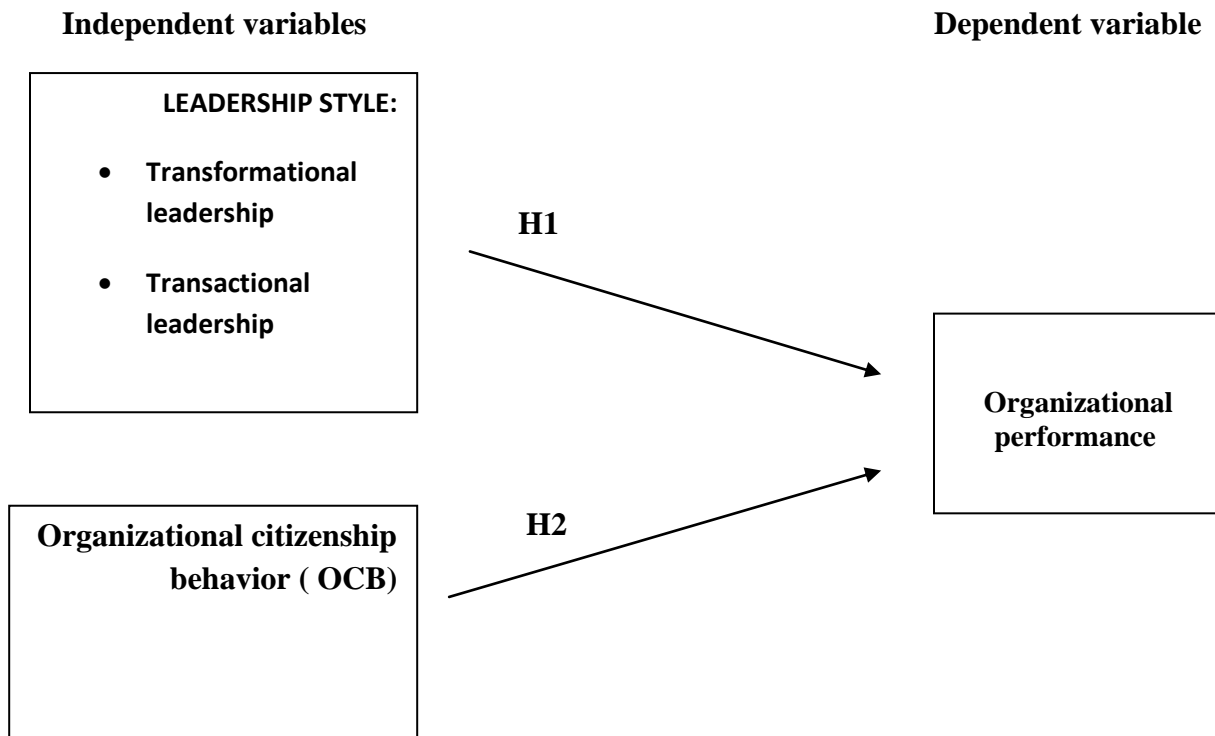
	<p>not complaining about unimportant matters sets an example for others, and thus develops a sense of loyalty and commitment to the organization that may develop employee retention.</p> <ul style="list-style-type: none"><li>➤ Picking up the slack for others that are absent, or who have heavy workload, can assist to develop the stability ( reduce the availability ) of the work unit's performance.</li><li>➤ Conscientious employees are more likely to keep a consistently high level of output, therefore reducing variability in a work unit's performance.</li><li>➤ Employees who are in close contact with the marketplace volunteer information about changes in the</li></ul>
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	<p>environment and make suggestion about how to act in response to them; it helps an organization to adopt</p> <p>➤ Employees who are attend and actively In meting may aid the dissemination of information in an organization, thus enhancing its responsiveness.</p>
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\*Source: Organ, D. W. (1988). Organizational citizenship behavior

## 2.4 RESEARCH FRAMEWORK

The framework depicted below in Figure 2.1 is developed based on literature review and research problems. This framework focuses on the relationship between leadership style and OCB with organizational performance.



*Figure 2.1 Research Framework*

## **2.5 HYPOTHESES DEVELOPMENT**

Hypothesis testing enables us to make inferences about the real world from a sample. As such, the following hypotheses are proposed:

H1: There is a significant relationship between leadership style and organizational performance.

H2: There is a significant relationship between organizational citizenship behaviour and organizational performance.

## **2.6 CONCLUSION**

This chapter has presented a review of literature that focused on the relationship between leadership style and organizational citizenship behaviour (OCB) with employee organizational performance. The following chapter describes in detail the procedures and methodology that were used for data collection and analysis in this study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction:**

From the previous academic literature and study done by the HR expert, several drivers has been investigated that could reduce the employee turnover in the organization. The primary objective of this study is to investigate the relationships between leadership style and organizational citizenship behaviour as independent variables with employee organizational performance as a dependent variable. Thus, this chapter revealed the methods used to study these relationships. This chapter outlines the research design, the sources of data, unit of analysis, the population frame, the sample and sampling technique, the measurement, the collection and administration of data and finally the technique of analyzing data.

#### **3.1 RESEARCH DESIGN**

This study is a correlation study rather than a causal one. It is not trying to establish a definitive cause and effect relationship (Tabachnick & Fidell, 1996). This type of study would identify factors that were causing the problem. Instead, the study was conducted with the aim of delineating the important variables that are associated with the problem (Tabachnick & Fidell, 1996). In This study data were gathered through the means of questionnaire, perhaps over a

period of days or weeks or months, in order to answer a research questions. Such study is called one-shot or cross- sectional studies. In this study, data on the independent variables and the dependent variable were collected from the employees working in one of Saudi Arabia telecommunication companies called “MOBAILI” through questionnaires.

### **3.2 POPULATION AND SAMPLING**

This study try to identify the relationships between leadership style and organizational citizenship behaviour (OCB) with organizational performance in *one of the telecommunication companies in Saudi Arabia called MOBAILI*. The unit analysis is individual level. The population of this study covers all exempt staff at *MOBAILI telecommunication company*. Population refers to the entire group of people, event or things of interest that researcher wishes to investigate. The list of exempt staff in *MOBAILI telecommunication company in Saudi Arabia* was obtained from the intercontinental Human Resource Department. There are about 110 exempt staffs in *Mobaili telecommunication company*. Based on the sample size decision guidelines given by Krejcie and Morgan (1970) as well as Cohen (1969), the sample size for population size (P) 110 is (S) 86. Hence, 86 exempt staffs in *Mobaili telecommunication company*. Were randomly selected for this study.

### 3.3 Measurement

The instrument for the study would be the questionnaire which is intended to identify the relationship between leadership style and organizational citizenship behavior (OCB) with Organizational performance. The questionnaire was adapted and modified to suite the context of employees in Mobaili telecommunication company.

**Table 3.3.1 Measurement Items.**

<b>Variable</b>	<b>Items</b>	<b>Scales</b>	<b>Sources</b>
Organizational performance	10	Five-point Likert scale	Steele (1987)
leadership style	20	Five-point Likert scale	Northouse, 2001)
Organizational citizenship behavior	12	Five-point Likert scale	Podsakoff and Mackenzie(as cited in Niehoff & Moorman, 1993

### 3.4 DATA ANALYSIS TECHNIQUES

This study used both descriptive and inferential statistics to analyze the data by using statistical Package for Social Science (SPSS) version 16. The statistical method of Pearson Correlation is used to determine the existence of any relationships between the independent variables

"leadership style and OCB" with the dependent variable, organizational performance. Additionally, Hierarchical Multiple Regression Analysis is conducted to relationship between leadership style and OCB with organizational performance.

### **3.5 QUESTIONNAIRE DESIGN**

A five-pages close-ended questionnaire was developed to gather information about the relationship between the independent variables (leadership style and organizational citizenship behaviour) and the dependent variable which is organizational performance. The questionnaire is divided into four sections, namely section A, B, C and D.

Section A indicates the respondent of the demographic variables. Such the position of the organization, gender, age, qualification.

Section B turnover intention

Section C job characteristics.

Section D job satisfaction.

### **3.6 RELIABILITY**

Reliability test was used to test the appropriateness of questionnaire to measure the variables. The Cronbach's Alpha testing was used as it is the most well accepted reliability test tool applied by social researchers. Sekaran (2005) mentioned that if reliability coefficient is close to 1.0, the



appropriateness of questionnaire to measure the variables is better. However, generally, the reliabilities which are less than .60 are considered to be poor, and those in the .70 range, are acceptable, and over .80 classify as good (Sekaran, 2005).

### **3.7 CONCLUSION**

This chapter discussed the research method proposed for the study. It includes the discussion of research design, questionnaire design, measurement, data collections and administration, and data analysis techniques. The next chapter will discuss the result and findings.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.0 INTRODUCTION**

This chapter outlines the results of data analysis obtained from data collected from respondents. The main purpose of this study is to examine the effects of leadership style and organizational citizenship behaviour on organizational performance. This study aims to achieve the research objectives as well as answers the research questions highlighted in chapter one. In addition, this study intends to verify the hypotheses listed in chapter two.

This chapter is divided into eight parts which includes; overview of data collected, profile of respondents, goodness of measure, descriptive analysis, major findings, summary of findings, and conclusion.

#### **4.1 OVERVIEW OF DATA COLLECTED**

##### **4.1.1 Response Rate**

A total of 86 sets of questionnaires were distributed to respondents and fortunately 100% were returned to researcher.

**Table 4.1****Response Rate**

	<b>Total</b>	<b>%</b>
Questionnaires distributed	86	100
Collected questionnaires	86	100

**4.2 RESPONDENTS' PROFILE**

The survey demonstrated the details concerning demographic characteristics or respondents' profile as shown in Table 4.2.

**Table 4.2****Respondents Profile**

<b>Demographic</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage ( % )</b>
Age Group	20-25 years old	13	14.6
	26-30 years old	8	9
	31-35 years old	12	13.5
	36-40 years old	14	15.7
	41-45 years old	16	18
	46-50 years old	19	21.3
	51-56 years old	3	3.4
Gender	Above 56	1	1.1
	Male	66	76.7
	Female	20	23.3

Education	Diploma	18	20.8
	Bachelor	38	44.2
	Master	24	27.9
	PHD	6	7.0
Years of Experience	1-3 years	15	17.4
	4-6 years	9	10.5
	7-9 years	11	12.8
	10-12 years	14	16.3
	13-15 years	20	23.3
	16-19 years	17	19.8
	20-25 years	15	17.4
years of experience in this organization	1-3 years	30	34.9
	4-6 years	20	23.3
	7-9 years	20	20.3
	10-12 years	15	17.4
	13-15 years	1	1.2

---

Majority of the respondents were male 76.7 % while the remaining of 23.3% of were female. In terms graduation have 44.2 percent of the respondents bachelor, followed by 27.9 % master, 20.9% for the diploma and 7 % for the PHD . In terms of age 22.1 percent fall under age category of 46-50 years old, followed by the age group category of 41-45 years old (18.6%), 16.3 % for the category of 36-40 years old ,15.1 for the category of 20-25 years old, 14 % for the category of 31-35 , 9.3 % for the category of 26-30 , 3.5% for the category of 51-55 and the remaining group above 56 made up the rest. For work experience, 23.3 percent of respondents have 13-15 years of work experience followed by 16-19 years of experience (19.8%), 1-3 years of experience (17.4%), 10-12 years of experience 16.3 % , 7-9 years of experience (12.8 %), and

finally 4-6 years of experience 10.5%. In terms of years of experience in the current organization, 34.9% percent of the respondents had 1-3 years of experience, followed by both 4-6, 7-9 years of experience (23.3%), 17.4% percent had experience of 10-12 years, and only 1.2 percent had experience of 13-15 years.

### 4.3 RELIABILITY ANALYSIS

According to George & Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent results. According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those value in the .70 is considered as acceptable and those reliability value less than .60 is considered to be poor (Sekaran, 2003).

**Table 4.3**

#### **Reliability Analysis**

Variables	No. of Items	Cronbach's Alpha
Organizational Performance	10	.560
<u>Leadership style</u>	20	.525
Organization citizenship behaviour	12	.800

Table 4.3 shows the Cronbach's Alpha value for dependent variables, organizational performance had good Cronbach's Alpha (.560). And for the independent variables which are leadership style the Cronbach's Alpha(.525) and the organizational citizenship behaviour the Cronbach's Alpha (.480) and organizational commitment Cronbach's Alpha(.800).

#### 4.4 DESCRIPTIVE ANALYSIS

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.4.

**Table 4.4**  
**Descriptive Statistics of Variables**

Variables	Mean	Std. Deviation
Organizational performance	4.109	0.287
Leadership style	3.775	0.195
Organizational citizenship behaviour	3.5766	0.383

All variables were evaluated based on a 5-point scale. From Table 4.4, the results show that the mean values for the dependent variable, organizational performance and independent variable which are, leadership style and organizational citizenship behaviour all above moderate. The mean value for the dependent variable, organizational performance (M= 4.109), and for the parts of the in independent variables, leadership style (M=3.775) and organizational citizenship

behaviour (M=3.576). In addition, the standard deviation, which is another measure of dispersion for interval and ratio scale data, offers an index of the spread of a distribution or the variability in the data. The standard deviation, in conjunction with the mean, is a very useful tool because of the following statistical rules, in a normal distribution (Sekaran, 2003):

The above Table shows the standard deviation for organizational performance which is (0.287), and for each of the independent variables, leadership style (0.195) and organizational citizenship behaviour (0.383).

## **4.5 MAJOR FINDINGS**

The results of Pearson Correlation Analysis and Hierarchical Multiple Regression are presented in the following section.

### **4.5.1 Pearson Correlation Coefficient**

According to Sekaran (2003), in research project that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is related to another. Interco relations analysis indicates the nature, direction and significance of the bivariate relationship of the variables used in the study.

Theoretically, there could be a perfect positive correlation between two variables, which is represented by 1.0 (plus 1), or a perfect negative correlation which would -1.0 (minus 1). While correlation could range between -1.0 and +1.0, the researcher need to know if any correlation found between two variables is significant or not (i.e.; if it has occurred solely by chance or if there is a high probability of its actual existence). As for the information, a significance of  $p=0.05$  is the generally accepted conventional level in social sciences research. This indicates that 95 times out of 100, the researcher can be sure that there is a true or significant correlation between the variables, and there is only a 5% chance that the relationship does not truly exist.

Davis (1997) proposed the rules of thumb that need to be used in interpreting the r-value obtained from inter correlations analysis as shown in Table 4.5 below.

**Table 4.5**

**Interpreting the R-value for Interco relations**

R-value	Relationship
Above 0.70	Very strong relationship
0.50 – 0.69	Strong relationship
0.30 -0.49	Moderate relationship
0.10 - 0.29	Low relationship
0.01 – 0.09	Very low relationship



The correlation matrix between dependent variable and independent variables are exhibited in Table 4.6 below. The finding from this analysis is then compared against the hypotheses developed in this study.

**Table 4.6**  
**Pearson Intercorrelations Matrix Result.**

	Organizational performance (1)	Leadership style (2)	OCB (3)
1	-	.120 (**)	.535(**)
2		-	0.419(**)
3			-

---

\*. Correlation is significant at the 0.05 level (2- tailed)  $p \leq 0.05$

\*\*Correlation is significant at the 0.01 level (2-tailed)  $p \leq 0.01$

**Hypothesis 1:** H1: There is a significance relationship between leadership style and organizational performance.

The relationship between leadership style is tested against organizational performance using Pearson Correlation coefficient the result indicate that there is a positive significant relation .120 (\*\*).

H2 There is significance relationship between organizational citizenship behaviour and organizational performance.

The relationship between OCB is tested against organizational performance using Pearson Correlation coefficient the result indicate that there is a positive significant relation .419 (\*\*).

#### 4.5.2 Hierarchical Multiple Regression Analysis (HMRA)

Hierarchical Multiple Regressions Analysis (HMRA) was conducted. the independent variable, organizational citizenship behaviour and leadership style were regressed against the dependent variable, organizational performance. The Table 4.7 below shows the results of HMRA.

**Table 4.7**  
**Results of Hierarchical Multiple Regression Analysis**

<b>Variables</b>	<b>Standardized Coefficients Beta</b>	<b>Sig</b>
Leadership style	-.126	.217
Organizational citizenship behavior	.588	0.000
<hr/>		
F Value	17.713	
R	.547	
R Square	.299	
Adjusted R Square	.282	

Refer to the Table 4.7, the Multiple R shows a substantial correlation between the independent variables and the dependent variable which is organizational performance ( $R = .547$ ). The R-square value identifies the portion of the variance accounted for by the independent variable that is approximately .299 of the variance in the organizational performance is accounted for by leadership style and organizational citizenship behaviour. This value indicates that the leadership style and organizational citizenship behaviour explained organization performance by .299 this indicates that the model is satisfactorily robust. The value of Adjusted R Square obtained is .299

The results also shows that the independent variables are significantly correlated to organization performance with coefficient alpha  $< .0001$

The beta ( $\beta$ ) value for leadership style was .126 and OCB 0.588; explain the significance of the independent variables to organization performance. The model summary also show the F change value of 17.713 is significant at 0.001 levels.

## 4.6 SUMMARY OF FINDINGS

The summary of the analysis is exhibited in Table 4.8 below

**Table 4.8**

<b>The Hypotheses</b>		<b>Decision</b>
H1:	There is a significance relationship between leadership style and organizational performance.	<b>Accepted</b>
H2	There is significance relationship between organizational citizenship behaviour and organizational performance.	<b>Accepted</b>

## 4.7 CONCLUSION

From the above findings, correlation analysis concludes that all the four independents variables are significantly related to organizational performance. This chapter had presented the findings collected from the respondents. Based on the data gathered, the correlation analysis indicates that all three independents variables were significantly related to organizational performance. The next chapter will discuss the recommendation and conclusion for the study.

## CHAPTER FIVE

### DISCUSSION, RECOMMENDATION, AND CONCLUSION

#### 5.0 INTRODUCTION

In this chapter, the findings of the study will be further discussed and recommendations for future research are also suggested.

#### 5.1 DISCUSSION

The purpose of this study is to determine whether there is any relationship between the independent variables namely leadership style and organizational citizenship behaviour with the dependent variable – organizational performance in one of Saudi Arabia telecommunication companies called Mobaili.

In the following discussion, results of each objective are reviewed and compared with previous literature.

- 4- **Objective 1:** To examine whether leadership style does affect the extent of organizational performance.

The positive and acceptable coefficient value between leadership style and organizational performance suggest that leadership style is one of the area that management should look into as it is significantly related with the organizational performance in Mobaili telecommunication company. This explained that leaders have the ability to exert influence and know how to involve others, enabling them to act within the correct vision, mission and goals so that the organization heads in the right direction and uses the correct methods to get there, which reflect positively to increase the performance of the organization.

This finding is parallel to the research conducted by study conducted by Snodgrass and Schachar (2008), in their study they found that leadership styles positively correlate with organizational outcomes in studies of various types of organizations. In addition MacKenzie et al. (2001) examined the effect of transformational and transactional leadership on organizational performance at an insurance company, and the Findings showed that both transformational leadership and transactional leadership influence positively on the performance of the company.

**Objective 2:** To examine whether organizational citizenship behaviour does affect extent of organizational performance.

The results of this study indicates a positive relationship between organizational citizenship behaviour and organizational performance, whereby employees who provide additional work-which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations will effect positively to increase organizational performance.

This finding is parallel to the research conducted by study conducted by (Chien, 2 004). Which he explained that organizational citizenship behaviours are positively related to indicators of individual, unit, and organizational performance.

**Objective 3:** To identify which among the tow independent variables is the most important relates to organizational performance.

The results of this study indicate that organizational citizenship behaviour is among the two independent variables that most important relates to the organizational performance. This finding is parallel with (Karambayya, 1990; Organ, 1988; Podsakoff & Mackenzie, 1994) where in their study they found that OCB facilitate organizational effectiveness, efficiency, and success, in addition they explained that OCB make for a more proficient use of existing resources, enables superiors to devote more time to planning, scheduling, problem solving, and organizational analysis, and enhances co-workers productivity which positively effect on the performance of the organization.

## **5.2LIMITATION OF THE STUDY**

This research is restricting by several limitations. The various limitations stated as follows:

### **5.2.1 Financial Constraints**

Financial problem is one of the limitations while completing the projects paper. With a high budget research, researcher is left with small amount of budget to spend on. All the expenses must all be considered to ensure smooth completions of this project paper.

### **5.2.2 Lack of Experience**

This is the first time that the researcher is performing the research. The researcher does not have sufficient knowledge and experience in conducting the research. The researcher found that study on this subject is not an easy task since it requires many skills and high level of experience in all level of research. As a result, this can affects the outcomes of this research indirectly.

### **5.2.3 Respondents Co-operation**

The researcher will expect that not all of the respondents will give good co-operation in answering the questionnaire and some will not take it seriously as well.

## **5.3 RECOMMENDATION FOR FUTURE RESEARCH**

This study had provided only a small portion of idea regarding on the factors needed to improve the organizational performance. In the context of Mobaili telecommunication in Saudi Arabia. Hence, it would be beneficial for future research to consider the following suggestions:

- Expand the study into other industries to enhance the consistency of results.
- Include other driver to measure organizational performance so that this will increase the accuracy of understanding the drivers that could impact the organizational performance



## **5.4CONCLUSION**

The three objectives in this study have been achieved whereby the results had shown that leadership style and organizational citizenship behaviour are related positively to organizational performance. Among all the two independent variables, OCB is found to be the strongest drivers of organizational performance in the context Mobaili telecommunication company. Therefore, Mobaili telecommunication company. should channel more time and resources in this area as it brings a great impact in enhancing the level of the performance in Mobaili telecommunication company.

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**APPENDIX A  
Questionnaires**

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL  
CITIZINSHIP BEHAVIOR WITH ORGANIZATIONAL PERFORMANCE**

**FEED BACK FORM**

**Organization Name:**\_\_\_\_\_.

**Section A: Demographic Information**

*Age (Please Tick your age Group)*

20-25	26-30	31-35	36-40	41-45	46-50	51-55	Above 56

Please Tick applicable gender

Male	Female

**Education** *(Please Tick your Education Group)*

	Diploma	Degree	Masters	PHD	

**Total years of Experience** (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

**Total years of Experience with this Organization** (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

**Date** \_\_\_\_\_ **Designation** \_\_\_\_\_

**Department** \_\_\_\_\_



1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

Section B: **organization performance:** Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please circle your answer).

1. The Organization encourages managers and employees working together.	1	2	3	4	5
2. The Organization performance information is communicated to employees.	1	2	3	4	5
3. Top management is accessible to employees.	1	2	3	4	5
4. Management encourages employees' autonomy and tasks ownership.	1	2	3	4	5
5 The Organization accepts that not all new innovations succeed.	1	2	3	4	5
6. The initial contact with the customer is important.	1	2	3	4	5
7. Customer service is actively measured	1	2	3	4	5
8. Customer service measures are communicated to employees.	1	2	3	4	5
9. People commit to the purpose and goals of the Organization.	1	2	3	4	5
10. The organizational has positive attitude toward change?	1	2	3	4	5

Section C: leadership style : **please** indicates the extent of your **agreement** with the

1. Tells group members what they are supposed to do.	1	2	3	4	5
2. Acts friendly with members of the group.	1	2	3	4	5
3. Sets standards of performance for group members.	1	2	3	4	5
4. Helps others feel comfortable in the group.	1	2	3	4	5
5. Makes suggestions on how to solve problems.	1	2	3	4	5
6. Responds favorably to suggestions made by others.	1	2	3	4	5
7. Makes his or her perspective clear to others.	1	2	3	4	5
8. Treats others fairly.	1	2	3	4	5
9. Develops a plan of action for the group.	1	2	3	4	5
10. Behaves in a predictable manner toward group members.	1	2	3	4	5
11. Defines role responsibilities for each group member.	1	2	3	4	5
12. Communicates actively with group members.	1	2	3	4	5
13. Clarifies his or her own role within the group.	1	2	3	4	5
14. Shows concern for the personal well-being of others.	1	2	3	4	5
15. Provides a plan for how the work is to be done.	1	2	3	4	5
16. Shows flexibility in making decisions.	1	2	3	4	5
17. Provides criteria for what is expected of the group.	1	2	3	4	5
18. Discloses thoughts and feelings to group members.	1	2	3	4	5
19. Encourages group members to do quality work.	1	2	3	4	5
20. Helps group members get along.	1	2	3	4	5

following statement on a 5-point scale. (Please circle your answer).

**SECTION D: Organizational Citizenship behaviour (OCB)** please indicates the extent of your **agreement** with the following statement on a 5-point scale. (Please circle your answer)

1 Strongly Disagree	2 Disagree	3 Indifferent	4 Agree	5 Strongly Agree			
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Keeps Up" with developments in the company.							
2. Attends functions that are not required but that help the company image.							
3. Is willing to risk disapproval in order to express his/her beliefs about what's best for the company.							
4. Consumes a lot of time complaining about trivial matters.							
5. Tends to make "mountains out of molehills" (makes problems bigger that they are).							
6. Always focuses on what's wrong with his/her situation, rather than the positive side of it.							
7. Helps orient new employees even though it is not required.							
8. Is always ready to help or to lend a helping hand to those around him/her.							
9. Willingly gives of his/her time to help others.							
10. Conscientiously follows company regulations and procedures.							
11. Turns in budgets, timesheets, expense reports, etc, earlier than is required.							
12. Returns phone calls and responds to other messages and requests for information promptly.							

**APPENDIX B**

**FREQUENCY**

**AGE**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-25	13	15.1	15.1	15.1
26-30	8	9.3	9.3	24.4
31-35	12	14.0	14.0	38.4
36-40	14	16.3	16.3	54.7
41-45	16	18.6	18.6	73.3
46-50	19	22.1	22.1	95.3
51-55	3	3.5	3.5	98.8
ABOVE 56	1	1.2	1.2	100.0
Total	86	100.0	100.0	

**GENDER**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	66	76.7	76.7	76.7
female	20	23.3	23.3	100.0
Total	86	100.0	100.0	

**EDUCATION**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	18	20.9	20.9	20.9
bachelor	38	44.2	44.2	65.1
master	24	27.9	27.9	93.0
PHD	6	7.0	7.0	100.0
Total	86	100.0	100.0	

**years of experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3	15	17.4	17.4	17.4
4-6	9	10.5	10.5	27.9
7-9	11	12.8	12.8	40.7
10-12	14	16.3	16.3	57.0
13-15	20	23.3	23.3	80.2
16-19	17	19.8	19.8	100.0
Total	86	100.0	100.0	

**years of experience in this organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3	30	34.9	34.9	34.9
4-6	20	23.3	23.3	58.1
7-9	20	23.3	23.3	81.4
10-12	15	17.4	17.4	98.8
13-15	1	1.2	1.2	100.0
Total	86	100.0	100.0	

## RELIABILITY

### ORGANIZATIONAL PERFORMANCE RELIABILITY

#### Reliability Statistics

Cronbach's Alpha	N of Items
.560	10

### LEADERSHIP STYLE RELIABILITY

#### Reliability Statistics

Cronbach's Alpha	N of Items
.525	20

### ORGANIZATIONAL CITIZINSHIP BEHAVIOR

#### Reliability Statistics

Cronbach's Alpha	N of Items
.800	10

### MEAN AND ST. DEVIATION

#### Statistics

	OPMEA N	LSMEA N	ocbmean
N Valid	86	86	86
Missing	0	0	0
Mean	4.1093	3.7750	3.5766
Std. Deviation	.28723	.19580	.38395

CORRELATION

**Correlations**

		OPMEA N	LSMEA N	ocbmean
OPMEA N	Pearson Correlation	1	.120	.535**
	Sig. (2-tailed)		.270	.000
	N	86	86	86
LSMEAN	Pearson Correlation	.120	1	.419**
	Sig. (2-tailed)	.270		.000
	N	86	86	86
ocbmean	Pearson Correlation	.535**	.419**	1
	Sig. (2-tailed)	.000	.000	
	N	86	86	86

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 <sup>a</sup>	.299	.282	.24334

a. Predictors: (Constant), ocbmean, LSMEAN

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.098	2	1.049	17.713	.000 <sup>a</sup>
	Residual	4.915	83	.059		
	Total	7.013	85			

a. Predictors: (Constant), ocbmean, LSMEAN

b. Dependent Variable: OPMEAN

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.234	.511		6.332	.000
	LSMEAN	-.185	.148	-.126	-1.244	.217
	ocbmean	.440	.076	.588	5.806	.000

a. Dependent Variable: OPMEAN