

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

By

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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

Universiti Utara Malaysia

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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).

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