

**IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR**

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Impact of Transformational Leadership on Organizational Citizenship Behavior

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DECLARATION

I declare that this thesis has not been accepted for any degree and is concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

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ABSTRAK

Objektif utama kajian ini ialah untuk menentukan hubungan antara tingkah laku kepemimpinan transformasi dan dimensinya dan kelakuan kerakyatan organisasi (OCB). Dimensi tingkah laku kepemimpinan transformasi pengaruh ideal, motivasi berpengaruh, rangsangan intelektual dan pertimbangan individu. Responden kajian ini adalah 110 pekerja di Jabatan Statistik, Kedah. Data-data telah dianalisis menggunakan perisian SPSS versi 15. Ujian yang dijalankan ialah ujian deskriptif, ujian kebolepercayaan, ujian pekali korelasi Pearson dan ujian regrasi berganda. Analisis deskriptif dijalankan untuk menentukan kadar gerak balas, dan profil responden-responden. Maklumat tambahan seperti minimum, maksimum, cara, julat dan sisihan stadard juga diperolehi dari analisis. Pearson analisis korelasi dijalankan untuk memeriksa hubungan antara dimensi kepimpinan transformtional dan kelakuan kerakyatan organisasi. Hasil Pearson analisis kolerasi menunjukkan yang setiap dimensi kepemimpinan transformasi nyata sekali berkaitan dengan kelakuan kerakyatan organisasi. Bagaimanapun, hanya pengaruh ideal didapati berkaitan dengan kelakuan kerakyatan organisasi berdasarkan analisis regresi berganda.

Key words: *idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, transformational leadership, organizational citizenship behavior.*

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. Respondents of this study were 110 employees in Department of Statistic, Kedah. Data were analyzed using SPSS version 15. The tests conducted were Descriptive analysis, Reliability, Pearson's Correlation and Multiple regressions. Descriptive analysis was conducted to determine response rate, and the profile of respondents. Additional information such as minimum, maximum, means, range and standard deviation were also obtained from the analysis. The results from Pearson Correlation Analysis indicate that each dimensions of transformational leadership, namely, idealized influence, inspirational consideration, intellectual stimulation and individual consideration, were significantly related to organizational citizenship behavior. However, taken together, idealized influence is clearly found only was significantly related to OCB based on the regression analysis.

Key words: *idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, transformational leadership, organizational citizenship behavior.*

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TABLE OF CONTENTS

CONTENT	PAGE
Declaration	ii
Permission to Use	iii
Abstrak	iv
Abstract	v
Acknowledgement	vi
Table of Contents	vii
List of Tables	x
List of Figures	xi
 CHAPTER 1 INTRODUCTION	
1.1 Introduction to the Study	1
1.2 Problem Statement	4
1.3 Research Objectives	6
1.4 Research Questions	7
1.5 Significance of the Study	7
1.6 Definition of Key Terms	9
1.7 Organization of Remaining Chapters	10
 CHAPTER 2 LITERATURE REVIEW	
2.0 Introduction	12
2.1 Organizational citizenship behavior	12
2.2 Transformational leadership	16
2.3 Idealized influence	19
2.4 Inspirational motivation	21
2.5 Intellectual stimulation	22
2.6 Individual influences	23
2.7 Transformational Leadership and OCB	25
	vii

2.8	Theoretical Framework	29
2.9	Research Hypothesis	33

CHAPTER 3 METHODOLOGY

3.1	Introduction	34
3.2	Research Design	34
	3.2.1 Type of Study	34
	3.2.2 Sources of Data	34
	3.2.3 Unit of Analysis	35
	3.2.4 Population and Sampling	36
3.3	Measurement	37
3.4	Data Collection and Administration	40
3.5	Data Analysis Techniques	40

CHAPTER 4 FINDING

4.0	Introduction	41
4.1	Overview of data collected.	41
4.2	Profile of Respondents	42
4.3	Goodness of Measure	
	4.3.1 Reliability Analysis	44
	4.3.2 Descriptive Analysis	45
4.4	Hypotheses Testing	
	4.4.1 Correlation Analysis	46
	4.4.2 Multiple Regressions	48
	4.4.3 Summary of Results for Hypotheses	51
4.5	Conclusion	52

CHAPTER 5 DISCUSSION, RECOMMEDATION AND CONCLUSION

5.1	Introduction	53
5.2	Recapitulation of the study	53
5.2	Discussion	54
5.4	Recommendations	57
	5.4.1 Recommendation for Department of Statistic Malaysia, Kedah	58
	5.4.2 Recommendation for Future Researchers	59
5.5	Conclusion	60
	REFERENCES	61
	APPENDICES	66
	Appendix A : Survey Questionnaire	
	Appendix B : SPSS Output	

LIST OF TABLES

	Page
Table 2.1: Conceptual And Operational Definition Of Variables.	31
Table 3.1: Layout of the questionnaires	38
Table 3.2: Measurement Items	39
Table 3.3: Rating Scale	39
Table 4.1: Survey responses	42
Table 4.2: Profiles of respondents	43
Table 4.3: Summary of Reliability Analysis	45
Table 4.4: Overall Descriptive Statistics of the Study Variables	46
Table 4.5: Pearson's Correlation Coefficients of the Study Variables	47
Table 4.6: Multiple Regression Analysis	48
Table 4.7: Summary of Results for Hypotheses	51

LIST OF FIGURE

		Page
Figure 2.1	Theoretical framework	29

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

In the new era of globalizaton, organizations face many challenges and competitors. An organization also faces strong pressure to be more efficient and at the same time produce value added output. The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if the organization could develop organizational citizenship. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore exhibit higher level of performance and productivity. In order to retain and sustain the organizational competitiveness, organization need efficient and effective leaders to genarate idea, to elevate spririt and motivation for continuity of the organization regardless of any challenges ahead.

Organizational citizenship behavior is important because key successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviors (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements .

Research on organizational citizenship behavior (OCB) area has increase in the last few years. This trend is illustrated by the rapid growth in publications dealing with OCB over recent decades, ranging from 13 occurring in the period from 1983 to 1988, to 122 in the period from 1993 to 1998 (Cornell,2005). Besides that, organizational citizenship behavior (OCB) has been the focus of attention from organizational behavior researchers since Organ (1988) proposed that organizational citizenship behavior could influence individual and organization performance. OCB also become one of the more heavily researched variables in the organizational behavior literature. Moorman (2003) has been reviewed of OCB research from 1983-1998 found over 170 articles and 164 articles were published from 1999-2002.

Modassir and Singh (2008) discuss that determinants of OCB are job satisfaction, job involvement, trust, and organizational justice, and organizational support, employees characteristic and other. They find that several studies indicate that transformational leadership is relevant in eliciting employee citizenship behavior.

Leadership is defined as an ability of an individual that can be observed within the context of an organization. Examples of leadership styles are transactional and transformational leadership. According to Burns (1978) transactional leaders exchange rewards contingent upon certain achievements and transformational leaders motivate their subordinates through a shared and attractive vision of the future and inspire

followers by elevating their social consciousness. Transactional leadership is exchange relationship between leaders and followers such that followers receive wages or prestige after complete job as request by leaders. Transactional leadership encompasses contingent reward and management-by-exception (Rafferty and Griffin, 2004).

Huang and Chen (2010) said that transformational leadership has been the focus as extensive attention since last two decades. This study pays more attention on complexity of leadership behaviors and leadership effectiveness in the organization. Transformational leadership is an effective predictor of followers' performance, followers' attitudes toward and trust in leaders, and organizational citizenship behavior. Transformational leaders tend to motivate followers to build vision for future and to develop a new way of resolving inefficiencies in job performance. Previous studies tried to explain transformational process mainly from two sides. On one hand, research efforts were delivered to examine followers' attitudes towards their leaders. On the other hand, followers' self-efficacy was introduced to explain how followers would judge the possibility of improvement in their job performance if new approaches in job behaviors were to be taken.

Transformational leadership is one of the leadership styles that have been studied and its relationships with various elements in management have been established. Transformational leadership is a style of leadership whereby a leader can motivate a subordinate to perform above and beyond what he or she had previously believed

possible. Transformational leadership behaviors are divided into four dimensions. The dimensions are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1978).

1.2 Statement of the Problem

Lots of research on leadership behavior and organizational citizenship behavior were carried out previously. However people are still argued with regard to effectiveness of OCB in influencing subordinates performance. There was much controversy in the past research about leadership and organizational citizenship behavior. Several studies have shown that transformational leadership results in enhanced effectiveness and subordinate satisfaction. Transformational leadership positively predicts subordinate extra effort and performance beyond expectations, along with higher levels of commitment, cohesion, potency, identification, trust, and satisfaction (Krishnan and Arora, 2008). Organizational citizenship behavior is challenging to absorb in employees especially in public sectors. It's related to the employees' behavior in public sector. They felt that they already have a stable working condition so no need for them performs extra roles in the organization.

The major responsibilities of any government are delivering efficient and quality public services. Expectations of the stakeholders, which consist of citizens, communities, profit as well as non-profit organizations, must be met. For corporate sector, a quality and no hassle about their services is very crucial to ensure their competitiveness in business.

Malaysian public service has shown encouraging performance in comparison with 10 years ago. Out of 22 countries surveyed by Accenture for the year 2007, Malaysia had been acknowledged as the sixth most efficient public sector in term of service. Nonetheless, customers' complaints with regards to unsatisfactory services rendered by public sector agencies are inevitable. Public service has been generally perceived as sluggish, bureaucratic red tape, non-responsive, and unprofessional. To most people, these negative perceptions have been tantamount with the quality of public service.

All public servants need to shift their profession dimension toward a more dynamics, customer conscious and creative dimensions (Abdullah, 2005). He proposed that public service to overcome red tape and quick in making decision. There is no doubt that the success of any organizations heavily rely upon effective and great leadership. Therefore, there is an urgent need for the public service in Malaysia to have outstanding leadership to enable good the governance in the public sector. Najib (2008) emphasized the need for public service leadership to take charge to overcome the negative perceptions on public service and to realign itself to the demands of contemporary society and global changes.

Transformational leadership is best fit in an environment that constantly changes and requires continuous adaptation. Leaders must be able to motivate and encourage the followers to visualize the same objectives and instill the same enthusiasm to achieve that objective. The success of any organization heavily relies upon effective and great leadership. In most situations, work cannot get done effectively and efficiently just by

following the stipulated policies and procedures. Leaders and subordinates are normally required to have the right attitudes and ethics to perform effectively. Although there are many factors that could elevate the level of organizational citizenship behavior among citizen of an organization, such as organizational justice, performance and job satisfaction, transformational leadership is chosen for this study because of its importance and leaders can be trained to influence other factors in the organization. Standards of performance measurement is not only evaluate employee in power of production, but also extra-role behavior. Effective and efficient leadership is necessary for future challenges, which will lead organization reaches its goal and overcome difficulties. Because of more variant environment in public sectors, ways of leadership becomes more important (Chen, Hseh and Lee, 2008). Monninghoff (2008) said that transformational leadership generates enhanced levels of subordinates' effort and performance beyond what transactional processes. Evidence collected in organizations has shown that actually extra-effort and satisfaction among followers are generally higher when leaders are rated by their followers or colleagues as more transformational. Therefore, this study was conducted to investigate the impact of transformational leadership on organizational citizenship behavior in Malaysian public sector.

1.3 Research Objectives

The main objective of this study is to assess superiors' transformational leadership behaviors, as perceived by subordinates. The purpose is also to examine how

transformational leadership behaviors affect the OCB of the subordinates. More specifically, this study was conducted in order to determine:

- i) the relationship between idealized influence and OCB.
- ii) the relationship between inspirational motivation and OCB.
- iii) the relationship between intellectual stimulation and OCB.
- iv) the relationship between individualized consideration and OCB.

1.4 Research Question

The research questions in this study are:

- i) What is the relationship between idealized influence and OCB?
- ii) What is the relationship between inspirational motivation and OCB?
- iii) What is the relationship between intellectual stimulation and OCB?
- iv) What the relationship between individualized considerations with OCB?

1.5 Significant of study

Even though the study on OCB is rarely highlighted in the public sectors in Malaysia, it is believed that OCB is important and cannot be ignored. Transformational leaders can get followers to perform above and beyond expectations by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, providing individualized support and intellectual stimulation, and expressing high performance

expectations (Organ, Podsakoff, and MacKenzie, 2006). Transformational leadership qualities would help managers motivate and inspire their subordinates and encourage OCB.

This study can provide the management an understanding on which dimension of transformational leadership that could affect the employee's organizational citizenship behavior in the context of Department of Statistic Malaysia, Kedah. Podsakoff, Ahearne and Mackenzie (1997) found that there is a positive correlation between OCB and an organization's outcome. Therefore, it is important for the management of the department to know the training programme to target in order to enhance the transformational leadership behaviors among its leaders and to address the current OCB level of the employees. The knowledge gained from this effort will be shared with the Head of department at Department of Statistic Malaysia in order to further improve the level of leadership behavior and organizational citizenship behavior at this department.

This research might be relevant and useful for future researchers interested in this area of study. It can provide valuable information to the organization in order to help the organization to achieve its goals. The researcher also gain considerable knowledge and experience in conducting real fieldwork research and it will be a valuable assets in conducting future research. The researcher is also able to apply all the theories that have been learned into current issues that are actually happening in the real working life.

1.6 Definition of Key Terms

i) Organizational citizenship behavior:

Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983).

ii) Transformational leadership:

Transformational leaders motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance (Rafferty and Griffin, 2004).

iii) Idealized influence:

Idealized influence describes managers who are exemplary role models for their subordinates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization (Hall, Johnson, Wysocki, and Kepner, 2002).

iv) Inspirational motivation:

Inspirational motivation describes managers who motivate associates to achieve the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization (Hall, Johnson, Wysocki, and Kepner, 2002).

v)Intellectual stimulation:

Intellectual stimulation describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group or followers. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better than what they have now (Hall, Johnson, Wysocki, and Kepner, 2002).

vi) Individual consideration:

Individual consideration describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to achieve goals that help both the associates and the organization. Hall, Johnson, Wysocki, and Kepner (2002).

1.7 Organization of the Remaining Chapters

This study is organized into 5 chapters. Chapter 1 of the study provides an overview of the research topic and importance of this research towards company's success followed by the description of the problem statement, research objectives and questions and the significance of the study.

Chapter 2 presents the literatures on organizational citizenship behavior, transformational leadership and impact of transformational leadership behavior on organizational

citizenship behavior, the development of theoretical framework, defining the variables and the development of the hypotheses.

Chapter 3 discusses the research methodology used. It covers the research design and the measurements used, the procedures adopted in the data collection efforts and the data analysis techniques. It also covers the selection of the respondents and sample size used for the research and ends with the procedures used to analyze the data collected.

Chapter 4 discusses the results of the study based on the analysis done on data collected from respondents. This chapter touches on the profile of the respondents, factor analysis, reliability analysis, descriptive analysis are used to assess the goodness of the measures and the results of the hypotheses testing, using correlation analysis and regression analysis.

Chapter 5 presents the results and the findings based on the analysis conducted throughout the entire study. This is followed by implications and limitations of the study. Suggestions are also presented in order to guide future researchers in an organization. The chapter ends with the overall conclusion of this study to summarize this research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the discussions and findings from previous studies on OCB and transformational leadership behavior. The first section discusses OCB literature and how it relates to various aspects of an organization. The second section outlines transformational leadership behavior literature. Lastly, is on literature about the impact of transformational leadership behavior on OCB.

2.1 Organizational Citizenship Behavior (OCB)

Although the study of organizational citizenship behavior has increased markedly in the past few years, little work has focused on the transformational leadership and extra roles behaviors (Moorman, 1991). Krishnan and Arora (2008) 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. Organizational commitment and individual job satisfaction have been found to be associated with OCB. They also found significant correlation between work cohesiveness and OCB. A major category of antecedents for follower OCB is leadership behavior

(Podsakoff et al., 2000). Existing literature suggests that transformational leadership are likely to enhance OCB in followers.

Bateman and Organ (1983) defined organizational citizenship behaviors (OCB) as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations. OCB refers to discretionary behavior that increases organizational effectiveness by helping coworkers, supervisors, and the organization. Buentello, Jung and Sun (2008) give examples of OCB such as assisting newcomers, aiding co-workers, and avoiding frequent fault finding. The individual does not receive any compensation or training for OCB. OCB elements which enhance performance include: elements which add social capital, helping or altruistic elements, elements resulting with time savings or problem solving, and other elements which provide socio-emotional support by boosting morale or developing a nurturing culture. OCB can be directed either towards other individuals or towards the organization. Other examples of OCB are willingness to take steps to prevent problems with other employees, and obeying organization rules, regulations and procedures even when no one is watching.

Modassir and Singh (2008) asserted that OCB is discretionary behavior that is not part of an employee's formal job requirement, but it is that which promotes the effective functioning of the organization. OCB as the willingness of employees to do extra work exceed their formal job requirements in order to help each other, to subordinate their

individual interests for the good of the organization, and to take a genuine interest in the organization's activities and overall mission. OCB also known as embodies the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward system.

Citizenship behaviors generally have two common features. First, they are not directly enforceable such as they are not technically required as a part of one's job. Second, they are representative of the special or extra efforts that organizations need from their workforce in order to be successful. Good citizenship includes a variety of employee behaviors such as taking on additional assignments, voluntarily assisting people at work, keeping up with developments in one's profession, following company rules (even when no one is looking), promoting and protecting the organization, keeping a positive attitude, and tolerating inconveniences at work (Modassir & Singh, 2008).

Moorman, Niehoff and Organ (1993), see OCB's as job related behaviors which discretionary, not formally recognized by the organization reward systems, and, in aggregate, promote the effective functioning of the organization.

Organ et al., (2006), defines the following five major categories of organizational citizenship behavior:

- **Altruism:** Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem (e.g. supportive actions to assist others and going beyond the requirements of the job).
- **Conscientiousness:** Discretionary behaviors on the part of employees that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
- **Sportsmanship:** Willingness of the employee to tolerate less than ideal circumstances without complaining to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes".
- **Courtesy:** Discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring.
- **Civic virtue:** Behavior on the part of an individual that indicates that he/she responsibility participates in, is individual in, or is concerned about the life of the company.

2.2 Transformational Leadership behavior

According to House and Javidan (2004) “leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are member”. Thus, leadership is defined as an ability of an individual, which can be observed within the context of an organization.

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 microlevel process between individuals and as a macro level process that changes the social systems and reforms institutions. Bass (1985) 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.

Ali, Abu, Aminah and Bahaman (2008) said that transformational leaders are can to be more effective than transactional leaders, even though successful leaders can maximize their influence by employing both leadership styles. Transactional leadership has been defined as an exchange process between leaders and followers for the sake of their own interest, with leaders providing followers by giving praise, rewards, and resources or the

avoidance of disciplinary action in turn for followers' acceptance and compliance with leaders' expectations.

In addition, Givens (2008) found that transformational leadership theory was developed by Burns (1978) and later enhanced by Bass (1985, 1998) and others (Avolio & Bass, 1988; Bass & Avolio, 1994; Bennis & Nanus, 1985; Tichy & Devanna, 1986). Transformational leadership theory is the leader's ability to motivate and influence the follower to accomplish more than what the follower planned to accomplish.

Based on Bass (2000), transformational leaders can uplift the morale, motivation, and morals of their followers. Leaders need to become more transformational and less transactional if they were to remain effective to adapt with changes in the marketplace and workforce. Leaders must empower their followers by developing them into high involvement individuals and teams focused on quality, service, cost-effectiveness, and quantity of output of production.

According to Modassir and Singh (2008), transformational leadership known as a process of changing or transform is introduced to individual or organization. Transformational leaders should broaden and elevating their followers' goals and give they feel confidence to perform extra than the expectations specified in the implicit or explicit exchange agreement. The potential of all followers need to be evaluating by the leader in terms of their ability to fulfill current commitments while also envisioning further expansion of

their responsibilities. Transformational leaders shows charismatic behaviors, arouse admiration, inspire, motivate, provide intellectual stimulation, and treat their followers with individualized consideration. Transformational leaders evaluate the potential of all followers in terms of their ability to fulfill current commitments while also envisioning further expansion of their responsibilities.

Moreover, Krishnan and Arora (2008) said that transformational leadership as a relationship in which leaders and followers collaborate one another to higher levels of morality and motivation. Transformational leadership can be define as a micro level process between individuals and as a macro level process that changes the social systems and reforms institutions. Transformational leadership impact on followers by they feel trust, admiration and loyalty towards the leader who encourages them to perform beyond expectations.

Modassir and Singh (2008) found main characteristic of transformational leaders is their extraordinary effect on subordinates and their success in establishing their commitment. A transformational leader transforms and creates meaning for his or her subordinates, a meaning that enhances the subordinates' commitment. A transformational leader can relate and articulate subordinates' need for identity and does this by giving meaning and strengthening the concept of the self and by boosting their individual identity. A transformational leader is the catalyst who transforms the subordinates' motivation to commitment and their commitment into exceptional achievements.

Transformational leadership refers to the leader influence the follower beyond immediate self-interests through idealized influence, inspiration, intellectual stimulation, or individualized consideration. It elevates the level of follower maturity and ideals as well as concerns for achievement, self-actualization, and the well-being of others, the organization, and society. Idealized influence and inspirational leadership are displayed when the leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, sets high standards of performance, and shows determination and confidence. Followers want to identify with such leadership. Intellectual stimulation is displayed when the leader helps followers to become more innovative and creative. Individualized consideration is displayed when leaders pay attention to the developmental needs of followers and support and coach the development of their followers. The leaders delegate assignments as opportunities for growth (Bass, 1999). Transformational leadership has four components also known as four I's: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985).

2.3 Idealized influence

These behaviors have to do with shaping the followers' perceptions of their leader's power, confidence and ideals. Leaders, who demonstrate idealized influence/charisma display conviction, emphasize trust, take stands on difficult issues, present their most important values, emphasize the importance of purpose, commitment, and the ethical

consequences of decisions. Such leaders are admired as role models generating pride, loyalty, confidence, and alignment around a shared purpose. They make sacrifices for the benefit of the group, remain calm in crises, display competence and set a personal example for others to follow; consequently they are held in high regard (Boyett, 2006).

Idealized influence describes managers who are exemplary role models for their subordinates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization (Hall, Johnson, Wysocki, and Kepner, 2002).

According to Simic (1998), idealized influence represents the ability of building confidence in the leader and appreciating the leader by his followers. This is because without confidence in the leader by the followers, his motives and aims, may cause great resistance to redirect the organization. Leader can "lead" people if they are ready to follow you. If you perform your job well, it is for certain that others (potential followers) will appreciate you and people will believe you. Leader who possesses idealized influence and who represents "The Roles Model" to his followers. The leaders with idealized influence are honored, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Leader must show a good roles model to their followers, do "the right things", demonstrating high moral and ethical behavior. They do not use their position and leaders' abilities to achieve personal

interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations.

2.4 Inspirational motivation

These behaviors have to do with the leader's efforts to inspire and motivate his/her followers to tackle ambitious goals and to raise followers' self-confidence about their ability to achieve these seemingly impossible goals. Inspirational motivation has to do with the leader's ability to develop an attractive vision of the future, use symbols and emotional arguments to gain followers' acceptance of and commitment to the vision, and engender faith and optimism among followers that the vision can be achieved. Leaders who demonstrate inspirational motivation can articulate an appealing vision of the future, challenge followers with high standards, talk optimistically with enthusiasm, and provide encouragement and meaning for what needs to be done (Boyett, 2006).

Inspirational motivation describes managers who motivate associates to achieve the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization (Hall, Johnson, Wysocki, and Kepner, 2002).

Inspirational motivation is leader as a figure, which can inspire and motivates the followers to appropriate behavior within organizations. The leader has the task of clear

and continuous stimulating others to follow a new idea in the conditions where transformational change is being conducted in an organization. Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages, emphasizing aims, stimulating followers, others (Simic,1998).

According to Shin, Shung, Zhou, and Jing (2003), inspirational motivation is related to the formulation and articulation of a vision and challenging goals. Intellectual stimulation promotes intelligence, rationality, and careful problem-solving abilities. It also involves engaging the rationality of the subordinates, getting them to challenge their assumptions and to think about old problems in new ways. Leaders who engage in intellectual stimulation do not answer all their employees' questions; instead, they make them seek the answers on their own.

2.5 Intellectual stimulation

These behaviors refer to the leader's efforts to challenge followers intellectually, to encourage them to question their assumptions and the status quo and to seek innovative and creative solutions to problems. Leaders who demonstrate intellectual stimulation was question assumptions, traditions, and beliefs; stimulate in others new perspectives and ways of doing things; and encourage the expression of ideas and reasons (Boyett, 2006).

Intellectual stimulation describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group or followers. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better than what they have now (Hall, Johnson, Wysocki, and Kepner, 2002).

Intellectual stimulation plays an important role in the transformation process of organization. Transformational leaders stimulate the efforts of their followers as regards innovativeness and creativity, stimulate permanent reexamination of the existent assumptions, stimulate change in the way of thinking about problems, and plead the use of analogy and metaphor. Furthermore, it may show the possibility to get new and creative ideas for solving problems from the followers. If the ideas and the solutions of problems suggested by followers differ from the ideas represented by leaders, the followers are not criticized, nor are the leaders' ideas imposed at any cost (Simic, 1998).

2.6 Individualized Influence

Individualized consideration refers to efforts on the part of a leader to provide emotional and social support to his/her followers and to develop and empower them through coaching and counseling. Leaders who exhibit individualized consideration “deal with others as individuals; consider their individual needs, abilities, and aspirations; listen attentively; further their development; advise; teach; and coach. They delegate

responsibility, empower people, support their subordinates, and are responsive to individual needs. They listen, communicate and encourage (Boyett ,2006).

Individual consideration describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to achieve goals that help both the associates and the organization. (Hall, Johnson, Wysocki, and Kepner,2002).

Individualized consideration, as a feature of a transformational leader, is reduced to the ability of individual analysis of followers. The transformation process of an organization implies the need to diagnose their wishes, needs, values and abilities in the right way. An activity like this tends to preserve, in the beginning acquired, the high level of interest of followers in action which a leaders leads and the high level of their trust in the leader. The leader need to aware of the difference in needs and wishes of people, has an opportunity to use all those different demands in the right way. Transformational leaders demonstrate acceptance of individual differences and assign the tasks in accordance with their personal affinities by their behavior (Simic, 1998).

Judge and Bono (2004) studied the Big Five personality traits and found that extraversion and agreeableness enhanced transformational leadership. They 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 no dispositional determinants of transformational leadership. Transformational leaders serve as role models for their followers to put in extra effort and exhibit extra-role behaviors.

2.7 Transformational Leadership and Organizational Citizenship Behavior

This study looks at the impact of the transformational leadership on organizational citizenship behavior in public sectors. Public employees need to be motivated in order to perform better for the public and for public sector organizations. This will give benefit the organization and which goes beyond existing role expectations is a relevant indicator of performance of public sector organizations. The range of leadership skills for public managers is growing, especially in a competitive environment (Bass, 1985). In an organizational context, leadership behavior of supervisors gets more and more important and shows a primary task of managers to strengthen, motivate and enhance performance of employees.

Transformational leaders motivate their followers to perform more than expectations by activating follower's higher order needs and inducing followers to transcend self-interest for achieve the organization's goals. Organizational citizenship behaviors are defined as not discretionary work-related behaviors, not related to the formal reward systems, and which promote the effective functioning of the organization. Organizational citizenship

behaviors are based on social exchange between superiors and employees and not on economic or transactional exchanges in which obligations are more short-term oriented. It mean that transformational leaders support discretionary work-related behaviors of followers (Ritz, Giaque, Varone and Anderfuhren, 2009).

Modassir and Singh (2008) discuss that determinants of OCB are job satisfaction, job involvement, trust, and organizational justice, and organizational support, employees characteristic and other. They find that several studies indicate that transformational leadership is relevant in eliciting employee citizenship behavior.

Bass (1985) described that transformational leadership in terms of the impact that it has on followers; they are 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.

Kark and Shamir (2002) have found transformational leadership influence followers to be a multifaceted, complex, and dynamic by highlighting different aspects of the followers' social self-concept and change their focus from one level to another. This is likely to determine whether the followers see themselves primarily in terms of their relationship with the leader or in terms of their organizational group membership. They suggested that every leader have different leadership behaviors could account for priming these distinct

aspects of followers' self-concept and followers' identification. Furthermore, these different forms of influence are important because they can lead to differential outcomes.

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

Lee and Abdul Latif (2009) suggest of transformational leadership behavior should be the most important effects on extra-role behaviors that exceed the requirements of in-role expectations. OCB is a behavior, largely discretionary and seldom included in formal job description. This behavior be able to promote efficient and effective functioning of the organization (Organ, 1988). Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests. Individuals will fulfill a collective vision without expecting immediate personal and tangible gains

may be inclined to contribute toward achieving the shared workplace goal in ways that their roles do not prescribe if they are intrinsically motivated. These individuals feel these contributions because of their senses of self-worth and self-concepts are enhanced. Individuals for whom this link between the interests of self and others has not been established are less likely to make these largely discretionary, non-tangibly rewarded contributions.

Givens (2008) stated that past research has demonstrated that transformational leadership has a direct influence on organizational citizenship behavior and performance of the employees. Transformational leaders are assumed to stimulate followers to perform beyond the level of expectations.

Therefore, it seems likely that transformational leader, by stimulating followers' organizational citizenship behavior (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), to enhance quality and quantity of follower performance. Transformational leadership creates employees who are unselfish, faithful, and connected to the organization. These types of employees often perform beyond what is expected of them in relation to their job descriptions. Several studies have shown a direct connection between transformational leadership and the following organizational citizenship behaviors: virtue, helping, sportsmanship, courtesy, and altruism. This indicates that transformational leadership has a direct and an indirect impact on organizational citizenship behavior.

2.8 Theoretical Framework

2.8.1 Independent Variables

Transformational leadership behavior such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are the independent variables used by the researcher in this study.

2.8.2 Dependent Variables

Dependent variable consists of one variable and that is organizational citizenship behavior.

The theoretical framework for this study is as follows:

Independent Variable (IV):

Dependent Variable (DV)

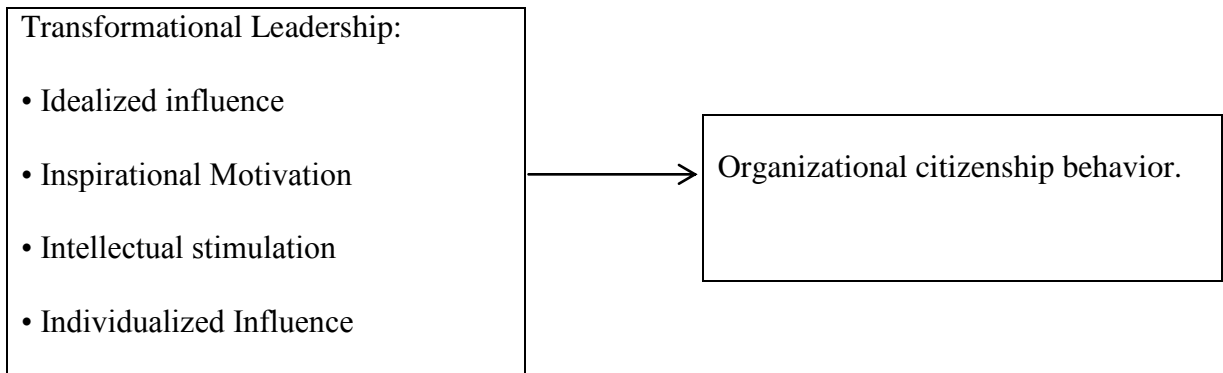


Figure 2.1

Theoretical framework

2.8.3 Definition of variables

Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983).

Transformational leadership is the ability to get people to want to change, to improve, and to be led. It involves assessing associates' motives, satisfying their needs, and valuing them (Northouse, 2001). There are four components under the transformational leadership:-

First, idealized influence describes managers who are exemplary role models for associates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization. Second, inspirational motivation describes managers who motivate associates to commit to the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization. Third, intellectual Stimulation describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better. Forth, individual consideration describes managers who act as coaches and advisors to the associates.

Managers with individual consideration encourage associates to reach goals that help both the associates and the organization.

Table 2.1

Conceptual and Operational Definition of Variables.

Concept	Items (operational)
<p>1. Organizational Citizenship Behavior (Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983))</p>	<ol style="list-style-type: none"> 1. I would like to tell outsider about good news of my department 2. I am willing to stand up to protect the reputation of the department 3. I have actively attend department meeting 4. I do not mind taking on new challenging assignment. 5. I make constructive suggestions that can improve the operations of the department. 6. I am willing to coordinate and communicate with colleagues. 7. I take one's job seriously and rarely makes mistake 8. I often arrive early and start to work immediately. 9. I comply with department rules and procedures even when nobody watches and no evidence can be traced. 10. I avoid consuming a lot of time complaining about trivial matters. 11. I am willing to assist new colleagues to adjust to the work environment. 12. I am willing to help colleagues solve work-related problems. 13. I am willing to cover work assignment for colleagues when needed. 14. I perform only required tasks. 15. I try hard to self study to increase the quality of work outputs. 16. I avoid taking actions that hurts others.

	<p>17. I avoid hurting other people's right to common / shared resources (including clerical help, materials, etc).</p> <p>18. I do not initiate actions before consulting with others that might be affected.</p> <p>19. I try to avoid creating problems for colleagues.</p> <p>20. I avoid focusing on what's wrong with his/her (my colleagues) situation.</p>
<p>2. Transformational Leadership</p> <p>(Transformational leadership is the ability to get people to want to change, to improve, and to be led. It involves assessing associates' motives, satisfying their needs, and valuing them (Northouse, 2001).)</p>	<ol style="list-style-type: none"> 1. My Supervisor talks about his/her most important values and beliefs. 2. My Supervisor instills pride in me for being associated with him/her. 3. My Supervisor specifies the importance of having a strong sense of purpose. 4. My Supervisor goes beyond self-interest for the good of the group. 5. My Supervisor acts in ways that builds my respect. 6. My Supervisor considers the moral and ethical consequences of decisions. 7. My Supervisor displays a sense of power and confidence. 8. My Supervisor emphasizes the importance of having a collective sense of mission. 9. My Supervisor talks optimistically about the future. 10. My Supervisor talks enthusiastically about what needs to be accomplished. 11. My Supervisor articulates a compelling vision of the future. 12. My Supervisor expresses confidence that goals will be achieved. 13. My Supervisor re-examines critical assumptions to question

	<p>whether they are appropriate.</p> <p>14. My Supervisor seeks different perspectives when solving problems.</p> <p>15. My Supervisor gets me to look at problems from many different angles.</p> <p>16. My Supervisor suggests new ways of looking at how to complete assignments.</p> <p>17. My Supervisor spends time teaching and coaching.</p> <p>18. My Supervisor treats me as an individual rather than just a member of a group.</p> <p>19. My Supervisor considers me as having different needs, abilities, and aspirations from others.</p> <p>20. My Supervisor helps me to develop my strengths.</p>
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2.9 Research Hypothesis

The proposed hypotheses for this study are as below:

- Ha1 There is positive relationship between idealized influence and OCB.
- Ha2 There is positive relationship between inspirational motivation and OCB.
- Ha3 There is positive relationship between intellectual stimulation and OCB.
- Ha4 There is positive relationship between individualized consideration and OCB.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used for this study. Topics of coverage in this chapter include research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design and data analysis.

3.2 Research Design

3.2.1 Type of Study

The study is classified as a correlational study. This research was conducted among the employees in Department of Statistics Malaysia, Kedah. Hypothesis testing was undertaken to predict the relationship between independent variables and the dependent variable. The population is personnel from all job categories (managers, exempt and non-exempt) at Department of Statistics Malaysia. The total population size is about 200.

3.2.2 Sources of Data

Researcher used the both primary and secondary data in this research. Primary data is the data collected first hand for subsequences analysis to find solutions to the problem researched. The secondary data is the data that already been gathered by researchers, data

published in statically and other journal and information available from any published or unpublished resource available either within or outside the organization where all the data might useful to the researcher.

Primary data originated for a specific purpose of addressing the research problem in hand. The primary data will be gathered through structured questionnaire. Questionnaire is a set of question designed to generate the data necessary for accomplishing the objectives of the research project. These questionnaires contain structured or closed-ended question that is a rating scale or likert scale to provide answers to organizations. The researcher distributed the questionnaire to all employee categories (management and non-management) in Department of Statistics Malaysia, Kedah.

The researcher will use two types of research data, which are external and internal sources. The external secondary data is the data available outside the organization, which come from two main sources: the library and viewers or public. For this research, the researcher used the data from UUM's Library, internet, journal, brochures, pamphlets and others.

3.2.3 Unit of Analysis

This study focuses on identifying the impact of transformational leadership on organizational citizenship behavior between employees in the government sectors. Thus, the unit of analysis is employees in Department of Statistics Malaysia, Kedah.

3.2.4 Population and Sampling

Survey are useful and powerful in finding answers to research question through data collection and subsequent analysis, but they can do more harm than good if the population is not correctly targeted. This is, if data are not collected from the people, events, or objects that can provide the correct answers to solve the problem, the survey could be vain. Sampling is the process of selecting the right people, objects, or events for the study (Uma Sekaran, 2006).

Sample size refers to the number of elements to be included in the study. Based on rules of thumb by Roscoe (1975) cited by Sekaran (2006), the sample size is considered appropriate because as stated, the sample size is larger than 30 and less than 500 is appropriate for most researcher. Too large a sample might lead to inefficiencies and wastage of resources. Yet, too small a sample will yield information that might not be valid for making inferences about the population.

As for this research, out of 200 populations, the sampling size would be 120 respondents, which involve the person who work at Department of Statistics Malaysia, Kedah.

3.3 Measurement

This research will examine the impact of transformational leaderships on the OCB. Thus, the researcher defines the variables that were studied in this research. They are demographic factors, transformational leadership as independent variables and OCB as dependent variable.

The questionnaire was divided into three sections. The items for this study were adopted from previous studies except the section A. There are two scales that are used in this study. Section A uses nominal scale and Likert scale was used for sections B and C as illustrated in Table 3.1. Section A is study on the respondent's demographic factors. Among questions asked was age, gender, highest academics qualification, years working in this company. Respondents were also asked the gender of their superior and the length of time they have been working with the superior. Section B of the questionnaire required the respondents to rate their own OCB level based on 20 items on the dimensions of OCB. This section measures by 5-point of Likert-like scale. The scale was used which rank from 1 (strongly disagree) to 5 (strongly agree). Section C of the questionnaire contains 20 items which describe the transformational leadership style of the superior, as the subordinate perceived it. These questionnaires are covered all the four dimensions in transformational leadership this section measures by 5-point of Likert-like scale.

Table 3.1***Layout of the questionnaires***

Section		No. of Question
A	Demographic Profile <ul style="list-style-type: none">• Age• Gender• Highest academics qualification• Years working in this company• Gender of supervisor• Duration working with supervisor	6
B	Organizational Citizenship Behavior	20
C	Transformational Leadership	20

The Multifactor Leadership Questionnaire (MLQ) was used to measure transformational leadership developed by Bass and Avolio (1995). Idealized influence, inspirational motivation, intellectual motivation, and individualized consideration were dimensions of transformational leadership measured using 20 items. The researcher has adapted the 5-point Likert scale due to its suitability. The questions are based on Five-point Likert scale. Organizational citizenship behavior measures by 5-point Likert scale with 20 items drawn from Podsakoff et al (1990). The scale measures dimensions of organizational citizenship behavior: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. The researcher has adapted the 5-point Likert scale due to its suitability. The questions are based on Five-point Likert scale.

Table 3.2***Measurement Items***

Variables	Total No. of Items	Scales	Sources
Transformational leadership	20	Five Point Likert Scale (1-5)	Bass and Avolio (1995)
Organizational Citizenship Behavior	20	Five Point Likert Scale (1-5)	Podsakoff et al (1990).

The 5-point likert scale with multiple items was used to measure the independent and dependent variables. The respondents were required to choose to what extent he/she agrees or disagrees with each of the statement, with 1 being strongly disagreed and 5 being strongly agreed. The rating scale is shown in the table below:

Table 3.3***Rating Scale***

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

3.4 Data Collection and Administration

This research was a cross-sectional study and data was collected only at one point in time. The mode of data collection was through hardcopy distribution of questionnaire survey, as it is most convenient way of collecting the required information. Respondents were given one week to complete the questionnaire and collection of the survey was done on a weekly basis.

3.5 Data Analysis Techniques

Data analysis is examining, categorizing, tabulating or rearranging the evidence obtained from the study. The researcher used Scientific Program of Social Science (SPSS) version 15.0 application to analyze the data's that have been gathered through out the research process. The data need to be analyzed in order to obtain accurate answer for the question. The analysis begins with the examination and presentation of demographic profile of respondent using Descriptive Statistic. Then, analysis followed with reliability test for the scales through Cronbach's Alpha. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Reliabilities less than .60 considered poor, in the range .70 acceptable and over than .80 is good (Sekaran, 2006). The Pearson Correlation Analysis is carried out next to determine the relationship between independent variables and dependent variable. Finally, multiple regression was conducted to examine which among four dimension in independent variables are most important dimension in explain organizational citizenship behavior.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter covers the SPSS results of the study based on the analysis done on data collected from respondents. The first part of this chapter touches on the profile of the respondents. Subsequently, reliability analysis, and descriptive analysis are used to assess the goodness of the measures. Finally, the results of the hypotheses testing, using correlation analysis and regression analysis, are discussed.

4.1 Overview of data collected.

A total of 120 questionnaires were personally distributed by researcher to subordinates in Department of Statistic, Kedah for the divisions in Alor Star and Sungai Petani. Out of 120 questionnaires distributed, only 110 questionnaires were returned. Table 4.1 presents the details of the response for the study.

Table 4.1

Survey responses

	Total	Percent
Distributed Questionnaires	120	100
Returned Questionnaires	110	91.7
Usable Questionnaires	110	91.7

4.2 Profile of Respondents

Based on table 4.2, from the total of 110 respondents, 55.5% are female and the remaining 44.5% are male. Respondent are varies in term of age. 53.6% of the respondents were below 20 to 29 years old, 38.2% from 30 to 39 years old, followed by 5.5% from age 40 to 49 years old and 50 years old and above only 2.7%. With regards to the respondent's highest academic qualification, majority of respondents (45.5%) were Sijil Pelajaran Malaysia or Sijil Tinggi Pelajaran Malaysia holders. 40.9 percent had a diploma. The remaining respondents were Degree and Master Holders with 11.8% and 1.8% respectively. In term of working experience, 38.2% of the respondents have been working from 1 to 5 years, 33.6% less than one year, 16.4% from 6 to 10 years, 9.1% working from 11 to 15 years and 2.7% worked more than 15 years. The questionnaire also asked the respondents to indicate the gender of their current superior. 76.4 of the respondents' superiors were male and the remaining 23.6% were female. Respondents were also asked the duration they have been working with their current superior. 48.2%

of the respondents have been working with their current superiors for less than one year. 28.2% have been working with their current superiors between 1 to 2 years, while 13.6% work for 3 to 4 years. Only 10% of the respondents have been working for more than 5 years. Table 4.2 summarizes the above information in details.

Table 4.2

Profiles of respondents

		Frequency	Percent
Gender	Male	49	44.5
	Female	61	55.5
Age	Below 20-29	59	53.6
	30-39	42	38.2
	40-49	6	5.5
	50 above	3	2.7
Academic	Spm / Stpm	50	45.5
	Diploma	45	40.9
	Degree	13	11.8
	Master	2	1.8
Year of working	Less than 1 year	37	33.6
	1-5years	42	38.2
	6-10 years	18	16.4
	11-15years	10	9.1
	More than 15 years	3	2.7
Supervisor gender	Male	84	76.4
	Female	26	23.6
Duration working with supervisor	Less than 1 year	53	48.2
	1-2 years	31	28.2
	3-4 years	15	13.6
	More than 5 years	11	10.0

4.3 Goodness of Measure

4.3.1 Reliability Analysis

This study used the Cronbach's alpha to get the inter-item consistency reliability. The acceptable value for reliability, with Likert scale items < 10, is Cronbach's alpha ≥ 0.7 , though Cronbach's alpha values of 0.60 to 0.70 are deemed the lower limit of acceptability (Hair, Anderson, Tatham & Black, 1998, p. 88). Cronbach's alpha values lower than 0.7 may also be acceptable depending on the research objectives (Hair et al., 2007, p. 244). The minimum acceptable Cronbach's alpha is 0.60 (Sekaran, 2000, p. 312). Again, some researchers suggest alpha of 0.6 in a research with a large sample size (Briggs & Cheek, 1986; Cavana et al., 2001) and in a social science research (Nunnally & Bernstein, 1994).

Table 4.3 below summarizes the reliability test of variables. The reliability was good and ranging from .876 to .951. Thus the scales are satisfactorily for subsequent analysis. Therefore, all measures were considered reliable for hypothesis testing among independent and dependent variables.

Table 4.3***Summary of Reliability Analysis***

Variables	No of items	No of item discarded	Cronbach Alpha
Idealized influence	8	0	.934
Inspirational motivation	4	0	.951
Intellectual stimulation	4	0	.935
Individualized consideration	4	0	.876
Organizational citizenship behavior	20	0	.919

4.3.2 Descriptive Analysis

The study employed 5-point Likert scale. The scales of 1-point show strongly disagree, 2-point show disagrees, 3-point show neutral, 4-point shows agree and 5-point shows strongly agree. On a scale of 5, mean below 3.0 is low, 3.0 is average, and above 3.0 is high. From the table, the mean for all variables was average. The standard deviation for organize each variable was low (below 1), indicating a general consensus amongst the respondents. The table 4.4 shows the descriptive statistic result for the entire variable in this research.

Table 4.4:

Overall Descriptive Statistics of the Study Variables

	Mean	Std. Deviation
Idealized influence	3.79	.797
Inspirational motivation	3.82	.958
Intellectual stimulation	3.74	.918
Individualized consideration	3.66	.939
Organizational citizenship behavior	3.97	.514

4.4 Hypotheses Testing

4.4.1 Correlation Analysis

Pearson correlation analysis is one of the methods used to detect linear relationships and multicollinearity among variables. In this study, Pearson Correlation analysis, as a predictive analysis, was performed to indicate the relationship between the variables and to determine if there was any multicollinearity among the variables. Pearson Correlation coefficient is best used for interval scaled and ratio scaled variables (Sekaran, 2000) as they establish relationships among the variables. However, correlation above 0.90 normally indicates multicollinearity (Hair et al., 2010). As suggested by Cohen (1988), $r = 0.10$ to 0.29 indicate small relationship; $r = 0.30$ to 0.49 indicate medium relationship, and $r = 0.50$ to 1.0 indicate large relationship. Therefore, the results of the correlation

analysis in this study were reported in line with the set criteria from Cohen (1988), and were presented in Table 4.5 below.

Table 4.5

Pearson's Correlation Coefficients of the Variables

	TL	idealized	inspirational	intellectual	individual	OCB
TL	1	.948(**)	.951(**)	.953(**)	.897(**)	.466(**)
idealized	.948(**)	1	.877(**)	.847(**)	.761(**)	.483(**)
inspirational	.951(**)	.877(**)	1	.905(**)	.801(**)	.389(**)
intellectual	.953(**)	.847(**)	.905(**)	1	.862(**)	.444(**)
individual	.897(**)	.761(**)	.801(**)	.862(**)	1	.404(**)
OCB	.466(**)	.483(**)	.389(**)	.444(**)	.404(**)	1

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

From Table 4.5, the correlation matrix showed moderate positive relationships between transformational leadership and all its dimensions ranging from $r = 0.389$ ($p < 0.01$) to $r = 0.483$ ($p < 0.01$). For example, transformational leadership, $r = .466$ ($p < 0.01$) significantly correlated with OCB, idealized influence, $r = .483$ ($p < 0.01$) significantly correlated with OCB, inspirational motivation, $r = .389$ ($p < 0.01$) significantly correlated

with OCB, intellectual stimulation, $r = .444$ ($p < 0.01$) significantly correlated with OCB, and individualized consideration, $r = .404$ ($p < 0.01$) significantly correlated with organizational citizenship behavior.

4.4.2 Multiple Regressions

Multiple regression tells how much of the variance in the dependant variable can be explained by the independent variable. The outcome of the multiple regression analysis done is as below:-

Table 4.6

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	54.662	4.237		12.901	.000
	idealized	.856	.292	.531	2.933	.004
	inspirational	-1.083	.607	-.040	-1.784	.077
	intellectual	.882	.666	.032	1.323	.189
	individual	.141	.457	.052	.309	.758
a Dependent Variable: OCB						
	F value	9.259				
	R	.511a				
	R square	.261				
	Adjusted R Square	.233				
	Durbin Watson	1.647				

When the dimensions of transformational leadership, which is idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, were entered; the total variance explained by the model as a whole was 0.261. In other words, the regression model fits the data adequately and significantly explained 26.1% of the variation in the outcome variable, organizational citizenship behavior (R square 0.261, F change = 9.259, $p < 0.01$). The remaining 73.9 percent were contributed by other factors not included in this study. The Durbin-Watson value of 1.647 was between the acceptable ranges (1.50 to 2.50), which indicated no autocorrelation of error terms. The four dimensions of transformational leadership explained 26.1 % of the variance in OCB. The results were shown on Table 4.6.

Referring to Table 4.6, from the individual coefficients under multiple regression analysis, only idealized influence was statistically significant (beta = 0.53, $p < 0.01$) in the prediction of the relationship between transformational leadership and OCB. Other dimensions of transformational leadership were found not able to predict organizational citizenship behavior, for example (Beta=-.40, $p=.077$) for inspirational motivation, (Beta=.032, $p=.189$) for intellectual stimulation and (Beta=.052, $p=.758$) for individualized consideration.

In summary, though the overall model was significant, the results of the multiple regression analysis showed that only idealized influence was able to predict OCB.

Hypothesis 1 predicted a positive relationship between idealized influence and OCB. The regression results on Table 4.6 above revealed that idealized influence individually (beta = 0.53) had significant relationship with OCB. Hence, the results did support the alternative hypothesis that idealized influence positively related to OCB. Thus, hypothesis 1 was supported.

Hypothesis 2 predicted a positive relationship between inspirational motivation and OCB. The regression results on Table 4.6 above revealed that inspirational motivation (beta = -.040) had no significant relationship with OCB. Hence the results did not support the alternative hypothesis that inspirational motivation positively related to OCB. Thus, hypothesis 2 was not supported.

Hypothesis 3 predicted a positive relationship between intellectual stimulation and OCB. The regression results on Table 4.6 above revealed that intellectual motivation (beta = .032) had no significant relationship with OCB. Hence the results did not support the alternative hypothesis that intellectual stimulation positively related to OCB. Thus, hypothesis 3 was not supported.

Hypothesis 4 predicted a positive relationship between individualized consideration and OCB. The regression results on Table 4.6 above revealed that individualized consideration (beta = .052) had no significant relationship with OCB. Hence the results

did not support the alternative hypothesis that individualized consideration positively related to OCB. Thus, hypothesis 4 was not supported.

4.4.3 Summary of the Hypotheses

Table 4.7 below shows the summary of the hypotheses testing.

Table 4.7

Summary of Results for Hypotheses

Hypotheses	Result (Accept or reject)
Ha1: There is positive relationship between idealized influence and OCB.	Accepted
Ha2: There is positive relationship between inspirational motivation and OCB.	Rejected
Ha3: There is positive relationship between intellectual stimulation and OCB.	Rejected
Ha4: There is positive relationship between individualized consideration and OCB.	Rejected

4.5 Conclusion

As for the summary, this chapter presented the findings of the study. Based on the Pearson Correlation analysis, it showed that overall transformational leadership behavior and all its four dimensions are correlated with organizational citizenship behavior. However, the multiple regression analysis indicates that only one dimension of transformational leadership, that is idealized influence was significantly predict organizational citizenship behavior.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter discusses the results and the findings based on the analysis conducted throughout the entire study. Based on the findings elaborated in Chapter 4, it was found that transformational leadership as a whole, as well as its individual dimensions using Pearson Correlation Analysis were significantly correlated with OCB. However, the testing of hypotheses using Multiple Regression Analysis indicates that only one dimension of transformational leadership was significant, that is idealized influence. This is followed by implications and limitations of the study. Suggestions are also presented in order to guide future researchers in an organization. The chapter ends with the overall conclusion of this study to summarize this research.

5.2 Recapitulation of the study

This study aims to find out the key determining the relationship between transformational leadership and organizational citizenship behavior. This study attempts to answer the following objectives:

- i) To determine the relationship between idealized influence and OCB.
- ii) To determine the relationship between inspirational motivation and OCB.

- iii) To determine the relationship between intellectual stimulation and OCB.
- iv) To determine the relationship between individualized consideration and OCB.

5.3 Discussion

Results of each objective are discussed in this following section.

Objective 1: To determine the relationship between idealized influence and OCB.

The results from Pearson Correlation Analysis and the Multiple Regression Analysis show significant relationship between idealized influence and organizational citizenship behavior, ($r=0.483$, $p<0.01$) and ($\beta = 0.53$) respectively. This indicates that employees' OCB are closely related to their leader's transformational leadership styles. This result is in line with the findings from Ali, Abu, Aminah and Bahaman (2008) which identified a higher coefficient between transformational leadership and organizational citizenship behavior. A higher coefficient indicates a stronger correlation between variables.

This study is also consistent with Gerome (2008), who found the correlation between overall transformational leadership and interactive justice was high with Pearson's Correlation at .814. However, the correlation between the idealized influence and

interactive justice were moderate influence at (.661). Idealized influence is significantly related with organizational citizenship behavior due to the ability of the leader to provide a clear sense of mission, which in turn conveying to followers to develop sense of loyalty and commitment.

Objective 2: To determine the relationship between inspirational motivation and OCB.

The results from Pearson Correlation Analysis indicate positive and significant relationship between inspirational motivation and OCB. However, Multiple Regression Analysis found no significant relationship between inspirational motivation and organizational citizenship behavior. Previous study, for example Mesu, Riemsdijk and Sanders (2009) found that inspirational dimension is related to the dimension of organizational citizenship behavior. Inspirational motivation in this study describes managers who motivate associates to achieve the vision of the organization. The leader's should have ability to develop an attractive vision of the future, use symbols and emotional arguments to gain followers' acceptance of and commitment to the vision, and engender faith and optimism among followers that the vision can be achieved. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization. The insignificant relationship between inspirational motivation and OCB found in this study could possibly due to OCB level of

employees already high and they have achieved good level of performance. Therefore, leader does not require inspiring employees to achieve organizational goal.

Objective 3: To determine the relationship between intellectual stimulation and OCB.

The results from Pearson Correlation Analysis indicate a positive relationship between intellectual stimulation and organizational citizenship behavior from the subordinate's perspective. However, Multiple Regression Analysis found no significant relationship between intellectual stimulation and organizational citizenship behavior. This result aligned with the findings from Hall *et al.* (2002), whom found that transformational leadership, namely, intellectual stimulation is associated with organizational citizenship behavior. Intellectual stimulation describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group or followers. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better than what they have now. Basically, transformational leadership coach and support their subordinates, and ensure that the appropriate resources, materials and skills development opportunities are provided (Saras and Santora, 2001). The insignificant relationship between intellectual stimulation and OCB found in this study could possibly be because leader does not need to coach and support their subordinates, provided them with resource and other opportunities because all the

employees at the department have higher OCB level. They can do things on their own even no guide from the leaders.

Objective 4: To determine the relationship between individualized consideration and OCB.

In answering the fourth research question, the results from Pearson Correlation Analysis showed there is a strong significant relationship between individualized consideration and organizational citizenship behavior. However, Multiple Regression Analysis found no significant relationship between individualized consideration and organizational citizenship behavior. In this study, individualized consideration has significantly related to organizational citizenship behavior because leaders provide emotional and social support to his/her followers and to develop and empower them through coaching and counseling (Boyett, 2006). Based on Kelly (2006), individual consideration is the characteristic that show how much a leader gives personal attention to subordinates. The insignificant relationship between individual consideration and OCB found in this study could possibly due to employees already have achievement in their career and feel belonging to their organization. There is less need for a leader to be their mentor and give personal attention to them.

5.4 Recommendations

5.4.1 Recommendation for Department of Statistic Malaysia, Kedah

The management of Department of Statistic Malaysia should provide more training in regards of leadership for all level of their staff. The training should not just focus on the top management because all staff has a potential to be a leader in the future. Charismatic or idealized influence was proven to have great influence on employees' OCB. This is due to the fact that a charismatic leader displays conviction, emphasize trust, take stands on difficult issues, present their most important values, emphasize the importance of purpose, commitment, and the ethical consequences of decisions.

It is important for superior to adopt an appropriate leadership styles to manage their employees in order for them to perform beyond their call of duties. The organization also must give employees an opportunity to become involved in the policy development process, thereby creating a feeling of ownership and belongings. This can increase they feel of obligation to done extra roles in the organization. In an attempt to solicit subordinate super-ordinate effort in the organization, OCB is included as an outcome variable of this study. Good citizenship includes a variety of employee behaviors such as taking on additional assignments, voluntarily assisting people at work, keeping up with developments in one's profession, following company rules, promoting and protecting the organization, keeping a positive attitude, and tolerating inconveniences at work.

Effective communication skills are equally important in order to have exceptionally good transformational leaders. With a good communication managers can also help employees learn why policies are important and identify employees' perceptions of current policies through discussion, meetings, and interviews. The organization also must give employees an opportunity to become involved in the policy development process. Without good communication skills, a leader will not be able to influence, motivate, stimulate and be considerate to the subordinates. Transformational leaders should be able to relay important values and beliefs, on what to be accomplished, and display a sense of authority and confidence to the followers.

5.4.2 Recommendation for Future Researchers

There are few limitations in this study. Firstly, due to time constrain, the samples were collected mainly from the employees based in the Alor Star and Sungai Petani. It is recommended that researchers expand the geographical location in order to have more equal distribution of sample to reflect the actual response from the respondents. The second limitation was on data collection. Survey questionnaire was personally administered to the respondents in two different locations. It was time consuming as it requires the researchers to explain the purpose of the research to each respondent and also required several follow through by meeting with respondents at their office to collect the surveys. Therefore it is recommended to future researchers to conduct their survey through web based or email where it would be less time consuming and ease the process

of following through with the respondents. Lastly, expand the study into other industries especially functional groups in business organizations to enhance the consistency of results not only limit to public sectors.

5.5 Conclusion

The finding of this study examine the relationship between transformational leadership behaviors and its dimensions, namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration were significantly associated with OCB. The results from Pearson Correlation Analysis indicate that each dimensions of transformational leadership, namely, idealized influence, inspirational consideration, intellectual stimulation and individual consideration, were significantly related to organizational citizenship behavior. However, taken together, idealized influence is clearly found only was significantly related to OCB based on the regression analysis. Recommendations were also provided as to enhance a more transformational leadership behavior as well as OCB.

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APPENDIX



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KEPADA PIHAK YANG BERKENAAN

Responden yang dihormati,

KAJIAN MENGENAI KESAN KEPEMIMPINAN TRANSFORMASI PADA KELAKUAN KEWARGANEGARAAN ORGANISASI SEBAGAIMANA DIPERSEPSIKAN OLEH KAKITANGAN DI SEKTOR KERAJAAN.

Sebagai pelajar tahun akhir dalam program Sarjana Pengurusan Sumber Manusia, Universiti Utara Malaysia, saya perlu menyelesaikan kajian yang bertajuk "Kesan Kepemimpinan Transformasi pada Kelakuan Kewarganegaraan Organisasi ". Tujuan penyelidikan ini adalah untuk menentukan kesan kepemimpinan transformasi pada kelakuan kewarganegaraan organisasi sebagaimana dipersepsikan oleh kakitangan di sektor kerajaan.

Oleh itu, kerjasama anda dalam kajian ini amatlah penting. Dapatan daripada kajian ini akan dirahsiakan dan hanya diguna untuk tujuan akademik. Terima kasih kerana dapat meluangkan masa dan memberi kerjasama dalam penyelidikan ini.

Jika anda mempunyai sebarang soalan mengenai soal selidik ini, sila hubungi saya di 017-5948964 atau email saya di ira_thohirah@yahoo.com . Anda juga boleh menghubungi penyelia saya, Dr.Norsiah Binti Mat di norsiah@uum.edu.my .Terima Kasih.

Yang benar,

.....
(THOHIRAH BT SHAHIDAN)

Section A (Bahagian A):

a) The following are information required for statistical purposes only. Please tick the relevant information and provide details whenever necessary.
 (Berikut ialah maklumat memerlukan tujuan perangkaan sahaja. Sila tandakan maklumat relevan dan memberi butir-butir apabila perlu).

- Age (Umur)

Below 20-29	
30-39	
40-49	
50-59 above	

- Gender (Jantina)

Male (L)	
Female (P)	

- Highest academics qualification (Kelayakan akademik tertinggi)

SPM/STPM	
Diploma	
Degree	
Master	

- No. of year working in this company (berapa tahun bekerja di sini)

Less than a year (kurang dari setahun)	
1-5 years	
6-10 years	
11-15 years	
More than 15 years (lebih dari 15 tahun)	

b) In section C of this questionnaire, you are required to evaluate your immediate supervisor that you are currently working with. Please tick appropriate box.

(Dalam seksyen C, anda diminta menilai penyelia yang terdekat. Sila tandakan pada kotak yang sesuai)

- Your supervisor gender

Male (L)	
Female (P)	

- Duration working with the supervisor (jangkamas bekerja di bawah supervisor tersebut)

Less than a year (kurang dari setahun)	
1-2 years (1-2 tahun)	
3-4 years (3-4 tahun)	
More than 5 years (lebih dari 5 tahun)	

Section B: (Organizational Citizenship Behavior)

Listed below are statements about your job behavior. Use the following scale to indicate how much you agree or disagree with them. Please circle your answers.

(Senarai di bawah ialah kenyataan-kenyataan tentang tingkah laku kerja anda. Gunakan skala berikut menunjukkan berapa anda bersetuju atau tidak bersetuju. Sila bulatkan jawapan anda)

Strongly Disagree (Sangat Tidak Setuju STS)	Disagree (Tidak Setuju TS)	Neutral (Tidak Pasti TP)	Agree (Setuju S)	Strongly Agree (Sangat Setuju SS)
1	2	3	4	5

		1	2	3	4	5
1	I would like to tell outsider about good news of my department (Saya suka memberitahu orang luar berita baik tentang jabatan)	1	2	3	4	5
2	I am willing to stand up to protect the reputation of the department (Saya bersedia mempertahankan reputasi jabatan)	1	2	3	4	5
3	I have actively attend department meeting (Saya rajin menghadiri mesyuarat jabatan.)	1	2	3	4	5
4	I do not mind taking on new challenging assignment. (Saya tidak keberatan untuk melakukan tugas baru yang mencabar.)	1	2	3	4	5
5	I make constructive suggestions that can improve the operations of the department. (Saya mengutarakan cadangan yang membina untuk	1	2	3	4	5

	memperbaik operasi jabatan.)					
6	I am willing to coordinate and communicate with colleagues. (Saya bersedia untuk saling berhubungan dan berkomunikasi dengan rakan sekerja.)	1	2	3	4	5
7	I take one's job seriously and rarely makes mistake (Saya bersungguh-sungguh apabila melakukan sesuatu tugas dan jarang melakukan kesilapan.)	1	2	3	4	5
8	I often arrive early and start to work immediately. (Saya selalu sampai awal dan terus memulakan kerja.)	1	2	3	4	5
9	I comply with department rules and procedures even when nobody watches and no evidence can be traced. (Saya mematuhi peraturan dan prosedur jabatan walaupun tiada sesiapa yang mengawasi dan tiada bukti yang dapat dikesan.)	1	2	3	4	5
10	I avoid consuming a lot of time complaining about trivial matters. (Saya mengelak daripada membuang banyak masa mengadu tentang perkara remeh-temeh.)	1	2	3	4	5
11	I am willing to assist new colleagues to adjust to the work environment. (Saya sedia membantu rakan sekerja baru menyesuaikan dirinya dengan persekitaran kerja.)	1	2	3	4	5
12	I am willing to help colleagues solve work-related problems. (Saya sedia membantu rakan sekerja menyelesaikan masalah berkaitan kerja.)	1	2	3	4	5
13	I am willing to cover work assignment for colleagues when needed. (Saya sanggup menggantikan rakan sekerja melakukan	1	2	3	4	5

	tugasnya jika perlu.)					
14	I perform only required tasks. (Saya hanya melaksanakan tugas yang diperlukan sahaja.)	1	2	3	4	5
15	I try hard to self study to increase the quality of work outputs. (Saya cuba bersungguh-sungguh untuk belajar sendiri bagi meningkatkan kualiti hasil kerja.)	1	2	3	4	5
16	I avoid taking actions that hurts others. (Saya mengelak daripada mengambil tindakan yang boleh menyinggung perasaan orang lain.)	1	2	3	4	5
17	I avoid hurting other people's right to common / shared resources (including clerical help, materials, etc). (Saya mengelak daripada menjejaskan hak orang lain untuk menggunakan sumber bersama termasuk bantuan perkeranian, bahan dan lain-lain).	1	2	3	4	5
18	I do not initiate actions before consulting with others that might be affected. (Saya tidak mengambil tindakan sebelum berunding dengan orang lain yang mungkin terlibat.)	1	2	3	4	5
19	I try to avoid creating problems for colleagues. (Saya mengelak daripada menimbulkan masalah kepada rakan sekerja.)	1	2	3	4	5
20	I avoid focusing on what's wrong with his/her (my colleagues) situation. (Saya mengelak daripada memberikan tumpuan kepada perkara yang tidak kena dengan keadaan rakan sekerja saya.)	1	2	3	4	5

Section C: (Transformational Leadership)

The following items relate to leadership behaviors of a superior as perceived by the subordinate. Use the following scale to indicate the appropriateness of each statement. Please circle your answers.

(Senarai berikut berkaitan tentang kelakuan kepimpinan atasan seperti yang dipersepsikan kepada pekerja. Gunakan skala berikut menunjukkan kesesuaian setiap kenyataan. Sila bulatkan jawapan anda.)

Strongly Disagree (Sangat Tidak Setuju)	Disagree (Tidak Setuju)	Neutral (Tidak Pasti)	Agree Setuju	Strongly Agree (Sangat Setuju)			
1	2	3	4	5			
			1	2	3	4	5
1	My Supervisor talks about his/her most important values and beliefs. (Penyelia saya berbincang tentang nilai dan kepercayaannya yang paling penting.)		1	2	3	4	5
2	My Supervisor instills pride in me for being associated with him/her. (Penyelia saya memupuk rasa bangga dalam diri saya kerana menjadi rakan sekerjanya.)		1	2	3	4	5
3	My Supervisor specifies the importance of having a strong sense of purpose. (Penyelia saya menyatakan pentingnya mempunyai hala tuju yang mantap.)		1	2	3	4	5
4	My Supervisor goes beyond self-interest for the good of the group. (Penyelia saya mengetepikan kepentingan diri demi kebaikan kumpulan.)		1	2	3	4	5
5	My Supervisor acts in ways that builds my respect. (Penyelia saya bertindak dalam cara yang meningkatkan rasa hormat saya.)		1	2	3	4	5

6	<p>My Supervisor considers the moral and ethical consequences of decisions.</p> <p>(Penyelia saya menimbangkan akibat moral dan etika ekoran daripada keputusan yang diambil.)</p>	1	2	3	4	5
7	<p>My Supervisor displays a sense of power and confidence.</p> <p>(Penyelia saya memperlihatkan kuasa dan keyakinan.)</p>	1	2	3	4	5
8	<p>My Supervisor emphasizes the importance of having a collective sense of mission.</p> <p>(Penyelia saya menekankan pentingnya mempunyai rasa tanggungjawab bersama.)</p>	1	2	3	4	5
9	<p>My Supervisor talks optimistically about the future.</p> <p>(Penyelia saya berbicara secara optimis/positif tentang masa depan.)</p>	1	2	3	4	5
10	<p>My Supervisor talks enthusiastically about what needs to be accomplished.</p> <p>(Penyelia saya bercakap dengan penuh semangat tentang perkara yang perlu dilaksanakan.)</p>	1	2	3	4	5
11	<p>My Supervisor articulates a compelling vision of the future.</p> <p>(Penyelia saya bercakap dengan jelas tentang wawasan yang menarik perhatian.)</p>	1	2	3	4	5
12	<p>My Supervisor expresses confidence that goals will be achieved.</p> <p>(Penyelia saya melahirkan keyakinan bahawa matlamat akan dapat dicapai.)</p>	1	2	3	4	5
13	<p>My Supervisor re-examines critical assumptions to question whether they are appropriate.</p> <p>(Penyelia saya meneliti semula andaian penting untuk mempersoalkan sama ada ia sesuai atau tidak.)</p>	1	2	3	4	5
14	<p>My Supervisor seeks different perspectives when solving problems.</p>	1	2	3	4	5

	(Penyelia saya mendapatkan pandangan yang berbeza apabila menyelesaikan sesuatu masalah.)					
15	My Supervisor gets me to look at problems from many different angles. (Penyelia saya membuat saya melihat sesuatu masalah dari pelbagai sudut pandangan.)	1	2	3	4	5
16	My Supervisor suggests new ways of looking at how to complete assignments. (Penyelia saya mencadangkan cara baru untuk penyelesaian sesuatu tugas.)	1	2	3	4	5
17	My Supervisor spends time teaching and coaching. (Penyelia saya meluangkan masa mengajar dan melatih.)	1	2	3	4	5
18	My Supervisor treats me as an individual rather than just a member of a group. (Penyelia saya menganggap saya sebagai individu dan bukan hanya sebagai anggota sesebuah kumpulan.)	1	2	3	4	5
19	My Supervisor considers me as having different needs, abilities, and aspirations from others. (Penyelia saya menganggap saya sebagai mempunyai keperluan, keupayaan dan kemahuan yang berbeza daripada orang lain.)	1	2	3	4	5
20	My Supervisor helps me to develop my strengths. (Penyelia saya membantu saya membina kekuatan diri.)	1	2	3	4	5

“THANK YOU SO MUCH”

**DATA
ANALYSIS
USING SPSS**

Frequencies

Statistics

		age	gender	acedamic	yr.work	sv.gender	duration
N	Valid	110	110	110	110	110	110
	Missing	0	0	0	0	0	0

Frequency Table

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 20-29	59	53.6	53.6	53.6
	30-39	42	38.2	38.2	91.8
	40-49	6	5.5	5.5	97.3
	50-59 above	3	2.7	2.7	100.0
	Total	110	100.0	100.0	

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	49	44.5	44.5	44.5
	female	61	55.5	55.5	100.0
	Total	110	100.0	100.0	

acedamic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	spm/stpm	50	45.5	45.5	45.5
	diploma	45	40.9	40.9	86.4
	degree	13	11.8	11.8	98.2
	master	2	1.8	1.8	100.0
	Total	110	100.0	100.0	

yr.work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	37	33.6	33.6	33.6
	1-5year	42	38.2	38.2	71.8
	6-10year	18	16.4	16.4	88.2
	11-15year	10	9.1	9.1	97.3
	>15	3	2.7	2.7	100.0
	Total	110	100.0	100.0	

sv.gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	84	76.4	76.4	76.4
	female	26	23.6	23.6	100.0
	Total	110	100.0	100.0	

duration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1year	53	48.2	48.2	48.2
	1-2year	31	28.2	28.2	76.4
	3-4year	15	13.6	13.6	90.0
	>5year	11	10.0	10.0	100.0
	Total	110	100.0	100.0	

Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.961	.962	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	150.5091	520.748	.452	.	.961
B2	150.2909	517.364	.579	.	.960
B3	150.4182	517.897	.575	.	.960
B4	150.3909	521.616	.468	.	.961
B5	150.6273	520.713	.491	.	.961
B6	150.1182	519.757	.574	.	.960
B7	150.4909	524.601	.463	.	.961
B8	150.4727	519.206	.536	.	.960
B9	150.3455	518.430	.606	.	.960
B10	150.4909	520.399	.519	.	.961
B11	150.2364	519.045	.625	.	.960
B12	150.2818	522.406	.544	.	.960
B13	150.5273	528.270	.284	.	.962
B14	152.0000	539.229	-.026	.	.965
B15	150.4273	523.109	.400	.	.961
B16	150.3545	519.680	.583	.	.960
B17	150.4909	520.252	.523	.	.961
B18	150.6727	515.066	.527	.	.961
B19	150.3636	517.114	.622	.	.960
B20	150.8091	523.569	.341	.	.962
C1	150.7000	506.579	.804	.	.959
C2	150.8000	507.923	.713	.	.960
C3	150.5727	508.816	.764	.	.959
C4	150.7636	505.485	.705	.	.960
C5	150.6909	505.482	.755	.	.959
C6	150.6909	504.913	.768	.	.959
C7	150.7727	507.590	.623	.	.960

C8	150.5636	510.835	.649	.	.960
C9	150.6455	504.341	.728	.	.959
C10	150.6091	502.424	.811	.	.959
C11	150.7727	502.196	.777	.	.959
C12	150.6182	500.844	.799	.	.959
C13	150.6818	503.834	.813	.	.959
C14	150.7273	503.778	.771	.	.959
C15	150.8182	502.132	.745	.	.959
C16	150.7455	501.880	.819	.	.959
C17	150.8636	502.926	.718	.	.959
C18	151.0455	507.328	.598	.	.960
C19	150.8182	502.701	.709	.	.960
C20	150.5727	506.100	.670	.	.960

Scale: ocb

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded(a)	0	.0
	Total	110	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.931	20

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	75.3455	95.494	.569	.537	.915
B2	75.1273	93.708	.733	.698	.912
B3	75.2545	94.467	.695	.630	.912
B4	75.2273	94.764	.672	.742	.913
B5	75.4636	95.168	.642	.605	.914
B6	74.9545	94.925	.733	.786	.912
B7	75.3273	96.754	.653	.536	.914
B8	75.3091	94.344	.701	.724	.912
B9	75.1818	94.756	.735	.737	.912
B10	75.3273	95.837	.621	.667	.914
B11	75.0727	95.426	.732	.639	.912
B12	75.1182	95.830	.738	.764	.912
B13	75.3636	97.958	.460	.575	.918
B14	76.8364	104.689	-.018	.218	.936
B15	75.2636	97.040	.485	.547	.917
B16	75.1909	96.596	.617	.692	.914
B17	75.3273	94.699	.700	.750	.912
B18	75.5091	94.160	.568	.712	.916
B19	75.2000	95.666	.641	.676	.914
B20	75.6455	95.827	.489	.582	.917

Scale: idealized Influence

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded(a)	0	.0
	Total	110	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.937	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	26.5182	31.720	.828	.699	.922
C2	26.6182	31.284	.806	.675	.923
C3	26.3909	31.800	.841	.725	.922
C4	26.5818	30.668	.786	.637	.925
C5	26.5091	31.005	.815	.722	.923
C6	26.5091	30.693	.848	.748	.920
C7	26.5909	32.519	.567	.358	.943
C8	26.3818	32.091	.728	.593	.929

Scale: inspirational motivation

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded(a)	0	.0
	Total	110	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.951	.952	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C9	11.4455	8.469	.855	.746	.945
C10	11.4091	8.464	.916	.846	.927
C11	11.5727	8.412	.869	.758	.940
C12	11.4182	8.264	.890	.812	.934

Scale: intellectual stimulation

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded(a)	0	.0
	Total	110	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.935	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C13	11.1545	8.040	.849	.727	.914
C14	11.2000	7.739	.858	.758	.911
C15	11.2909	7.309	.862	.762	.910
C16	11.2182	7.934	.818	.684	.923

Scale: individualized consideration

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded(a)	0	.0
	Total	110	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.876	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C17	11.0091	8.358	.725	.635	.844
C18	11.1909	8.193	.712	.615	.849
C19	10.9636	8.145	.748	.659	.834
C20	10.7182	8.406	.745	.672	.836

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
citizenship	110	1.05	4.90	3.9659	.51433
idea	110	1.25	5.00	3.7875	.79771
inspira	110	1.00	5.00	3.8205	.95850
intellec	110	1.00	5.00	3.7386	.91833
individu	110	1.00	5.00	3.6568	.93961
Valid N (listwise)	110				

Correlations

Correlations

		TL	idealized	inspirational	intellectual	individual	OCB
TL	Pearson Correlation	1	.948(**)	.951(**)	.953(**)	.897(**)	.466(**)
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	110	110	110	110	110	110
idealized	Pearson Correlation	.948(**)	1	.877(**)	.847(**)	.761(**)	.483(**)
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	110	110	110	110	110	110
inspirational	Pearson Correlation	.951(**)	.877(**)	1	.905(**)	.801(**)	.389(**)
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	110	110	110	110	110	110
intellectual	Pearson Correlation	.953(**)	.847(**)	.905(**)	1	.862(**)	.444(**)
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	110	110	110	110	110	110
individual	Pearson Correlation	.897(**)	.761(**)	.801(**)	.862(**)	1	.404(**)
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	110	110	110	110	110	110
OCB	Pearson Correlation	.466(**)	.483(**)	.389(**)	.444(**)	.404(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	110	110	110	110	110	110

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

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	individual, idealized, inspirational, intellectual(a)	.	Enter

a All requested variables entered.

b Dependent Variable: OCB

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.511(a)	.261	.233	9.01133	1.647

a Predictors: (Constant), individual, idealized, inspirational, intellectual

b Dependent Variable: OCB

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3007.429	4	751.857	9.259	.000(a)
	Residual	8526.434	105	81.204		
	Total	11533.864	109			

a Predictors: (Constant), individual, idealized, inspirational, intellectual

b Dependent Variable: OCB

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t		Sig.
		B	Std. Error	Beta	B	Std. Error	
1	(Constant)	54.662	4.237		12.901		.000
	idealized	.856	.292	.531	2.933		.004
	inspirational	-1.083	.607	-.404	-1.784		.077
	intellectual	.882	.666	.315	1.323		.189
	individual	.141	.457	.052	.309		.758

a Dependent Variable: OCB

