



Fakulti Sains Kognitif dan Pembangunan Manusia

**RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR IN PRIVATE SECTOR IN SIBU**

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**Bachelor of Science with Honours
(Human Resource Development)**

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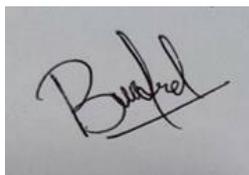
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CITIZENSHIP BEHAVIOUR IN PRIVATE SECTOR IN SIBU**

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ABSTRACT

RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN PRIVATE SECTOR IN SIBU

BELINDA TAMBONG ANAK DANIEL

The main purpose of this study is to identify the relationship between leadership style and OCB in private sector in Sibul. The independent variables in this research are autocratic leadership, democratic leadership and laissez-faire leadership. A private organisation was chosen for this present study. The research was conducted using quantitative research methodology through convenience sampling. Furthermore, questionnaires had been used to collect the data in this study. The data obtained from the respondents were analysed by using "Statistical Package for Social Science" (SPSS). Descriptive statistic was used to analyse the respondents demographic background such as gender, age, education level and length of service of respondents. Meanwhile, Spearman's correlation analysis had been chosen to analyse and identify the relationship between the independent and dependent variable. The findings of this study showed that there was a significant relationship between autocratic, democratic and laissez-faire leadership towards organizational citizenship behaviour. Besides, the findings of this research also showed that autocratic leadership as the most dominant factor influencing OCB. Recommendation had been made for HR practitioners, organisation and future researchers. HR practitioners should enhance the leadership activities in the private sector to increase organization citizenship behavior. Last but not least, future researchers are encouraged to enhance the number of respondents and specify the gender and department to identify their OCB among employees.

Keywords: Autocratic Leadership, Democratic Leadership, Laissez-Faire Leadership, Organizational Citizenship Behaviour.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The title for this study is the relationship between leadership styles and organizational citizenship behavior at the workplace in Sibuh. The main objective of this study is to clarify the relationship between different types of leadership styles with OCB within the organization. Chapter 1 is important because it will consist several sections which is background of study, problem statement, research objective that describe in general and specific objectives of research and also develop research hypothesis. Besides, a conceptual framework also constructed to characterize the variable in this chapter. This chapter also discussed the importance of the study and as well as definition of term.

1.1 Background of study

Jahangir, Akbar, & Haq (2004) in their revisited article explained that Organizational Citizenship Behaviour (OCB) is a set of flexible workplace behaviours that surpass one's basic job requirements. It is also described as actions that go beyond the call of duty. Organization that offers important opportunities for workers helps to increase efficiency of the organization and achieving objectives. There are other several definitions on OCB:

- i) According to Velickovska (2017), this concept originates from the Chester Bernard's concept of the "readiness to cooperate". However, employees would participate more in OCB if they work in a social supportive environment where every deeds done is appreciated.

- ii) Dennis Organ (1988) states that OCB is a human behaviour which is voluntary, not directly recognized by the formal reward system in order to support the organization's successfully functioning.
- iii) According to Kaleem (2016), OCB does not have the same motivation base that motivates people to join, stay in the contract and enforce it role prescription. Therefore, OCB is not easy to implement through rewards or be threatened by approvals, because many of these acts have humane characteristics, often difficult to measure.

Nowadays, managing employees with diverse backgrounds is difficult for leaders due to competition and globalization. As stated by (Al- Khasawneh & Futa, 2013), leadership is a social process of encourage others to take part in the achievement of organizational objectives on a voluntary basis. (Nurhuda, et al., 2019) also stated that leadership plays its role whether directly or indirectly in coordinating for subordinates to complete their work and it is one of the processes of activities that influence individuals or groups to achieve goals in particular situations.

(Notar, Uline, & Eady, 2008) states that an effective leader is adhere to discipline, a set of fundamental tenets and skills that characterize an individual. To be an effective leader is to shape the future of the organization instead of merely developing policy. An effective leader could influence employees to perform extra-ordinary performance through the use of different styles or approaches to manage others. According to (Jayasingam & Cheng, 2009), Malaysia is well-known where leaders are the one with high level of authority and as well as power besides having the most power in laws and regulations which coordinated and arranged by themselves, have the control over others and also decisions making.

Leaders implement different styles for different kind of jobs according to the circumstances. According to (Raus & Haita, 2011) leadership styles is classified to: autocratic, democratic and laissez faire. Autocratic leaders retain the decision making and do not accept advice from employees. The choices given are considered directions to accomplish a general point. Autocratic Leadership is also known as “The Boss”. Democratic leaders tend to decentralization in decision making and lead to high production as employees feel empowered and their opinion are valued. They urge teamwork trin choice making. Laissez-faire avoid decision making and responsibility and leaders adopt hands off approach towards followers. This initiative style is less impedance and it is a decreased direct guideline.

After identifying the feature of leadership styles and OCB, the past studies have revealed the significance of leadership style as an OCB variable. Leadership and organizational citizenship behavior perform an major role in the establishment of efficient management, which leadership ensure management of human factor is provided by OCB. Organizations will not work properly without its members who act as good citizen.

Hence, this study hopes to design a research on the relationship between leadership style and organizational citizenship behavior in a private sector in Sibuh.

1.1 Problem statement

Several numbers of researchers conducted studies on the relationship between the types of leadership and the behavior of organizational citizenship in many settings such as industries. Most of the past research on the relationship between leadership styles and organizational citizenship behavior is conducted in a Western context compared to Malaysia context. Study on organizational citizenship behavior with leadership style have been main research for some scholars. Generally, Western countries and Malaysia have their own culture and it is differs from each other. in Western, leaders are more minded to tell employees the ultimate goal and

trust them to find the right way to achieve the goal. Asian styles are generally more instructive, reducing employees' permission to develop their own paths. Malik et al. (2016) in their study revealed that focuses on the relationship between leadership styles and OCB in telecom companies in Pakistan. This study discovers that democratic leadership is positively related to OCB whereby autocratic leadership has a negative relationship of OCB among telecom employees, and laissez-faire has a very weak relationship with OCB. Another study in Pakistan by (Ali & Waqar, 2013) states that school teachers also practiced OCB and it is significantly related to leadership style. Laissez-faire leadership is found to be the least effective style to elicit OCB compared to a transformational and transactional leadership style.

Although many researchers have conducted the studies regarding relationship between leadership styles and OCB in Malaysia, there is not many researchers conducted for the private sector. The population of the study will be focused on private sector organization located in Sibu Sarawak. This research will fill the gap in past research of OCB and leadership style among workers especially in Malaysian context. Therefore, this study is important for the private sector. By conducting a research on OCB for the private sector, the researcher is able to help private employee to identify their OCB. They would provide better service and build a better organizational environment. As a result, OCB of private employees can improve the happiness of citizens and enhance the image of private organizations.

1.3.1 Main Objective:

To identify the relationship between leadership styles and organizational citizenship behavior in private sector in Sarawak, Malaysia.

1.3.2 Specific Objectives:

1. To determine the relationship between autocratic leadership style and organizational citizenship behavior

2. To determine the relationship between democratic leadership style and organizational citizenship behavior

3. To determine the relationship between laissez-faire leadership style and organizational citizenship behavior

1.4 Research Hypotheses

H1: There is a significant relationship between autocratic leadership style and organizational citizenship behavior

H 2: There is a significant relationship between democratic leadership style and organizational citizenship behavior

H 3: There is a significant relationship between laissez-faire leadership style and organizational citizenship behavior

1.5 Conceptual Framework

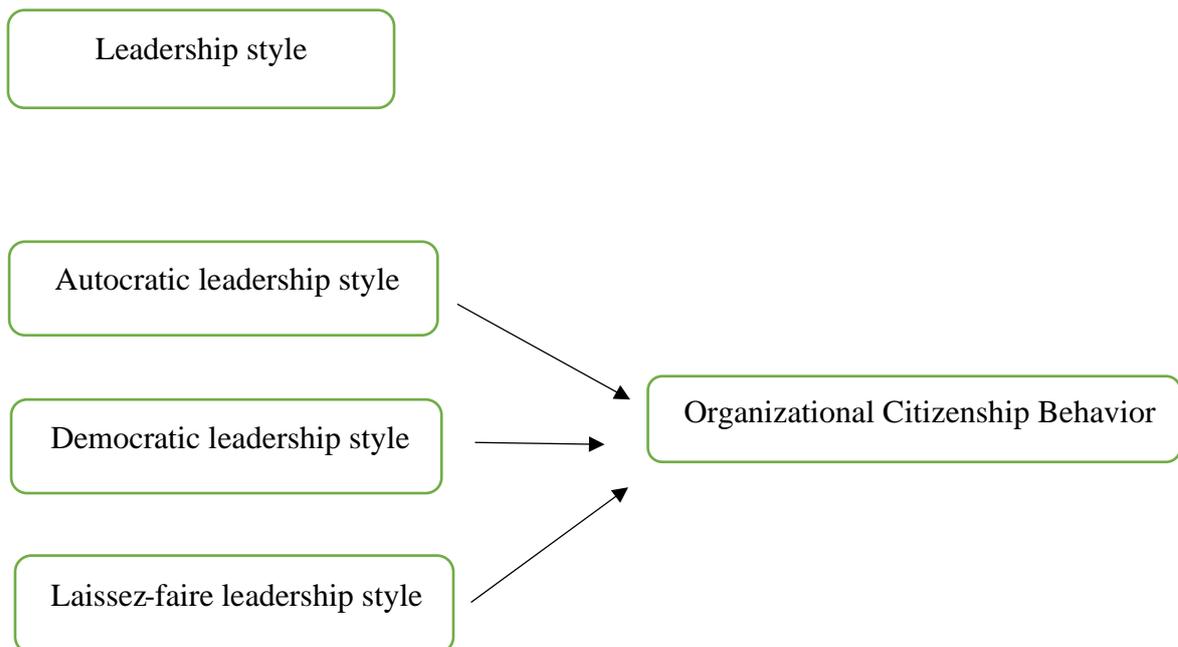


Figure 1: Theoretical Framework or the Relationship between Leadership Styles and Organizational Citizenship Behavior (OCB)

Significance of Study

This research is look forward to contribute to the existing knowledge of leadership styles and organizational citizenship behavior in the workplace. This study will be focused on relevant research theories, which will provide a wider scope and better understanding of workplace's leadership styles and organizational citizenship behavior. The results of the study will help researchers to verify the results of the current study with previous studies based on the consistency of the study results. The results of this study will give benefits to organizations, especially managers, who want to find ways to upgrade the productivity and performance of employees as well as the organization.

In addition to this, the reproduction of the content in this study may be applicable to the upcoming research or future research at an appropriate level. In addition, this research can be used as a guide for practitioners in related fields to create new interventions to promote the organizational citizenship behavior of their employees.

Definition of Terms

Leadership

Conceptual: According to Wong et al., (2014), leadership styles refer to the administrator's ability in influencing their employee or subordinates by making them to be more committed, satisfied which as a return the employee or subordinates able to increase their productivity as well as the organizations productivity

Operational: Leadership style refers to the person's leadership, interpersonal and decisionmaking skills in performing the given task and achieve the task's goals.

Autocratic Leadership Style

Conceptual: According to (Ardichvili & Kuchenke, 2010; Egwunyenga, 2010),

An autocratic leader rarely allows for employee decisions, and the leader is generally very far from the employees. It is a leadership that is required on organization's and it is often referred to as coercive leadership. (Baughman,2008)

Operational: Authoritarian leaders, also refers to as autocratic leaders, give clear expectations of what needs to be accomplished, when and how to do it. Authoritarian leaders make decisions self-reliantly.

Democratic Leadership Style

Conceptual: According to Malik et al., (2016), democratic leadership is where leaders involve their team members to contribute more in making decisions and inspire their team climate to make the team members feel empowered in making actions.

Operational: Democratic leadership refers to the leader that highlights the justice among the team members by treating them equally. There is no concept of prejudice practiced by the leader when working as a team. This leadership style cause all of their followers to be treated equally.

Laissez-faire Leadership Style

Conceptual: According to (Anbazhagan & Kotur, 2014), laissez-faire leadership is also known as delegative leadership. It is a type of leadership style in which leaders are laid back and allow their employees to make the decisions. This leadership style causes the productivity among group members to decrease as they are being left alone with no positive input.

Operational: Delegation leaders provide group members with little or no input and leave the decision-making to group members. Although in situations involving highly qualified experts, this style may be helpful, it also tends to poorly distinct roles and a lack of motivation.

Organizational Citizenship Behavior

Conceptual: Organ (1988) defines OCB as human behavior that is voluntary, not acknowledged directly by the formal reward system and that encourages the organization's to successful functioning in the general.

Operational: In industrial and organizational psychology, (OCB) is the voluntary contribution of an individual within an organization or corporation that is not part of his or her formal tasks. For instance, volunteering and putting in extra commitment, would lead to the success of every organization.

Conclusion

In short, this chapter contend the introduction, research background, problem statement, research goals, research hypotheses, conceptual framework, term definitions and research significance. In next chapter, the literature review will discuss and define relevant literature on previous studies.

CHAPTER 2

LITERATURE REVIEW

Introduction

According to (Arshed & Danson, 2014), a literature review may resolve a debate, establish the need for additional research, and define a topic of inquiry. (Arshed & Danson, 2014; Bruce 1994) states this literature review an important chapter in the thesis which seeks to provide the context and justification for the research undertaken. In a literature review, the writer “extracts and synthesis the main points, issues, findings, and research methods which emerge from a critical review of the readings” (Arshed & Danson, 2014; as cited in Nunan, 1992). This explains that the literature review is to analyze and summarize a literature’s body.

The statement above explains the importance of writing this chapter in a study. In writing the literature review, the researcher has referred to related books, journals, articles and other several spruces which are relevant to the study. This chapter will discuss researches from previous studies to determine the concept of leadership styles such as autocratic leadership style, democratic leadership style, laissez-faire leadership style, theories related to leadership styles, organizational citizenship behavior, organizational citizenship behavior.

Issues Related to Past Studies

Organizational Citizenship Behavior (OCB)

For more than twenty-five years, Organizational Citizenship Behaviour (OCB) has been studied and investigated by scholars and it continues to be a field of interest to scholars. OCB refers to the voluntary actions shown by the employees as good citizens in the organization and it is also known as extra role behavior. According to Podsakoff et al., (2000),

OCB is defined as a person's voluntary action and has nothing to do with a formal reward system. It endorses the effectiveness of organizational functions (Podsakoff et al., 2000). Without a good citizen, the organizations cannot be engaging in all sorts of positive behaviors Organ (1988). Organ further explains that one of the prominences of good citizenship for organizations is to understand the nature and sources of OCB that has been a top priority for organizational scholars. According to Kaleem (2016), the concept of OCB is to enable employee behavior that brings benefit to their organizational performance although it is not related to their job requirements. Albeit OCB is related to a job, it is not related to any formal reward system but it helps in the effectiveness of a functioning organization.

Leadership Style

Leadership style has been a significant topic in the research field of leadership research. The result shows that leadership gives an impact on organizational results and the performance of the employees within the organization. Leadership is known as a way that individuals use to lead other people. Managers' leadership styles is one of the organization's successes. (Wong et al., 2014) described leadership styles refers to the manager's ability in influencing their employee or subordinates by making them to be more committed and satisfied. In return the employee or subordinates are able to increase their productivity as well as the organization's productivity. Leadership styles of a manager can be applied to a purpose of improving organizational performances (Nurhuda et al., 2019). There are different sorts of leadership styles such as autocratic leadership style, democratic leadership style, laissez-faire leadership style and many more. (Wong et al., 2014) stated that despite of the leadership styles, leader must identify the most suitable leadership styles for the suitable situations. They need to familiarize themselves with the styles to avoid confusions.

Autocratic Leadership Style

Autocratic leadership style is a style of leadership which is characterized by individuals to take over all decisions and a feedback from members of the group. In general, autocratic leaders make decisions based on their thoughts and judgements. These kinds of leaders rarely accept advice from followers. Autocratic leadership includes a group's absolute, authoritarian control. According to (Maqsood, Bilal and Baig, 2013) autocratic leadership style also known for the leaders that control over all decisions and some feedback from the employees. (Gosnos & Gallo, 2013) stated that the autocratic style of leadership is defined by workers who do not participate in the decision-making process, all decisions are made without employee permission, and all decision-making is controlled. They also reward staff for commitment and tend not to penalise mistakes, but instead focus on issues. Empowered workers feel more accountable for achieving targets. (İnandı, Uzun, Yeşil 2016, p. 194).

Democratic Leadership Style

The democratic leadership style is known as a participatory style as it allows one or more employees to be part of the decision-making process. According to (Malik et al., 2016), democratic leadership describes as in which the leaders involve their team members to contribute more in decision making process and inspire their team climate to make the team members feel empowered in making actions. (Malik et al., 2016) further described that democratic leaders lead their groups to be in a high productivity level, has better results, increase in group enthusiasm, the cohesiveness of the group, high level of commitment, organizational citizenship behavior and high participation from group members.

Laissez-Faire Leadership Style

Laissez-faire leadership is a type of style of leadership in which leaders are handover and allow choices to be made by group members. It is also known as delegative leadership. Researchers have found that this is typically the style of leadership that leads to the lowest productivity amongst group members. (Bass & Avolio, 1990) described laissez-faire leadership as “the absence of leadership” and “the avoidance of intervention”. Laissez-faire leaders have the habit to behave as if they were abdicated from the duties and obligations given to him/her (Lewin, Lippit & White, 1939). This leadership style resembles “impoverished management” detailed by Blake and Mouton (1985) describing a leader who makes minimal effort to do the work necessary and who shows minimal concern for subordinates (Einarsen, Aasland & Skogstad, 2007).

Theories and Models

Traits Theory

One of the oldest leadership ideas is the trait-approach to leadership. The basic personality traits which distinguish leaders from non-leaders are defined by trait theories of leadership. Trait theory of leadership pursued personality, social, physical and intellectual traits. Trait theory is the approach to the study of a human personality that describes and measures the degree of that persuaded personality characteristics, evry human being’s recurrent patterns or thought and actions such as fear, shyness, negative thinking, optimistic thinking, tolerance to new thoughts that occur from individual to person. “Trait theorists believe personality can be understood by positing that all people have certain traits, or characteristic ways of behaving” (Boundless Psychology. Boundless, 2015). According to (Malik et al., 2016), traits theory explained that leaders are different from their subordinates because of leader personality

attributes, physical features and social characteristics. People who are born with this kind of attributes such as confidence, intelligence, determination and idealism are potentially in becoming a leader (Malik et al., 2016).

Behavioral Theory

Leadership Behavioral Theories, also known as “The Style Approach to Leadership” concentrate on the leader’s actions and what leaders do and how they behave. The philosophy of behavioral leadership focuses on how leaders act, and suggest that other leaders will imitate these traits. Often referred to as the principle of style, it means that leaders are not successful, but may be established based on learnable actions. In behavioral theory, behavior patterns become the element that distinguish the leaders from their followers (Malik et al., 2016). Action rather than qualities are the focal points of behavioral learning theory. In this theory, habits of actions are found and classified as “styles of leadership”. Task-oriented leaders, people oriented-leaders, country club leaders, status quo leaders, dictatorial leaders, and more are some of the types of leadership. At the end of the day, what distinguishes achievement are the attitudes and real activities of a leader.

Similar and Past Research

Effects of organizational justice between discretionary HRP and OCB

According to Podsakoff et al., (2000) this study is focused on mediating model to explore the mediating effects of organizational justice between discretionary human resource practice (HRP) and organizational citizenship behavior based on social exchange theory and the organizational justice theory. The study shows how, through corporate fairness, the multiple aspects of discretionary HRP influence the OCB of workers. The data form is statistically evaluated where there are 227 workers with correlation analysis, structural equation simulation and other mathematical approaches in 10 firms. The findings indicate that all selective

personnel, promotional rewards, success monitoring and decision-making involvement in the discretionary HRP had a beneficial impact on the OCB. Moreover, it suggests that organizational justice mediates the relationship between arbitrary HRP and OCB.

The leadership styles of the school administrators and the organizational citizenship behaviors of teachers

The aim of this research is to establish the relationship between school administrators' leadership styles and teachers' organizational citizenship behaviors. The concept of organizational citizenship is not one of the teachers' role concepts, but it is the acts they do with their free will. Besides, these actions increase teachers' job satisfaction and efficiency in their working environment. The leadership style of school administrators has a huge influence on the process of teachers achieving organizational citizenship.

Leadership styles and organizational citizenship behavior in small and medium scale firms

According to (Khan, N. R., Ghouri, A. M., & Awang, M., 2013) this study aimed to examine the relationship between leadership styles and citizenship behavior in small and medium scale IT firms operating in Pakistan. The research has examined the connection between leadership styles that relate proactively to growing corporate citizenship at all levels of the actions of employees. Statistical data shows that diverse leadership models have been followed at moderate levels in Pakistan's small and medium-size IT businesses and have a good association with corporate citizenship. Moreover, organizational citizenship is proactively contrasted with different leadership styles.

Effect of leadership styles on organizational citizenship behavior in employees

According to (Malik et al., 2016) this study explored the relationship between leadership styles and the behavior of organizational citizenship in Pakistan telecommunications companies. Three common styles of leadership have been observed, including autocratic leadership style, democratic leadership style, and Laissez faire leadership style, and their relationship with organizational citizenship activity has been explored in Pakistan's three major telecom companies. The results of the study show that there is a clear positive relationship between the behavior of leadership styles and organizational citizenship. This research shows that leadership styles contribute significantly to the behavior of organizational citizenship. Democratic leadership style stimulates more organizational citizenship behavior among the employees. However, autocratic leader is unable to stimulate the feelings of helping others due to its task-oriented nature. Furthermore, Laissez faire leadership style has a very weak relationship with organizational citizenship behavior.

Leadership and organizational citizenship behavior (OCB) in the financial service sector

This study conducted by Suliman and Obaidli focused on investigating OCB. For the first time in the Arab world, the influence of leadership behaviors on organizational citizenship behaviors (OCB) in the Islamic banking sector. Also, it explores the role of OCB in affecting work outcomes.

Conclusion

In conclusion, this chapter discusses about three leadership styles; transformational leadership, transactional leadership, democratic leadership and organizational citizenship behavior. These information aids to build up this chapter since this chapter is the backbone of the research. The next chapter on methodology will be discussing about the technique that will be used in conducting the research.