



**FACULTY OF COGNITIVE SCIENCES AND HUMAN
DEVELOPMENT**

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG
EMPLOYEES OF GOVERNMENT AGENCIES IN
KUCHING, SARAWAK**

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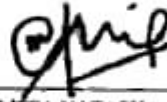
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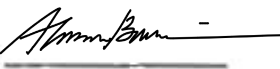
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ABSTRACT

The aim of this study quantitative research is to determine the relationship between leadership styles and Organizational Citizenship Behaviour (OCB). Leadership styles was the independent variable that consists of transformational, transactional and Laissez-faire. Meanwhile, organizational citizenship behaviour (OCB) was the dependent variable. This study consisted of three objectives which is to identify the relationship between transformational, transactional and Laissez-faire leadership styles and organizational citizenship behaviour of employees in government agencies. This study is a quantitative study and conducted among employees in government agencies. This study consists of 80 respondents from government agencies in Kuching, Sarawak. The sampling method used is convenience sampling. The obtained data was analysed using Statistical Packgae for Social Science (SPSS) version 24. This study used non-probability sampling type which is convenience random sampling method because it will draw sample as one of its part. Spearman Correlation Coefficient is used to determine the degree of relationship between independent variable and dependent variable since the instrument is an ordinal scale. There are some implications and contribution regarding the findings of this study. As the results revealed that there are no significant relationships between leadership styles and OCB, therefore this study contributes to the knowledge of leadership styles and organizational citizenship behaviour in Malaysia. Next, regarding the findings on relationship of transactional leadership and OCB, the implications of the research it would help to assist Human Resource practitioners or related personnel as guidance for new action and organizational structure reform to help workers understand how leadership styles and OCB habits are linked to the organization that allow them to achieve shared objectives. Other than that, based on Laissez-faire leadership and OCB findings this research helps leaders to make better practice in the workplace, build a new and implement better policy.

Keywords: Leadership Styles, Transformational, Transactional, Laissez-faire, Organizational Citizenship Behaviour (OCB), Government Agencies

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Organizational Citizenship Behaviour (OCB) is an important and thrilling topic to begin with. OCB is the dependent variables in this study. On the earlier year, OCB has been associated with psychological contracts where they found out that the worker who works with the employer that unfulfilled the term of employment contracts are unlikely to be enlisted in organizational-directed citizenship behaviour (Robinson & Morrison, 1995). Apart from that, OCB is also associated with employee resilience where it is mentioned regarding the underlying mechanism of the positive relationship between OCB and employee resilience where both are directly and indirectly related and affect each other (Pau & Garg, 2016).

Previously, there are several of research regarding OCB associated with employee commitment, effectiveness and job satisfaction of employees. The researchers study the link of OCB with servant leadership and school team effectiveness in South Africa where they found out that there were positive relationships in servant leadership, team effectiveness and OCB (Mahembe & Engelbrecht, 2014). OCB was linked with job status, job insecurity, job satisfaction, work values, organizational commitment and identification between temporary teacher and contract teacher (Feather & Rauter, 2004). Likewise, there were also studies at the public high school in Indonesia linked with OCB principles, organizational commitment, organizational justice and job satisfaction (Musringudin & Karnati, 2017). Other than that, it is proven by study in Taiwan that turnover intention among nurses in Taiwan is related with OCB and job satisfaction (Tsai & Wu, 2010). Next, OCB burnout is linked with workplace incivility that become the control commitment effective through the findings, they proposed that there were indirect negative impacts on OCB but they did not manage to find a relationship between workplace incivility and OCB (Liu, Zhou & Che, 2019). There are also studies conducted in Korea where the study found out that there is a constant significant relationship between OCB and self-concept (Shim & Faerman, 2017).

Next, leadership is a very exciting topic. Many researchers study the topics because it is very interesting. Leadership is the independent variables in this study which consists of transformational, transactional and Laissez-Faire. Previously, leadership styles are linked with

other builds in various context such as Asian and Western context. There were qualitative study regarding OCB that involves six universities administrators in United States that stated that OCB played an important engagement behaviour committees' university productivity (Farris, 2018). Moreover, there was research regarding the leadership styles consisting of autocratic, democratic and laissez-faire linked with organizational citizenship behaviour of employees in the telecom sector that operate in Pakistan (Malik, Saleem & Naeem, 2016). The latest study, there were study regarding the effect of different leadership styles among hospitality workers in Spanish hotels where empowering leadership, paradoxical leadership and servant leadership is linked with psychological empowerment and engagement (Huertas-Valdivia, Gallego-Burín, & Lloréns-Montes, 2019).

Besides, previous study mostly correlated with effectiveness, job satisfaction, employee attitudes and behaviour. There was past research mentioned that leadership style are correlated with organizational commitment, job involvement, job satisfaction and organizational citizenship behaviour (Mester, Visser & Kellerman, 2003). It is also found that the transformational leader is linked with work group effectiveness, it mentioned that from sharing common goals, group effectiveness can build where transformational leaders persuade a value-based vision to their follower employee that share some common goals and shared vision (Hoffman et al, 2011). Other than that, there were past research statements about impact of leadership styles which are transformational, transactional and laissez-faire leadership styles and employee attitudes towards their leader and performance which are effectiveness, extra efforts and satisfaction (Asrar-ul-Haq & Kuchinke, 2016). In addition to this, transactional leader and transformational leader is also associated with follower creativity which is an feature of innovative behaviour, where they found out that in comparison of the followers for transactional leaders, followers for the transformational have a higher creative performance ideas in completing the task (Pieterse et al, 2010).

From past years of study, the trends of the study shows that there has been much research done regarding OCB and leadership issues. Although there are many types of leadership, this study is based on transformational, transactional and Laissez-faire leadership because the majority of the past studies were made mostly on Western and Asian context where there was less study within Malaysian context therefore, the gap needs to be filled in order to have other perspectives on leadership especially in Malaysian context. Other than that, OCB is measure as one and not spilt is to fill the gaps to identify the point of view of employees in government

agencies especially in Malaysian context since previous study provides low evidence regarding the issues.

The aim of this research is to identify the relationship between leadership styles and organizational citizenship behaviour of employees in government agencies. Hence, the study need to determine whether there is significant relationship between leadership styles and organizational citizenship behaviour of employees in government agencies. The word leadership itself is known by many people but different people have different perspectives towards leadership issues. As we all know, only few people were able to tell whether leadership styles can affect how members in organization behave especially in government agencies.

In order for an organization to function well and meet their organizational goals, good relationship among members of organization need to be maintained. A leader and their followers should be able to communicate and work together very well to increase organization performance and their individual performance. From the study, it helps to determine and identify how leadership styles and organizational citizenship behaviour of employees is related with a better understanding.

1.2 Problem statement

From the review of the literature it is revealed that substantial research has been conducted based on leadership styles and organizational citizenship behaviour. Based on literature that it is found, there were few gaps in both knowledge fields of leadership styles and organizational citizenship behaviour. One of the gaps is the majority of the past studies were made mostly on Western and Asian context where there was less study within Malaysian context. The research regarding Organizational Citizenship Behaviour (OCB) which is associated with job status, job insecurity, job satisfaction, work values organizational commitment and identification between temporary's teacher and contract teacher is conducted in Victoria, Australia (Feather & Rauter, 2004). Furthermore, there is study regarding Organizational Citizenship Behaviour (OCB) is associated with job status, job insecurity, job satisfaction, work values organizational commitment and identification between temporary teacher and contract teacher in Victoria, Australia (Feather & Rauter, 2004). There was past research conducted in Pakistan regarding the relationship between leadership styles and organizational citizenship behaviour (Khan, Ghouri & Awang, 2013). Research regarding OCB also has been conducted in Ghana where this study focuses on behaviour of employee's self-concept and well-being at the workplace

(Banahene et al., 2017). Past study showed most of the research regarding organizational citizenship behaviour (OCB) is conducted at foreign countries, such as Western and Asian context but not in Malaysian context. Besides, there were studies regarding the relationship between OCB and job satisfaction and turnover intention among nurses in Taiwan which is an example of Asian context (Tsai & Wu, 2010). In addition, most leaders are not aware about their own leadership styles. There were also studies made on the public high schools in Indonesia which they found out there were significant correlation between commitment and procedural justice and there is also significant correlation between OCB principles and work satisfaction and work commitment (Musringudin & Karnati, 2017). Other than that, one of the latest studies regarding the comparison of the impact of leadership style which are charismatic, directive, participative and supportive types of leadership in Confusian Asian countries which are South Korea, Japan, Singapore and China (Park, Han, Hwang & Park, 2019). Hence, their followers may not realize that their leader's leadership style is also related to their OCB. To refill the gap, this research is conducted in Malaysian context.

Next, the research gap is the targeted group in which most of the respondents were from the private sector. One of the examples is research done within the residential care facilities owned by one of the community-based mental health systems (Lucey, 2017). Other than that, research in Pakistan consists of moderate level in small and medium scale IT firms of Pakistan (Khan, Ghouri & Awang, 2013). Moreover, there was research regarding leadership styles and OCB is taken from respondents of organizations that represent major industries along the lines of services, manufacturing, mining and construction companies (Lian Tui, 2012). Additionally, there were surveys made regarding school administrator leadership styles and OCB of teachers (Oğuz, 2010). Furthermore, research related to leadership styles and OCB is made in education in Israel. To refill the gap, this research is conducted in government agencies. In spite of the fact that for the past few years there many research regarding leadership styles and OCB have been done, however there is still some research gap needed to be fill because it is still unclear why or how to what extent did the leadership styles especially as transactional and transformational leaders related with OCB in government agencies. Research with reference to what Malaysian leaders behave, either transactional, transformational or laissez-faire types of leaders and to what level did most of employees act according to the dimension of OCB in Malaysian context. Therefore, to fill the research gap, quantitative research is needed to determine the relationship between variables and in order to make people understand better

about how leadership styles of transactional, transformational and laissez-faire types relate with OCB and to show the nature of relationship.

1.3 Research objectives

General objective:

To identify the relationship between leadership styles and organizational citizenship behaviour of employees in government agencies

Specific objectives:

- i. To determine the relationship between transactional leadership and organizational citizenship behaviour of employees in government agencies
- ii. To determine the relationship between transformational leadership and organizational citizenship behaviour of employees in government agencies
- iii. To determine the relationship between laissez-faire leadership and organizational citizenship behaviour of employees in government agencies

1.4 Research Hypotheses

H₁: There is significant relationship between transformational leadership and organizational citizenship behaviour of employees in government agencies

Transformational leadership has positive relationship of altruism, conscientiousness, courtesy, and civic virtue (Martinez, Sun, Gergen & Wheeler, 2018).

H₂: There is significant relationship between transactional leadership and organizational citizenship behaviour of employees in government agencies

Transactional has positive relationship of altruism, conscientiousness, courtesy, and civic virtue (Martinez, Sun, Gergen & Wheeler, 2018).

H₃: There is significant relationship between laissez-faire leadership and organizational citizenship behaviour of employees in government agencies

As stated by Boonyachai, laissez-faire leadership have a weak styles of relationship where leader fails to respond towards urgent questions, avoids making decision and did not contributed towards direction for employees (Malik, Saleem & Naeem, 2016).

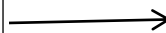
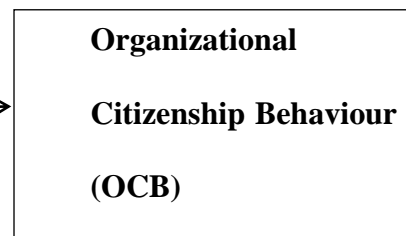
1.5 Conceptual framework

Figure 1: Conceptual framework of the relationship between leadership styles and organizational citizenship behaviour

Independent variables



Dependent variable



1.6 Significance of study

Throughout the whole study regarding the leadership styles and organizational citizenship behaviour (OCB) topic, this study is significant towards various areas. Firstly, it is significant towards area of knowledge. In an example, it contributes to the knowledge of leadership styles and organizational citizenship behaviour in Malaysia and help in identify the relationship between leadership styles and organizational citizenship behaviour in Malaysian context. Thus, employees and organization will gain new knowledge on the way of leading and guide their followers to become a better leader towards their followers in order to meet their common goals and leaders are able to act accordingly in an effective ways to trigger the positive attitudes of their employees or followers in the workplace and make the full involvement of the workforce.

Next, it gives significant to help practitioner in this field. For example, help Human Resource practitioners or related personnel as guidelines to create new intervention and

redesign of organizational structure in order for employee to understand how leadership styles and organizational citizenship behaviour is related towards the organization which enable them to achieve the common goals.

Moreover, this study also gives significant in terms of policy. Help leaders to make a better practice in the workplace, build a new and implement better policy to replace the old one in order to improve and have a clearer policy. It also helps in encouraging the employee and leader to behave accordingly with a workplace culture where good personalities and values are ingrained.

Furthermore, in terms of method, instrument from this study could be used for future researcher in studying related field. The replication of content may be applicable to future research at appropriate level.

1.7 Limitations of study

This study has several limitations throughout conducting the research. Time limit is one of the factors that will give limitations while doing the research. Since Kuching is one of the big cities in Sarawak, it is impossible to contact and reach all the government agencies in a short period of time to conduct the research.

Other than that, targets group is one of the limitations. There are multiple of government agencies in Kuching, however maybe not all of the government agencies willingly allow the research conducted in their organization or some departments or section in organization may not able to answer the questionnaire. In addition, this study only consist of small sample size due to some limitation occurs during data collection which is Movement Control Order (MCO) during pandemic crisis of Covid-19 virus.

Moreover, honesty is hard to gain among the employees because not all employees are willing to give honest answers maybe in the light of fact that they are afraid it would affect the relationship in the workplace or some of them may answering the questionnaire without thinking deeply about the issues conducted in the research since every single person has different perspectives and interpretation about the term used in the research.

Next, the results of the study might not be generalized to or served as guidelines for government agencies in developed countries. There are several reasons for this. It could be due to differences in cultural values between developed countries and developing countries that

might influence the perceptions of leadership styles and organizational citizenship behaviour. These serve as the direction for future researcher to investigate further.

1.8 Definition of terms

1.8.1 Leadership

Conceptual definition

A process of reassuring and lending hands to complete the task eagerly towards achieving goals is called leadership (Wakabi, 2016).

Operational definition

In the research, leadership is someone who will lead, motivate and directing the workers in any groups or organizations in order to achieve their common goals.

1.8.2 Transformational leadership

Conceptual definition

Transformational leader is someone that manage and inspire their employees personal efforts by converting and transforming their employees which is where the employees need to pursue the satisfaction and organizational goals whereby a process of transforming includes individual, group and organization in which a substantive adjustment in attitudes of members in organization, increasing in moral and direction of organization is made (Jensen et al., 2019).

Operational definition

In the study, transformational leader is someone who is more into transforming the individual, group and organization attitudes or culture that needed to be change in order to increase level performance by giving idealized influence, inspirational motivation, intellectual stimulation and individual consideration to make sure every employees giving out their personal contribution.

1.8.3 Transactional leadership

Conceptual definition

A leader that inspire their employees to perform in “a proper way”, setting standards, supervise achievement and deficiency in which without directly pointing but giving encouragement or motivation is part of transactional leadership traits (Delegach, Kark, Katz-Navon, & Van Dij).

Operational definition

In the research, transactional leadership is someone who focused on contingent rewards which they supervise their followers without directly motivate their followers but by giving them standard and goals that they need to achieve in which the followers will be punished if the standard is not enough to satisfy the needs of the organizations.

1.8.4 Laissez-faire leadership

Conceptual definition

Harland et al. mentioned, laissez-faire are the leader who refrain themselves from making decision, ponder to take action and putting off from responding to the immediate attention questions (as cited by Li, 2018).

Operational definition

In the research, Laissez-faire leadership are the leader with no attempt to motivate others avoid making decision, does not satisfy others need, does not involves with activities and outcomes of group work.

1.8.5 Organizational citizenship behaviour

Conceptual definition

Graham purposed four dimension model of OCB which is, interpersonal helping dimension that explained on helping co-workers regarding jobs when they needed help, individual initiative dimension that explained communications with others in the organization to enhance individual and groups performance, personal industry dimension that telling about achievement of particular task and further the call of duty and last dimension is loyal

boosterism that explained about advertising image of organization to outsider (as cited by Sharma & Jian, 2014).

Operational definition

In the study, organizational citizenship behaviour is basically regarding someone who is willing to do duty and task for the organization that are beyond their area of expertise of work. OCB is employee unlimited behaviour and contribution towards organization such as giving their voluntary commitment and ideas. The OCB is regarding employees that having a good personalities and values in the workplace in which they always participate in the organization intervention in order to improve organization performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definitions according to past research

There were always someone or a person who will be a leader in any groups of organizations where we can clearly see that each and any leader that lead will have their own way of leading which we called leadership styles. Leader is defined as someone who is efficient in the organization including assuring the stability of organization in order to meet the organization target (Ababneh, 2009). A process of reassuring and lending hands to complete the task eagerly towards achieving goals is also a part of leadership process (Wakabi, 2016). There are various types of leadership styles such as transactional and transformational leadership styles. Leaders and followers interaction process of interaction happened in order for leader to attempt to influence their followers to meet the organization goals and vision is stated by Northouse (as cited by Voon, Lo, Ngui & Ayob, 2011). Other than that, transactional leader and transformational leader is associated with follower creativity which is an feature of innovative behaviour, where they found out that in comparison of the followers for transactional leaders, followers for the transformational have a higher creative performance ideas in completing the task (Pieterse et al, 2010). It stated that, transactional leadership is an action done by the leader, in order to make any particular employees to go after their own passion without neglecting themselves to contribute in the organization target and objective (Jensen et al., 2019). A leader that inspire their employees to perform in “a proper way”, setting standards, supervise achievement and deficiency in which without directly pointing but giving encouragement or motivation is part of transactional leadership traits (Delegach, Kark, Katz-Navon, & Van Dij). In addition, Bryman mentioned (as cited by Lian & Tui, 2012) transactional leadership is a process that related with recognition of service such and rewards or in term of act of punishment. In contrast, a transformational leader is someone that manage and inspire their employees personal efforts by converting and transforming their employees which is where the employees need to pursue the satisfaction and organizational goals whereby a process of transforming includes individual, group and organization in which a substantive adjustment in attitudes of members in organization, increasing in moral and direction of organization is made (Jensen et al., 2019). In addition, transformational leadership behaviour is to cultivate a common understanding among organizational members on how every member

can commit in order to reach organizational goals although the leader may not be able to fully transform their employees (Jensen et al., 2019). Harland et al. mentioned, laissez-faire leadership is type of leader who concentrate on refrain themselves from making decision, ponder to take action, putting off from responding to the immediate attention questions (as cited by Li, 2018). Other than that, Laissez-faire leadership styles are someone who usually has power allowed their colleagues to make personal decision regarding work (Chaudhry & Javed, 2012).

Next, Singh and Srivastava (2016) mentioned, extra-role completion relate to work attitude that is behind lawful job summaries where, the extra-role completion is initiate as organizational citizenship behaviour. Organ suggested a case that the courtesy is also a structure of organizational citizenship behaviour and also elaborated about five types of unrestricted behaviour and contribution towards organization which is altruism, conscientiousness, sportsmanship, courtesy and civic virtue (as cited by Banahene et al., 2017). On the earliest research, Organ elaborated that the five categories of OCB which is, (i) Altruism-support any members at the workplace regarding their task for example, by giving assistance to co-worker who overburden by their task, (ii) Conscientiousness-staff members implement in-role behaviour well further minimum level needed for example, doing extra task that is out of their work descriptions, (iii) Sportsmanship-employees that have a positive attitudes and did not complain for example lesser resentment, (iv) Courtesy-worker that treats others with respect and avoid making problems in workplace, (v) Civic virtue-workers that involves themselves in political life of organization such as show up at events and meetings (Singh & Srivastava, 2016). After that, Graham continued the study and purposed the four dimension model of OCB which is, interpersonal helping dimension that explained on helping co-workers regarding jobs when they needed help, individual initiative dimension that explained communications with others in the organization to enhance individual and groups performance, personal industry dimension that telling about achievement of particular task and further the call of duty and last dimension is loyal boosterism that explained about advertising image of organization to outsider (as cited by Sharma & Jian, 2014). Lian and Tui (2012) mentioned, organizational citizenship behaviour is an essential element of worker's productivity as organization cannot perceive a whole entire job scope needed to obtain the organization mission. Therefore, organizational citizenship behaviour should be also affected by different types of leadership styles in organization. In designing quality of work at the

organization, both leadership styles transactional and transformational have their own role in leading the organization since each leader have their own styles.

2.2 Theories related to the study

The theory that focuses on the role of the action of supervising someone or something, organization, group performance and the exchange that take place between leader and followers is the transactional theory (Nwachukwu, Stanley & Ololube, 2015). Charry mentioned (as cited by Nwachukwu, Stanley & Ololube, 2015), in transactional leadership styles the employees will be rewarded when they successes in completing task while they will be punished by organization if they fail their job. Hence, for transformational theory, it is mentioned that it focusing on the connections formed by the leaders and followers which is also known as relationship theories (Nwachukwu, Stanley & Ololube, 2015). Transformational leader is someone that manage and inspire their employees personal efforts by converting and transforming their employees which is where the employees need to pursue the satisfaction and organizational goals whereby a process of transforming includes individual, group and organization in which a substantive adjustment in attitudes of members in organization, increasing in moral and direction of organization is made (Jensen et al., 2019). Laissez-faire leadership theory focusing about leader that have a freestyles leadership where the full power, problem solving and decision making is given to the team members (Henman, 2011). Previous study mentioned that, Laissez-faire leadership is specify with Theory X and Theory Y where they stated that Laissez-faire endorse hands off kind of leadership towards followers (Malik, Saleem & Naeem, 2016).

Next, based on social exchange theory, workers that have a sense of commitment is someone who performed organizational citizenship behaviour rather than trying to influence or making adjustment of their supervisor behaviour (Dulebohn, Shore, Kunze & Dookeran, 2005). To make it be understands easier, it is a give and take situation between leader and their follower where both sides gain advantages from each other. Likewise, based on social exchange theory in relationships in which the employees gave their efforts on the organization to the fullest although sometimes the timing and the organization form is open-ended and not specific but they still put their trust on the organization is the example of when the employee feel the obligation towards the organization (Dulebohn, Shore, Kunze & Dookeran, 2005).

Furthermore, there were past study ever mentioned about few more theories regarding leadership. Trait theory of leadership is related with leadership. In earlier study, Ebert and Griffin stated that leader is someone who has some set of characteristics of qualities and traits that differentiate them from other peers (as cited by Sajjadi, Karimkhani & Mehrpour, 2014). Likewise, leadership is also associated with leader-role theory where it is mentioned the approach that situations and individually are blend together or communicate in such a way to draw out the development of leader (Landis, Hill & Harvey, 2014). As mentioned by Bass, this concept is linked along with interactions, construction of positions and roles in the group (as cited by Landis, Hill& Harvey, 2014).

2.3 Past similar studies related to the study

There are positive relation between transformational and transactional leadership theory is suggested with other factor such as organizational commitment, work participation, work satisfaction and organizational citizenship behaviour (Mester, Visser & Kellerman, 2003). In addition, there were study in five ministries in Putra Jaya city in Malaysia confirm that transformational and transactional leadership have effect on organizational citizenship behavior (Asgari et al., 2008).). Previous research stated that, the transformational leadership style has positive relationship with co-workers organizational citizenship behaviour, but the transactional leader style is negatively related to organizational citizenship behaviour (Lian Tui, 2012). Next, there were past research stated about impact of leadership styles that are transformational, transactional and laissez-faire leadership styles and attitudes of employees towards their leader and performance that are efficiency, extra efforts and satisfaction where Laissez-faire leadership has negative relationship with results that variables which is effectiveness, satisfaction, extra effort, and organizational commitment (Asrar-ul-Haq & Kuchinke, 2016). Other than that, as stated by Boonyachai, Laissez-faire leadership have a weak styles of relationship where leader fails to respond towards urgent questions, avoids making decision and did not contributes towards direction for employees (Malik, Saleem & Naeem,2016). Moreover, previous study also revealed that transactional leadership affected OCB although transformational shows greater influenced (Rodrigues & Ferreira, 2015). Moreover, there were findings mentioned about transformational and transactional has positive relationship of altruism, conscientiousness, courtesy, and civic virtue, while passive-avoidance leadership was found to be a negative relationship of sportsmanship (Martinez, Sun, Gergen & Wheeler, 2018). Transformational and transactional has positive relationship of altruism,