



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN FOLLOWERSHIP STYLES AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG RETAIL SECTOR
EMPLOYEES**

Wafa Aina binti Wahid

**Bachelor of Science (Honours)
(Human Resource Development)
2020**

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EMPLOYEES**

WAF AINA BT WAHID

This project is submitted in partial fulfilment of the requirements for a
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Received for examination by:



(ASSOCIATE PROFESSOR DR ABDUL HALIM BUSARI)

Date:

23/08/2020

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ABSTRACT

This study seeks to identify the relationship between followership styles and followership dimension with organization citizenship behavior. The research is conducted by using quantitative research methodology. The population is the employees in selected retails sector which is Aeon Mall Kuching and Summer Mall Kota Samarahan. The sample size was chosen based on Krejcie & Morgan's Sample Size Determination Table. The sample size for this study is 92 respondents. This study using traditional approach by distributing the printed questionnaire to the respondents. A five-point Likert scale was used to measure all the items in the survey questionnaire. The questionnaire divided into three part, which the first part is demographic background, the second part is identify your followership styles by Kelley (1992) and the last part is Organizational citizenship Behaviour scale questionnaire (Sharma & Jain, 2014). Statistical Package for the Social Sciences (SPSS) version 20.0 had been utilized for the data analysis process. For data analysis process, Spearman's Correlation Coefficient to test the data collected. The findings of the study revealed that there is positive relationship between the pragmatist and exemplary styles and Organization Citizenship Behavior (OCB) while there is no correlation between Alienated, Conformist and Passive styles with OCB. Furthermore, there is positive relationship between both followership dimension (active engagement and critical thinking).

Keyword: Followership styles, Followership Dimension, Exemplary, Pragmatist, Alienated, Conformist, Passive, Organization Citizenship Behavior, Retail sector's Employee

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provide brief introduction to this study. Divided into eight section: the background of study, statement of the problem specific to the context of the study, research objectives, as well as the research hypothesis. In addition, this chapter also explained the research framework of the study, significance of the study, limitation and scope of the study, and definition of terms.

1.1 Background of study

The importance of leadership cannot be denied but followership plays equally important role but has been overlooked. Followership has been understudied topic by practitioners. The study of followership is very important as it appeared to be key partners in organization development with leader. Organizational success not come from good leadership but also excellent followership (Kelley,1988). “Followers have traditionally been neglected in leadership research and seen as simply passive recipients of leadership” (Cruickshank,2017). According to Dixon (2003), Misconception toward followership make people undervalue the followership but the truth is “Leaders exist only with followers”. Majority of the research regarding followership is the relation between leader and follower. Recognizing the followership styles of the employees is very significance as organization would prefer productive worker. The independent employee that not only wait on the leader decision. By identifying employees’ followership styles, the management can plan the strategies to produce the best followers in the

organization. The followership styles divided into five; Alienated, Exemplary, Passive, Pragmatic and Conformist (Kelley, 1992). Despite the existence of models and concepts on followership, concepts within organizational contexts need to be translated into practice for organizations to comprehend the power of followers (Oyetunji, 2012).

There are several researches concerning followership in Malaysia. Research done by Dania (1998), “Understanding the concept of followership in organization” while Ali & Musah (2012) studied on “The Factors Influencing Faculty Followership’s Perception of Institutional Leader in Malaysian Institutions of Higher Learning”. Hairuddin Mohd Ali and Ahmad Suhail Al-Anshory (2013) broaden the research of followership through quantitative study to examine ‘The Gap Between Primary and Secondary Schools’ Teachers in Followership Style at Adni Islamic School’. Zawawi, Kamarunzaman and Basiron (2012) explored ‘Reinforced Team Dynamics Through Followership’. Next, Zawawi, Kamarunzaman, Hussin and Campbell (2012) studied qualitative research of “The Power of Followership: Leaders, who are You Leading?”. The latest research in Malaysia is by Ahmad and Hassan (2018) ‘A Study of Leadership and Followership in Organizational Impact Humanity in The Government Sector’.

Organization Citizenship Behavior (OCB) is discretionary activity which is not part of the formal work obligation of an employee, but which nevertheless facilitates the organization's successful functioning (Zahibi,2012). For example, assisting the new colleague or helping other colleague to cover the shift or to get the work done. Based on past research that have been done throughout the world which give a specific focus on Leadership Styles and OCB. Suliman & Obaidli (2013) did research on “Leadership and organizational citizenship behavior (OCB) in the

financial service sector: The case of the UAE”. Next, Lee et al. (2015) explored “The Effects of Leadership Style and Emotional Intelligence on the Organizational Citizenship Behavior”. Furthermore, Rodrigues & Ferreira (2015) conducted quantitative study on “The Impact of Transactional and Transformational Leadership Style on Organizational Citizenship Behaviors” and in Malaysia context Majeed, Mohd Nor & Mohd Mustamil (2017) further the study of OCB through qualitative study of “Exploring Relationship Between Transformational Leadership and Organizational Citizenship Behaviors Through Lens of Workplace Spirituality”. There are a lot of research between leadership styles and OCB but very fewer study between followership styles and OCB. Management and organizational behavior have been overshadowed by the concept of leadership. Followership has been an understudied discipline because of the stigma of the term “followers” (Elizabeth, Thach, Karen & Morris, 2006). Other than leadership styles, OCB also been linked with Big Five Personality (Kumar & Bakhshi, 2009) then associated with organizational culture and job satisfaction (Badawy, Kamel & Magdy, 2016).

The targeted population is retail sector in Kuching, Sarawak. Retail sector is the one of the sectors that contribution massive growth towards Malaysian’s Economy. The management and employee should be exposed to followership concept as the job in retails sector requires the employee or followers deal with the customer. The concept of followership helps the management to supervise their employee based on their followership styles. Therefore, this research will be conducted to find out the employee followership styles and its relationship with OCB.

1.2 Problem Statement

A leadership book search on the Amazon.com website revealed 95,220 titles while only 792 followership books found, the relative amount of leadership to followership books was 120:1. (Bjugstad, 2006). Baker (2007) stated that between 1928 and 2004, there are 26 electronic databases regarding followership style. Most of the research conducted in foreign context and not in Malaysia. Less than 20 research have been conducted in Malaysia context and higher number of studies in qualitative compared to quantitative. Its shows that the study on followership is quite new hence further research demanded (Kellerman,2008). The precedent of research in Malaysia focused more on exploring and explaining the followership.

There are several studies focused on higher education as university leaders seeking to stress the necessity to re-evaluate the tendency to emphasis on leadership and exclude followership (Ye,2008). Hardly any of the past research whether in Malaysia or foreign context are focusing on private sector. The past researches are conducted in healthcare organization, government sector, political organization, school and high institution. There is no research of followership in retail sector in Malaysia. Hence, this study is aimed to explore a study at new sector.

Organizational Citizenship Behavior (OCB) contributes implicitly to an organization via the organization's social system has been of increasing interest to both scholars and managers. Regardless of the rising interest in OCB, most researches have concentrating on a imperfect range of possible antecedents (Mohammad, Habib & Alias,2011). Based on, Organ and Ryan (1995) review of study focused on "*job attitudes such as fairness, organizational commitment, leadership consideration and personality variables while another some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance*".

Research on OCB and leadership have been widely conducted all around the world including Malaysia, but less research performed on OCB and followership. “Leader-follower interactions: relations with OCB and sales productivity” by (Zacher & Jimmieson, 2013) focused on relationships among transformational leadership and two indicators of followers’ effort at work: their organizational citizenship behavior (OCB). The research still focused more on leadership styles instead of followership styles. Therefore, this study aims to extend the literature on followership styles and to determine the relationship between followership styles and OCB. The findings of study may have implications for organizational practitioners since employees or followers contribute 80 percent to the success of the organization (Kelley,1992).

1.3 Research Gap

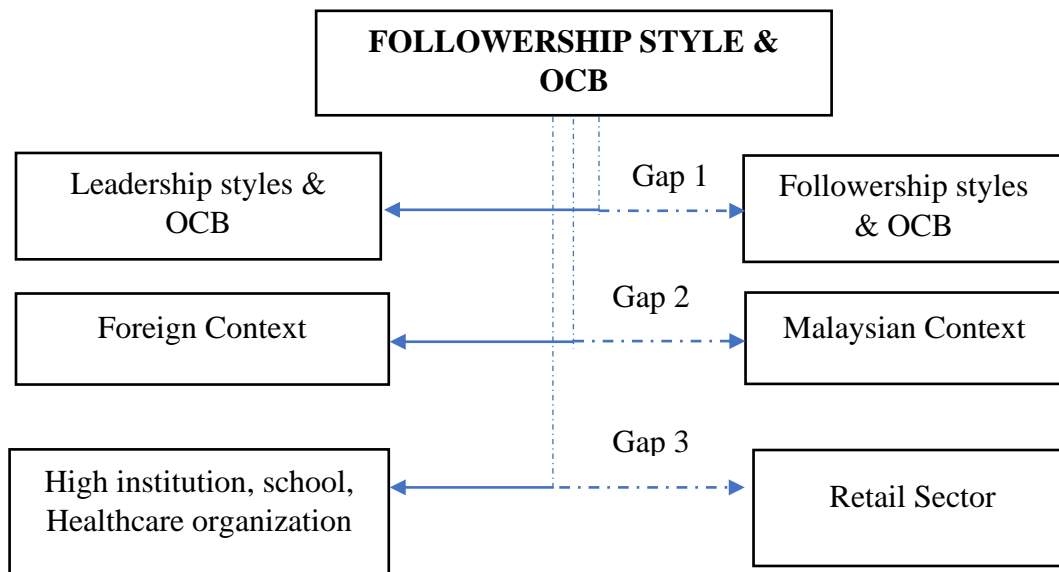


Figure 1. Research Gap

1.4 Research Objective

1.4.1 General Objective

To examine the relationship between Followership Styles, Followership Dimension and Organization Citizenship Behavior (OCB) in retail sector.

1.4.2 Specific Objective:

2. To identify the relationship between alienated followership styles and OCB
3. To identify the relationship between passive followership styles and OCB
4. To identify the relationship between exemplary followership styles and OCB
5. To identify the relationship between conformist followership styles and OCB
6. To identify the relationship between pragmatic followership styles and OCB
7. To identify the relationship between critical thinking and OCB
8. To identify the relationship between active engagement and OCB

1.4.3 Specific objective:

*H*₁: The pragmatist style has a positive relationship with OCB.

*H*₂: The exemplary style has a positive relationship with OCB.

*H*₃: The alienated style has a positive relationship with OCB.

*H*₄: The conformist style has a positive relationship with OCB.

*H*₅: The passive style has a positive relationship with OCB.

*H*₆: The critical thinking has a positive relationship with OCB.

*H*₇: The active engagement has a positive relationship with OCB.

1.5 Conceptual Framework

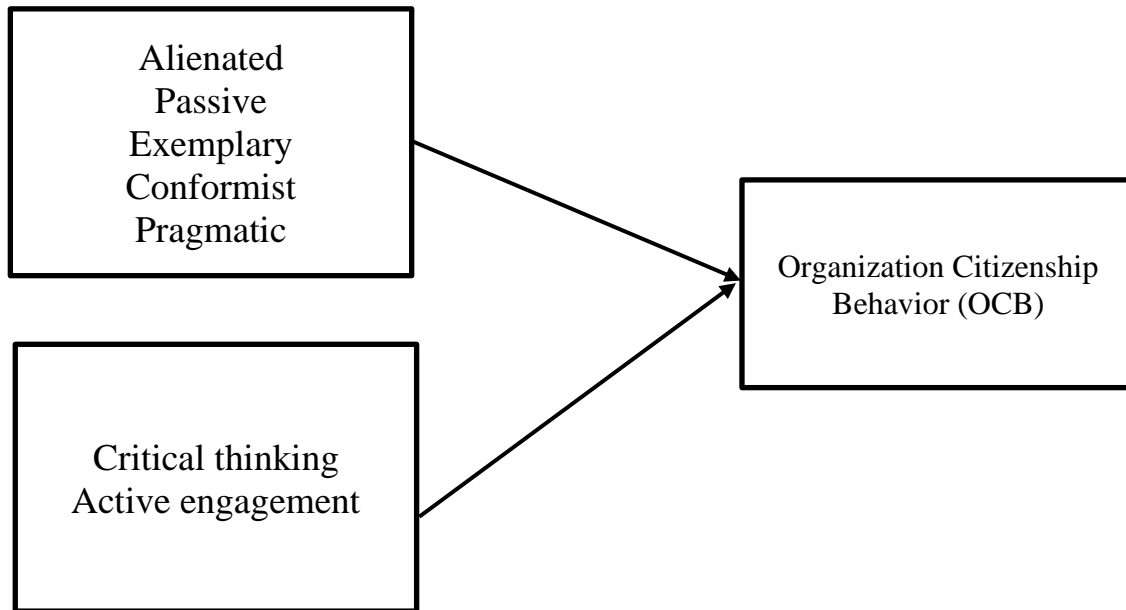


Figure 2. Conceptual Framework

1.6 Significance of study

The future findings of this study may contribute to these following parties:

1.6.1 Significance to Research Methodology

This study will contribute knowledge and literature for the future research by giving further explanation about followership and OCB. Next, the study allows researchers who are interested in doing research under followership and OCB to explore the objective, hypotheses, and theoretical framework. The study also provides the findings about the relationship between followership styles and OCB. As the independence variable is followership styles, this study will provide an in-depth understanding of the followership concept in Malaysian context because in Malaysia less

research regarding followership.

1.6.2 Significance to Human Resources (HR) Practitioner and organization

The findings of this study may provide important information to the HR Practitioner as its can be the guideline for HR practitioner to create new intervention in the organization. Other than that, provide knowledge to the HR on followership as followers are the dominant in the organization. By having knowledge on followership and OCB, the HR practitioner can restructure the policy based on the knowledge and plan better for the organization. Therefore, this study helps HR Practitioner to discover the followership concept and OCB which can give big impact towards the organization. Employee is a follower in organization and employee is the biggest contribution towards the organization. The findings of this study may also provide knowledge to the employee as employees are the followers in organization. This study helps the employee to find out their followership styles and OCB. The study also can be a reflection to the employee as OCB helps better performance in organization.

1.7 Limitation of Study

Firstly, the limitation of this study is the participant not familiar with the concept. The limitation of knowledge may result incorrect understanding while doing the survey. Besides that, some of the respondents might just answer the questionnaire with any answer which it will lead to lack of validity. Next, the issues of confidentiality of the participant should be consider. Another limitation, the study is in quantitative study which focus more on structural matters. Thus, the explanation of the issues is not in-depth. The other disadvantage is the researcher need higher levels of interpretation skill while analyzing the data.

Furthermore, there are less amount of information and past research regarding this topic. While followership research has been widely conducted, there is still a very limited number of research and books discussing followership, particularly in Malaysia. Thus, this causes the researcher to have some difficulties to obtain more information on it.

1.8 Definition of Terms

Table 1. Definition of Terms

Terms	Conceptual	Operational
Follower	“Those individuals who are courageous and collaborate to accomplish goals without competing for leadership or power” (Kelley,1992)	In this study, Follower refer to subordinate who did not perform supervisor and managerial position.
Followership styles	Followership style are the behavioural characteristics or attitude of followers (Kelley, 1992).	In this study, Followership is the concept of being a follower that display certain styles according to certain behaviours.
Followership dimensions	The element or characteristics to identify followership styles (Kelly,1992)	In this study, followership dimension divide into two (critical thinking and active engagement).

Organizational Citizenship Behavior (OCB)	Discretionary behavior that is not part of an employee's formal job requirement but that nevertheless promotes the effective functioning of the organization (Zabihi,2012).	In this study, OCB is willingness to do duty and task for the organization that are beyond their area of expertise of work by giving voluntary commitment and ideas
Passive	Passive followers are low in active engagement and are dependent on uncritical thinkers (Kelley, 1992).	In this study, Followers that rely on the leader to do all the thinking and their work lacks passion. Lacking creativity, initiative and a sense of responsibility.
Conformist	Conformist followers are high in active engagement but dependent critical thinkers (Kelley, 1992)	In this study, They are the "Yes-People" who always on the leader's side. Although they are generally positive, they depends much on their leader to do most of the thinking and acting for them.

Exemplary	Exemplary followers rank high in both active engagement and independent critical thinking. Exemplary followers think for themselves and are therefore willing to challenge leaders by stand with their own opinion (Kelley, 1992).	In this study, individual that present a consistent picture to both leaders and coworkers of being independent, innovative and willing to stand up to superiors.
Pragmatist	Pragmatists have a moderate level of engagement and portray a moderate level of critical thinking (Kelley, 1992).	In this study, individual that rarely committed to their group's work goals, but they have learned not to make waves by knowing how to get the work done.
Alienated	Alienated followers are highly independent critical thinkers but are low in engagement (Kelley, 1992).	In this study, the individual that habitually point out all the native aspects of the organization to others.

1.9 Summary

In this chapter, researcher explained briefly about the independent variable and dependent variable (Followership styles and dimension with OCB). The researcher displays the trend of the research that been studied previously. Lastly, this chapter include background of the study, problem statement, research objectives, research hypotheses, conceptual framework, significant of study, limitation of study as well as definition of term.