

## **Relationship between leadership styles and organization citizenship behaviour in private sector manufacturing firms in and around Chandigarh**

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### **Abstract**

The aim of this research paper is to understand the relationship between leadership styles including supportive, participative and instrumental leadership styles with organizational citizenship behaviour of employees working in manufacturing sector. It has been proposed that the type of leadership style has a positive and significant relationship with organizational citizenship behaviour of employees. The methodology used for collecting samples was questionnaire survey method. A total of 170 responses were obtained from the employees working in Bajaj Fans & Harita Seating Systems Ltd. located at Chandigarh, Baddi & Nalagarh. For selecting the sample multistage random sampling was used. The study was proposed to be conducted in the industrial sector nearby Chandigarh; the industrial hub was selected where large concentration of industries was set up namely in Chandigarh, Baddi & Nalagarh. Further manufacturing units with Highest sales in current year 2015 were selected namely Bajaj Fans & Harita Seating Systems Ltd. Further snowball sampling was used to collect the data from employees of selected industries. The results of the study were found to be consistent with the existent literature and concluded that there is a significant and positive relationship between the dimensions of leadership styles and dimensions of organizational citizenship behaviour. The present study provides an insight that helps organizations to understand the importance of leadership styles to be employed in order to generate organizational citizenship behaviour, which in turn helps organizations to gain various positive outcomes leading to competitive advantage. As organizations are facing the fierce competition due to the flow of intense awareness and knowledge, so in order to obtain the competitive advantage the organizations have to make pace with the increasing change and for this high organizational citizenship behavior from employees are needed.

**Key words:** Leadership Styles, Supportive Leadership, Instrumental Leadership, Participative Leadership, Organizational Citizenship Behaviour, Manufacturing Sector, Chandigarh, Nalagarh, Baddi, Bajaj Fans & Harita Seating Systems Ltd.

### **1. Introduction**

#### **1.1 Leadership Style**

Leadership style is the manner and approach of providing direction, motivating people and achieving objectives. Leadership styles are behavioral models used by leaders when

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working with others as stated by Fertman & Liden (1999). According to leadership theorists, the performance of leader is dependent on his or her leadership style to influence subordinates with vary competency level to carry out the tasks successfully. Leadership style may vary as per the abilities of subordinates also, if subordinates possess high ability then leadership style is mostly transformational and if the subordinate ability is low then leadership style is majorly transactional type. The concept of leadership styles was also given by Kurt Lewin in 1930; who developed framework providing a major platform which helped other philosophers in developing few more personality styles, Lewin Kurt (1930). We can measure perceptions of leadership styles among the employees as stated by House & Dessler in 1974. Leadership style can also be defined as the behavior or act of the leader which influences the behaviors of their followers. Leadership is considered to be different from mentorship in various ways it can be in terms of numbers also as in leadership usually we have one leader and number of followers is large as compared to only one mentor and hand full of followers. House (1996) published a reformulated path-goal theory that extends his original work to include eight classes of leadership behaviours. Besides the four leadership behaviours discussed previously in this chapter, (a) directive, (b) supportive, (c) participative, and (d) achievement-oriented behaviour, the new theory adds (e) work facilitation, (f) group-oriented decision process, (g) work-group representation and networking, and (h) value-based leader behaviour. The essence of the new theory is the same as the original: To be effective, leaders need to help subordinates by giving them "what is missing" in their environment and by helping them compensate for deficiencies in their abilities.

House & Dessler (1974) developed a measure based on three styles of leadership which are stated below:

1. *Instrumental Leadership* is one which focuses or emphasize on problem-solving, planning, directing and controlling followers just to get work done ignoring needs of employees. It refers to a leader who gives subordinates directions about their assignment, including what is anticipated from them, how it is to be done, and the deadline when it ought to be finished. A directive leader sets clear norms of performance and makes the guidelines and regulations clear to subordinates
2. *Supportive Leadership* can be defined as when leaders are not only giving orders but also manage minute details by giving employees the support which is needed to reach final result. Supportive leadership alludes to being friendly and approachable as a leader and incorporates taking care of the well-being and human needs of subordinates. Leaders utilizing supportive behaviours make a special effort to make work pleasant for subordinates by regarding subordinates as equivalents and giving them regard for their status.
3. *Participative Leadership* is also known as democratic style of leadership which has significant difference from other types in the way participation of employees in decision making process. Participative leadership alludes to the leaders who welcome subordinates to take part in the decision making. A participative leader counsels with subordinates, acquires their thoughts and opinions, and incorporates their recommendations into the decisions in regards to how the group or organisation will continue.

Leadership style is majorly depending on the relationship between leaders and followers. Leadership styles is basically about leader’s style of providing sense of direction to implement new plans and practices as well as motivating followers to achieve their goals. Every research which we have gone through gives slight hint about type of leadership style which should suit that particular situation will vary from situation to situation. In some of researches it was found that transformational leadership will give more emphasis on job commitment and job satisfaction while transactional leadership will be more useful when we have to get the work done at all costs without even considering about the conditions. Sinha (1984) stated that effectiveness of a leadership style depends upon the nature of relationship between leader and subordinate. Leader needs to give bigger responsibilities to make them feel encouraged which further increase productivity. Ramkanth (1991) revealed that leadership style of manager is not constant but keeps on varying with respect to environment. This means predicting leadership style which should be applicable in certain organization is difficult as leadership style is also influenced due to change in environmental factors or situational factors. Aronson (2001) stated that any leader will display composure of different styles as it is dependent on personal factors as well as situational or environmental requirements. Leadership should contain both effectiveness and morality so that it can contribute in increasing quality of organizational life as well as it has an impact on members of organization, Emery et al. (2007). Allemann (2013) stated that no style of leadership fits all situations so it is helpful that you have an understanding of a number of styles to assist you in adapting your approach to the situation at hand. Any leader can use any style, and a good mix that is customizes to the situation is generally most effective approach. As per his findings leadership can’t be said as one size that can fit in all. Choosing the right type of leadership style for a right situation will help a leader more effective and take decisions effectively. Jain & Chaudhary (2015) conducted a study on nationalized banks in India and concluded that middle level managers have a benevolent authoritarian style, the senior management Scale IV managers have a consultative style, and the managers belonging to the senior management scale V and VI, have a participative leadership style which is clearly indicative that style of leadership varies with the hierarchy of managers Further studies were conducted by authors such as Bhal & Dadhich (2011), Herrmann & Felfe (2014), Chege et al. (2015), Boies et al. (2015), Efferin & Hartono (2015), Dubrin (2015) and others to represent the impact of various leadership styles on organizational outcomes.

## **1.2 Organizational Citizenship Behaviour**

Organizational citizenship behavior was first examined by Organ and his colleagues (Bateman & Organ (1983) and Smith et al. (1983)). Originally, Organ (1988) defined organizational citizenship behavior as “any acts that are discretionary and not explicitly or directly recognized by the formal system of performance management-that tends to enhance the functioning and performance of the organization”. Organizational citizenship behaviors (OCBs) are defined as voluntary behaviors that facilitate organizational functioning but are not formally rewarded by the organization. These behaviors include showing courtesy to others, conscientious in the work-related tasks and protecting as well as dealing with

organizational property as their own property. The presence of these behaviors has consistently been shown to benefit both individual and organizational outcomes; also the presence of organizational citizenship behavior enhances the pleasantness of work settings, and can contribute to increased performance of employees. So organizational citizenship behavior is not directly related to job of the employee but is related to the functioning of organization and it also facilitates the smooth functioning of the organization leading to less inter-team or intra-team conflicts. It is such behavior of employees in organization which is not rewarded directly but is very useful for the organization. The five most common types of behaviors which are classed under organizational citizenship behavior are *altruism*, *courtesy*, *sportsmanship*, *conscientiousness* and *civic virtue*.

- a) *Altruism*: can be defined as type of behavior which is present when employees desire to help another fellow employee without expecting any extra compensation for this assistance.
- b) *Courtesy*: is considered to be as an important component of organizational citizenship behavior as it tells about how polite and considerate the employees are towards their fellow employees.
- c) *Sportsmanship*: is an important type of behavior which is needed for successful display of organizational citizenship behavior. This type of behavior is seen most commonly when something goes as per not planned or in case when things turn difficult and results go negative.
- d) *Conscientiousness*: is defined as behavior which gives explanation about how much is the self-control of employee actually. It also gives a fair idea about the discipline which employee possesses and whether that discipline extends beyond the minimum requirement which is expected out of situation.
- e) *Civic Virtue*: is very similar in business context as it is in the societal context. This behavior is really useful as it helps in building reputation of organization among the potential employees.

According to Chattopadhyay (1999), organization citizenship behaviour consists of informal contributions which employees prefer to deliver then to put them on halt and is impacted by the treatment which is given to employees from their supervisors as well as from the organization. Also, it was found that loyalty, cooperation etc have a major impact on organizational citizenship behavior. Organ (1989) stated that citizenship behavior of employees is linked to the mood of employees also. He introduced the concept of 'Good Soldier Syndrome' in organizational citizenship behavior which lets the organization know about the spirit of employees who are going to build the organization culture and organizational citizenship behavior. In a study conducted by Schnake and Dumler (1997) found that organizational citizenship behavior is higher when employees get more credit for their efforts and have been carefully evaluated for their performance. Holmes et al. (2002) found that if the management is ready to implement ethical behavior among all the employees then there are

very high expectations of employees to get engaged in organizational citizenship behavior. The trust which organizations build up with their employees help in increasing employee identification and also helps in engaging employees in organizational citizenship behavior. Similar studies were conducted by Van Dyne (1994), Robinson & Morrison (1995), Lambert (2000), Shin et al. (2014), DiPaola & Tschannen. (2014), Koning & Van (2015), Bolino et al. (2015).

### **1.3 Relationship between Leadership Styles and Organizational Citizenship Behaviour**

Oguz (2010) studied relationship between the different leadership styles of the school administrators and the organizational citizenship behaviors of the teachers and found that the style of leadership of employees has a significant effect on the gaining process of organizational citizenship of employees. Dijkeet et al. (2012) found that multiple types of leader behaviors can be integrated in an organization as they promote organizational citizenship behavior. Piccolo & Colquitt (2006) found that followers of truly exceptional leaders felt that their jobs are very important and challenging too. Euwema & Wendt (2007) discovered that organizational citizenship behavior is strongly related to both, informal and formal leadership. In case of directive leadership organizational citizenship behavior is negatively related to it and in case of supportive leadership it holds a positive relationship with it. Kaiser et al. (2008) revealed that efficient leadership can also help employees in solving any social problem related to the employees or related to organization. Jiao et al. (2011) concluded that effective leadership develops perception of employees towards citizenship behavior. Yesuraja & Yeudian (2013) stated that leadership style is also associated with the organizational climate which helps in setting up organizational citizenship behavior as more supportive will be the leadership style higher will be the degree of presence of organizational citizenship behavior in the organization. Podsakoff et al. (2000) revealed that when employees value organizational rewards, and believe that their leader administers them contingent upon good performance, they engage in citizenship behavior as a means of obtaining rewards. Similar studies were conducted by various different authors such as Ehrhart (2004), Nguni et al. (2007), Lian and Tui (2012), Dominguez et al, (2013), Nasra & Heilbrunn (2015), Chin & Tachia (2015), Abd & Cohen (2015) and others.

## **2. About the Study**

### **2.1 Need of the Study**

The present research will help any businesses which want to create competence and organizational effectiveness by utilizing various leadership styles to enhance organizational citizenship behaviour. Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations which can be maintained by good organizational citizenship behavior. Organizational citizenship behavior will not only reduce the number of conflicts which may rise in organization due to different systems but it will also help in making organization ethical as well as it will also help the organizations develop their employees to be more ethical.

## 2.2 Objectives

1. To study perceived leadership style & citizenship behavior of employees of Bajaj Fans & Harita Seating Systems Ltd.
2. To examine the correlation between perceived leadership style & organizational citizenship behavior of employees of Bajaj Fans & Harita Seating Systems Ltd.
3. To see the association between demographic variables (age, gender, tenure in organization & education) citizenship behavior of employees of Bajaj Fans & Harita Seating Systems Ltd.
4. To make suggestions based on the research conducted in private manufacturing sector organizations.

## 2.3 Conceptual Model

Based on the objectives stated above, a conceptual model was designed as presented in figure I, below:

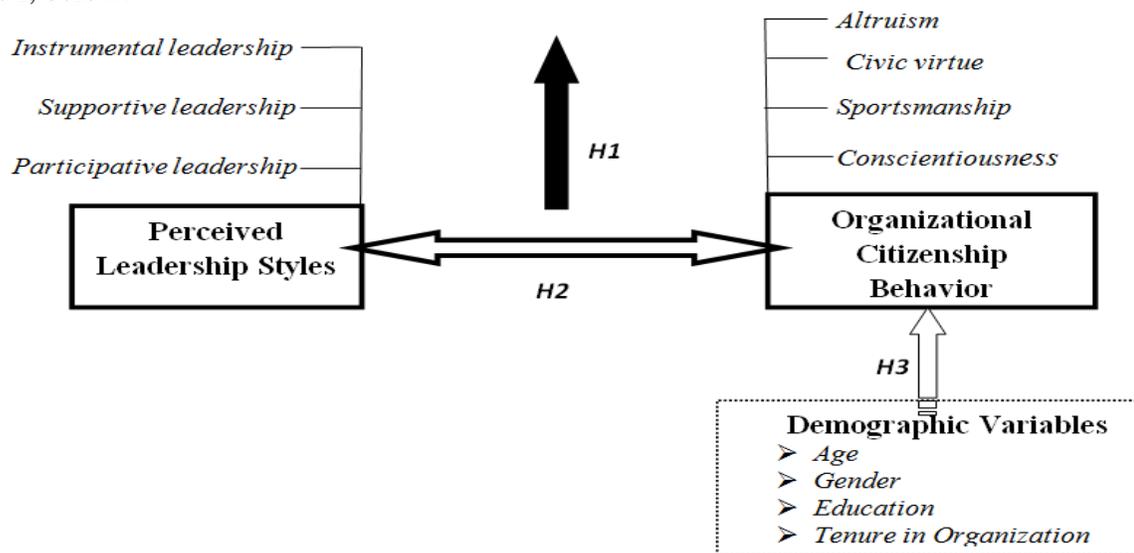


Figure I: Conceptual Model linking dimensions of perceived leadership style & citizenship behavior along with association of demographic variables with organization citizenship behavior.

## 2.4 Hypothesis

- H1a: There is high level of perceived leadership style & citizenship behavior in employees of Bajaj Fans & Harita Seating Systems Ltd.
- H2a: There is significant correlation between dimensions of perceived leadership style & organizational citizenship behaviour for employees of Bajaj Fans & Harita Seating Systems Ltd.
- H3a.1: Age is associated with organizational citizenship behavior.
- H3a.2: Gender is associated with organizational citizenship behavior.
- H3a.3: Tenure of job in organization is associated with organizational citizenship behavior.
- H3a.4: Education is associated with organizational citizenship behaviour.

### **3. Research methodology**

#### **3.1 Sample and Data Collection**

The present paper uses snowball sampling technique for selecting data collection from the employees of the organization. The target population was the employees of Bajaj Fans & Harita Seating Systems Ltd. (Part of TVS group) Located in Chandigarh, Baddi & Nalagarh region. The total target population was 1700; final sample size was selected by choosing 10% of total target population i.e. 170. Questionnaire survey method was used for data collection. Data collection was done from Chandigarh, Baddi & Nalagarh area by getting questionnaire filled from the individuals selected from the manufacturing units of Bajaj fans & Harita Seating Systems Ltd. Data collection was done by distributing around 300 questionnaires in both the organizations and around 172 survey questionnaires were returned.

#### **3.2 Tools for data collection**

##### **➤ Organizational Citizenship Behavior:**

The scale developed by Mackenzie, Podsakoff, and Fetter in 1993 was used. The scale derived for measuring organizational citizenship behavior includes 4 items named altruism, sportsmanship, civic virtue and conscientiousness. It uses Likert 5–point scale for measurement of results. Each item altruism, sportsmanship, civic virtue and conscientiousness contains 3 questions.

##### **➤ Perceived Leadership Style:**

The scale developed by House & Dessler (1974) was used. The Leadership perception is based on three aspects: Instrumental leadership, Supportive leadership and Participative leadership. It uses Likert 5–point scale for measurement of results

##### **➤ Demographics**

Demographics of the employee are also treated as independent variables in this study too. In demographics we will be studying impact of age, tenure of employee, gender and education of the employee along with their impact on citizenship behavior of the employee. For this variable we will have appropriate options given under each demographic variable.

#### **3.3 Statistical methods**

Statistical tools such as means, correlations, and regression analysis were used to analyze the data.

### **4. Data analysis and interpretation**

**H1: There is high level of Perceived Leadership Style & Citizenship Behavior in employees of Bajaj Fans & Harita Seating Systems Ltd.**

Table 1: Descriptive statistics showing mean of perceived leadership style & organizational citizenship behaviour.

<i>Dimensions</i>	<i>Mean</i>	<i>Std. Deviation</i>
<b>Leadership Style</b>	<b>2.2022</b>	<b>.33550</b>
Instrumental Leadership	2.0955	.35435
Supportive Leadership	2.2693	.40670
Participative Leadership	2.2419	.59441
<b>Organizational Citizenship Behavior</b>	<b>2.4443</b>	<b>.32520</b>
Altruism	2.1899	.59572
Sportsmanship	3.3198	.88549
Civic Virtue	2.0814	.54058
Conscientiousness	2.1860	.58039

From the above table 1, it can be inferred that employee have an above average level of perception of instrumental leadership (2.0955), supportive leadership (2.2693) and participative leadership (2.2419) in the organizations. Group members usually see that their managers tell them about what should be done and how it should be done in most of the situations, which is predicted by the value of instrumental leadership (2.0955) which shows agreement of employees towards this dimension in the organization. Most of employees consider that the definite standards of performance are set by their managers while it is clarified by the managers to employees how the work is to be done which is signified by the value of supportive leadership (2.2693) giving agreeability of employees for this dimension. In some cases manager are willing to make changes by giving advance notice team members along with some of the managers consider giving prior intimation to the employees same is in the case of suggestions and consultation which is taken by manager which is signified by (2.2419) as value of participative leadership dimension which gives the agreeableness of employees towards this dimension in the organization. As the value of these variables is less than 3 but greater than 2 for every dimension of leadership style and value of leadership are (2.2022) which show the agreeability of existence of relationship in the organization.

Value for of organizational citizenship behavior is (2.4443) which also predict average level of existence of citizenship behavior. Employees agreed on dimensions like altruism (2.1899), civic virtue (2.0814) and conscientiousness (2.1860) exist in organization but are having neutral existence of sportsmanship as its value is more than 3. Employees agreed on the dimension that they keep up with the developments in the company and also attend the organization function even when they are not supposed to attend such events, which are signified by value of (2.1899). While employees are neither in agreement nor in disagreement about the problem solving approach and looking at the positive side which is determined by

value of sportsmanship (3.3198). Employees have a light agreement with the idea of lending hand to others even when help is not demanded by colleagues which can be determined by value of (2.0814). Every employee is in agreement with the fact that they follow conscientiously and agree to rules and procedures set up by company, which is also determined by value of (2.1860) for this dimension of variable.

*Hence, Hypothesis H1: There is high level of perceived leadership style & citizenship behavior in employees of Bajaj Fans & Harita Seating Systems Ltd. may be accepted as there is high level of perceived leadership styles and organization citizenship behavior.*

Similar results were found by studies conducted by: Sinha (1984), Emery et al. (2007), Allemann (2013), Herrmann & Felfe (2014), Chege et al. (2015), Efferin & Hartono (2015), Dubrin (2015), Charash & Spector (2001), Godshalk & Sosik (2000), Shea (1999), Graham & Dienesch (1994), Park et al. (2009), Schnake and Dumler (1997), Graham & Dienesch (1994), Robinson & Morrison (1995), Lambert (2000), Shin et al. (2014), DiPaola & Tschannen. (2014), Koning & Van (2015), Bolino et al. (2015).

**H2: There is significant correlation between Perceived Leadership Style & Organizational Citizenship Behavior for employees of Bajaj Fans & Harita Seating Systems Ltd.**

Table 2: Correlation between Leadership Style and Organizational Citizenship Behavior

Dimensions		Leadership Style	Organizational Citizenship Behavior
Leadership Style	Pearson Correlation	1	.328**
	Sig. (2-tailed)		.000
Organizational Citizenship Behavior	Pearson Correlation	.328**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed); N=172			

The output table 2 of Pearson correlation analysis suggests that there exists a positive relationship between leadership style and organizational citizenship behavior with a coefficient of ( $r = 0.328$ ) which is also significant at  $p < 0.01$  which comes out to be ( $p = 0.000$ ) according to test conducted. Further correlation was found for each dimensions of organization citizenship behaviour and perceived leadership dimensions. The results are presented below:

Table 3: Correlation between dimensions of leadership style and organizational citizenship behavior

	Dimensions	1	2	3	4	5	6	7
1.	Instrumental Leadership	1	.302**	.213**	.146	-.251**	.174*	.369**
			.000	.005	.056	.001	.022	.000
2.	Supportive Leadership	.302**	1	.397**	.311**	-.089	.280**	.165*
		.000		.000	.000	.247	.000	.031
3.	Participative Leadership	.213**	.397**	1	.440**	-.072	.147	.171*
		.005	.000		.000	.351	.054	.025
4.	Altruism	.146	.311**	.440**	1	-.073	.279**	.220**
		.056	.000	.000		.343	.000	.004
5.	Sportsmanship	-.251**	-.089	-.072	-.073	1	-.156*	-.259**
		.001	.247	.351	.343		.040	.001
6.	Civic Virtue	.174*	.280**	.147	.279**	-.156*	1	.136
		.022	.000	.054	.000	.040		.076
7.	Conscientiousness	.369**	.165*	.171*	.220**	-.259**	.136	1
		.000	.031	.025	.004	.001	.076	
*Correlation is significant at the 0.05 level (2-tailed).								
** Correlation is significant at the 0.01 level (2-tailed); N=172.								

The above table 3 depicts correlation between two variables on dimension basis of leadership styles and organizational citizenship behavior. As per this table iii manager's behavior of explaining the task procedure and how it should be done is positively related to supportive leadership style which is about providing support to employee in doing his task with positive relationship value of (0.302) at (p=0.000), while manager's capability of explaining procedure to employees is positively related to participative style in which value of relationship is (0.213) at (p=0.005). As per the table 6 statistics instrumental leadership is having a positive relationship with the altruism perspective of the organizational citizenship behavior with positive relationship value of (0.146) but turns insignificant as at p value comes greater than 0.05 i.e. (0.056) to be precise, while in case of correlation between instrumental leadership and sportsmanship there exists a negative relationship value of (0.251) with p value equal to (0.001).

As per this table 3, supportive leadership style which is about providing support to employee in doing his task has a positive relationship with participative leadership style with positive relationship value of (0.397) at (p=0.000), while manager's supportive leadership style is positively related to altruism in which value of relationship is (0.311) at (p=0.000). As per the table III, supportive leadership is having a negative relationship with the sportsmanship perspective of the organization with negative relationship value of (-.089) at (p = 0.247) and turns insignificant as p value is greater than (0.05) while in case of correlation between

supportive leadership and civic virtue there exists a positive relationship value of (0.280) with p value equal to (0.000). Conscientiousness is related to supportive leadership with positive relationship existing at (0.165) with p value of (0.031).

As per this table 3, participative leadership style is positively related to altruism in which value of relationship is (0.440) at (p=0.000). As per the table 6 statistics participative leadership is having a positive relationship with the sportsmanship perspective of the organization with negative relationship value of (-0.072) at (p = 0.351) while in case of correlation between participative leadership and civic virtue there exists a positive relationship value of (0.147) with p value equal to (0.054) which turns it insignificant and participative leadership has a positive correlation with conscientiousness with r value of (0.171) and p value is (0.025) .

As per this table 3, altruism is negatively related to sportsmanship in which value of relationship is (-0.073) at insignificant value of (p=0.343) which is greater than (0.05). As per the table III statistics altruism is having a positive relationship with the civic virtue perspective of the organization with positive relationship value of (0.279) at (p= 0.000) while in case of correlation between altruism and conscientiousness there exists a positive relationship value of (0.220) with p value equal to (0.004) .

As per the table 6 statistics sportsmanship is having a negative relationship with the civic virtue perspective of the organization with negative relationship value of (-0.156) at (p = 0.040) while in case of correlation between sportsmanship and conscientiousness there exists a negative relationship value of (-0.259) with p value equal to (0.001).

There also exists a positive correlation between civic virtue and conscientiousness with positive relationship value of (0.136) and p value equal to (0.076) which turns the relationship insignificant as p value is greater than (0.05).

*Hence, hypothesis H2 'There exist a positive relationship between leadership style and organizational citizenship behavior' may be accepted.*

Various studies supporting similar results are Skarlicki & Latham (1997), Domniguez et al, (2013), Lian and Tui (2012), Dijkeet et al. (2012), Oguz (2010), Piccolo & Colquitt (2006), Euwema & Wendt (2007), Ehrhart (2004), Nguni et al. (2007), Lian and Tui (2012), Yesuraja & Yeudian (2013), Dominguez et al, (2013), Nasra & Heilbrunn (2015), Boies et al. (2015), Chin & Tachia (2015), Abd & Cohen (2015) and others.

## **Association of demographics and organization citizenship behaviour**

### **H3a.1 Age is associated with Organizational Citizenship Behavior.**

Table 4: Comparison vis-à-vis Age

Age in years	Frequency	Percent	Valid Percent
21-30	79	45.9	45.9
31-40	50	29.1	29.1
41-50	43	25.0	25.0
Total	172	100.0	100.0

The present study covers a population of 172 employees, falling between age groups 21-30, 31-40, and 41-50. Maximum persons covered in our study fall into the age group category 21-30.

Table 4 gives a tabular representation of the above mentioned statistics.

### ***Effect of age on Organizational Citizenship Behavior***

Table 5: ANOVA (Comparison vis-à-vis Age)

Dimensions		Sum of Squares	df	Square	F	Sig.
Organizational Citizenship Behavior	Between Groups	.046	2	.023	.214	.808
	Within Groups	18.038	169	.107		
	Total	18.084	171			

The above table V shows that the value of F-ratio is .214. As, the significance level is 0.808 ( $p = .808$ ), which is greater than 0.05, therefore, we can say that there is a statistically insignificant difference in people belonging to different age groups, that determines their organizational citizenship behavior. This further indicates that the behaviors such as altruism, courtesy, sportsmanship, conscientiousness and civic virtue, possessed by individuals do not significantly vary according to their age.

*Hence, Hypothesis H3a.1 that "Age is associated with Organizational Citizenship Behavior" is may not be accepted.*

### **H3a.2 Gender is associated with Organizational Citizenship Behavior.**

Table VI: Comparison vis-à-vis Gender

	Gender	N	Mean	Std. Deviation
Organizational Citizenship Behavior	Male	122	2.4249	.31133
	Female	50	2.4917	.35565

The present study investigates the population of 172 bank employees, covering male population of 122 (representing 70.9% of the total population) and female population of 50 (representing 29.1% of the total population).

### ***Effect of gender on organizational citizenship behavior:***

Independent sample t-tests-two-tailed have been used for further analysis.

Table 7: Independent Samples Test (Comparison vis-à-vis Gender)

Dimension	Levene's Test for Equality of Variances			t-test for Equality of s						
		F	Sig.	t	Df	Sig. 2-tailed	Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organizational Citizenship Behavior	Equal variances assumed	1.102	.295	-1.225	170	.222	-.06680	.05453	-.17444	.04083
	Equal variances not assumed			-1.159	81.360	.250	-.06680	.05766	-.18151	.04791

From the above output table 7, it can be seen that Levene's test for our data is non-significant because p value = .295, which is greater than .05. Hence, we should read the test statistics in the row *equal variances assumed*. In the row Equal variances assumed, significance level is seen to be .222 which is also greater than .05, which renders the data insignificant. It is thus implied that gender does not significantly affect organizational citizenship behavior. Also, qualities like altruism, courtesy, sportsmanship, conscientiousness and civic virtue, do not vary among males and females employed in the organizations under study.

Hence, Hypothesis H3a.2 stating "Gender is associated with organizational citizenship behavior" may not be accepted.

### H3a.3 Tenure of job in organization is associated with Organizational Citizenship Behavior.

Table 8: Comparison vis-à-vis Gender

Tenure (in years)	Frequency	Percent	Valid Percent
1-5 years	78	45.3	45.3
5.1-10 years	50	29.1	29.1
10.1-15 years	44	25.6	25.6
Total	172	100.0	100.0

The present study covers a population of 172 employees, who have been working with their respective organizations for more than 1 but less than 5 years, more than 5 but less than 10 years, more than 10 but less than 15 years, more than 15 but less than 20 years and those who have been working for more than 20 years in their respective organizations. Since no respondent belonged to the last two categories, therefore, the valid categories remaining are 1-5, 5.1-10 and 10.1-15 years. Further one way ANOVA was applied on this statistics, the results are depicted below.

***Effect of tenure on organizational citizenship behavior***

Test of ANOVA has been used for further analysis.

Table 9: ANOVA (Comparison vis-à-vis Tenure)

Dimensions		Sum of Squares	Df	Square	F	Sig.
Organizational Citizenship Behavior	Between Groups	.095	2	.047	.446	.641
	Within Groups	17.989	169	.106		
	Total	18.084	171			

The above table 9 shows that the value of F-ratio is .446. We can also see that the significance level is 0.641 ( $p = .641$ ), which is greater than 0.05, therefore, we can say that there is a statistically insignificant difference in the level of organizational citizenship behavior and the number of years they have served respectively in the organization. This further indicates that the behaviors such as altruism, courtesy, sportsmanship, conscientiousness and civic virtue, possessed by individuals do not significantly vary according to their tenure in organization.

*Hence, Hypothesis H3a.3 stating “Tenure of job is associated with organizational citizenship behavior” may not be accepted.*

**H3a.4 Education is associated with Organizational Citizenship Behavior.**

Table 10: Comparison vis-à-vis Gender

Education level	Frequency	Percent	Valid Percent
Graduation	57	33.1	33.1
Post-Graduation	60	34.9	34.9
Professional Course	55	32.0	32.0
Total	172	100.0	100.0

The present study covers a population of 172 employees, having educational background as Graduation, Post-Graduation and Professional Course. The sample covers 57 graduates, 60 post-graduates and 55 professionally qualified employees.

***Effect of education on organizational citizenship behavior***

Test of ANOVA has been used for further analysis.

Table 11: ANOVA (Comparison vis-à-vis Education)

Dimension		Sum of Squares	df	Square	F	Sig.
Organizational Citizenship Behavior	Between Groups	.060	2	.030	.282	.755
	Within Groups	18.024	169	.107		
	Total	18.084	171			

This above output table 11 shows that the value of F-ratio is .282. We can also see that the significance level is 0.755 ( $p = .755$ ), which is greater than 0.05, therefore, we can say that there is a statistically insignificant difference in the graduates, post-graduates and professionally qualified persons in the concerned organizations that determines their respective level of organizational citizenship behavior. This further indicates that the behaviors such as altruism, courtesy, sportsmanship, conscientiousness and civic virtue, possessed by individuals do not significantly vary according to their educational qualifications.

*Hence, Hypothesis H3a.4 that "Education is associated with organizational citizenship behavior" may not be accepted.*

The above results indicated that citizenship behavior do not differ for age, gender groups, level of education, or tenure of job, also, our study indicated that the altruism, conscientiousness, civic virtue and sportsmanship do not vary across males and females, different age groups, number of years served in the organization or the educational qualification held by individuals studied. Similar results were stated by Chattopadhyay (1999), Gyekye & Haybatollahi (2015).

## 5. Conclusions of the Study

The descriptive analysis results help us conclude that most of the employees while working in groups feel that their managers often tell them about what should be done and how it should be done in most of the situations which can predicted by the moderate value of Instrumental Leadership. Most of employees consider that the definite standards of performance set by their managers are not too high, while it is clarified by the managers to employees how the work is to be done which is signified by the moderate value of Supportive Leadership. In some cases managers are willing to make changes by giving advance notice to team members, while along some of the managers consider giving prior intimation to the employees in the form of suggestions and consultation which is depicted by average value of Participative Leadership dimension.

The descriptive analysis results also capture moderate level of organizational citizenship behavior as they agreed on the dimension that they keep up with the developments in the company and also attend the organization functions even when they are not supposed to attend such events. Employees possess sportsmanship towards their co-workers and have a light agreement with the idea of lending hand to others even when colleagues do not demand help. On an average level, every employee follows and agrees to the rules and procedures set up by company conscientiously.

Leadership Style as perceived by employees is related to Citizenship behavior as expressed in the results of the analysis. Leaders who are instrumental, supportive and promote participation directly impact the status of citizenship behavior in organization. As employees have more trust in the leader they perceive better distributive and procedural practices of the leaders, which will impact sportsmanship spirit and increase the civic virtue of employees in the organization. Other factors that influence their citizenship behavior could be the culture of the organization, inability to cope with procedural changes, ineffective mentoring, training or development sessions.

Citizenship behavior do not differ for age, gender groups, level of education, or tenure of job, our study indicated that the altruism, conscientiousness, civic virtue and sportsmanship do not vary across males and females, different age groups, number of years served in the organization or the educational qualification held by individuals studied.

## **6. Recommendations**

As it was evident from the research that a relationship exists between the perceived leadership styles and organizational citizenship behaviour, either the management must hire such people who are emotionally intelligent and can handle organizational practices in an ethical manner in order to ensure the factors of altruism, courteousness, conscientiousness, civic virtue and sportsmanship in the organization, or they must make employees attend such leadership development programs wherein ethical leadership may be taught in order to ensure proper compliance to procedures in a fair manner. Employees must be attached to the organization not because it is an obligation or because they have no other choice but because they desire to work there. Every day employees are faced with challenges coming up and hence it becomes imperative very for every organization to engage employees in such a manner that it increases their citizenship behavior.

## **7. Directions for Future Research**

The current research finds the relationship of perceived leadership style with citizenship behavior of employees, focusing on employees of the manufacturing organizations; further study may focus on other industries as well. Also, in our study no division of departments were done, responses collected were mixed i.e. people from many departments filled in the responses, therefore it is not clear as to which department is the most influenced by organizational citizenship behaviour. So, further studies can be conducted department wise to have a more comprehensive view as to whether the same results are carried forward or some deviation is observed. Hence this study opens the doors for future studies, and puts forward new domains for which answers can be obtained in future studies.

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