

## LEADERSHIP STYLES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SMALL AND MEDIUM SCALE FIRMS

*Naveed R. Khan,*

Department of Management and Leadership  
Faculty of Management and Economics  
Universiti Pendidikan Sultan Idris, Perak, Malaysia

*Arsalan Mujahid Ghouri,*

Department of Management and Leadership  
Faculty of Management and Economics  
Universiti Pendidikan Sultan Idris,  
Perak, Malaysia.

*Marinah Awang, PhD,*

Department of Management and Leadership  
Faculty of Management and Economics  
Universiti Pendidikan Sultan Idris,  
Perak, Malaysia.

### ABSTRACT

The study is conducted to examine the relationship between leadership styles and citizenship behaviour in small and medium scale IT firms operating in Pakistan. The three popular styles of leadership which includes transactional leadership, transformational leadership and charismatic leadership have been studied along with organizational citizenship in 174 IT sector SMEs. This study has explored the correlation between leadership styles that proactively contributes to increase the organizational citizenship at all phases of employee's behaviour. Statistical findings suggested that different leadership style have been followed at moderate level in small and medium scale IT firms of Pakistan and have strong relationship with organizational citizenship. Moreover, organizational citizenship is proactively contrasted with different leadership styles. This study also validate the assumption that due to the internationalization phenomena IT sector SMEs have been adopted and implemented the management functions in a more comprehensive manner than other service sector SMEs in Pakistan.

**Keywords:** Leadership styles; Citizenship behavior; IT firms; SME.

**JEL Classification:** L86.

## INTRODUCTION:

Organizations are striving for sustainability and growth and always putting their utmost efforts to increase their financial performance in long run. Human capital or categorically leaders/managers and employees are the two most important determinants of an organization who activate the non-human -physical- resources in the operations of an organization. However, effective leadership is the pivotal tool to keep the employees motivated and utilizing the scarce resources at maximum. The term leadership is considered as the buzz word in developing countries and referring to an individual who have a capacity to develop a vision and able to transform it into a mission, by following a comprehensive strategy. The influence of that individual, considered as leader, is of significance level that can influence the social and economic factors in particular and a society as a whole, and influence the employee behavior in an organization to achieve the set goals in organization. Leaders are considered as change agents in the society and in organizations, they can produce the best output by managing scarce resources.

The IT industry in Pakistan was started in 1990s however the growth of this sector is impressive since last two decades. Indeed governmental policies are very supportive to transform this low volume industry into one of the leading business sectors. In fact a reasonable infrastructure and moderately easy startup attracted entrepreneurs to bring their investment in this sector. Whereas, availability of IT-skilled workforce in less remuneration as compare to the other region of the world, is also one of the leading factor for them.

According to the facts and figures reported by Pakistan Software Export Board (PSEB) and Pakistan Software Houses Association (P@SHA) the IT industry had grown at 40% during the 2001-2007. The estimated share of IT industry is US\$2.8 billion globally, with the sales revenue of US\$1.6 billion and it provides 110,000 jobs to IT-skilled workforce. IT companies are excelling with the 30% growth rate per year, and 39% growth was recorded in 2007-08. Moreover, this sector recorded 41% growth in employment of IT professionals in 2007-08. With this rapid development Pakistan ranked 2<sup>nd</sup> in the South Asia and expanded the export market to USA, UK, UAE, Canada, China and other region of South Asia, Asia Pacific and Middle East and North Africa.

Consistent with the discussion IT sector SMEs are high-tech firms and are considered more aware with the internationalization of the business. Hence it is assumed that management functions have been adopted and implemented in a more comprehensive manner than other service sector SMEs in Pakistan. Indeed, Pakistan services sector contributes a major chunk to GDP.

Pakistan's Ministry of Finance (2010) reported 53.4% share of service sector. Hence it becomes the largest contributor to economic growth in recent years. Further, this sector employs approximately one third of the total workforce. However, overall SME sector in Pakistan representing around 90 percent of all the enterprises, which shares 40 percent in total GDP of Pakistan and employed 80 percent employment of the non-agricultural labor force (Khan, 2011; Malik et al., 2011). Hence effective leadership in SMEs becomes a major concern to provide a competitive tool in a highly dynamic business environment. Effective leadership in Pakistan's SMEs helps to manage employee performance (Malik et al., 2011), increase their commitment with origination and direct their job behavior to achieve success which will ultimately contribute in the firm performance. Since entrepreneurial activities are noticeably increasing in the country, therefore empirical research on this topic may explore the new dimensions of leadership for successful small and medium scale ventures.

Currently this topic is attracting the academic researchers' attention and has the potential to be explored at a substantial level for developing the concrete policies nationwide, in the benefit of the country's economic and business growth. Consistent with the discussion the study aims to explore the correlation between leadership styles and organizational citizenship in IT sector SMEs operating in Pakistan. Moreover, the research designs evaluate the leadership styles' overall impact on organizational citizenship.

In success of organization an effective leader role can't be neglected. A leader can be defined as the one who prompts life in the organization and the one who insures the stability and the persistence of the organization in the goals it was established for (Ababneh, 2009). Furthermore authors added the qualities of leader as leader should be able to adapt his/her leadership styles and behaviors to achieve organizational goals and objectives (Ababneh, 2009). At the individual level, leaders who are able to influence, motivate and direct employees will often be rewarded by loyalty and performance of their employees (Mosadegh & Yarmohammadian 2006). For the effective leadership Goleman (2000) shared guideline as he added that leader should not only depend on a single leadership style but he must capable of adapting and using of number of different styles (whether transformational, transactional, task-oriented, personnel-oriented, laissez fair, democratic, autocratic, or other styles) which appropriate as per given situation or existing environment in which the leader is working with people.

The other construct of the present study is organizational citizenship behaviors (OCB) which defined as those extra work related behaviors which go above and beyond the routine duties prescribed by their job descriptions

or measured in formal evaluations (Bateman & Organ, 1983). Shapiro et al. (2004) explained organizational citizenship behaviors (OCB) an extra-role behavior i.e. it is any behavior not formally (or expected) required by the organization; but that behavior entirely depends on the consent of employee as a consequence of the organizational environment e.g. leadership style. Organ (1988) further described about this behavior that OCB is not an enforceable requirement of the role or the job description, but it is rather a matter of personal choice. Examples of OCB exemplified by Turnipseed & Rassuli (2005) as cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization. Managers value OCB that creates a work environment conducive to cooperation. It helps to reduce the amount of time a manager spends on an issue and enables focusing on other opportunities for improving organizational performances (Turnipseed and Rassuli, 2005). These studies typically suggest that OCB is positive for organizations and benefits both management and subordinates (Borman & Motowidlo, 1993).

Hence two research questions have been elaborated on aforementioned objectives are as follows:

1. What is the level (score) of Leadership styles and organizational citizenship among IT sector SMEs in Pakistan?
2. Is there any significant relationship between the three leadership styles and organizational citizenship?

### LITERATURE REVIEW:

Leader's skills of managing people enable employee to be committed with organization. Due to the immense effect of organizational citizenship behavior on organizational performance, this subject swiftly emerged as a substantial area in academic research in the field of organizational behavior and applied psychology (Podsakoff et al., 2000). According to the views of Katz, (1964) organizational effectiveness is to be dependent on the voluntary efforts of the workers to take initiative in facilitating workfellow, openly sharing ideas and problems, and committed with the organization.

The literature of leadership is divided it into two broader categories: transformational leadership and charismatic leadership. Transformational leadership defines by Bass (1985) as a significant performance by the leadership is that it inspires the followers to prefer the interest of group upon own self-interest and the leaders take care the welfares of their teams. Moreover, transactional leadership helps followers to identify that what work should be done to accomplish organizations' desired goals and objectives (Bass, 2008). Conversely, charismatic leaders as described by Avolio and Gibbons (1988) are those who influence followers through their use of symbols, images, stories and rhetoric to perform at extraordinary levels. These leaders have a vision of prosperous future for their followers. They usually take a stand for some cause. Moreover, to prove their commitment with their vision they are willing to sacrifice everything. In other words, showing determination, articulating a vision, communicating high performance expectations and sense of mission are the characteristics of charismatic leaders (Waldman et al., 2001).

Leaders and its styles of leadership and behavior with followers/subordinates, resources and authorities effect or affect the overall performance of a firm. Paoching and Chichun (2009) and Ali (2009) illustrated in their studies that business owner/manager self-cultivation or higher personal integrity to lead by example have significant impact on their subordinates. Several studies have demonstrated supportive leadership's positive impact on the deployment of (individual) OCB by subordinates (Podsakoff et al., 2000). Pearce & Herbig (2004) and Ehrhart & Naumann (2004) posit that leadership behaviors are important for the maturity of OCB norms and practices in groups. Prominent leadership authors have found consistently that leadership affects the followers' attitudes and performance (Bass, 2008; Lord & Maher, 1991).

In some researches transformational leadership approach shown that leaders are eloquent the vision, motivates the employees with positive attitudes, bring clarity in their role, and bring best out of them by managing their behaviors (Podsakoff et al., 1996; Tichy and DeVanna, 1986; Bennis and Nanus, 1985). According to Podsakoff et al. (2000) transformational leadership directly associates with the leader member exchange. Same association discovered in the studies of Piccolo & Colquitt (2006) and Podsakoff et al. (1990) between transformational leadership and OCB. Shamir et al. (1993) explained that leader with transformational style can stimulate followers in three ways (1) increasing follower self-efficacy, (2) facilitating followers' social identification with their group or organization, and (3) linking the organization's work values to follower values. Transformational leadership is made possible when a leader's end values (internal standards) are adopted by followers thereby producing changes in the attitudes, beliefs, and goals of followers (Kuhnert & Lewis, 1987). A positive association between transformational leadership and OCB is expected and has been supported empirically (Podsakoff, et al., 1990).

**H<sub>a1</sub>:** *There is a positive relationship between transactional leadership and the employees' citizenship behavior.*

According to Cherry (2007), transactional leaders set the targets and goals, and to ensure the success they communicate tasks and activities clearly, and align the resources with the collaboration of workforce to achieve the targets which ultimately motivates the employees. Transactional leaders maintain a considerable influence on the groups (Boseman, 2008) and it facilitates in the accomplishment of the organizational goals (Laohavichien et al., 2009). Podsakoff et al. (2000) and Bass et al. (2003) studies illustrated the positive affiliation between transactional leadership and followers' attitudes and behaviors. Recent studies (Rubin et al., 2010; Walumbwa et al., 2008) found a significant relationship between contingent reward/ transactional leadership and OCB. According to Bennis (1989), good transactional leader always has two-way process of exchange and mutual influence between followers. The conclusive statement from the study of Riaz and Haider (2010) stated that transactional leadership positively rewards the employee upon his good performance and give recognition for his contribution in success. Bass and Riggio (2006) stated that transactional leaders tend to lead through social exchange (e.g., financial rewards, subsidies for campaign contributions, and jobs for vote which enhance OCB.

**H<sub>a2</sub>:** There is a positive relationship between transformational leadership and the employees' citizenship behavior. Howell and Frost (1989) also found a positive link between charismatic leadership and organizational performance. Moreover, Babcock-Roberson & Strickland (2010) and Khuhro & Chandio (2009) have also verified that charismatic leadership factors have impact on OCBs. The results from other studies also showed that charismatic leadership had a significant positive effect on OCB (Lee et al., 2010). Shamir et al. (1993) identified that, followers who are inspired by charismatic leadership style able to achieve surprising results by providing sense, identification and understanding with organizational goals. Empirical studies of Sosik (2005) established and verify that the charismatic leadership is positively related with the OCB of the followers. Boerner et al. (2008) cited in their article:

“Followers of charismatic leaders strongly identify with the vision and the organization (Waldman et al., 2001). As a result, followers are willing to invest considerable time and energy on behalf of the organization and to make even personal sacrifices in order to reach organizational goals (Conger, 1989) and empirical studies of Deluga (1995) and Sosik (2005) have confirmed a positive relationship between charismatic leadership and followers' OCB”.

**H<sub>a3</sub>:** *There is a positive relationship between charismatic leadership and the employees' citizenship behavior.*

Leaders can take many steps to enhance the extent to which their employees can engage in OCB as they can attempt to enhance employees' ability to exhibit OCB through training or modeling forms of the behavior, they can try to shape the work environment to provide greater opportunities for OCB (Organ et al., 2006). But these efforts need one of the styles (transformational, transactional and charismatic) or mixture of three styles (according to situation or environment) to implement. Shapiro et al. (2004) & Organ (1988) explained the relationship between leadership styles and organizational citizenship behaviors (OCB).

**H<sub>a4</sub>:** *There is a positive relationship between leadership styles and the employees' citizenship behavior.*

## **THE RESEARCH FRAMEWORK:**

After careful consideration and review of available literature three leadership styles transactional leadership, transformational leadership, and charismatic leadership are taken into consideration for the study. The research model is presented in figure - 1:

Based on research framework presented in figure 1, following hypotheses are developed for examination of the study.

## **RESEARCH METHODOLOGY:**

### **SAMPLING AND DATA COLLECTION:**

The social lab selected for this study is the IT sector firms registered at Pakistan Software Export Board (PSEB). According to PSEB 1500 IT firm have been registered. The sample of the study were those small and medium scales IT firms who are involved in exports and hence were selected for data collection. The random sampling technique was used to target the sample. Data was collected from the IT solution provider SMEs operating in Karachi, Lahore and Islamabad. Total 500 questionnaires were emailed to these firms and 211 were

received out of which 174 (34.8% response rate) were found valid for further analysis. The email technique has been used for data collection since it was assumed by the researcher that IT based firms responded through email in a greater appreciation, due to the fact that their procedures are technology based and owner(s)/manager(s) are IT literate. Hence email survey has found a reasonable source for data collection method with high response rate in less time and cost.

The questionnaires sent through emails were given one week time along with a cover letter mentioning the purpose of the study. To ensure the response an email was also sent on eighth day by the researcher requesting the submission of questionnaires. Moreover, after one week another email was sent with the same intention, in case researchers were not received response on the third email then the IT firms considered as no response.

### **QUESTIONNAIRE DESIGN:**

The idea of the research is taken from the study by Gul and Ince (2011). The questionnaires prepared through adopt/adapt strategy. The first section of the questionnaire covered the 'Leadership Styles' construct consisted of twenty four items; which further addressed the transactional leadership, transformational leadership and charismatic leadership, adopted from the study of Wang et al. (2010). Second section covered 'Organizational Citizenship Behavior' construct comprised of eighteen items which covered the organizational development contribution, helpfulness, self-improvement, appropriation, professional care and gentlemanliness, adopted from the studies of Podsakoff et al. (2000) and Morrison (1994).

### **RELIABILITY TESTING :**

Since the questionnaire was adopted for research from different setting and some changes had been made to adjust the questionnaire according to the Pakistan's context, hence, Cronbach's alpha reliability test were employed to measure the 'goodness of fit' of the instruments used in the study. All items' alpha values were found well above 0.7 cited in table. 1, hence the instrument is acceptable. According to Sekaran (2005), research tool shall only found reliable and can used for the study if Cronbach's alpha is more than 0.7, this means that the instrument used has a high reliability. The reliability score of instrument is presented in table – 1.

### **RESEARCH FINDINGS:**

#### **BACKGROUND OF RESPONDENTS :**

The overall profile of the participating respondents' characteristics is discussed below and presented in table – 2. The data was collected from the three cities of Pakistan including Karachi, Lahore and Islamabad. All firms are small and medium scale IT firms and are involved in exporting their products overseas. Total 81 (46.5%) firms from Karachi, 56 (32%) from Lahore and 37 (21%) from Islamabad were participated in the study. In this study managers were dominated in term of response by 89 (51.1%) followed by owners 71 (40.8%), and 14 (8%) were 'others' respondents. Out of 174 respondents 127 (72.9%) respondents were 'male' and 47 (27%) were 'female'. This shows that good numbers of females are working in IT industry.

Out of 174 respondents 11 (6.3 %) were below 30 years age group, 77 (44.2%) from '31-40' age group, 52 (29.88%) from '41-50' age group, 19 (10.9%) from '51-60' age group, and 15 (8.6%) are from greater than 60 age group. The majority of participants 128 (73.5%) were 'married' and 46 (26.4%) were 'single'.

Surprisingly participants' educational qualification ratio is impressive; distribution of academic qualification is as given. 107 (61.4%) respondents had 'bachelors' degree moreover out of this figure 79 (73.8%) are computer science graduate and 28 (26.1%) are graduated from other fields. 43 (24.7%) respondents had 'masters' degree, moreover out of this figure 12 (27.9%) are computer science graduate and 31 (72%) are graduated from other fields. However, 24 (13.7%) respondents are diploma/certificate holders.

During cross tabulation data analysis another interesting demographic finding was appeared that out of 174 respondents 91 (52%) were computer science graduate out of which 35 (38.4%) were owners and 56 (61.5%) were managers. However, all 174 (100%) respondents were computer literate.

Tenure in company/ business shows, 17 (9.7%) respondents have the tenure of 'one and less than one year, 51 (29.31%) have the tenure of 'two to three years', 58 (33.33%) are working/ owning from 'four to five years', 37 (21.26%) have 'six to seven years' tenure and 11 (6.32%) have the tenure of 'more than eight years'.

#### **DESCRIPTIVE STATISTICS OF VARIABLES:**

Table - 3 shows the summary of independent and dependent variable's mean and standard deviation. One could infer from the table that respondents perceived that all three leadership styles may bring positive results in their



employees' organizational commitment. Transactional Leadership has mean value of 3.465 and standard deviation of 0.733. Transformational Leadership shows the mean value of 3.541 with standard deviation of 0.922. Charismatic Leadership has the mean value of 3.793 with standard deviation of 0.685. The overall result of leadership style shows the mean value of 3.600 and 0.780 of standard deviation. On the other hand, the organizational citizenship has the mean value of 3.477 with the standard deviation of .728. Hence it is safe to say that leadership styles have a moderate relationship with organizational citizenship.

### **CORRELATION ANALYSIS:**

Table - 4 shows the summary of results of correlation analysis between the leadership styles and organizational citizenship. It is found that all three leadership styles have significant and positive relationship with organizational citizenship. In detail, 'Transactional Leadership' style has positive relationship (Moderate correlation) with organizational citizenship with value of ( $r = .596, p = .000$ ), hence, it supported the H1. 'Transformational Leadership' style has positive and significant relationship (Moderately high correlation) with organizational citizenship ( $r = .723, p = .000$ ), therefore, H2 is accepted. Lastly, 'Charismatic Leadership' style has positive relationship (Moderately high correlation) with organizational citizenship ( $r = .601, p = .000$ ), thus, H3 is also accepted.

### **REGRESSION ANALYSIS:**

The results shown in table - 5 showed that model is fit for statistical analysis (low =  $-.52413$  & high =  $.43261$ , residual values) and table - 6 indicated the overall impact of leadership styles (transformational, transactional, and charismatic) on organizational citizenship. The value of multiple regression coefficients ( $R$ ) of the proposed model is  $.498$  and the adjusted R square is  $.186$ . The value of F is  $13.22$  at ( $p < .05$ ) which shows that model is significant. This means that 18.6 percent of the variance in organizational citizenship has been significantly explained by the three factors of leadership style.

### **SUMMARY OF HYPOTHESES:**

The results shown in table - 7 demonstrated that all hypotheses examined in this study have been accepted on the bases of statistical findings.

### **DISCUSSION AND CONCLUSION:**

Present study discussed the relationship between leadership styles and organizational citizenship. This study witnessed the vital changes in the SME management, especially after the technological integration in managing the business. Hence firms are open for change and adopt the emerging management practice for future survival. Certainly, only effective leadership can administer and channelize the diversity in the firms through their employees. Researches in the field of business and management validated that employees are the activators of organizational resources, hence, considered as the vital assets of the organization. Further, available literature validates the contention that high employee citizenship behavior is the most influential factor and is widely contributes in the success of firm performance. Essentially, effective leadership contribution towards employees' commitment and citizenship cannot be ignored.

The results of the study depict that variables are at moderate level; moreover, this study empirically proved that leadership in IT sector SMEs of Pakistan has direct relationship with employee's citizenship behavior. The owner/managers are well versed with the leadership effectiveness and importance of organizational citizenship and follow the characteristics of leadership to increase the employee's citizenship for the better performance at organizational level. Though the results of all leadership styles show good relationship between organizational citizenship however transformational leadership relationship is higher among others in this study. The overall impact of leadership styles on organizational citizenship shows that model of the study is significant hence the study successfully accomplished its objective. This study also found that due to the international business link of IT sector SMEs, management functions have been adopted and implemented in a more comprehensive manner than other service sector SMEs in Pakistan. Hence, IT sector SMEs has been practicing formal practices of management, though these management functions still required improvement with the change in internationalization of business, however, partial arrangement can provide them an edge in the global and local markets.

With in-depth cross-sectional analysis of demographic variables it has been noticed that educational qualification is also one of the important moderator which enable the owner/manager to be open for change and

adopt the developments in the field. Since all respondents of the study are well qualified and computer literate, hence it is assumed that due to educational factor IT sector SMEs are functioning in a more sophisticated manner and have a potential to compete and grew faster in the highly globalized world. However studies on Pakistan's SME sector in general reported lack of educational qualification among owner/managers (Bhutta et al., 2007; 2008; Rauf et al., 2010; Rana et al., 2003; Ghouri et al., 2011; Malik et al., 2011 ) hence it is safe to say that IT sector SMEs have more qualified owner/manager as compare to other SME sector firms.

With the swift change in current arena and high risk and uncertainty due to global integration owner/managers of SMEs should be flexible enough to adopt the latest trends in managing business. Moreover, the adoption of organizational strategies needs to be supported by the leaders of the firms since the central role of leadership in shaping organizational performance especially in SME sector should not been ignored in current economic scenario of Pakistan. However, effects of individual leadership style is also contingent upon personal experience and school of thought and therefore require a synergy approach, means working together rather than independently (Khan, 2011).

Perhaps the progress is slow albeit if SMEs owner/managers have been taken adapt and adopt strategy and practicing new innovative techniques of management than it will surely benefit them in long run. Therefore, SMEs owners/ managers should focus on implementing best practices to enhance the firm performance in terms of productivity and market share. Successful leadership can play a role of catalyst to integrate the other organizational functions in less time and thus integration will open long term investment opportunities through organizational strategy. Lastly, appropriate strategies at national level may enable the SME sector to boost the national economy.

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Figure – 1: Model constructs linking Leadership style with Organizational citizenship.

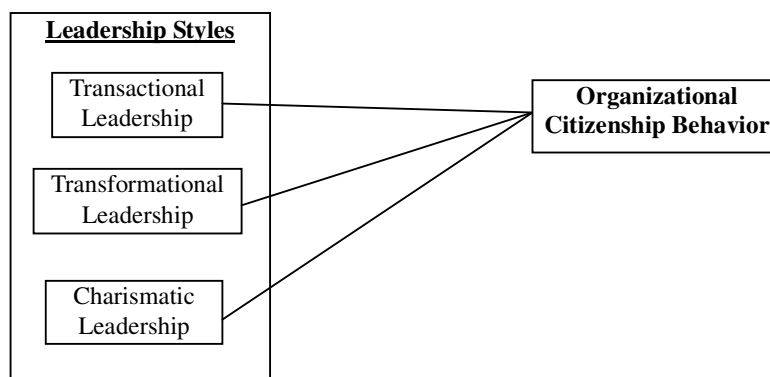


Table 1: Reliability Coefficients of the Constructs (n = 174)

Constructs	No. of Items	Cronbach’s Alpha
Leadership Style	24	.792
Organizational Citizenship Behavior	18	.824
<b>Overall reliability</b>	<b>42</b>	<b>.848</b>

Table 2: Background of the Respondents (n = 174)

Variable(s)	Frequency	% age	Variable(s)	Frequency	% age
<b>Cities</b>			<b>Position in Firm</b>		
Karachi	81	46.5	Owner	71	40.8
Lahore	56	32	Manager	89	51.1
Islamabad	37	21	Others	14	8
<b>Gender</b>			<b>Marital Status</b>		
Male	127	72.9	Married	128	73.5
Female	47	27	Unmarried	46	26.4
<b>Age</b>			<b>Work Experience</b>		
< 30 yrs	11	6.3	1yr	17	9.7
31-40 yrs	77	44.2	2 – 3 yrs	51	29.3
41-50 yrs	52	29.8	4 – 5	58	33.3
51-60 yrs	19	10.9	6 – 7	37	21.2
> 60	15	8.6	> 8	11	6.3
<b>Education</b>			<b>Major Field of study</b>		
Diploma	24	13.7	Computer science	91	52
Bachelors	107	61.4	Others	83	48
Masters	43	24.7			
<b>Total</b>	<b>174</b>	<b>100.0</b>	<b>Total</b>	<b>174</b>	<b>100.0</b>

Table 3: Descriptive Statistics of Variables (n = 174)

Item	Mean	Standard Deviation
Transactional Leadership	3.465	.733
Transformational Leadership	3.541	.922
Charismatic Leadership	3.793	.685
Overall leadership result	3.600	.780
Organizational Citizenship	3.477	.728

**Table 4: Correlations Matrix (n = 174)**

Activities.....	Trnsacldrsp	Trnsfoldrsp	Charsmldrsp	Orgcitzsp
Transactional Leadership	1			
Transformational Leadership	-.260 p=.014	.1		
Charismatic Leadership	.235 p=.211	-.659 p=.000	1	
Organizational Citizenship	.596 p=.000	.723 p=.000	.601 p=.000	1

**Table 5: Residual statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.6412	3.1277	1.4372	.87723	174
Residual	-.52413	.43261	.00000	.36243	174
Std. Predicted Value	-1.522	1.122	.000	1.000	174
Std. Residual	-1.666	1.632	.000	.716	174

a. Dependent Variable: OCB

**Table 6: Multiple regression analysis**

Overall Influences of leadership style on organizational citizenship	R square	Adjusted R square	Std. error of the estimates	F	Sig.
.498	.351	.186	1.03245	13.22	.001

**Table 7: Summary of hypotheses**

Hypotheses	Result
H <sub>a1</sub> : There is a positive relation between transactional leadership and the employees' citizenship behavior	Supported
H <sub>a2</sub> : There is a positive relation between transformational leadership and the employees' citizenship behavior.	Supported
H <sub>a3</sub> : There is a positive relation between charismatic leadership and the employees' citizenship behavior.	Supported
H <sub>a4</sub> : There is a positive relation between leadership styles and the employees' citizenship behavior.	Supported

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