The 7th Multidisciplinary Academic Conference

PRAGUE 2016

CERTIFICATE OF PARTICIPATION AND PRESENTATION

Yeliz Sirin

Academic Conferences Association, z.s.

conference program dates: May 27 – 28, 2016

Venue: Czech Association of Scientific and Technical Societies, Prague, Czech Republic

Academic Conferences Association, z.s.

ISBN: 978-80-88085-06-5

PROCEEDINGS OF
The 7th MAC 2016



INTERNATIONAL CONFERENCE

27th-28th May, 2016

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Czech Technical University
in Prague

Academic Conferences Association, z.s.

EBSCO
INFORMATION SERVICES

Impressum

Publication name
Proceedings of The 7th MAC 2016
1st edition, Prague 2016

Conference date and venue
May 27th - 28th 2016 in Prague

Publisher
MAC Prague consulting Ltd.
Chudenicka 1059/30
Prague 10 - 102 00
Czech Republic

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ISBN
ISBN 978-80-88085-06-5

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THE EFFECTS OF LEADERSHIP STYLES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: STUDY ON EMPLOYEES OF YOUTH AND SPORTS MINISTRY[1]

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Abstract

The aim of this study is to analyze effects of leadership styles recognized by employees of youth and sports ministry employees on their organizational citizenship behavior. The employees youth and sports and its subsidiary Sports General Management employees makes the universe of this study. Randomly selected 300 employees from defined universe have been the sample group of the study. Multifactor Leadership Questionnaire 5-X Short developed by BASS (1985) has been used to collect the research data.

As the results of analysis performed, it is found that transformational and transactional leadership types have significant effects on describing organizational citizenship behavior ($p<0.05$). Also, it is found that the relation between Laissez faire leadership and organizational citizenship behavior types is not significant ($p>0.05$).

Keywords: : *Leadership, Organizational Citizenship Behavior, Ministry of Youth and Sports*
Main Conference Topic: *Sports Management*

Introduction

In today's business environment, organizations persistently strives for achieving excellence by improving employees' efficiency and effectiveness. Leadership has a major role in determining the future and fate of a business. Therefore understanding the shading of various leadership styles and its impact on organizations has caught the attention of researchers during the past several decades. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people (Newstrom and Davies, 1993).

Behavior of the individuals is a way for the organization to achieve this objective. Individual behavior can be classified into in-role behaviors and extra-role behaviors. The latter which is often named as organizational citizenship behavior (OCB) includes behaviors like helping coworkers who have heavy workload, helping new employees in their work, promoting the organization in the community and offering constructive suggestions for organization development. These extra role behaviors enables an increase in individuals and organizational performance. OCB has emerged as a popular area of study (Dash & Pradhan, 2014). Organ (1988) defines organizational citizenship behavior (OCB) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988).

[1] ** This study is a part of the writer's dissertation named as "Effects of percieved leadership styles and organizational subcultures on organizational citizenship behaviour at ministry of youth and sports"*

There are different forms and behavioral appearance of organizational citizenship behavior (Organ, 1990). Organ (1988) defines organizational citizenship behavior sizing is made up sees wide acceptance by researchers. Organ (1988) offers five dimensions of OCB; sportsmanship behavior referring to avoiding negative behavior at workplace; courtesy, prior notices, reminders, and communicating proper information, civic virtue refers to employees' willingness to actively participate in and contribute to the management of the organization. Altruism helping and offering time to coworkers; conscientiousness denotes to employees' going beyond job expectations. (Organ, 1988).

One of the ‘‘new leadership’’ theories has been called the ‘‘full-range leadership theory’’ (FRLT) proposed by Avolio and Bass (1991). The concepts containing the FRLT designate three typologies of leadership behavior: transformational, transactional, and non-transactional laissez-faire leadership, which are represented by nine distinct factors. The most widely used survey instrument to assess these nine factors in the FRLT has been the Multifactor Leadership Questionnaire (MLQ) J. Bass & Avolio (1985). Transformational leadership is based on increasing the level of consciousness of followers about the value of the output and upgrading their success. Transactional leadership, on the other hand, is based on the expected reward in return for the obedience of the followers with their effort, productivity and loyalty (Bass & Riggio, 2006).

Transactional leadership differs from transformational leadership since the transactional leader does not individualize the needs of subordinates nor focus on their personal development. Transactional leaders are influential because it is in the best interest of subordinates to do what the leader wants. Transactional leaders display behavior associated with constructive and corrective transaction. Transactional leadership defines expectations and promotes performance to achieve higher levels. (Akar, 2010).

Unlike transactional leaders, transformational leaders inspire their followers, give them intellectual stimulation and show concern for each individual. Transformational leaders are guiding their followers and they can compromise more easily (Bass, 1999; Oğuz, 2011).

Robbins (2007) explained the laissez-fair style as “Abdicates responsibilities avoid making decisions”(Robbins et al., 2007). Similar Luthans (2005), defined laissez- fair style as “Abdicates responsibilities avoids making decisions” (Luthans, 2005).

It is defined by authors that in this style, the leaders normally don’t want to interfere the decision making process. They normally allowed to their subordinates that they have power to get their personal decisions about the work. They are free to do work in their own way and also responsible for their decision. Usually leaders avoids to making decision and don’t involve in working units because the leaders gives to subordinates to completely freedom to do decisions (Chaudhry & Javed 2012).

Linking Leadership and Organizational Citizenship Behavior (OCB)

Leadership is a combination of three interacting elements, which are the leader, follower, and situation. The follower and the situation are the elements which are almost stable; it is the leader who has to bring change among these two elements for smooth development of the organization (Duta, 2011). Appropriate leadership style can exert a very significant effect on the followers and can motivate them to increase their inputs for formal, prescribed duties as well as extra-role behaviors. One such positive work-place behavior is OCB which is the result of high-quality relationship between the leader and the follower (Brouer et al. 2009).

Social exchange theory (Blau, 1965) explains that, when followers build up positive perceptions of their leaders and find them as encouraging and motivating them, in return, they try to give positive response through performing more than their formal duties. Therefore, a

strong positive relationship is assumed between transformational leadership style and OCB (Atta & Khan, 2015). Transformational leadership has been observed as an important predictor of OCB among employees. Several studies have investigated OCBs in relation to such different leadership styles as transformational (Lian and Tui, 2012; Podsakoff et al., 1990; Bass, B. M. (1985). Song et al., 2012), transactional (Lian and Tui, 2012; Nguni et al., 2006), and charismatic leadership (Cavazo Cavazotte, F., Hartman, N. S., & Bahiense, E. (2014).

Cherry (2007) described transactional leadership (TRS) as those who set goals and targets to ensure success by clear communication of tasks and activities, and achieve targets in collaboration with subordinates and motivating them through aligning resources. These leaders use incentive or rewards to achieve desired results when employees did not meet their expectations. Employees cultivate the perception that their behavior is contingent to rewards and thus produce more OCB (Cherry, 2007). Podsakoff, et al., (2009) found that OCBs were positively associated with reward allocation and ratings of employees (Podsakoff et al., 2009).

Current results are in same fashion with few studies of near past e.g., Rubin, Bommer, and Bachrach, (2010) who also found a significant relationship of transactional leader with OCB (Rubin et al., 2010). Along with transformational leadership, transactional leadership has also been found associated with increased level of OCB among employees. Transactional leaders improve the behaviors of the followers by offering rewards to them. When rewards are allocated, the leaders not only consider both in-role performance and extra-role behaviors. Therefore, in order to get more rewards the employees perform more extra-role behavior (Podsakoff et al., 1990).

A Laissez Faire leader does not put enough effort into encouraging the development of his/her or the organization's collaborators. This type of leader is satisfied with attending his/her own personal needs and shows no interest in the activities of his/her collaborators. It is a style with low integrity because he/she abandons his/her collaborators. It does not assume the responsibility that he/she as a leader must, and is neither responsible for the team that is on his/her care (Ayerbe, 2006).

Considering these past findings, the following hypothesis is suggested:

- H1: Perceived transformational leadership styles will positively predict organizational citizenship behavior.
- H2: Perceived transactional leadership styles will negative predict organizational citizenship behavior.
- H3: Laissez-faire leadership style / management by exception- passive will negative predict organizational citizenship behavior.

Method

Research Design

This study employed a quantitative research methodology and designed in correlational research model to empirically examine the relationship between leadership and OCB. The employees of ministry of youth and sports and its sub organization youth and sports general directorial Turkey makes the universe of this study. 300 employees selected from defined universe with random sampling methodology makes the sampling group.

Data collection tools

All the constructs of the present study were measured through self-report instruments which included the following:

Multifactor Leadership Questionnaire (MLQ5X-Short)

The Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1985) consisted of 36 items which assesses three leadership styles, i.e., transformational, transactional, and laissez-faire leadership. Response format is Likert type that varies from strongly disagree for 1 to strongly agree for 5. Transformational leadership style encompasses three sub constructs. These three dimensions include: charismatic leadership/ inspirational motivation, idealized influence, and intellectual stimulation. Transactional leadership two dimensions include; contingent rewards, management by exception-active-passive, Laissez-faire leadership style is appraised with items without any specific dimension (Bass & Avolio, 1985).

MLQ is a Likert-type questionnaire with a 5-point response format. The responses are acquired on 5-point rating scale ranging from strongly agree (5) to strongly disagree (1). In the present study, alpha coefficient of MLQ total turned out to be .86 and for subscales, α ranged from .60 - .84.

Organizational Citizenship Behavior Scale

Citizenship Behavior Scale (originally developed by Organ et al., 1988 and adapted by Basım & Şeşen 2006) is used in the present study. It has 19 items measuring the five traits of organizational citizenship behavior: sportsmanship behavior civic virtue, conscientiousness courtesy, altruism behaviors. The responses are acquired on 5-point rating scale ranging from strongly agree (5) to strongly disagree (1). the present study alpha coefficient of .93 is achieved. Factor analysis has been applied to organizational citizenship scala via Varimax rotation. As the result of the factor analysis, it is seen that questions for organization citizenship behavior have been grouped under three factors. When it is analyzed according to factor and average overall score for organizational citizenship behavior, the dimensions were found as Altruism and courtesy (=4.20, SS= 0.67, SH = 0.03), civic virtue (=3.87, SS =0.65, SH=0.03) sportsmanship (=3.73, SS =0.69, SH=0.03). The main statistical analysis employed is the regression analysis.

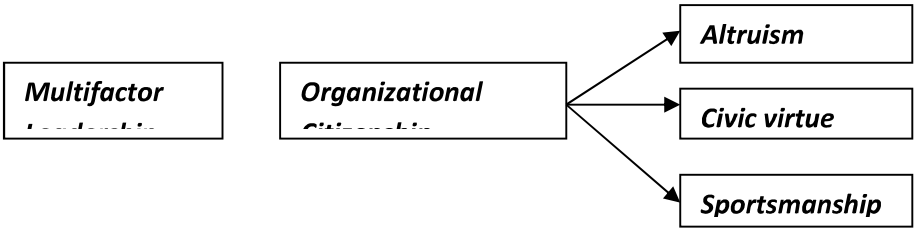


Figure 1:Conceptual model of the research

Research Results

Table 1. Demographic characteristics of respondents

Gender	Female Male	118 (39,3%) 182 (60,7%)
Age	Under 25 years 26–35 years 36–45 years 46–55years 56 and over	42 (14%) 177 (58%) 62 (20%) 16 (5%) 3 (%1)
Education	Primary education High school Graduate Post Graduate	41 (13,6%) 210 (70%) 41 (13,7%) 8 (2,7%)

Employment Type	Regular Contractual	243 (81%) 57 (19%)
Years working in institutions	1under year 1- 5 year 6-10 year 11-15 year 15 years and over	70 (23,3%) 154 (51,3%) 32 (10,7%) 16 (5,3%) 28 (9,3%)

Depending on the values in Table 1, women have the minor population with the rate of 39%. More than half of the employees are between 25-35 years old which shows that young employees are the majority in the population. When the educational level is taken into account, 71% has undergraduate, and 16% graduate degree. Majority of the employees are regular employees (81%).

Table 2: Regression Analysis of influence of Transformational Leadership Factors on Organizational Citizenship Behavior

Independent Variable	Dependent Variable:	Altruism
	Std. β	*significance (p)*
Intellectual stımulation	0.176	0.033
• Individualized consideration	0.110	0.174
Charismatic/ Inspirational motivation	0.130	0.141
	F=15.953	**R^2=0.139 P<0.001**
	Dependent Variable:	Civic virtue
Independent Variable	*Std.* β	*significance (p)*
Intellectual stımulation	0.131	0.117
• Individualized consideration	0.097	0.238
charismatic/ Inspirational motivation	0.142	0.113
	F=12.264	**R^2=0.111 P<0.001**
	Dependent Variable:	Sportsmanship
Independent Variable	*Std.* β *Katsayısı*	*significance (p)*
Intellectual stımulation	0.081	0.328
• Individualized consideration	0.116	0.153
Charismatic/ Inspirational motivation	0.202	0.023
	F=14.820	**R^2=0.131 p<0.001**

*p< .05, **p< .01, ***p < .001

According to Table 2 Regression analyses show transformational leadership dimensions to have strong effects on working organizational citizenship behavior (p<0.001)

Table 3: Regression Analysis of influence of Transactional Leadership Factors on Organizational Citizenship Behavior

Independent Variable	Dependent Variable:	Altruism
	Std. β	*significance (p)*
Contingent reward	0.300	0.000
Management-by exception-active	0.116	0.042
	F= 21.065	**R^2=0.124 P<0.001**
	Dependent Variable:	Civic virtue
Independent Variable	*Std.* β	*significance (p)*
• Contingent reward	0.291	0.000

Management-by exception-active	0.072	0.007
	F= 23.029	**R^2=0.134 P<0.001**
	Dependent Variable	Sportsmanship
Independent Variable	*Std.* β	*significance (p)*
Contingent reward	0.280	0.000
Management-by exception-active	0.091	0.114
	F=16.796	**R^2=0.102 p<0.001**

*p< .05, **p< .01, ***p < .001

According to Table 3 Regression analyses show Transactional leadership dimensions to have strong effects on working' organizational citizenship behavior (p<0.001)

Table 4: Regression Analysis of influence of Laissez Faire leader/ Management by exception (active/passive) Leadership Factors on Organizational Citizenship Behavior

Independent Variable	Dependent Variable:	Altruism
	Std. β	*significance (p)*
Laissez Faire leader (İYP)	-0.115	0.046
	F= 4.016	**R^2= 0.013 p<0.05**
	Dependent Variable:	Civic virtue
	Std. β *factor*	*significance (p)*
	-0.098	0.089
	F= 2.919	**R^2=0.010 p>0.05**
	Dependent Variable:	Sportsmanship
	Std. β *factor*	*significance (p)*
	-0.079	0.173
F=1.863		**R^2=0.006 p>0.05**

*p< .05, **p< .01, ***p < .001

According to Table 4 Regression analyses show Laissez Faire leader leadership dimensions not having strong effects on working' organizational citizenship behavior (p>0.05)

Results

The aim of this study is to investigate the effect of leadership behavior on describing the organizational citizenship behavior. The main findings that emerged on this study for the describing organizational citizenship behavior is, behavioral factors like leadership not only affect the official role descriptions of employees but also have an important influence on the organizational citizenship behaviors

The study concluded that, transformational and transactional leadership styles are both important for OCB in their own way. This positive association between both leader and followers stimulates OCB and other work related progressive behaviors in employees. Dvir, Eden, Avolio, and Shamir (2002) has also described TRF as a process of mutual benefit and help between leaders and followers to enhance a higher level of motivation and morale. It is therefore, the positive relationship between TRF and OCB is plausibly understandable and justified (Dvir T,.et al.2002). These results suggest that, in order to be effective leader need to use a combination of transformational and transactional leadership behaviors. This finding is also consistent with Bass and Avolio's (1990) observation that effective leaders reflect transformational and transactional leadership dimensions in their practice. This result expectedly, is quite similar to past studies (Ali & Waqar 2013; Lian & Tui, 2012; Mackenzie et al. 2001; Chen & Farh, 1999; Organ, 1988; Howell and Avolio, 1993; Wang et al., 2005) that indicate the existence of a positive relationship between transformational leadership and

OCB. Mohsin Atta et al. (2015) also revealed that perceived transactional leadership (TRS) and contingency rewards predicted OCB in positive direction, whereas active-management-by-exception was found to be the non-significant predictor of OCB.

As negative effect has been found between laissez-faire leadership and the leader-employee relation, it can be concluded that passive leadership of the leader can avoid employees to behave more dedicated even for the institution and the colleagues. Reluctance of leaders about communicating with the employees, the huge differences in job levels, lack of confidence against the leader, uncertainty of the responsibilities may result with the problems in communication (Podsakoff and Mackenzie, 1995).

This is in accordance with Sosik, Veronic, and Godshalk (2000) suggestion that leaders should refrain from laissez faire behaviors and to demonstrate transformational behavior for increased subordinates' citizenship behaviors. Also Nguni et al. (2006) also found negative relationship between laissez-faire and OCB. As stated by Bass (2003), avoidant leaders like laissez-faire are perceived by subordinates as being unsuccessful and therefore these behaviors are counterproductive in enhancing subordinates' motivation.

The fact that transformational and interactive leadership practices have influence on organizational citizenship behavior that is named as additional role behavior, has been emerged as an important factor for the Ministry of Youth and Sports employees for fulfilling their duties. Transformational and interactive leadership styles are important in order to improve organizational citizenship behavior. On the contrary, the fact that leaders to behave in laissez-faire leadership style may cause negative impact on the organizational citizenship behavior of the employees.

As a result of these findings, the structure of Ministry of Youth and Sports that is managing and leading institution for sports in Turkey can be described as "Ministry of Youth and Sports is an institution that, its leaders are acting in a transformational and transactional leadership behavior and as a result of it, its employees are highly tend to behave additional organizational citizen behaviors".

Conclusion

The study concluded that the employees of ministry of youth and sports under transformational and transactional leadership types are found to elicit higher level of citizenship behaviors as compared to with laissez-faire leadership styles. Highly significant and positive correlations are found between all sub-dimensions of transformational and transactional leadership with the dimensions of organizational citizenship behavior.
Faire leader/ Management by exception (active/passive) is found to be non-significantly correlated with organizational citizenship behavior dimensions.

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