

What effect does leadership style has on Organizational Citizenship Behaviour?

The effect of Transformational Leadership on two dimensions of OCB

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Abstract

The purpose of this study is to investigate the impact of transformational and transactional leadership on two OCB dimensions. OCB is behaviour that is done by employees, but that is not part of the formal job description. Based on previous research, four hypotheses are drawn that predict that transformational and transactional leadership have different effects on affiliative OCB and challenging OCB. Furthermore, the OCB motive impression management is hypothesized to directly affect affiliative OCB, and to be moderated by transformational leadership to impact challenging OCB. One hundred and eighty employees, from different Dutch companies, with at least one manager, participated in this study. Participants answered 7-point Likert scale questions, rating their perception of their leaders transformational and transactional leadership style, their own challenging and affiliative OCB and their own impression management motive. Analysis was done with multiple regression and moderation analysis. Results show no significant results for all hypotheses. Transformational leadership significantly impacts both challenging as affiliative OCB, but one no more than the other. This research shows that there is more to know about the differences in the kinds of OCB and leadership. The role of impression management also needs to be further examined because of conflicting results among researchers.

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Introduction

Increasing the success of organizations is and always has been a key feature in organizational psychology. In the 1960s came the emergence of a new line of thought: organizational citizenship behaviour (OCB). The idea was formed by the thought that for organizations to be successful, the employees should be willing to step up and do things beyond their formal job aspects (Smith, Organ & Near, 1983). Starting around the 1990s, a dramatic increase in research upon this topic has been seen (Podsakoff, MacKenzie, Paine & Bachrach, 2001). The interest in OCB continues to this day (Bowler, Paul, Halbesleben, 2019), but slowly shifts focus. A lot of research has been done into different antecedents of OCB, for example: job satisfaction, personality factors and perceptions of fairness. In more recent years, the relation with leadership or management styles and OCB became of interest. Also, the emergence of the darker side of OCB came into the picture (Bergeron, 2007), showing that OCB does not always have positive effects. This research tries to add to this body of knowledge by searching for the influence transformational leadership has on two OCB dimensions.

The structure of this paper will be as follows. Firstly, the theoretical framework will be provided, with an explanation of the different aspects of OCB, continued with the framework of transformational leadership. The theoretical framework will be followed by the effect of transformational leadership on OCB, and the formulation of the hypothesis. After the theoretical framework, the method and description of the participants is given. A description of the results is provided, and the thesis will conclude with the discussion.

Organizational citizenship behaviour

OCB comes forth from the observation that there is a lot of desirable but informal organizational behaviour. These behaviours can increase an organization's effectiveness and productiveness. To study this phenomenon, the term organizational citizenship behaviour was implemented. Most of the characteristics of OCB fall under the term 'good soldier'. This includes prosocial behaviour, helping others, innovating, but also a lack of undesirable actions (Turnipseed, 1996; Organ 1990). Part of the definition of OCB and the behaviour that these 'good soldiers' perform, is that these actions are beneficial to the organization and job related but are not part of the formal reward system.

The development of the study of OCB has been gradual. First, two dimensions were described: altruism, and conscientiousness (Smith, Organ, & Near, 1983; Organ & Konovsky, 1989). Altruism behaviour is oriented towards helping members of the organization. This

can be job-related such as helping a colleague with a work-related problem. However, while OCB is tied to the workplace, altruism can also be helping a colleague with a non-job-related problem (Organ, 1988; Smith, Organ, & Near, 1983). Conscientiousness refers to behaviour that is less oriented towards people but is contributing to the organization and is indirectly helpful to colleagues. Examples are adherence to rules and policies, but also excellent attendance (Organ & Ryan, 1995).

Later efforts expanded this framework by adding three more dimensions: sportsmanship, courtesy, and civic virtue (Organ & Ryan, 1995). Sportsmanship includes the capability to accept minor inconveniences, to not complain and not ask for high demands to compensate for these inconveniences (Konovsky & Organ, 1996). An employee with sportsmanship in mind, would thus not only think about his own problems, but also the problems of others or the organization, and look for the positive sides, or at least accept some of the negative sides. The dimension courtesy is aimed at preventing problems with co-workers. These behaviours are helping colleagues to function and communicate smoothly together, it greases the social connections. This can be both in formal, and informal connection and cooperation (Organ & Ryan, 1995). The final OCB dimension is civic virtue which deals with the active involvement and interest of employees in organizational issues (Organ & Ryan, 1995). Behaviours that belong to the civic virtue dimension are attending meetings, keeping yourself informed on organizational developments, being involved in the organization's governance, such as joining a work council, or something as simple as reading and responding to corporate email.

Organizational success depends on more than the assigned role behaviours of employees (Katz, 1964). Therefore, researchers agree that OCB can have a beneficial effect on organizational success by increasing effectiveness and productivity through "lubricating the social machinery" (Connell, 2005, p.5). It makes social connection and coordination easier, making valuable time and effort available to put into other means. This makes the coordination run smoother, and in turn enhances the ability to make changes in the organization (Podsakoff & MacKenzie, 1997). Podsakoff and MacKenzie (1997) also showed that OCB can improve productivity by enhancing efficiency. They found in their research, that combined four independent studies, that OCB could account for an average of 19% of the variance in performance quantity. In addition, it accounted for 18% of the variance in quality of performance and 38% percent in variance of customer service indicators.

OCB is not only beneficial to organizations, but for the individuals who display OCB as well. Supervisors take both the prescribed as the discretionary behaviour employees display into account when evaluating them. Thus, performing OCB causes employees to have a better chance at promotion or a raise (Orr, Sackett & Mercer, 1989). Important is that the in-role performance must be good before the effect of OCB takes into effect. This suggests that supervisors look primarily at in-role performance, the performance that is part of the job description. Only when that is sufficient do supervisors look at out-role performance, the behaviour that employees do additionally to their described tasks such as OCB (Werner, 1994).

Upon closer inspection, the focus of the five different OCB dimensions shows two key aspects: some behaviours are oriented towards other individuals, while other behaviours are oriented towards the organization. Altruism, courtesy, and some forms of sportsmanship focus on other people, co-workers or managers. They intend to make social contact and cooperation easier, greasing the social machinery. Conscientiousness, civic virtue, and some other forms of sportsmanship are much more oriented towards the organization. They try to improve how the organization works, follow the rules, and improve upon them (Rioux & Penner, 2001). Often, individual oriented OCB makes communication easier because they are social or emotional oriented. Because of this, Choi (2007) calls these kinds of organizational behaviours affiliative OCB. The other side is organizational oriented OCB. This is often more aimed towards making changes within the organization by proposing constructive changes in work methods. It contests the status quo; therefore, Choi (2007) calls it challenging OCB. The difference being that affiliative is aimed at the social relationship two persons can have. This can be among co-workers or between employees and supervisors. Challenging OCB is about actively bringing about changes in the organization, thus breaking with the status quo. Affiliative and challenging OCB will be this study's main variables.

Transformational leadership in organizations

Transformational leadership is one of the most studied topics in modern leadership research. The enthusiasm for this style of leadership started with the "new leadership" paradigm by Bryman (1992). This paradigm gave more emphasis on charismatic and affective elements of leadership. At the same time, it also focuses on intrinsic motivation and the development of followers, which might explain its popularity (Bass & Riggio, 2006).

Transformational leadership, as the name suggests, deals with a process of leadership that changes and transforms individuals and organizations. Often it is described as a form of

leadership that sees the people as full human beings, trying to fulfil their needs, and assess their motives. In doing so, transformational leaders are concerned with the values, ethics and emotions of their followers, but also have more attention for long-term goals. A transformational leader will move followers to try and accomplish more than would usually be expected of them (Northouse, 2016). This leadership style usually utilises charismatic and visionary leadership.

While the term transformational leadership was first used by Downton (1973), it became part of the major leadership concepts once it was used by Burns in his work *Leadership* (1978). In this work, Burns makes the distinction between transactional and transformational leadership. Transactional leadership focuses on the exchange that happens between leaders and followers. A boss that offers money for a completed task is demonstrating transactional leadership. Getting a good mark for a school assignment is similarly a sign of a transactional style. The leader gives something in return for something the follower delivers or provides. This style is most common in management and can be found all over both the public and private sector (Northouse, 2016).

A difference with transactional leadership, is that a transformational leader engages with the followers, creating a strong bond (Northouse, 2016). Through this connection, the leader can increase the motivation and morality of both the follower, and his own. To do this, a transformational leader needs to be attentive to what his followers need and want and help them remove obstacles. In this way, they can reach their full potential more easily. One example of a transformational leader is Nelson Mandela. During his political struggle, he changed the morality and potential of a nation. In a more concrete organisational setting, an example of a transformational leadership style might be a manager who tries to change his company's values. In the process, he might make his followers more aware of social responsibility, and in turn change his own moral values as well (Northouse, 2016).

Another way of looking at the difference between transactional and transformational leadership is from the perspective of the system in which they operate. A transactional leader works within the culture of the organization and works with the existing constraints. They will try to make processes more efficient by putting rewards in place. The transactional leadership style is more effective in stable environments and is sometimes referred to as the 'manager' (Bass, 1985). In contrast, the transformational leader is sometimes referred to as the 'leader' or the 'visionary'. They challenge the existing systems and culture, trying to find new ways to achieve their goals. A transformational leader tries to create the environment

instead of reacting to it or work within it (Avolio & Bass, 1988). Doing this, they are more willing to take risks and challenges the status quo (Bass, 1985).

Bass (1985) also extended the transformational framework by giving more attention to emotional elements and charisma, noting that charisma is necessary but not the only part of transformational leadership. Additionally, Bass offered that transformational leaders use transactional tactics, but go further than that. This model of leadership has six different factors, of which four belong to transformational and two to transactional. These factors are shown in table 1. While a transactional leader primarily uses factor 5 and 6, a transformational leader can use all the different aspects.

Table 1

Leadership factors

Transformational leadership	Transactional leadership
Factor 1	Factor 5
Idealized influence	Contingent reward
Charisma	Constructive transactions
Factor 2	Factor 6
Inspirational motivation	Management-by-exemption
Factor 3	Active and passive
Intellectual stimulation	Corrective transactions
Factor 4	
Individualized consideration	

From Northouse, 2016. p. 167

Criticism on transformational leadership. Because transformational leadership has so many components, the exact definition is hard to grasp. A transformational leader deals with many aspects such as creating a vision, motivating followers, building trust, increasing cohesion, engaging followers etcetera. Some say that this makes the concept too broad to give precise results (Northouse, 2016). Others found that there is significant overlap between the four factors (Tracey & Hinkin, 1998), saying that they are not separate factors. There is also an overlap between other leadership constructs, such as charismatic leadership.

According to Bass, charismatic leadership is a part of transformational leadership, but Bryman (1992) noted that they have been used interchangeably. Another overlap can be found with transactional leadership. This can be used in transformational, but it is not said that every part must be fulfilled. How would a leader be classified if he primarily uses transactional leadership tactics, with a bit of transformational? A final criticism on transformational leadership is that it is not proven that it changes individuals or organizations. While it has been associated with positive organizational effects, a causal link has not yet been clearly found (Antonakis, 2012).

It is important to take these remarks into account when working with this concept. However, it also has some great strengths that make it suitable to use in this research. To start with, it has been widely researched, both with qualitative and quantitative studies. Secondly, it treats leadership as a process that happens between leaders and followers, and focuses a lot on followers' needs, values and morals. This last aspect makes it especially suitable to use it in this research, because of the link that can be made with OCB.

Transformational leadership and OCB

Research has shown that transformational leadership has positive correlations with follower's extra effort and commitment (Bycio, Hackett & Allen, 1995). OCB literature shows that a higher commitment and shown extra effort have a positive effect on OCB. A lot of researchers have investigated the relation between transformational leadership and OCB and found a positive connection. Podsakoff et al. (1990) found significant positive correlations between their core transformational behaviours and Conscientiousness (.27), Sportsmanship (.20), Courtesy (.23), and Altruism (.22). In a later meta-analysis, Podsakoff et al. (2001) found further support for these correlations. This shows that transformational leaders have a positive effect on all forms of OCB. However, it is possible that a finer distinction must be made, as other research has shown that both transactional and transformational leadership influence OCB (Rodrigues & Ferreira, 2015). Part of their findings showed that transformational leadership has a bigger impact on OCB than transactional leadership, but this could be explained by the formulation of how transformational leadership is defined. Transactional leadership is a part of transformational leadership, therefore, some overlap is likely to be found, but since transformational leadership encompasses more, there are more aspects that influence OCB. .

The key interesting difference for this study between transformational and transactional leadership is the amount of change they create in organizations. This same

difference can be found within the distinction between challenging and affiliative OCB. Both transactional leaders and affiliative OCB work within the existing boundaries and makes the organization more effective while keeping the status quo intact. Transformational leadership and challenging OCB however change the status quo, asking more of followers and the organization by increasing motivation and changing the way work is done. In addition, Choi (2007) found that an employee's 'felt responsibility for change' increases the amount of challenging OCB he shows. Since a big part of transformational leadership is inspiration and individualized consideration, it is expected that this leadership style increases the 'felt responsibility for change' in followers. Based on this, the following hypotheses are proposed:

Hypothesis 1:

Higher perception of transformational leadership leads to more challenging OCB than affiliative OCB.

Hypothesis 2:

Higher perception of transactional leadership leads to more affiliative OCB than challenging OCB.

Motives behind OCB

According to the theory of planned behaviour, people are more likely to act in a certain way if they have motive to do so. This resulting behaviour can be the same between different persons, while the motivation differs. This approach of the underlying reasons for behaviour can give more insight into the subject. Applied to the current case, this might suggest that employees have some inner need to fulfil, and that is why they show OCB. Rioux & Penner (2001) used a functional approach to look for OCB motives. A functional approach to behaviour is aimed at identifying the purpose served by a certain kind of behaviour, giving information about why the person has shown the behaviour. This idea assumes that human behaviour is caused by underlying needs or motivations. In the case of OCB, an employee could stay longer after work to help a colleague because he values helping others, or he might stay because he is concerned for the organizational results. While showing the same behaviour, understanding the underlying motive clarifies more about the individual.

In their research, Rioux and Penner (2001) describe three motives that can cause employees to engage in OCB. These are prosocial values (PV), organizational concern (OC) and impression management (IM). PV motives are motives concerning willingness to help others and are more linked to individual oriented and thus affiliative OCB. OC motives are worries for the organization and wanting to improve it. These motives lead most often to organizational oriented and thus challenging OCB. IM motives deal with avoidance of looking bad, or to gain a promotion. IM motives are often linked with behaviour seen in Machiavellianism (Backer & Dan O'Hair, 2007). In their study, Rioux & Penner (2001) found clear relations between PV, OC and OCBs. They did not find a significant relation between impression management and OCB. It is expected that part of IM's effect on OCB is more complex. Grant and Mayer (2009) found an interaction between PV and IM values, stating that people who are performing OCB might not only be good soldiers, but also good actors. This relates back to Machiavellianism, in which people often behave differently from their 'true self' and act a certain way to get things done (Backer & Dan O'Hair, 2007). Managers also use motive attribution when considering providing rewards based on OCB. When they think the attributed motive is IM, rewards are lower (Farrell & Finkelstein, 2011). Nguyen, Seers and Hartman (2008) split IM into different forms, and found that one of them, ingratiation, was positively correlated with OCB. Finally, Jain (2012) found a significant direct positive effect of IM on OCB.

To summarize the effects of different OCB values: prosocial values lead to more affiliative OCB and organizational concern leads to more challenging OCB. In addition to this, people with an IM motive may try to avoid gaining a negative image by performing OCB. Challenging the status quo might be perceived negatively by other members of the organization, because you offer changes. Thus, offering these changes may be a risk. Grant and Mayer (2009) state that employees with high IM motives will avoid taking this risk, and thus choose for more affiliative OCB. The direct effect of IM on OCB has only been studied with OCB as a whole, it has not been studied while split between challenging and affiliative. To study the effects of IM on these two OCB dimensions, following hypothesis is drawn:

Hypothesis 3:

Higher impression management motives will lead to more affiliative OCB than to challenging OCB.

If the risk-taking behaviour of employees with IM motive is further examined, the following is expected: employees want to avoid being seen as lazy or want to ingratiate themselves. By performing affiliative OCB, they can create a good image for themselves, without running the risk of alienating themselves for offering more constructive help, or challenging OCB. Especially when they perceive their leader as transactional; this effect may be enhanced. However, when they have a transformational leader, the situation changes. A transformational leader tries to change the status quo, and actively stimulates followers to do that as well. An employee with high IM motive, might be seen as rigid, stiff or unwilling to change if he still only performs affiliative OCB. This might negatively influence the image that he tries to cultivate and lower the chance on a promotion (Grand & Mayer, 2009). Therefore, the assumption in this study is that an employee with a high IM motive, will perform more challenging OCB when he has as a transformational leader.

Hypothesis 4:

High impression management will interact with high transformational leadership to predict more challenging OCB

The four hypotheses that are drawn in this study are visualized in figure 1.

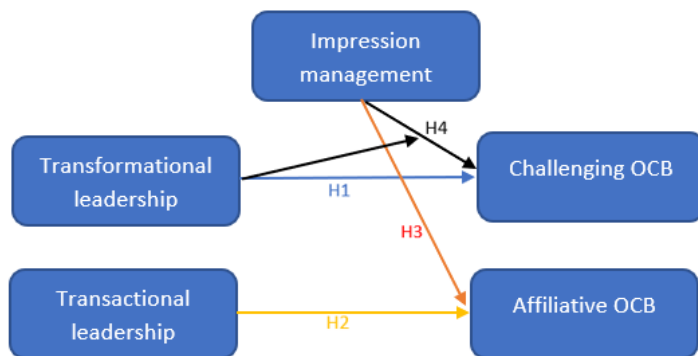


Figure 1. Hypotheses

Method

Data collection and sample characteristics

Prior to data collection, calculation showed that with a power $\beta = .95$ and an estimated effect size $f^2 = .10$, 130 participants were needed (Faul, 2019). This study uses the survey data of 180 participants. The survey was distributed using a convenience sampling. It was sent out to companies in the Netherlands, for them to distribute among their employees. Furthermore, it was shared on social networking sites such as LinkedIn and Facebook, within the network of the researchers. The survey reached 230 participants, but 15 participants did not accept the terms of the survey and dropped out. A further 35 participants started the survey but did not finish it. This happened during various stages, but mainly in at the start. All these participants were left out of the rest of the study. A final check was done to see if there were any outliers. Both Cook's and Mahalanobis Distance were within the acceptable values. Therefore, no other participants were removed.

Of the eventual 180 participants, there were slightly more male (52.5%). The average age was 35-44, but with 28.2% of the participants, the group between 25-34 was the largest. On average, the participants were highly educated. The largest group (36.7%) has an university of applied sciences education. A further 24.8% has a university education. This can be explained by the convenience sampling method because it is spread in the social network of the researchers, who themselves have a university background. Most of the participants have worked shorter than 10 years at their organization, with only 12% having worked there less than a year. More than 70% of the participants are regular employees, with 10% as team leaders and 20% as managers. The sectors in which the participants worked varied greatly, with most active in the fields of healthcare, trade or non-defined. Giving the diversification of the participants, it is assumed to be a relatively representative sample, except for the level of education.

Measures

Within this research, existing scales have been used. These measures will be briefly explained below. All original scales were in English. Because most of the participants would be Dutch and might understand the questions better if they were delivered in Dutch, the scales needed to be translated. This was done by a back and forth translation. One of the researchers translated all the items from English to Dutch. Without looking at the original questions, the other researcher translated the Dutch items back to English. Any differences between the original English items and the translated English items were discussed, to see if

any mistakes were made in translation. Adjustments were made afterwards, to reflect the same intent of the English items into the Dutch version.

Leadership style. To determine how the employees rate their supervisor on transformational or transactional leadership, the Transformational Leadership Inventory (TLI) questionnaire was used (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). This scale consists of 23 items for transformational leadership. 7 items were deleted to shorten the survey and increase response. The chosen items had the lowest factor ratings per factor in the original research. Therefore, the scale used in this research consists of 16 items of which the alpha is considered good ($\alpha = .917$). Examples of these items are: [My supervisor] *Has a clear understanding of where we are going; leads by "doing" rather than by "telling"*. Part of the TLI is also 5 items to measure transactional leadership. One item was deleted to shorten the survey. This was the item with the lowest factor rating in the original research. This alpha is also considered good ($\alpha = .887$). Examples of items are: [My supervisor] *Always gives me positive feedback when I perform well; Personally compliments me when I do outstanding work*. All items were rated on a 7 point Likert scale ranging from 1 (I totally disagree) to 7 (I totally agree), with a high score indicating high transformational or transactional leadership.

Impression Management. To measure Impression management motive, the scale made by Rioux and Penner (2001) was used. Originally, this scale tested prosocial values, organizational concern, and impression management but only the items that deal with impression management were used in this study. The scale is formed by the average score on the 10 items. The alpha is considered good ($\alpha = .871$). Prior seeing the question concerning IM, participants were informed of what OCB is, what kind of behaviours fall under its name. They were asked to imagine doing these things, and were then asked to rate how much the reasons asked in the items were true. Examples of the used items are: *To avoid looking bad in front of others; To look better than my co-workers*. Items were rated on a 7 point Likert scale ranging from 1 (I totally disagree) to 7 (I totally agree), with a high score indicating high impression management motive.

OCB. To study which kind of OCB the employees' practice most, two scales were used. One for affiliative OCB, and one for challenging OCB.

Affiliative OCB The scale for affiliative OCB is taken from Grant and Mayer (2009). However, these questions have been slightly adjusted to fit a self-report survey, instead of the

original survey that had managers' report on employees. The scale is the combined average score on the 10 items. The reliability of affiliative OCB is acceptable. One item could be removed to increase Cronbach's Alpha from .778 to .781, but this increase would be so small that it would not be worth the loss of construct validity. Examples of these items are: *I try to take steps to try to prevent problems with other workers; I willingly help others who have work related problems.* Items were rated on a 7 point Likert scale ranging from 1 (I totally disagree) to 7 (I totally agree), with a high score indicating high affiliative OCB

Challenging OCB. For the measurement of challenging OCB, the survey developed by Morrison and Phelps (1999) was used. The scale is the combined average score on 7 items. The reliability of affiliative OCB is good ($\alpha = .910$). Examples of these items are: *I try to adopt improved procedures for doing my job; I try to bring about improved procedures for the work unit or department.* Items were rated on a 7 point Likert scale ranging from 1 (I totally disagree) to 7 (I totally agree), with a high score indicating high challenging OCB

Control variables

Within the analysis, some control variables were included. Gender has shown to have an effect on Machiavellianism, because men are more likely to show this behaviour (Hogue, Levashina & Hang, 2013). Because IM is similar to Machiavellianism, gender was included as a control variable. Younger employees may be more willing to show IM to rise more quickly in the organization or perform affiliative OCB to get to know other people. Older employees may perform more challenging OCB because they have more experience and therefore know better how to change things. Because of this, age is included as a control variable. Because some small organizations participated in this study, and to guarantee anonymity, the control variable age has been divided into six categories. Finally, education is included because it can have an effect on multiple antecedents of OCB such as job motivation (Fabra & Camisón, 2009).

Analysis

Prior to the start of the actual analysis, the data was examined through descriptive statistics. To check for the assumptions for multiple regression, the zero order correlations were checked. Hypothesis 1 to 3 were tested with a multiple regression analysis. First with challenging and secondly with affiliative OCB as dependent variables. These results were compared using a Z-test. During the multiple regression, the dependent and independent variable were included in the first model. In the second model the control variables were included as well. For hypothesis 4, a regression analysis with a moderation analysis was

done, using the process program (Hayes, 2016) within SPSS. IM will be the independent variable, challenging OCB the dependent variable and transformational leadership style will be the moderator.

Results

In table 2 the descriptive statistics of the variables that were used in this study are shown. There are relatively high average values on the OCB and leadership variables (between $M \approx 4.79$ and 5.70). The average of impression management is a lot lower ($M = 2.63$). This could be because usually people see ingratiation with higher management as a negative. Therefore, people could be unwilling to admit that they perform that behaviour, because that behaviour is not socially desirable.

Table 2

Descriptive statistics of all variables

	Variable	N (%)	M	SD	Min	Max
Dependent variable	Challenging OCB	180	4.79	1.13	2	7
	Affiliative OCB	180	5.70	.58	4	7
Independent variable	Transformational leadership	180	5.07	.96	1.38	6.88
	Transactional leadership	180	5.28	1.19	2	7
	Impression management	180	2.63	1.00	1	5.2
Control variable	Gender	181				
	- Male	95 (52.5)				
	- Female	85 (47.0)				
	- Other	1 (.6)				
	Age	181				
	- 18-24	15 (8.3)				
	- 25-34	51 (28.2)				
	- 35-44	33 (18.2)				
	- 45-54	43 (23.8)				
	- 55-65	34 (18.8)				
- 65+	5 (2.8)					

Education	180
- Pre-vocational secondary education	3 (1.7)
- Senior general secondary education	6 (3.3)
- Pre university education	2 (1.1)
- Secondary vocational education	30 (16.7)
- Higher professional education	83 (46.1)
- University education	56 (31.1)

Table 3 shows the zero-order correlations. There are a few significant relationships, most obvious between transformational and transactional leadership. This can be explained through the conceptualization of transformational leadership, because transactional leadership is seen to be part of it. This should cause no problem, because they are used in different analysis.

Table 3

Zero-Order Correlations

	1	2	3	4	5
Correlation	1.000				
1. Transformational leadership	1.000				
2. Transactional leadership	.764 (.000)	1.000			
3. Challenging OCB	.138 (.030)	.141 (.027)	1.000		
4. Affiliative OCB	.183 (.006)	.118 (.053)	.368 (.000)	1.000	
5. Impression management	-.072 (.167)	-.088 (.119)	-.109 (.071)	-.038 (.305)	1.000

Note: Bold number are significant correlations $p < .05$

The hypotheses were tested with the use of multiple regression analysis. Prior to this analysis, the different assumptions were tested. Multivariate normality is good, the scatterplot follows the normality line. Multicollinearity is not problematic, with the VIF values between 2.28 and 2.32, well within the range of 1-10. Testing also showed no problems for homoscedasticity. Since all the assumptions were correct, we could proceed with the multiple regression.

Hypothesis 1: Transformational leadership

For hypothesis 1, two multiple regression were done. Transformational leadership was used as the independent variable and alternating between challenging and affiliative OCB as dependent variables. Afterwards the results were analysed with a Z-test, to see if transformational leadership caused more challenging or affiliative OCB. The results are shown in table 4 and 5.

Table 4

Multiple regression with Challenging OCB as dependent variable

Variable		Model 1		Model 2	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variable:	Transformational leadership	.132 (.088)	.137	.145 (.086)	.095*
Control variable:	Gender			.185 (.167)	.269
	Age			.045 (.064)	.477
	Education			.264 (.082)	.001**
R2		.012		.078	

*significant for one tailed $p < .05$

*significant for one tailed $p < .01$

Table 5*Multiple regression with Affiliative OCB as dependent variable*

Variable		Model 1b		Model 2b	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variable:	Transformational leadership	.085 (.043)	.053*	.089 (.044)	.045*
	Control variable:				
	Gender			.018 (.085)	.833
	Age			-.023 (.032)	.468
	Education			.017 (.041)	.681
R2		.021		.026	

*significant for one tailed $p < .05$

These models show that transformational leadership has a significant effect on both challenging as affiliative OCB. For challenging OCB, the significance comes after adding the control variables. Because the hypothesis is one tailed, the *p* values can be halved. Important is the level of education; it has a positive significant effect on challenging OCB, but not on affiliative OCB. From these results, it can be concluded that model 2 explains 7.8 % of the variance of challenging OCB ($R^2 = .078$, $F(1,174) = 3.659$, $p = .007$). Transformational leadership significantly predicts challenging OCB ($b = .145$, $p = .0475$).

Model 2b, with affiliative OCB as the dependent variable, does not significantly explain variance in affiliative OCB ($R^2 = .026$, $F(4,174) = 1.153$, $p = .333$). The effect within this model from transformational leadership on affiliative OCB was significantly positive, although smaller than in the previous model ($b = .089$, $p = .023$). However, model 1b without the control variables is almost significant ($R^2 = .021$, $F(4,177) = 3.806$, $p = .053$). In this model, taking into account the one tail significance, transformational leadership does significantly predict affiliative OCB ($b = .085$, $p = .027$) The overall significance of the model is therefore decreased by adding the control variables.

Based on these data, a z-test was performed. This was done with the online calculator made by Linn and Preacher (2013). The results are just short of significant (one-tailed $p = .073$). Therefore, no support for hypothesis 1 was found.

Hypothesis 2: Transactional leadership

For hypothesis 2 the same process was used as for hypothesis 1. Two multiple regressions were done. Both with transactional leadership as the independent variable and alternating between challenging and affiliative OCB as dependent variables. Results are shown in table 6 and table 7.

Table 6

Multiple regression with challenging OCB as independent variable

Variable		Model 3		Model 4	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variable:	Transactional leadership	.113 (.070)	.110	.122 (.069)	.077*
	Control variable:	Gender		.192 (.167)	.252
		Age			.049 (.063)
	Education			.262 (.080)	.001**
R2		.014		.079	

*significant for one tailed $p < .05$

*significant for one tailed $p < .01$

Table 7*Multiple regression with affiliative OCB as independent variable*

Variable		Model 3b		Model 4b	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variable:	Transactional leadership	.036 (.035)	.308	.037 (.035)	.293
	Control variable:				
	Gender			.015 (.086)	.861
	Age			-.020 (.032)	.547
	Education			.015 (.041)	.720
R2		.006		.009	

Model 4 shows that there is a significant amount of variance explained for challenging OCB ($R^2 = .079$, $F(4,174) = 3.750$, $p = .006$). Transactional leadership did significantly predict challenging OCB ($b = .122$, $p = .039$). However, model 4b shows no significant explanation of variance in affiliative OCB ($R^2 = .009$, $F(4,174) = .410$, $p = .801$). In this model, transactional leadership does not significantly predict affiliative OCB ($b = .037$, $p = .293$). Transactional leadership does not influence affiliative OCB, therefore hypothesis 2 cannot be confirmed.

Hypothesis 3: Impression management

Hypothesis 3 was tested with a multiple regression analysis. The dependent variable being affiliative OCB and the independent variable being impression management. The statistics of the regression can be found in table 8. Model 6 does not significantly explain variance in affiliative OCB ($R^2 = .006$, $F(4,174) = .318$, $p = .908$). Impression management does not have a significant effect on affiliative OCB ($b = -.030$, $p = .486$). Because of this, there is no support for hypothesis 3.

Table 8*Multiple regression with affiliative OCB as dependent variable*

Variable		Model 5		Model 6	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variable:	Impression management	-.022 (.042)	.597	-.030 (.043)	.486
	Control variable:				
	Gender			.004 (.086)	.959
	Age			-.023 (.033)	.483
	Education			.014 (.041)	.731
R2		.002		.006	

Hypothesis 4: The interaction

Hypothesis 4 states that there is an interaction effect between impression management and transformational leadership. The prediction was that higher transformational leadership would cause employees with impression management motives to display more challenging OCB. First it needs to be tested how the effect of impression management on challenging OCB is without the interaction with transformational leadership. This was done with regression analysis. This model significantly explains 8.5% of the variance in challenging OCB ($R^2 = .085$, $F(5,173) = 3.879$, $p = .008$). Included are the previous control variables and transformational leadership. Impression management has no significant effect on challenging OCB ($b = -.101$, $p = .234$).

With the use of the program Process (Hayes, 2018) a moderation analysis is done. In this model, challenging OCB is the dependent variable, impression management the independent variable and transformational leadership the moderator. The results are seen in table 9. There appears to be no interaction effect between impression management and transformational leadership. The interaction is not significant ($b = -.032$, $p = .710$). Based on this data, there is no support for hypothesis 4.

Table 9*Moderation analysis with challenging OCB as dependent variable*

Variable		Model 7		Model 8	
		b(SE)	<i>p</i>	b(SE)	<i>p</i>
Independent variables:	Impression management	-.185 (.445)	.678	.061 (.443)	.891
	Transformational leadership	.116 (.235)	.622	.220 (.231)	.341
	Interaction	.014 (.085)	.872	-.032 (.085)	.710
Control variable:	Gender			.168 (.168)	.321
	Age			.030 (.066)	.645
	Education			.269 (.082)	.001**
R2		.028		.086	

*significant for one tailed $p < .05$ *significant for one tailed $p < .01$

Discussion

The goal of this study was to build upon previous research and expand the knowledge of OCB and leadership. This was done by defining dimensions of OCB, focusing on one motive behind OCB and measuring the effect of transformational and transactional leadership on these dimensions. A combination of direct effects and moderating effects were investigated with the drawn hypotheses.

This study resulted in no support for the hypotheses. A significant effect of transformational leadership on both challenging OCB and affiliative OCB was found. The first hypothesis in this study predicted that the influence of transformational leadership would be bigger on challenging OCB than on affiliative OCB. This difference proved not to be significant. The general influence on OCB is in line with literature stating that transformational leadership influences OCB as a whole (Podsakoff, 2001; Rodrigues & Ferreira, 2015). This means that transformational leaders do increase the amount of OCB employees display, possibly through increased commitment and effort (Bycio, Hackett & Allen, 1995). However, this does not necessarily lead to solely more challenging OCB, but to affiliative as well.

The second hypothesis predicted that transactional leadership leads to more affiliative OCB than challenging OCB. This study found no support for this hypothesis. Transactional leadership does have a significant effect on challenging OCB, but not on affiliative OCB. Rodrigues and Ferreira (2015) found that transactional leadership does positively affect OCB but did not split this between challenging and affiliative. The results are thus partially in line with their findings. Transactional leadership is based on rewarding appropriate behaviour and punishing negative behaviours (Bass, 1999). However, OCB is usually seen as informal behaviour, and thus not part of the reward system. Challenging OCB does change something in the organization and may therefore be more visible. If these behaviours are visible and constructive, they might be noticed by a transactional leader and be rewarded. This might cause incentive for other employees to display these behaviours. Affiliative OCB is much less visible, and therefore not rewarded. This might explain the significant effect of transformational leadership on challenging OCB and the non-significant effect on affiliative OCB.

The third hypothesis predicts that there is a direct result from impression management to affiliative OCB. This was based on the idea that affiliative OCB poses less risks and more benefits when constructing a positive self-image (Hugh & Grant, 2009) No significant results

were found, which is in line with the research from Podsakoff (2001), where he found no influence of impression management on OCB. However, other researchers have found direct or partial direct effects on OCB (Jain, 2012; Nguyen, Seers and Hartman, 2008). Indirect effects in the form of mediation and moderation have been found as well (Connell, 2005; Grant & Mayer, 2009), suggesting a more complex system around impression management and OCB.

The fourth and final hypothesis predicted an interaction between transformational leadership and impression management. This interaction has not been found in this study. This can be due to the failed hypothesis mentioned above, that there is no direct effect from impression management on challenging OCB. Otherwise it can also be explained through risk management. As mentioned before, employees with a high impression management motive will usually avoid the risks of challenging OCB. It might be that transformational leaders do not inspire people with high impression management to take this risk. Another proposition is that transformational leaders transform impression management motives in followers into organizational concern, one of the other motives Rioux and Penner (2001) found. Through individualized consideration and creating a vision, they may transform their followers from being self-centred, to a genuine involvement with the organization (Connell, 2005). This would decrease the amount of impression management they feel, thus it would not show in the survey.

When examining this study, certain limitations should be acknowledged. As with most studies concerning OCB, this study is of a cross-sectional design. This makes it difficult to draw any causal relationships between the variables. Future studies should therefore incorporate more longitudinal study designs, to study the subject over time. A second limitation to the study is the simple sampling method. Due to this method, no generalized findings can be given, and the results only hold true for this sample. Although the sample was diverse in some respects, such as gender and age, the average of educational level was very high and therefore skewed. Following the start of the Corona pandemic, it was harder to reach participants. This causes another limitation for this study. Some relations that were found, were close to being significant. With a bigger sample, it is expected that these relations become significant, and therefore can deliver support for some hypotheses. A final thought on limitations is the manner of report in the survey. Self-report was used in this study, and this has some positive but also negative effects. People tend to overreport the amount of OCB they perform, compared to what a supervisor sees. This difference between

supervisor report and self-report is already proven (Connell, 2005). However, in this case we wanted to see things from the employee's perspective, to see if they change their behaviour if they perceive another leadership style. The disadvantage is that they also self-reported their impression management motive. Often, impression management is seen as a negative thing, not socially acceptable to discuss. This can cause the participants to under report the amount of impression management they have, giving a skewed result.

Based on this study, some new aspects for future research have come forward. The first is that certain influences on OCB behave differently with challenging OCB than with affiliative OCB. Since they are conceptually different, it is possible that already known OCB predictors have different effects on these components. New research can therefore increase our understanding of OCB by splitting it into these two parts. A second recommendation would be to look at the role of impression management. There is not yet consensus on the role it plays within OCB. Some have found no results, while others have found direct, partial or indirect results. One way of looking at it would be to split the concept in multiple parts, such as Nguyen, Seers and Hartman (2008) have done.

Conclusions

This study fails to provide empirical evidence that transformational leadership stimulates one particular form of OCB more than the other. However, it does prove that transactional leadership influences challenging OCB more than affiliative. This was against the expectation of the study. Furthermore, it showed that there was no interaction between impression management and transformational leadership. This may indicate that transformational leaders are not able to change employees with self-interest in mind. This study initiates the need for better understanding in the relationship between leadership styles and the differentiation between challenging and affiliative OCB.

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