

TRANSFORMATIONAL LEADERSHIP AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN IT (SOFTWARE) COMPANIES IN INDIA*

BY

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Abstract

Transformational leadership theory evidence that the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish. A transformational leader develops followers to attain growth. Once followers become leaders they respond to the needs of individuals subordinates and empower them for attaining goals and objectives of each and every individual as well as overall organization." OCB is integral to the performance and effectiveness of organizations. Organizational citizenship behaviour involves a demonstration of behaviour that one freely chooses to engage in activities that promote the effective functioning of an organization that is not necessarily recognised by the formal reward system. The objective of this research paper is to examine the relationship between transformational leadership behaviour and OCB of team members in IT (software) companies in India. A total of 402 team members rated for leadership behaviour on Multifactor Leadership Questionnaire (MLQ) and OCB scale in IT (software) companies of India. The Statistical tools like frequency, percentage, and Pearson's Correlation have been used for analysis and interpretation of the data collected from IT companies in India. The result of the study shows that transformational leadership behaviour does not lead to OCB among the team members. It is found that there is no significant positive relationship between transformational leadership behaviour and OCB of team members. Further there exists a significant and positive relationship between transactional leadership, laissez-faire leadership and OCB of team members. But it does not support hypothesis that laissez faire leadership shows significant negative relationship with OCB of team members. Results reveal that laissez-faire leadership shows a significant positive relationship with OCB of team members (p value = 0.000, p<.01).

Key words: Leadership, Transformational Leadership, Transactional Leadership, Laissez-faire leadership, Organizational citizenship behaviour(OCB).

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Introduction

Transformational Leadership

Leadership can be defined as a social process of influencing other people's orientation towards the achievement of goals irrespective of whether it is in an organization or in a social set-up. The terms transforming, transformational and transactional (Burns 1978; Bass 1990) have become central to the study leadership and are often used to differentiate leadership and management.

Burns (1978) was probably the first to introduce the concept of transformational leadership in a future context of change and transformation that can shape up the organization to the desired condition and turn it around. Transformational leaders are expected to strongly influence positively on followers' motivation and their ability to achieve or even surpass goals and they encourage followers to become part of the overall organizational environment and its culture, and also empower followers by encouraging them to propose new and controversial ideas without fear of punishment. Transformational leadership has four components/factors such as Idealized influence or charisma, Inspirational motivation, Intellectual stimulation and Intellectual consideration.

Idealized influence or charisma – The leader provides vision and a sense of mission. The leaders are admired, respected and trusted. Such leader excites and inspires subordinates. **Inspirational motivation** - The leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. Team spirit is aroused. Enthusiasm and optimism are displayed. **Intellectual stimulation**-The leader stimulates followers to rethink about old ways of doing things. Followers are provided with interesting and challenging tasks and encouraged to solve problems in their own way. Creativity is encouraged. There is no public criticism of individual members' mistake. **Intellectual consideration**- The leader pays special attention to each individual follower's needs for achievement and growth by acting as a coach and mentor. Individual consideration is practiced when new learning opportunities are created along with a supportive climate. The leader's behaviours demonstrate acceptance of individual differences. The individually considerate leader listens effectively.

Organisational Citizenship Behaviour (OCB)

One of the key elements that enhance the performance of an organization is the organizational citizenship behaviour (OCB) of its employees. OCB is integral to the performance and effectiveness of organizations. It has proved to be an element that has a great impact on the success of organizations. The willingness to go an extra mile for the achievement of the organizational mission is one of the important aspects of OCB. Organizational citizenship behaviour involves a demonstration of behaviour that one freely chooses to engage in activities that promote the effective functioning of an organization that is not necessarily recognised by the formal reward system (Odek, 2018).

Organ (1988) originally defined Organisational citizenship behaviour as "*behaviour of employee that is fully voluntarily and not recognised by the any reward system, formal or informal, and which helps the organisation to function and to grow effectively*".

Organisational Citizenship Behaviour (OCB) is comprised of several different dimensions. Organ (1988) originally identified the following seven OCB components: altruism, courtesy, peace-making, cheerleading, sportsmanship, conscientiousness, and civic virtue. Growing interest in the citizenship behavior field has resulted in an increase in the dimension of the construct. (Humphrey, 2012). Podsakoff et al. (2000) organized nearly 30 different OCB forms which have a conceptual overlap between the constructs into seven common dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

Schnake and Dumler (2003) also highlighted that the five OCB dimensions that have been most frequently examined by researchers. These five dimensions are:

1. Altruism is a voluntary action. It is like helping another person with a work problem, which ultimately benefits the organization (e.g., helping a co-worker who has fallen behind in work).

2. Courtesy involves treating others with respect, preventing problems by keeping others informed of one's decisions and actions that may affect them and passing along information to those who may find it useful.
 3. Sportsmanship is a citizen-like posture of tolerating the inevitable inconveniences and impositions of work without grievances.
 4. Conscientiousness is the arrangement of going well beyond the minimum required levels of attendance, optimizing resources, and related matters of internal maintenance.
 5. Civic virtue is a responsible, constructive involvement in the political process of the organization. It includes not just expressing opinions. It also involves updating on the utmost issues of organisation, informing about regular meetings and also keeping update of ones mails etc.
- As per Bolino and Turnley (2003), the findings of several studies indicate that transformational leadership is especially relevant in stimulating employee citizenship behaviour, that is, employees who work for transformational leaders are frequently motivated to go beyond the call of duty for the benefit of their organization. As per Paine and Organ (2000), factors affecting OCB are organizational structure, power distance, cultural group norms, nature of work, and the level of commitment.

Literature Review

The purpose of this study is to examine relationship, if any, between Transformational leadership behaviour and team members OCB of IT companies in India. Nonetheless, some research discovered that Transformational leadership plays positive roles in OCB in various contexts. **Humphrey, A. M. (2012)** studied and found that that transformational leadership did predict organizational citizenship behaviour, and organizational identification did not mediate the relationship. Organizational identification was negatively related to both transformational leadership and organizational citizenship behaviour. However, laissez-faire leadership was positively related to organizational identification and negatively related to organizational citizenship behaviour. A study conducted by **Modassir, A. & Singh, T. (2008)** found that there is no relationship of emotional intelligence with transformational leadership and organizational citizenship behaviour in different industries in Goa and Daman, India. **Khalili, A. (2017)** examined the relationship between transformational leadership and OCB and EI and reported that transformational and employees' EI positively and significantly influence employees' OCB. In addition, the results revealed that employees' EI moderates the TL – employees' OCB association.

In a study conducted by **Odek, S. N. (2018)** designed to address the problem, of the extent to which transformational leadership relates to the OCB of the teachers, the study reveals that transformational leadership style and OCB of teachers who are below 30 years of age, not graduate and have teaching experience of less than one year are significantly different from other categories of leadership. Also, **Lin, R.S.J., & Hsiao, J. K (2014)** tested the relationships between transformational leadership and organizational citizenship behaviour and the results showed that transformational leadership was significantly related to knowledge sharing and trust. Moreover, knowledge sharing and trust were significantly related to organizational citizenship behaviour. It appears that transformational leaders may also be demonstrating trust by their subordinates, therefore creating opportunities for them to significantly impact their work, which could lead to higher levels of OCB.

The above literature on OCB, and leadership styles namely transformational, transactional, and passive-avoidant throw up mixed findings of the relationship between these variables. But findings indicate that a positive relationship exists between transformational leadership and organizational

citizenship behaviour (OCB). There are very few studies in India which have used the variables of OCB and leadership styles. Thus, there is enough scope to study a relationship between Transformational Leadership behaviour and OCB of team members of IT (Software) Companies in India.

Need For the Study

In today's global economy where outsourcing, downsizing and acquisitions are common companies must compete to find, attract, develop, and retain the best talent. Strong leadership is essential for any organisation. Leaders are required to rethink traditional ways and play a greater and innovative role to face them with foresight and vision. Effective leaders can anticipate problems and quickly respond to new realities.

The literature on OCB, and leadership styles namely transformational, transactional, and passive-avoidant throw up mixed findings of the relationship between these variables. But findings indicate that a positive relationship exists between transformational leadership and organizational citizenship behaviour (OCB). There are very few studies in India which have used the variables of OCB and leadership styles. The present study has made an attempt to examine the relationship between leadership styles namely transformational leadership, transactional leadership and *laissez-Faire* leadership and OCB of team members in the IT (software) companies in the India.

Objective of the Study

a) To examine the relationship between transformational leadership behaviour and OCB of team members in IT (Software) companies in India.

Research Hypotheses

Based on the purpose of the current study and comprehensive review of the literature, the following hypotheses are proposed:

H1: There is a significant positive relationship between transformational leadership behaviour and organizational citizenship behaviour of team members.

H2: There is a significant positive relationship between transactional leadership behaviour and organizational citizenship behaviour of team members.

H3: There is a significant negative relationship between *laissez-faire* leadership behaviour and organizational citizenship behaviour of team members.

Research Methodology:

The aim of this research paper is to examine the relationship between transformational leadership behaviour and OCB of team members in IT (Software) companies in India. Team members' of IT (Software companies) companies all over India constituted the population of study. The sample size for the study was 402 respondents i.e. team members. The primary data was collected from the respondent by two research instruments i.e. Multifactor Leadership Questionnaire (MLQ) for measuring leadership behaviours and the Organisational Citizenship Behaviour (OCB) scale was used for measuring the team member's OCB. The survey has been conducted at the IT companies located in Goa, Mumbai, Bangalore, Pune and Hyderabad on the basis of the concentration of IT companies based on judgement sampling. The Statistical tools used for analysis of primary data include frequencies and multiple regressions for analysis and interpretation of the data collected from IT (software) companies in India.

Data Analysis and Interpretation

Table 1: Demographic Profile of Team members

Variable	Category	Frequency	Percent (%)
Gender	Male	282	70.1
	Female	120	29.9
Age	21-25 years	83	20.6
	26- 30years	165	41.0
	31-35 years	128	31.8
	36-40 years	26	6.5
Marital Status	Married	231	57.5
	Single	171	42.5
Education	Technical	204	50.7
	Non- Technical	198	49.3
Designation	Soft. Engineer	78	19.4
	Programme Developer	115	28.6
	Data Base Analyst (DBA)	125	31.1
	Others	84	20.9
Experience	1-5 years	198	49.3
	6-10 years	166	41.3
	above 10 years	38	9.5
Location of the company	Bangalore	73	18.2
	Goa	141	35.1
	Mumbai	116	28.9
	Pune	68	16.9
	Other	4	1.00
Total		402	100.00

Source: Primary Data

Table 1 shows the demographic characteristics of the team members in the IT companies.

The gender composition of the sample is strongly biased towards males (70.1% male/29.9% female). With reference to the age of team members, most are in the age group of 26-30 years (41%). The trend shows that there are young employees in the IT companies. Most of the team members are married (57.5%).

Team members have technical as well as non-technical qualifications like M.E (IT), MCA, B.E (IT), M.Sc, and B.Sc. Many of the team members have technical education i.e. 50.7%. Team members working in IT companies have different designations such as Programme developers (junior / senior), software engineers, data base analysts (DBA), SAP consultants etc. Most of the team members are DBA (31.1%), followed by Programme developers (28.6%), software engineers (19.4%) and others 20.9%.

Majority of team members have experience up to five years (48.8%), followed by 6-10 years (41.3%). Majority of the team members are from IT companies located in Goa i.e. 35.1% followed by Mumbai (28.9%), Bangalore (18.2 %) and Pune (16.9%).

Mean and Standard Deviation Indicating the Team Member's Leaders' Leadership Behaviour.

Table No. 2 Leadership behaviour - Mean and Standard Deviation

LEADERSHIP BEHAVIOUR	MEAN	SD
1. Transactional Leadership	3.04	0.32
❖ Contingent Reward	3.09	0.42
❖ Management –by-Exception	2.99	0.37
2. Transformational Leadership	3.00	0.26
❖ Idealised Influence	3.13	0.42
❖ Inspirational Motivation	2.92	0.35
❖ Intellectual Stimulation	2.91	0.36
❖ Individualised Consideration	3.06	0.38
3. Laissez-faire Leadership	2.73	0.36

Source: Primary Data

From Table no 2 it can be seen that mean and standard deviation of leadership behaviour from perception of team members in IT companies. The results are as follows:

Transactional Leadership: The mean is 3.04 and the SD is 0.32, the mean implies that the leaders exhibit transactional leadership most often. This is at a relatively high level of transactional leadership exhibited by the team leaders in IT companies in India. On an average, majority of the leaders exhibited contingent reward most often (3.09) followed by management-by-exception (2.99).

Transformational Leadership: The mean is 3.00 and the SD 0.26. The mean implies that the leaders exhibit transformational leadership most often. This is at a relatively high level of transformational leadership expressed by team members about team leaders in IT companies in India. On an average, all four behaviour, viz. idealised influence, inspirational motivation, intellectual stimulation and individualized consideration are exhibited most often. The most frequently exhibited behaviour is idealised influence (3.13); followed by individualised consideration (3.06) followed by inspirational motivation (2.92); and lastly, intellectual stimulation (2.91).

Laissez-faire Leadership: The mean is 2.73 and the SD is 0.36. The mean implies that the team leaders in IT companies also exhibit laissez-faire leadership often.

The results of the study shows that on an average, the level of transformational leadership is more or less the same as the level of transactional leadership, as leaders exhibit these behaviour of leadership most frequently. The predominant transformational leadership behaviour from the perception of team members is transactional, followed by transformational and lastly laissez-faire.

Analysis of Relationship between Transformational Leadership Behaviour and OCB.

Reliability analysis for the scale of TL/OCB

Table No 3.

Sr. No	Scale	Cronbach's Alpha
1	Organisational Citizenship Behaviour (OCB)	.696
2	Transformational Leadership	.750

Testing of hypotheses:

Hypothesis 1: There is a significant positive relationship between transformational leadership behaviour and organizational citizenship behaviour (OCB) of team members.

Table No. 4 Transformational leadership and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	2.952	.147	20.024	.000
Idealised Influence	.004	.011	.360	.719
Inspirational Motivation	.015	.014	1.078	.282
Intellectual Stimulation	.059	.013	4.625	.000 ***
Individualised Consideration	.009	.012	.761	.447
R	.291			
R ²	.084			
Adjusted R ²	.075			
F value	F(4,397) = 9.152			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

In table 4 organisational citizenship behavior (OCB) of team members is enacted as the dependent variable, and four dimensions of transformational leadership behaviour as independent variables. From the above table, R value is equal to 0.29. It indicates that there is moderate degree of correlation between OCB and transformational leadership factors (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration) in IT companies in India under study.

Further it is observed that R² value is equal to 0.084 this implies that about 8.4% of total variation in OCB is due to transformational leadership factors whereas remaining 91.6% is due to other factors. Whereas the adjusted R² value is equal to 0.075 which tells us that the independent variables in the model accounts for 7.5% variance in the dependent variable i.e. OCB. Since the difference between R² and adjusted R² is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

As the significant p value is equal to .001 (less than 0.05), we conclude that there is a statistically significant relationship between the independent variables, i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (factors of transformational leadership). ANOVA test is statistically significant. Thus the model has a good fit.

Testing Hypothesis

From the Table No. 4 it is observed that the p-value for the beta coefficient of intellectual stimulation is 0.000 (less than 0.01) which implies that intellectual stimulation is significant at 1% level of significance. Thus we accept the hypothesis that intellectual stimulation is significant and positively related to OCB, whereas the remaining independent variables such as idealised influence, inspirational motivation, and individualised consideration are positive but not significant.

The OLS (Regression model) equation for predicting OCB is

$$OCB = 2.952 + (.004) (\text{Idealised Influence}) + (.015) (\text{Inspirational Motivation}) + (.059) (\text{Intellectual Stimulation}) + (.009) (\text{Individualised Consideration})$$

Transactional Leadership Behaviour and OCB

Hypothesis 2: There is a significant positive relationship between transactional leadership behaviour and organizational citizenship behaviour of team members.

Table No. 5 Transactional Leadership and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
	3.060	.124	24.618	.000
Contingent Reward	.024	.011	2.249	.025**
Management-By- Exception	.049	.012	4.050	.000****
R	0.263			
R ²	0.069			
Adjusted R ²	0.065			
F value	F(2,399) = 14.885,			
P value	.000			

a. Dependent Variable: OCB b. **** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

From table 5 it is observed that R value is equal to 0.26. This indicates that there is low degree of correlation between OCB and contingent reward and management-by-exception (transactional Leadership factors) in IT companies. Further it is observed that R² value is equal to 0.069. This implies that about 6.9% of total variation in OCB due to transactional leadership factors i.e. contingent reward and management-by-exception whereas remaining 93.1% is due to other factors.

Whereas the adjusted R² value is equal to 0.065 which tells us that the independent variables (contingent reward and management-by-exception in the model accounts for 7% variance in the dependent variable i.e. OCB. Since the difference between R² and adjusted R² is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05); hence we conclude that there is a statistically significant relationship between the independent variables, transactional leadership factors, (contingent reward and management-by-exception). ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 5 it is observed that the p-value for the beta coefficient of contingent reward is 0.025 (less than 0.05) and management-by-exception is .000 (less than .01) respectively. This indicates that contingent reward is significant at 5% level of significance and management-by-exception is significant at 1% level of significance. Thus we accept the hypothesis that the contingent reward and management-by-exception is significantly and positively related to OCB of team members. In other words, transactional leadership significantly and positively influences OCB of team members in the companies under study.

The OLS (Regression model) equation for predicting OCB is

$$\text{OCB} = 3.060 + (.024) (\text{Contingent Reward}) + (.049) (\text{Management-by-Exception})$$

Laissez-Faire Leadership and OCB

Hypothesis 3: There is a significant negative relationship between laissez-faire leadership behaviour and organizational citizenship behaviour of team members.

Table No 6. Laissez-Faire Leadership and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	3.190	.099	32.319	.000
Laissez-faire	.065	.012	5.486	.000 ***
R	0.265			
R ²	0.070			
Adjusted R ²	0.068			
F value	F(1,399) = 30.092			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

Table No 6. Shows R value is equal to 0.24. This indicates that there is low degree of correlation between OCB and laissez-faire leadership in companies under study.

Further R² value is equal to 0.07. This implies that about 7 % of total variation in OCB due to laissez-faire leadership whereas remaining 93% is due to other factors. The adjusted R² value is equal to 0.068. This shows that the independent variable laissez-faire in the model account for 6.8 % variance in the dependent variable i.e. OCB.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05); hence we conclude that there is statistically significant relationship between the independent variable laissez-faire leadership and OCB. ANOVA test is statistically significant. Thus model is good fit.

Testing Hypothesis

From the Table No. 6 it is observed that the p-value for the beta coefficient of laissez-faire leadership is .000 <0.01 which implies that laissez-faire leadership is significant at 1% level of significance. However, beta coefficient (.065) is positive. Thus we reject the hypothesis that laissez-faire leadership is negatively related to OCB of team members. The results reveal that the laissez-faire leadership is significantly and positively related to OCB of team members in the IT companies in India.

The OLS (Regression model) equation for predicting OCB is

$$OCB = 3.190 + (.065) (\text{Laissez-faire Leadership})$$

Leadership Behaviour and OCB

Table No 7. Leadership Behaviour and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	2.694	.157	17.150	.000
Transformational Leadership	.006	.005	1.238	.216

Transactional Leadership	.023	.008	2.815	.005***
Laissez-faire Leadership	.048	.013	3.767	.000***
R	.333			
R ²	.111			
Adjusted R ²	.104			
F value	F(3,398) = 16.524,			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

From table 7 it is observed that R value is equal to 0.33. This indicates that there is a low degree of correlation between OCB and transformational leadership, transactional leadership and laissez-faire leadership in IT companies under study.

Further it is observed that R² value is equal to 0.111. This implies that about 11% of total variation in OCB is due to transformational leadership, transactional leadership and laissez-faire leadership whereas remaining 89% is due to other factors. The adjusted R² value is equal to 0.104 which tells us that the independent variables comprising of transformational leadership, transactional leadership and laissez-faire leadership in the model accounts for 10.4% variance in the dependent variable i.e. OCB. Since the difference between R² and adjusted R² is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05), thus we conclude that there is a statistically significant relationship between the independent variables, transformational leadership, transactional leadership and laissez-faire leadership. ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 7 it is observed that transformational leadership is insignificant and positively related to OCB of team members. Thus the hypothesis that transformational leadership is significantly and positively related to OCB of team members is not supported whereas the p-value for the beta coefficient of transactional leadership is .005 (less than .01). Thus we accept the hypothesis that the transactional leadership is significantly and positively related to OCB of team members. The laissez faire leadership and OCB of team members show significant and positive relationship. Hence, hypothesis that laissez-faire leadership behaviour is significantly and negatively related to OCB not supported.

The OLS (Regression model) equation for predicting OCB is

$$\text{OCB} = 2.694 + (.006) (\text{Transformational Leadership}) + (.023) (\text{Transactional Leadership}) + (.048) (\text{Laissez-faire leadership})$$

The current study shows that leadership behaviour in IT (Software) companies plays a significant role to bring about organisational citizenship behaviour of team members. Multiple linear regression analysis shows relationship for transformational leadership behaviour. There are four components of transformational leadership i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. As stated in hypothesis 1, a positive relationship between transformational leadership factors and OCB of team members is not found.

It shows a positive relationship between intellectual stimulation and the OCB of team members. It is found that there is a statistically significant positive relationship between intellectual stimulation (p value = .000, $p < .01$) and OCB of team members in IT companies in India. Therefore there is a relationship between intellectual stimulation and OCB of team members in IT companies in India. Other variables such as idealised influence, inspirational motivation and individualised consideration are positive but not significant.

There are two components of transactional leadership i.e. contingent reward and management-by-exception. It is observed that, a positive relationship between transactional leadership factor i.e. Management-by-exception and OCB of team members are found. Also there is a statistically significant positive relationship between contingent reward (p value = .025, $p < .10$), management-by-exception (p value = .000, $p < .01$) and OCB of team members in IT companies in India. Therefore the hypothesis is accepted as there is a significant positive relationship between factors of transactional leadership and OCB of team members in IT companies in India.

Hypothesis 3 shows that there is a negative relationship between laissez-faire leadership and OCB of team members. But results reveal that there exists a significant positive relationship between the laissez-faire leadership and OCB of team members (p value = .000, $p < .01$).

One of the key elements that enhance the performance of an organisation is the organisational citizenship behaviour (OCB) of team members. Transformational leaders transform team members or subordinates by motivating, showing vision, good communication etc. The findings of the study show that overall there is no significant positive relationship between transformational leadership and OCB of team members. Only intellectual stimulation (factor of transformational leadership) shows significant positive relationship with the OCB of team members in IT companies. These findings reveal that when transformational leaders are present, team members in IT companies are more encouraged to stimulate followers by challenging their own beliefs and values and those of their leaders and organization. In addition, they are also encouraged to take intellectual risks and to question assumptions and consequently are able to do more than the defined duties and responsibilities. They also help others in their tasks and assignments and attend to their colleagues' personal as well as professional needs in the workplace. Team members are much more productive when they have freedom to create new ideas, share those ideas with team members and test out their new ideas. Transformational leaders provide intellectual stimulation and challenging jobs to their followers. This suggests that team leaders in IT companies are able to engage their team members in citizenship behaviour by paying attention to team leader behaviour.

A transactional leader focuses on an exchange relationship between leaders and followers. Leaders have to play an important role in motivating and inspiring their followers to go beyond the call of duty and to be willing to put in extra efforts on the job, help their team members and engage in any other organizational activity. Contingent reward and management by exception are significant factors with OCB. Thus it is concluded that transactional leader is able to elicit more citizenship in the organisation. The transactional leader inspires team members to higher levels of innovation and effectiveness through a system of rewards.

Laissez-faire leadership is an unstructured leadership where team members or subordinates make their own decisions. The subordinate does not get any direction by their leaders. In certain situations this leadership behaviour might be an effective specially, in companies where employees are highly capable and motivated. This leadership behaviour is used when the employees do not need close supervision. Absence of leadership gives team members scope to develop his ideas and bring better results. This leads to satisfaction and elicits citizenship behaviour among team members.

The overall result of the study shows that transformational leadership behaviour does not lead to OCB among the team members. As stated in hypothesis 1, a positive relationship between transformational leadership behaviour and OCB of team members is not found. There exists a positive relationship but not significant. Further there exists a significant and positive relationship between transactional leadership, laissez-faire leadership and OCB of team members. But as stated in hypothesis 2 a positive relationship between transactional leadership behaviour and OCB of team members is found. But it does not support hypothesis 3 i.e. laissez faire leadership shows significant negative relationship with OCB of team members. Results reveal that laissez-faire leadership shows a significant positive relationship with OCB of team members (p value = 0.000, $p < .01$).

The significance of this research finding is that it supports previous research findings that there is no significant positive relationship between the transformational leadership behaviour and organisational citizenship behaviour (OCB). There are studies in line with this finding (Humphrey, A. M. 2012, Odek, S. N. 2018). They found that transformational leadership did predict organizational citizenship behaviour. Also laissez-faire leadership was negatively related to organizational citizenship behaviour. Further, the present findings contradict those of Lin, R.S.J., & Hsiao, J. K (2014). They tested the relationships between transformational leadership and organizational citizenship behaviour and the results showed that transformational leadership is significantly related OCB. In a study of large petrochemical company in the USA, Podsakoff et al. (1990) indicates positive associations between transformational leadership behaviour factors and the OCB of employees. Also Purvanova et al. (2006) showed that transformational leadership behaviour increases employees' OCB.

Summary of Hypotheses

Sr. No.	Hypotheses	Result	P value
H1	Transformational Leadership Behaviour is significantly positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.216
	Idealised Influence is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.719
	Inspirational Motivation is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.282
	Intellectual Stimulation is positively related to Organisational Citizenship Behaviour(OCB)	Supported	.000 ***
	Individualised Consideration is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.447
H2	Transactional Leadership Behaviour is significantly positively related to Organisational Citizenship Behaviour (OCB)	Supported	.005 **
	Contingent Reward is positively related to Organisational Citizenship Behaviour(OCB)	Supported	.025**
	Management –by- Exception is positively related to Organisational Citizenship Behaviour(OCB)	Supported	.000 ***

H3	Laissez-faire is significantly negatively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.000 ***
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Conclusion

The purpose of this study is to better understand the relationship between the Transformational, Transactional and laissez-faire leadership behaviour and OCB of team members in IT (Software) companies in India. The Multiple Regression was used to examine the relationship between the constructs of leadership styles and OCB of team members. It was found that transformational leadership behaviour (transformational, transactional and laissez-faire) dimensions could predict the perceived level of team members OCB.

The overall results support the Hypothesis 2 because transactional leadership behaviour scores and team members OCB ratings do reach the level of statistical and practical significance typically desired. The results reveal that the transactional leadership is significantly positively influence by OCB and laissez-faire leadership behaviour is significant but positively related to team members OCB in the IT companies. However, results failed to support hypothesis 1 because the regression between transformational leadership behaviour scores and OCB ratings do not reach the level of statistical and practical significance typically desired. It is found that the transformational leadership is not significant but positively related to OCB of team members.

Theoretical Contributions:

The significant theoretical contributions of this study are that it supports the previous research findings that there is no significant positive relationship between transformational leadership behaviour and Organisational Citizenship Behaviour (OCB). There are studies in line with this finding. (Humphrey, A. M. 2012, and Odek, S. N. 2018), who found that transformational leadership did predict organizational citizenship behaviour, and organizational identification did not mediate the relationship. Also, laissez-faire leadership was negatively related to organizational citizenship behaviour.

Further, the present findings contradict those of Lin, R.S.J., & Hsiao, J. K (2014) Lin, R.S.J., & Hsiao, J. K (2014) which tested the relationships between transformational leadership, knowledge sharing, trust and organizational citizenship behaviour and the results showed that transformational leadership was significantly related to knowledge sharing and trust. Moreover, knowledge sharing and trust were significantly related to organizational citizenship behaviour.

6.7. Scope for Further Research

This study is limited to the survey method. A follow up qualitative research would help to discover how leaders' behaviour and nature can enhance employees' OCB in IT companies in India. The comparison between the transformational, transactional, and laissez-faire leadership to find out which one is pivotal in terms of employees' OCB. Other data collection techniques such as personal interview might be useful to comprehend the direct effect of transformational leadership on employees' OCB in depth. This study also provides scope for further research on the relationship between transformational leadership and organizational citizenship behaviour of followers in a different context.

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