Common Leadership Practices and Organizational Citizenship Behavior: A study of North West Region Ethiopian Electric Power Corporation

Demis Alamirew Getahun

Asst. Professor, Dept. of Management University of Gondar, Ethiopia, Email: demis501@yahoo.com

A B S T R A C T

This study aims to examine the most common leadership styles practiced in the corporation as well as to investigate the relationship between leadership behavior and organizational citizenship behavior. First, five zones were clustered and three zones were selected through simple random sample. Descriptive statistics were employed to investigate the most common leadership styles practiced in the corporation. To examine the relationship between the two constructs, Pearson's correlation method was applied. All study samples (359) were planned to collect out of 860 employees. However, only 347 questionnaires were distributed, finally, after all the screening process and the elimination of outliers, only 210 questionnaires were used to analyze data. The data were analyzed by using SPSS version 21 and the goodness of fit of the model was tested by using AMOS software. The literature suggest that the value greater than 0.90 exhibits a good fit for the model so that for this study i.e., comparative fit index , Normed Fit Index, Relative Fit Index, Incremental Fit Index and Tucker-Lewis index was applied. All fit indexes show a good fit which was greater than .90. The Pearson product moment result indicated that transformational and transactional leaderships were weak but statistically significant relationship with organizational citizenship behavior (r=.166, p<.01; r=.160, p<.05) respectively.

Introduction

Employees who are inspired and motivated by their leaders can play an extra role performance in their organization and they might be involved in the various activities performed in their organization. It is believed that those supervisors or organizations that have doing a fair or good treatment to their employees are assumed their employees to be engaged in OCB (Yen & Niehoff,

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2002). Bolino et al. (2009) asserted that "*prior research indicates that individuals are most likely to go beyond their formal job requirements when they are satisfied with their jobs or committed to their organizations, when they are given intrinsically satisfying tasks to complete, and/or when they have supportive or inspirational leaders.*" Those leaders who have reflecting OCB are also taken as more transformational by their followers and those who have great in community self-consciousness are expected to show more OCB (Krishnan and Arora, 2008. Antonakis et al, (2003) stressed that "transformational leaders are proactive, raise follower awareness for transcendent collective interests, and help followers achieve extraordinary goals." Shamir et al. (1993) contended that the main concern of these theories (charismatic or

transformational) is that they are exceptional leaders who have put extraordinary influences on their subordinates. The needs, values, preferences and aspirations of their employees are transferred from their individual interest to group interests. Further, they try to encourage their followers to be extremely dedicated and scarify to the mission of their leader and to carry out on top of and ahead of the call of duty.

On the other hand, transactional leadership is exchange leadership and these leaders request their followers to accept and fulfill their demand and in turn rewarded from their leader (Podsakoff et al, 1990). This leadership behavior may not a cause for extra-role behavior. Instead of sticking to extra role behavior, they are mostly rule based, in the sense that leaders and followers are governed by the rules. Kim and Latif (2011) argued that "if the relationship between leader and followers is mainly regarded as an economic exchange, performing more than what is required or achieving a higher quality than is required will not deemed to be appreciated by the leader. Therefore, subordinates' job contributions will be in accordance with the compensation or reward system. Through time, this behavior may generate good OCB as subordinates use the casual parlances to 'work to rule'."

Generally, researchers in the different context proposed different theoretical and empirical evidence on the link between leadership and organizational citizenship behavior in today's complex organizations. The relationship between leadership and OCB are studied by different scholars. Majority of these research result revealed that there is a positive relationship between leadership and OCB. Similarly, Krishnan and Arora (2008) in their finding pointed out that leader OCB is positively related to transformational leadership, and transformational leadership, social skills, and even temperedness are positively related to follower OCB. In addition, Oguz (2010) obtained a meaningful and positive relationship between the organizational behaviors of teachers and transactional and transformational leadership styles of school administrator. Furthermore, Saeed and Ahmad (2012) studied to investigate the impact of perceived transformational leadership on employees' organizational citizenship behavior. The finding designated that there is a positive relationship between transformational leadership and organizational citizenship behavior.

To summarize, this study is an exceptional effort made by the researcher to show leadership behavior with respect to OCB under the Ethiopian context. It is a co-

relational study that has investigated the relationship between leadership and OCB. Therefore, this study is only one of its kinds the following two issues: Firstly, it tries to examine the direct relationship between leadership behavior, and employee OCB. Secondly, this study has conducted in the Ethiopian context because most of the previous researches were done in the western world. Thus this study serves as a spring board to many young researchers.

Literature Review

Transactional Leadership Theories

Transactional theories, also known as management theories, or task oriented leadership theories, emphasizes on the role of control, organization and group performance. The existence of reward and punishment on transactional leadership is determined by on the efficiency of subordinate's performance in the organization (Avolio & Bass, 2002). Tracey & Hinkin (1994) suggested that "a transactional leader tends to focus on task completion and employee compliance, relying heavily on organizational rewards and punishments to influence employee performance." Transactional leaders provide a due emphasis to their task rather than inspire, motivate, considerate, role model to their followers; and they cater to self-interest to their constituencies (voters) by means of contingent incentives, aversive reinforcement when fail to meet commitments in the form of negative feedback, disciplinary action and so on (Bass, 2000). Punishment and reward system is the major alarm for transactional leadership. Likewise "leaders can also transact with followers by intervening only when followers deviate from expectations, giving negative feedback for failure to meet standards (Lievens, et al. (1997)."

Bass, et al. (1999) have also developed the elements of transactional leadership. These are contingent reward, AMBE, and PMBE.

- **Contingent Reward**—when subordinates have met their commitments, rewards or incentives in the form of bonus or payment would provide in exchange of their effort they made.

- **Active Management-by-Exception**-Leaders actively control any deviation from standards, mistakes, and errors while workers have provided an assignment and when necessary leaders would take corrective measures (Avolio and Bass, 2002).

- **Passive–Avoidant Leadership** (PMBE)—the passive form of management-by-exception entails

setting performance objectives and standards, waiting for problems to arise, reacting to errors, and intervening reluctantly. Such behavior tends to reinforce the status quo (Gill et al, 1998; Avolio and Bass, 2002).

Transformational Leadership Theories

Now days, transformational leadership has captured widespread attention and has become a new paradigm in the field of management. The development and emergence of transformational leader was first identified by Downton in 1973 in his discussion of rebel leadership and revolution, then after Burn described in 1978 in a full manner and later it was empirically modeled by Bass 1985 (Gill et al, 1998). Transformational leaders are those who encourage and instigate their fellow members to accomplish some specific task. Bass (2000) suggested that "transformational leaders raise the awareness of their constituencies about what is important, increase concern for achievement, self-actualization and ideals. Bass (1999) stated that "transformational leaders can be directive or participative, authoritarian or democratic."

Transformational leadership theories focus upon the relations created between leaders and followers. It encourages and inspires people through helping a group member and they promote their followers to accomplish their task. These leaders are focused on the performance of group members as well as fulfill his or her follower potential (www.shalomdc.org).

Bass and Avolio asserted that "transformational leadership is more effective than transactional leadership in generating the extra effort, commitment, and satisfaction of those led" (Bass and Avolio, 2002).

Antonakis et al. (2003) identified five factors (elements) of transformational leadership. These are the following:

- **Idealized Influence (attribute)**: transformational leaders are admired as role models; they inspire pride, loyalty, and confidence on their shared purpose. A transformational leader goes beyond self-interest for the good of the group or scarifies themselves for the interest of the group and they respect their employee's opinion.

- **Idealized influence (behavior):** Transformational leaders discuss about employee's most important values and beliefs, and consider the moral and ethical consequences while making decisions as well as emphasize the importance of having a strong sense of mission.

- **Inspirational Motivation:** Transformational leaders provide a work that is meaningful and challenging in order to make their followers more inspired and motivated, they create team spirit, they display enthusiasm and optimism, and they communicate expectations that subordinates want to meet (Avolio and Bass, 2002; Bass and Riggio, 2006).

- **Intellectual Stimulation:** Transformational leaders generate new kind of ideas as well as new ways of doing things. They approach old situations in a new way. These leaders have the potential to reframing problems created in the given situation, if subordinates are making mistakes, avoiding criticism which exposes them to the public and it encourages them to create new ideas or new way of doing things (Avolio and Bass, 2002; Bass and Riggio, 2006).

- **Individualized Consideration.** Transformational leaders try to consider the needs of their followers. This deals with the extent to which the leaders strive to fulfill the needs of the followers, act as a monitor or coach to the follower and pay attention to the follower's needs and requirements. They try to pay their attention in order to develop the follower's potential and they set up a supporting atmosphere to them (Avolio and Bass, 2002).

Organizational Citizenship Behavior (OCB)

Organizations could strive to improve their performance as well as their effectiveness in order to sustain and survive in this globalized world. To survive and continuously grow extra role behavior is required from employees working in any given organization. Obviously, Marrison (1994) suggests that OCB items might encompass in-role related behaviors by supervisors and employees. Therefore, in the usual definition of OCB Organ provided additional behavior which is 'in-role' behavior, which was just considered extra-role behaviors (Organ, 1997). After that scholars like Koster and Karin (2006) believed that employees are engaged in-role behavior and extra role behavior.

In-role behavior is performed by employees on the basis of job description provided by the organization and they have obliged to do the task without complaining. Here employees hired for the sake of achieving the overall objective of the organization and in return they have the right to acquire any benefit in the form of salary or other payment from their organization. The **extra role behavior** on the other hand, is beyond their normal

working task as well as their normal working hours. It requires an exerted effort from the workers side and it is outside of their job description.

This extra role behavior is the manifestation of organizational citizenship behavior. Bateman and Organ (1983) were initially introduced the term "OCB". Organ originally described OCB as "*an 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, 2002). "*OCB is those contributions to organizational effectiveness that are neither mandated by individual job requirements nor recognized by the formal reward system (...) because OCB is discretionary, not an enforceable role requirement*" (Organ and Moorman, 1993). According to Organ and Moorman 'discretionary' is a personal choice in order to perform some activity or no one has forced an individual to do some job or activity. It is determined only by the person himself or herself. To make this concept more clear let's see the major determinants of organizational citizenship behavior.

Components of Organizational Citizenship Behavior

A great deal of research writers agreed based on Organ's 1988 that there are five basic personality factors which affect the variance of personality, particularly with reference to OCB. Most researchers acknowledged that the five dimensions of OCB proposed by Organ are the most widely used in organizational related studies (Gonzalez & Garazo, 2006). This big five dimensions are Consciousness, altruism, courtesy, sportsmanship and civic virtue.

- **Consciousness**: this behavior is related with working beyond the normal working hours, taking responsibility and accountability while someone has given an assignment or task, voluntariness to perform a given job and so on.

- **Altruism**: This is related with helping or cooperating a friend or colleague while someone is doing his or her job.

- **Courtesy**: Courtesy includes prior efforts made to prevent problems with others and not to abusing other individuals right (Ariani, 2012). It includes a behavior which is most likely positive among members who have interacted each other in a continuous manner due to their responsibilities and gets influenced by the decisions (Ozdem, 2012).

- **Sportsmanship:** when employees are working a certain task willingly without a complaining

behavior (Mester, Visser & Roodt, 2003). Avoiding compliance and tedious behavior, the amount of time spent on productive activities has to improve in the organization (Jahangir, Muzahid & Haq, 2004).

- **Civic virtue**: this is related with serving on committees and voluntarily attending functions, promotes the interests of the organization and they stand towards it (Jahangir, Muzahid & Haq 2004).

Relationship between Leadership and OCB

Several researchers argued that there is an interrelationship between leadership style and OCB (Graham, 1991; Podsakoff et al. 1990). Still other scholars suggested that one of the leadership styles which are transformational leaders has increased the level of employee commitment and their extra role behavior which is referred to as organizational citizenship behavior. Those leaders who have reflecting OCB are taken as more transformational by their followers and those who have great in community self-consciousness are expected to show more OCB (Krishnan and Arora, 2008). For instance, transformational leaders are said to be in charge for inspiring the workforce of a given organization to go beyond ordinary expectations (Hater & Bass, 1988). Shamir et al (1993) contended that the main concern of these theories (charismatic or transformational) is that they are exceptional leaders who have put extraordinary influences on their subordinates.

Studies show that ordering types of leadership styles have a negative association with employee commitment and extra role behavior. For example, Euwemal et al. (2007), studied in 33 countries and their finding revealed that ordering type of leadership style has negative relationship with organizational citizenship behaviors but supporting and collaborative style of leadership has a positive link with respect to organizational citizenship behaviors. Podsakoff et al. (2000) identified that the transformational leadership behaviors had significant and consistent positive relationships with OCB components like altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Several other empirical studies confirmed that transformational leadership has a positive association with organizational citizenship behavior (Hakkaka and Baramond, 2014; Kahn et al, 2013; Lian and Tui, 2012; Krishnan and Arora, 2008). Furthermore, Kim and Latif (2011) concluded that transformational leadership is highly related to organizational citizenship behavior. Overall, from the literature it is concluded that

this leadership style has a good correlation with organizational citizenship behavior.

In contract, transactional leadership behavior is somewhat unique in its behavior as has compared with transformational leadership style. Transactional leaders focused the transaction or exchange which is carried out among peers, leaders and followers (Avolio and Bass, 2002). One of the key elements which are reflected by transactional leadership is exchange leadership and these leaders request their followers to accept and fulfill their demand and in turn rewarded from their leader (Podsakoff et al, 1990).

Bass (1991) says that transactional leadership style is negatively correlated with OCB. It is clear that the benefits given in the form of merit pay for better contribution to their in-role performance could not bring an apparent reason for the rendering of OCB. The hypothetical implication of OCB cannot be accounted for by the merit pays or incentives that maintain in-role behavior (Organ and Konovsky, 1989). This leadership styles have stressed on influencing followers' behavior which has linked to specific rewards and/or punishments (Graham, 1995). However, some empirical studies concluded that transactional leadership has a positive link with organizational citizenship behavior. For instance, two forms of transactional leader behavior such as contingent reward were significantly and positively related to OCB components i.e., altruism, courtesy, conscientiousness, sportsmanship, and civic virtue; while non-contingent punishment behavior were negatively related to OCB components (Podsakoff, et al., 2000). Other researchers have also recognized that there is a positive relationship between transactional leadership and followers' attitudes and behaviors (Howell, & Hall-Merenda, 1999; Lowe, Kroeck, & Sivasubramaniam, 1996). Still others indicated that there is a significant relationship between contingent reward/transactional leadership and OCBs (Rubin, Bommer, & Bachrach, 2010; Walumbwa, Wu, & Orwa, 2008). Recent studies further indicated that transactional Leadership style has a moderate positive relationship with organizational citizenship behavior (Khan et al., 2013; Ghasriki and *Abdollah Mahmoodi, 2015).

From these theoretical as well as empirical studies the following objectives, research questions or hypotheses are developed.

Objective of the Study

This study sought to address the relationship between leadership behavior and OCB specifically,

It tries to identify the perception of employees on the leadership style practiced in Ethiopian Electric Power Corporation of North West Region of Amhara Regional State.

It examines the relationship between leadership behavior and organizational citizenship behavior.

Research Questions

What are the perceptions of employees on the type of leadership styles mostly practiced in the corporation?

Is there a relationship between leadership styles (transformational and transactional) and organizational citizenship behavior?

Hypotheses

There is a positive and significant relationship between transformational leadership and organizational citizenship behavior.

There is a significant relationship between transactional leadership and organizational citizenship behavior.

Research Methods

Population, and Sample Size

a) Population

The total population of the study was 860 employees of the Ethiopian Electric power corporation from five zones of North West region of Amhara regional state.

b) Sample Size

To select final respondents Cohen, Manion & Morrison (2000) sample size determination technique (it is a table) was applied. Accordingly, the final respondents of this study were 278. Since the amount of samples in those three zones was larger than the determined sample size which was 278, this study was considered all 359 employees according to Sekaran and Bougie (2010) recommendation. Sekaran and Bougie (2010) recommended that the target population was divided in to clusters and after that a random sample of clusters were drawn and for each selected cluster all the elements or a sample of elements were included in the sample. That is why all the elements within a cluster are taken into account in this study.

Out of these total employees in the three selected areas 12 (3.33%) of the respondents were excluded from the study because they were involuntary to fill the questionnaire. The remaining 347 individual workers were the major participants of the study and this much

amount of questionnaire was distributed to them. Out of these (347 questionnaires) the response rate was 70.6% (245). The remaining 102 (29.4%) were either wrongly filled or unreturned. Finally, all the necessary filtrations of the data including sorting out of outliers, finally, 210 usable questionnaires were used to analyze the data.

Instrumentation

Reliability of MLQ

The many version of Multifactor Leadership Questionnaire (MLQ) has been improved and tested since 1985. It is originated from the Full Range Leadership Model which encompasses of transformational, transactional, and laissez-faire leadership behaviors with nine subscales of leadership style (Bass & Avolio, 1995; cited in Bass et al., 2003).

Greiman (2009) conceptualized from Avolio and Bass (2004) that MLQ version have been used in more than 30 countries including United States which implies that the MLQ conversion have been done in various languages around the world. The MLQ-5X questionnaire a 5-point Likert scale which scored 0= Not at all, 1= Once in a while 2= Sometimes 3= Fairlyoften 4= frequently, if not. It measures the five subscales of transformational leadership style (idealized influence/attributed, idealized influence behavior, inspirational motivation, intellectual stimulation, and individualized consideration), three subscales of transactional leadership style (contingent reward, active management-by-exception, passive management-by-exception), and one laissez-faire scale. For this study purpose, the instrument was applied on the basis of the above scholars. In order to ensure the instruments reliability of this research, a pilot test was conducted before the commencement of the final survey. Through considering of twenty employees taken from the study area, the instrument was tested its content validity of the questionnaire as well as its reliability. The whole questionnaire was tested by using Cronbach's alpha. According to Cronbach's alpha result, transformational and transactional factors respectively were .801 and .722.

Reliability of OCB

OCB questionnaire which measured OCB and its sub dimensions was taken from a study of Podsakoff et al., (1990) and modified. The items included in this scale were based on the definitions and concepts of the five dimensions of OCB illustrated by Organ (1997), namely, (1) conscientiousness; (2) sportsmanship; (3) courtesy (4) civic virtue; (5) altruism. Five-point Likert scales ranging from (0) "Strongly Disagree" to (4) "Strongly Agree"

were applied to evaluate all of the constructs measured in the current study.

The reliability coefficient of civic virtue, consciousness, altruism and courtesy was 0.82, 0.74, 0.85 and 0.76 respectively (Lo and Ramayah, 2009). The reliability of the scale such as altruism (helping others) (a =.87), civic virtue (a = .70) and sportsmanship (a = .77) was also approved by Podsakoff, et al, 1997. Lee, Kim, & Kim, (2013) in their study indicated that the Cronbach's alpha of the overall OCB dimension is 0.81. The confirmatory factor analysis of the five OCB factors loading significantly on their intended factors; all sub scales confirmatory factor analysis result on average is 0.91 which is very significant (Podsakoff et al., 1990). Therefore, this shows that the measurement scale OCB has reliable to apply in this study.

To sum up, a pilot test was conducted in this study before the commencement of the final survey through considering of twenty employees taken from the study area. The instrument was tested its content validity through (CFA) and its reliability through Cronbach's alpha. In this case, the alpha value of OCB components such as consciousness, sportsmanship, civic virtue, courtesy & altruism were α=.866, .994, .857, .747 & 748 respectively.

Method of Data Analysis

After collecting the necessary data, the researcher employed statistical techniques to analyze the already collected data since the nature of this study was quantitative. Using SPSS (version 21.0) the researcher carried out inferential statistics. To implement inferential statistics, the researcher used confirmatory factor analysis (CFA) & Pearson's Product Moment Correlation which was essential to test the developed hypotheses.

Confirmatory Factor Analysis (CFA)

CFA allows researchers to test hypotheses about a particular factor structure. CFA also allows to produce many goodness-of-fit measures to evaluate the hypothesis model (Albright and Park, 2009). For this study, CFA has performed for the purpose of measure the goodness of fit of the model of this data.

Model Fit

In addition, Structural Equation Modeling (SEM) in which much of the popularity of SEM according to Cunningham and Wang (2005) lies in the ease with which more recent derivations of computer programs such as AMOS which is a multivariate statistical analysis technique, was applied to explore the relationship
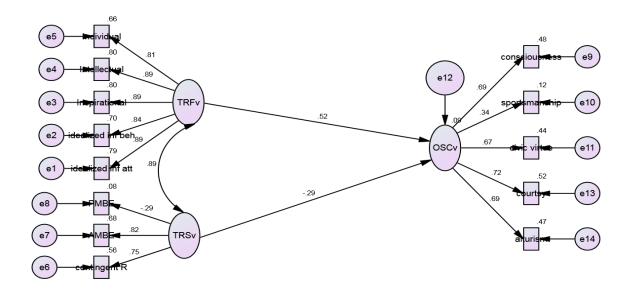
between the eight dimensions of leadership behavior (five dimension for transformational and three dimension for transactional); and the five dimensions for organizational citizenship behavior.

To assess the general model fit the following fitness measurements would be applied. The chi-square value (χ^2), comparative fit index (CFI), the root mean square error of approximation (RMSEA), and Tucker-Lewis index (TLI). The CFI, and TLI value equal or exceed 0.90, and RMSEA values below 0.08 indicates a good fit for the model (Byrne, 2001; Vandenberg and Lance, 2000). Chi-square ratio is equal to the chi-square value divided by the degree of freedom (χ 2/ df). The acceptable fit value of Chi-square ratios is that" a number smaller than two is considered "very good," and between 2 and 5 is acceptable (Hair et al, 2010).

Finding and Discussion

Confirmatory Factor Analysis

As stated above, confirmatory factor analysis was employed in order to validate the measurement model of leadership styles and organizational citizenship behavior. It produces the structural relationship between these two

indicators of transformational leadership were .89 for attributed idealized influence, .84 for idealized influence (behavior), .89 for inspirational motivation, .89 for intellectual stimulation and .81 for individual consideration. In view of the indicators of transactional leadership, the standardized loadings are .75 for contingent reward, .82 for AMBE, and -.29 for PMBE (which is approached to the minimum cutoff value). On the basis of standardized factor loadings, three factors have the highest standardized factor loading (.89); which appears to be a strong reliable indicator of transformational leadership. This shows that the leadership indicators were significant association which means that their factor loadings were exceeded the > 0.30 level which satisfies the minimum cutoff value (Hair et al., 2006; as cited in Mahembe and Engelbrecht, 2013). On the other hand, bearing in mind the indicators of OCB, the standardized loadings were .69 for consciousness, .34 for sportsmanship, and.67 for civic virtue, .72 for courtesy, and 69 for altruism. On the basis of standardized factor loadings, courtesy has the highest standardized factor loading .72; which appears to be a more reliable indicator of Organizational citizenship behavior (see figure 1).

constructs. Bearing in mind this, the factor loading of the

Ch-square=113.733, DF=62, p=.000, CMIN/DF=1.834, CFI=968, NFI=934, RFI, 917, IFI, 969, TLI, 960

Figure 1: Regression Weigh of Leadership and OCB

Testing the Hypothesis: Structural Equation Modeling

Structural Equation Modeling with Amos 21 was used to test the goodness fit index of the total model of the study. Chi-square ratio, CFI, NFI, RFI, IFI, TLI, RMSEA are the major evaluating methods of the given data. Accordingly, the first test to evaluate the model's fit was chi-square test. In the model (chi-square ratio = 113.733/62 = 1.834.), this value denotes that this model fulfill the minimum acceptable value as stated by (Hair et al, 2010). Furthermore, the value of CFI, NFI, RFI, IFI, and TLI should be closer to 1 to the fit as indicated in the methodological part. The fit of all these are greater than 0.90. In this instance the value of CFI, NFI, RFI, IFI and TLI respectively was .968, .934,.917, .969, & .960. An adequate fit of RMSEA was also less than .08. In this case, the RMSEA value of this model was.059. From this one could see that all measurement indexes shows beyond the cut of pint value, which means that the model has well fitted with the data.

Research question 1

Which leadership style is commonly practiced in Ethiopian Electric Power Corporation?

In order to identify the most common leadership style practiced in the corporation, descriptive statistics such as mean and standard deviation was employed. Accordingly, the mean score and standard deviation of the transformational leadership component ranges from (M= 2.3046, SD=1.14730) to (M=2.5705), (SD=.67634). The highest mean score was observed in inspirational motivation (M=2.5705) follows by idealized influence (behavior) and the lowest mean score was idealized influence (behavior) (M=2.3046).

Bass et al., (2003) suggested from the original work of Bass and Avolio 1997 that the mean score of the most effective leadership was equivalent to or greater than 3.0 to all five transformational leadership dimensions.

However, the overall mean score of transformational leadership for this study is 2.4678 which are far away from the suggested mean score of 3.00. It is clear that organizations like EEPCO couldn't show an effective type of transformational leadership which considers all the five I's such as idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individual consideration, because in order to apply transformational type of leadership, a corporation leaders and followers share mutual interests and a sense of shared trust and interdependent (Bass and AVolio, 1993).

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Inf Att	210	1.00	3.75	2.5635	.69340
Idealized Inf Beh	210	.00	4.00	2.3046	1.14730
Inspirational	210	1.00	3.75	2.5705	.67634
Intellectual	210	1.00	3.75	2.5103	.64535
Individual	210	1.00	3.75	2.3896	.61451
Transformational Leadership	**210**	**1.20**	**3.75**	**2.4678**	**.68220**
Contingent R	210	2.00	4.00	2.5621	.53784
Ambe	210	2.00	4.00	2.8162	.63631
Pmbe	210	1.00	4.00	2.2746	.71082
Transactional Leadership	**210**	**1.67**	**3.63**	**2.5509**	**.38288**

Source: own survey (2015)

The mean and SD score of the latent variable (i.e., transactional leadership) was 2.5509 which was as high as transformational leadership (2.4678). When we look the mean and SD score of each of the components of transactional leadership ranges from (M=2.2746, SD=.71082) to (M=2.8162, SD=.63631). The highest mean score was observed in Active Management by Exception (AMBE) (M=2.8162) and the lowest mean score was PMBE (M=2.2746).

Bass et al., (2003) suggested from the original work of Bass and Avolio 1997 that the mean score of effective contingent reward would be 2.0, AMBE 1.0 to 2.0 and PMBE ranges from 0.0 to 1.0. For this study the mean score of contingent reward is 2.5509 which were beyond the suggestion level and contingent reward and PMBE, too.

The finding of this study demonstrates that the mean score of transformational leadership was 2.4678, which

were lower than the transactional leadership 2.5509. This shows that the mean score of transformational leadership was below the suggestion of these scholars as well as the current finding. As a result, we can conclude from this study that the most widely used leadership style in EEPCo is transactional leadership because this leadership style exhibits a better mean score as compared to the transformational one.

Despite the fact that we can ensure in male dominating societies like Ethiopia that the most common type of leadership seems transactional rather than transformational. The rational here is that most of the organizations found in Ethiopia whether they are public or private are dominated by men leaders. The researcher observed in the data collection period that the domination of men in the leadership position was superior. This was true mainly in the study area and the domination is not only in the Ethiopian context, but also it seems throughout the world. Stead & Elliott (2009) suggested that "the image of the leader continues to be male, and men still outnumber women in senior organizational roles." A recent study by Uki et al (2015) contended that the most important factor affecting women participation in managerial position is men as seen as decision makers. The other study conducted in Ethiopian public organizations shows that 69.9 % of most of women in their organization are more often assigned on routine manual and clerical works, whereas only 13.59% of them was on leadership areas (Endale, 2014). From these scholars one could see that leadership is mostly occupied by men leaders in Ethiopian context.

If this is the case, many research findings asserted that male leaders are more of transactional than transformational. Scholars like Chao & Tia (2011) proved from International Women's Forum in 1991 that male supervisors tend to follow transactional leadership types, which implies that male supervisors lead their employees through exchange process i.e., when employees perform their job well, they will reward them and if their employees deviate from their actual work, they will punished. On the contrary, female supervisors tend to follow more of transformational leadership style, this is to mean that women leaders try to achieve the goal of their company through interacting with their subordinates, participating their employees in the decision making process, through respecting employees self-values and motivating their employees to love their current jobs. Eagly & Johnson (1990) stated that women leaders like interpersonally oriented, democratic, and less task oriented as compared to men. This is the behavior of transformational leadership.

To summarize, the domination of men leaders in the organization leads the result more of transaction type of leadership and the behavior of this leadership type is that it considers ruled based system. It lacks the behavior of transformational leadership which considers initiation, role model, creativity/innovation, problem solving, inspiration, motivation and other characteristics reflected in the transformational leadership. Therefore, an organization without motivated and energetic employees means a car which drives without a fuel.

There is a significant relationship between transformational leadership and organizational citizenship behavior.

This hypothesis was sought to investigate whether a positive and significant relationship exists between transformational leadership (sub-components) and OCB. The result of the study confirms that these variables have a mixed result. When we look each sub component one by one their results was weak, but statistically significantly related except idealized influence behavior. All other sub components of transformational leadership like idealized influence (attributed), inspirational motivation, intellectual stimulation and individual consideration were significantly related with OCB (r= .194, p<.01) (r=.162, p<.05), (r=.193, p<.01), (r=.184, p<.01) respectively. Those leaders who exhibit attributed idealized influence, or inspirational motivation, or intellectual stimulation and or individual consideration would likely to promote employee's extra role commitment in a slightly significant manner in the organization, however, it didn't show employees can act in doing of extra miles which is more than the required amount of task or they would reflect a helping behavior among themselves or they would participate in the different affairs of the organization because of their weak relation or approached to non-significant.

A study conducted by Podsakoff et al, (1990) was in accordance with the finding of this study, suggested that a number of significant relationships between transformational leadership dimensions and OCB indicators. Sanati & Nikbakhsh (2014) identified that except individual consideration all components of transformational leadership (characterized ideal (r=.24, p<.05), ideal behavior (r=.28, p<.05), inspirational motivation (r=.16,p<.05), & intellectual stimulation (r=.19, p<.05) shows a weak relationship with organizational citizenship behavior, which is almost a comparable finding with this study. Similarly,

MacKenzie, Podsakoff, and Rich (2001) were reported that an average correlation of .14 between these constructs. Zabihi et al, (2012) also find out that all components of transformational leadership, for example attributed idealized influence (r=807), idealized influence behavior (r=.829), inspirational motivation (r=657), intellectual stimulation (r=.749) and individual consideration (r=.720) have strongly correlated with OCB.

On the other hand, Shehzad, Rehman, and Abbas (2010) reported that there is no significant relationship between OCB and transformational leadership among university teachers in public and private universities.

Table 2: Correlations between Transformational Leadership & OCB

		Idealized Inf Att	Idealized Inf Beh	Inspirational	Intellectual	Individual	TRF	OCB
Idealized Inf Att	Pearson Correlation	1	.763**	.813**	.816**	.743**	.910**	.194**
	Sig. (2-Tailed)		.000	.000	.000	.000	.000	.005
Idealized Inf Beh	Pearson Correlation		1	.768**	.756**	.682**	.910**	.072
	Sig. (2-Tailed)			.000	.000	.000	.000	.296
Inspirational	Pearson Correlation			1	.837**	.763**	.918**	.162*
	Sig. (2-Tailed)				.000	.000	.000	.019
Intellectual	Pearson Correlation				1	.764**	.913**	.193**
	Sig. (2-Tailed)					.000	.000	.005
Individual	Pearson Correlation					1	.856**	.184**
	Sig. (2-Tailed)						.000	.007
TRF	Pearson Correlation						1	.166*
	Sig. (2-Tailed)							.016
OCB	Pearson Correlation							1
	Sig. (2-Tailed)							

**. Correlation Is Significant At The 0.01 Level (2-Tailed).

*. Correlation Is Significant At The 0.05 Level (2-Tailed).

There is a significant relationship between transactional leadership (with its components) and OCB

The next hypothesis was sought to investigate whether there is a significant relationship between transactional leadership (with its components) and OCB (see Table 2). The finding confirmed that transactional leadership and OCB did show a weak but significant relationship (r=.160, p<.05), however, its sub components such as contingent reward and PMBE didn't show a significant relationship with OCB. This finding particularly the latent construct (i.e., transactional leadership) supports the finding of a couple of studies conducted previously. For instance, Lian and Salleh (2011) investigated that transactional leadership has highly related to organizational citizenship behavior (r =-.40, p<.01). Islam, Khan, Shafiq & Ahmed (2012) further clarified that transactional leadership has significantly and positively related ((0.26; p<0.05). On the other hand, Shehzad, Rehman, and Abbas (2010) reported no significant relationship between OCB and transactional leadership among university teachers in public and private universities.

The finding of transactional leadership components (contingent reward and PMBE) of this study and its corresponding OCB differ from the results of research completed by Lian et al., (2000) and others. Similarly, Rubin, Bommer & Bachrach (2010) in their study asserted that contingent reward has significantly related with employee OCB (r=.33, p<.01) which is contrary to this study. Ali & Waqar (2013) in their study also show that management by exception is not significantly correlated with any dimension of organizational citizenship behavior which is in accordance with the current study. However, they asserted that contingent reward and OCB shows the highest relationship which was totally contradict with this study.

Moreover, scholars like (Rubin, Bommer & Bachrach, 2010; *Khan et al., 2013;* Zabihi et al, 2012; Oguz 2010; Ghasriki & Mahmoodi (2015) and others asserted that there is significant relationship between different leadership styles including transactional and organizational citizenship behavior. Recent studies Ghasriki & Mahmoodi (2015) also highlighted that the relationship between all components transactional leadership and OCB was significantly related.

Thus, one could see that AMBE, PMBE and contingent reward didn't show a significant impact on employees extra role commitment, devotion, initiation and exhibiting of a helping behavior among employee's in the corporation.

Table 3: Correlations between Transactional Leadership & OCB

		Contingent R	AMBE	PMBE	TRS	OCB
Contingent R	Pearson Correlation	1	.681**	-.130	.765**	.133
	Sig. (2-Tailed)		.000	.061	.000	.054
AMBE	Pearson Correlation		1	-.273**	.704**	.107
	Sig. (2-Tailed)			.000	.000	.121
PMBE	Pearson Correlation			1	.407**	.062
	Sig. (2-Tailed)				.000	.375
TRS	Pearson Correlation				1	.160*
	Sig. (2-Tailed)					.020
OCB	Pearson Correlation					1
	Sig. (2-Tailed)					

**. Correlation Is Significant At The 0.01 Level (2-Tailed).

*. Correlation Is Significant At The 0.05 Level (2-Tailed).

Conclusion

The present study investigated the relationship between leadership behavior and organizational citizenship behavior of North West region of Amhara regional state of Ethiopian Electric Power Corporation.

The confirmatory factor analysis of this study further confirmed that the model has better fitted with the data. The study finding illustrates that the most common type of leadership practiced in the corporation was transactional rather than transformational. In male dominating societies like Ethiopia, transactional type of leadership is the most common practiced which follows ruled based and procedural systems.

The Pearson's product moment result also asserted that the relationship between transformational leadership styles (with its sub components) and organizational citizenship behavior are statistically significant (i.e., the components of transformational leadership like attributed idealized influence, inspirational motivation, intellectual stimulation and individual consideration at r=.194, r=162, p<.05, r=.193,P<.01, and r=.184,P<.01 and no significant relationship was observed between transactional leadership components such as contingent reward, AMBE and PMBE and OCB at r=.133,p>.05, r= .107,P>.05 & r=.061, P>.05 respectively.

Future Research

This finding demonstrates that the most common type of leadership practiced in the corporation was transactional which is coinciding with the suggestion of Chao and Tian (2011). However, the most fruitful type of leadership is transformational which creates charisma, inspiration, creative, considerations individual needs and so on. If leaders are creating conducive atmosphere through inspiring or considering their needs… in turn it might create an extra role commitment. Therefore, the researcher suggests that leaders in the corporation should follow a transformational type of leadership rather than transactional in order to achieve the ultimate objective of the corporation.

Surprisingly, the research finding of leadership styles (transformational) and organizational citizenship behavior was found to be a weak, but statistically significant. This result may happen due to various reasons; one of the major reasons might be employees' perception towards their leaders, because the data was taken from only employees working in a routine environment and a single sector, EEPCo (now divided in to Ethiopian Electric Utility and Ethiopian Electric Power). For this reason, the study may not generalize, though future researcher will consider different sectors (other government and business sectors) as well as employees working a non routine working environment.

This study was planned to design quantitatively mainly co-relational which didn't allow further looking at of employee's response through interview discussion. Designing a comprehensive qualitative study that considers interview discussion with study variables should allowed in order exploring a depth understanding of the relationship between leadership styles and organizational citizenship behavior.

The present study has failed to incorporate the demographic variables such as age, income, sex, experience etc with reference to the study variables so that future research could consider these variables.

Future research also considers other leadership styles such as authority, democratic, and servant and so on that might have a relationship with OCB.

In this study, the corporation leaders are excluded because they were few in number so that future researchers could extend the study area to increase the number of corporation leaders

which enable to make comparison between employee's and leaders responses.

Most researches with regard to leadership style and OCB show a significant and positive relationship, however, this research didn't confirm as such strong relationship like that of previous research outputs. Therefore, additional research is needed in our context particularly in the study area.

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