

# LEADERSHIP STYLES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A REVIEW OF LITERATURE

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## ABSTRACT

*In an ever-changing competitive, and global environment, an effective leadership style is vital to achieve success and avoid failure of an organization. Consequently, studies related to leadership are continuously gaining the attention of researchers. The empirical studies demonstrate the impact of several kinds of leadership styles on individual and organizational level performance. Among them, the impact of transformational and transactional leadership styles on employees' performance is being studied up to date. According to empirical studies, the performance of employees may be in-role and extra-role performance. Where extra-role performance may not be rewarded formally, which may be known as organizational citizenship behavior. Even though organizational citizenship behavior is not rewarded formally, it is necessary to achieve competitive sustainable success. The present study aims to explore the known and unknown terrain of leadership styles and their impact on organizational citizenship behavior. By carefully considering the past studies, the present study identified the gaps in the Sri Lankan context. The suggestions and recommendations for future studies have been proffered at the end of the paper.*

**Keywords:** Transformational Leadership style, Transactional leadership style, Organizational citizenship behavior, leadership approaches.

## 1. Introduction

One of the major factors that affect an organization's success or failure is its leadership. Transactional and transformational leadership styles that influence organizational citizenship behavior have been researched by several authors (Darty-Baah and Addo,2019; Nugraha,2021). Research studies point out that developing leadership capabilities, sustaining those capabilities, and being aware of the self are essential to achieving the goal and these are possible using a supportive environment, methods employed, and the employees themselves. (Cabeza- Erikson, Edwards and Brabant ,2008). For a better future, today's organizations urgently need sound governance and a new generation of leaders to steer employees (Greige Frangieh and Khayr Yaacoub,2017). Today's leadership influences leadership style among managers that combine the features of both transformational and transactional leadership (Khan et al.,2015). Even though research finding exhibits that organizational effectiveness is negatively correlated with charismatic, bureaucratic, and transactional leadership styles.

On the other hand, democratic, autocratic, and transformational leadership exhibited a favorable correlation with organizational success (Al Khajeh,2018). Since in today's

business world employees are treated as one of the precious assets and central component of every organization (Saira, Mansoor, and Ali,2021), the democratic leadership style has substituted for the conventional authoritarian leadership style for the purpose-sharing authority, responsibility and decision-making role of leaders to their subordinates (Jha,2014). The fundamental ideas behind this novel leadership style fit under the umbrella of transformational leadership style and organizational citizenship behavior. From the beginning to now, there are several research studies have been continuously carried out to find out the best leadership style for organizational success. However, the all-recognized leadership styles exhibit inconsistent results under different situations (Wahab et al.,2016, Raveendran and Gamage,2018). Lack of effective leadership leads to several problems such as unethical practices, high labor turnover, poor job satisfaction, and poor financial performance (Al Khajeh, 2018). Further researchers point out that future studies are needed in the field of leadership style by incorporating various sectors (Haque, Fernando, and Caputi,2021, Raveendran and Gamage,2018 Jha,2014), various styles of leadership, different methods of analysis and sampling (Saira, Mansoor and Ali,2021, Sri Ramalu and janadari,2022) various contextual factors (Gutierrez-Wirsching et al.,2015) and various countries (Yang and Wei,2018).

Hence it can be said that research in the leadership field is an essential aspect forever. In this manner, it is necessary to improve the practical applicability of leadership theories by explaining the means of how the transactional and transformational leadership styles relate to organizational citizenship behavior. Moreover, several research studies point out that, in between leadership styles and organizational and employee outcomes it is necessary to incorporate various contextual factors (Gutierrez-Wirsching et al.,2015) as the moderators and mediators (Raveendran and Gamage,2018). The objective of this study is carried out to examine the available empirical findings about the relationship between both transactional and transformational leadership styles and organizational citizen behavior with several intervening variables. Additionally, the researcher aims to highlight the research gap as well as lay the platform for determining the most effective leadership style for employee citizenship behavior.

## **2. Review of Literature**

### *2.1 Leadership and its importance in today's organization*

To achieve the organizational objectives leaders command, dominate, control, and take responsibility for the functions of an organization. Further, they determine positive goals and targets and then guide the subordinates and their activities toward the attainment of those goals. In addition, effective leaders may inspire and influence their workforce by fostering a supportive organizational culture (Haoa and Yazadanifardo,2015). One of the key factors in enhancing the performance of employees is effective leadership practice by managers. By directing the employees toward the achievement of organizational goals, leaders increase the productivity and performance of employees and the organization. An appropriate leadership style is adopted by leaders to make subordinates do their activities with pleasure, further leaders strengthen the interaction with coworkers since subordinates enjoy working with coworkers (Nurani, Samdin, Nasrul and Sukotjo,2021). In the ever-

changing global environment, leadership styles are being felt as one of the important factors in increasing the participation of employees and empowering them to achieve the goals of an organization.

By influencing employees' engagement level, leaders affect their subordinates' performance (Ariussanto et al.,2020, Gameda and Lee,2020). Leadership could influence the motivation of employees which leads to increasing the performance of employees (Al Rahbi, Khalid, and Khan,2017). Further leadership correlates with job satisfaction of employees; hence, it is possible to attract and retain employees and achieve competitive advantage (Ahman,2021). Further innovative and creative work behavior also be impacted by leadership (Gameda and Lee,2020 Allan et al., 2020) and lead to sustainable competitive advantage. Leadership increases quality awareness and attention to quality (Algahatany,2017). Leadership is vital to fruitfully encourage an organization's innovation culture (Guzman et al.,2020). Leadership is important in the case of achieving the performance of employees in a crew (Ginnett,2019). In an educational setting role of leadership is recognized to increase students' outcomes and enhance school improvements (Bush, 2020, Berestova, Gayfullina, and Tikhomirov,2020). Effective leadership is widely recognized in educational settings to provide the best possible education to their learners (Beauchamp et al., 2021). Poor leadership leads to a decrease in students' performance and achievement in education (Naidoo, 2019). Leadership is recognized as one of the key elements in profit-oriented educational organizations been continuously proven by several studies from the beginning up to now is clear from the above argument. Hence researching leadership is a needed aspect in the field of organizational behavior.

## *2.2 Development of leadership approaches*

According to King (1990), nine evolutionary eras of leadership theory are available, in each era specific theme of leadership was focused on by researchers. Further, he discusses the tenth era of leadership. The eras that he identifies (Ging,1990) are the personality, influence, Behavior, situation, contingent, transactional, leadership, cultural, and transformational eras.

The first formal theories of leadership, which are great man and trait theory, ignore the understanding of the leadership process, was originated in the personality period, which is known as the first era of leadership evolution. Great man theory equates the personality of a great man to leadership (Bowden,1926). Jennings (1960) pointed out leadership is inheriting. Trait theory states that adaptation and development of overall traits would increase the leadership potential and performance of an individual. Traits help to differentiate leaders from non-leaders (Gray and Smeltzer,1989).

The second era is the influence era, where leadership arises not based on the traits or the characteristics but based on influence and power. In the third era, leadership evolved in a different manner, where leaders' activities are given more emphasis than the traits or the power source and management power. The leadership theories that arose in this era are the initiation and consideration behavior of the Ohio and Michigan studies (Griffin, Skivington,

and Moorhead, 1987), the Managerial grid model proposed by Blake and Mouton (1964, 1978), and Theory X and Theory Y of McGregor (1966).

In the next era, factors such as social status, the combined power of the leader and employee, the type of task needed, and the nature of the external environmental factors (Bass,1981), are beyond the control of both leaders and employees are taken into consideration of leadership effectiveness, in situation era. The situation theory of leadership developed by Hersey and Blanchard (1969) is the progress that was made in this era.

On the other hand, it is said that in the contingent era, highly effective leadership depends upon one or several factors including personality, behavior, influence, and situation. Fielder's contingent theory (1967), House's Path-Goal theory (1971), and the Normative model of Vroom and Jago (1988) are the noteworthy theories of this era.

The next era may be known as the transactional era, in which leadership perhaps not only arises based on person and situation but most probability is the role differentiation and social interaction. It means leadership is the reciprocal influence between a leader and his/her subordinate. Theories arose in this era the Dyad Linkage Theory (Dansereau, Graen and Haga (1975), Leader-member Exchange Theory (Van Breukelen, Schyans and Blanc,2006), reciprocal influence approach (Watson and Scribner, 2007), Social exchange theory (Tan, Zawawi and Aziz,2016) and Role Making Model (Cashman et al.,1976).

From the personality up to the transactional era, theories of leadership state no or few conclusive remarks. Leadership may be perceived as the dark or the unlightened aspect. Because of the untouched issue of leadership, the next era is known as the anti-leadership era (King, 1990). In the anti-leadership era, leadership working couldn't be seen (King,1990). This era includes two leadership periods which are ambiguity and substitute period (Van Seters and Field,1990). In this era the terminologies used to describe leadership are the perceptual phenomenon, according to Mitchell (1979) leadership arises because of the perception or acceptance of subordinates of a leader as their leader and leadership is uncertain or puzzle, which means leadership is a sign and actual leadership doing very less in the organization (Van Seters and Field,1990).

The other era is known as the cultural era, where leadership is pervasive throughout the whole culture of the organization instead of being exclusive to a single individual, the dyad or a small group (King, 1990). The strong organizational culture created by a leader, let the employee lead themselves in an effective way (Sadler,2003 Pp 12). From time to time according to external environmental changes, a new culture is necessary to create, which situation needs a leader to change the existing culture.

The next era of the cultural era is the transformational era, which may be known as the ninth era of leadership development (king, (1990). The most recent and promising era in the history of the development of leadership theory emerged during this era (Van Seters and Field,1990). Due to intrinsic motivation rather than extrinsic motivation, enormous gains

were seen in this period (King, 1990). Burns (1978) first created the word transformational leadership, later on, it was developed by Bass (1985). Further, it was developed by Podsakoff et al. (1996). To achieve challenging objectives and exceptionally motivate subordinates, transformational leadership is most appropriate. From the point of view of subordinates, because of this leader, subordinates themselves energized to achieve organizational objectives leading to an increase in the overall organizational performance. Long-term vision is the main aspect of transformational leaders (Collins et al., 2020). Transformational leadership is necessary when the organization requires a new direction and adopts changes based on external environmental change, the complexity of challenges, and fast-paced technological issues (Benmira and Agboola, 2020).

According to King (1990) the tenth era of leadership would be called as the integrative era, where further variables such as leadership and organizational structural factors, multiplex changes, rapidly changing technologies, stakeholders, multi-cultural circumstances, and general political activities will be used to widen the recognition of the leadership concept, existing theories and research. On the other hand, according to Benmira and Agboola (2020) new leadership theories during and after 1990's are transformational, transactional, shared, collaborative, collective, servant, inclusive and complex.

Nowadays there are several other kinds of new leadership styles analyzed by several researchers. For example, authentic leadership (Novitasari et al., 2020; Maziero et al., 2020), ethical leadership (Saha et al., 2020; Zaim et al., 2021) responsive leadership (Haque, Fernando, and Caputi, 2021, Deickman, 2022, Wang et al., 2022), Green leadership (Srouf, Kheir- Ei- Din and Samir, 2020) and shared leadership (Kukenberger and D'Innocenzo, 2020). Even though there are several new leadership styles arise, the effect of transformational and transactional styles on employee and organizational level outcomes is continuously being analyzed to date (Purwanto et al., 2020; Alrowwad et al., 2020).

### *2.3 Transactional and transformational leadership and organizational citizenship*

Organizational citizenship behavior is positively influenced by both the transformational and transactional leadership styles (Darty- Baah and Addo, 2019). It is stated that OCB is strongly related to formal as well as informal leadership. Directive leadership negatively relates to group-level OCB and supportive leadership positively relates to group-level OCB (Euwema et al., 2007). A lot of past studies analyzed the impact of both transformational and transactional leadership styles on OCB. (Dedic, Hadzaihetovic, and Mujezinovic, 2022; Nugraha, 2021; Nugraha, 2021; Jameel et al., 2021; Aboramadan and Kundi, 2020; Asgari, Mezginejad and Taherpour, 2020; Abu Nasra and Arar, 2020; Darty- Baah and Addo, 2019; Arar and Abu Nasra, 2019; Rodrigues and Ferreira, 2015; Jha, 2000; Nahum-Shani and Somech, 2011; Nguni, Slegers and Denessen, 2006; Koh and Terborg, 1995).

Among these studies, some studies point out that transformational leadership impacts more on organizational citizenship behavior than transactional leadership (Abu Nasra and Arar, 2020; Rodrigues and Ferreira, 2015), since transformational leaders adopt one or more of the four components of this leadership to achieve superior results, such as idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Bass and

Riggio, 2006, p 76-86) and transformational leaders possess certain characteristics, which are used to differentiate them from transactional leaders. They are identity as change agents, courage, a belief in people, being value-driven, lifelong learners, visionaries, and ability to deal with complexity, ambiguity and uncertainty (Tichy and Deyanna,1986). On the other hand, transactional leaders relate with their subordinates based on an exchange manner (Dedic, hadzaihmetovic, and Mujezinovic, 2022), accordingly, leaders introduce certain rewards and benefits for the achievement of subordinates (Nugraha, 2021), which is not enough to achieve extra-role performance (Nahum- Shani and Somech, 2011).

It should be considered that the positive relationship between and impact on both leadership ( Transformational and transactional) and Organizational citizenship behavior has been exhibited by several research studies (Darty- Baah and Addo, 2019, Dedic, hadzaihmetovic, and Mujezinovic, 2022,), even though some studies point out that transactional leadership relates and impact positively on Organizational citizenship behavior (Krishnan and Arora, 2008; jha, 2014; Lee and Kim, 2018; Khalili, 2017; Nasra and Heilbrunn, 2016; Majeed et al., 2017; Novianti, 2021; Purwanto, 2022). Since transformational leaders transform or change the attitude, values, and beliefs of subordinates, followers are willing to act more than required and walk the extra mile (Podsakoff et al.,1990). Studies also support the view that transformational leaders are more powerful in motivating their subordinates to do extra-role behavior (Rodrigues and Ferreira,2015). At the same time, several other studies prove that transactional leadership also positively influences on and relates with Organizational citizenship behavior (Daouk, Farmanesh and Zargar,2021; Rodrigues and Ferreira, 2015 and Ali and Waqar, 2013). Studies never fail to prove the negative impact on and relationship between transactional leadership style and organizational citizenship behavior (Lian and Tui,2012 and Muchiri, Cookesy, and walumbwa,2012).

Surprisingly few studies specify that transactional leadership had more impact on OCB than transactional (Suliman and Obaidli,2013), and interestingly Podsakoff et al., (1990) point out that there is no direct relationship between transformational leadership and OCB, and they relate indirectly by the mediating variable of trust, in contrast to the above said in the same study, transactional leadership directly relate with OCB rather than indirectly. Some research studies state that transactional and transformational leadership have no impact on OCB (Nugraha,2021). Hence considering the past studies of leadership behavior and OCB, further studies are required to confirm the direct and indirect relationship of leadership behaviors and OCB.

Plenty of studies have already analyzed the indirect relationship between both transformational and transactional leadership styles and OCB using mediators, which are ( Darty- Baah and Addo,2019) psychological identification of job, working culture (Nugraha,2021), job satisfaction(Nguni, Slegers and denessen, 2007, Asgari, Mezgineiad and Tahepour, 2020), perceived organizational support (Asgari, Mezgineiad and Tahepour,2020) Occupational perception (Arar and Abu Nasra, 2019) subordinates' competence and downward influence tactics (Lian and Tui,2012) and trust in leader and

satisfaction (Podsakoff et al.,1990) and the moderator variable as psychological empowerment (Jha,2014). Even though up to date, it is hardly finding studies, which analyze the mediating role of organizational politics in between leadership style and OCB.

#### *2.4 Full Range Model of Leadership Style*

Leadership is important; it is essential to an organization's success as well as the creation and maintenance of productive teams. In every organization, the leader must inspire subordinates, increase productivity, accomplish growth, and foster a constructive environment, actually a complicated task in the current world. The full range model of leadership includes highly inactive and ineffective laissez-faire leadership to highly active and effective inspirational and ideally influential leadership (Transformational) (Bass and Avolio, 1994).

In the development of transformational and transactional leadership styles, nine leadership factors were identified by Bass and Avolio (2004). The three styles of transformational, transactional, and passive avoidance are represented by nine elements. (Bass and Avolio, 2004).

#### *2.5 Transformational Leadership Style*

The term transactional leadership originated by Downton (1973). Following the work of Burns (1978) systemic research about transformational leadership started and differentiation between transformation and transactional leadership arose. The differentiation is based on the motivational process used by the leaders.

According to Bass and Avolio (1994), transformational leaders motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performance. It is the most effective and active form of leadership. Transformational leaders lead subordinates to accomplish superior results by applying one or more of the five I's. They are idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individualized consideration. Where idealized attributes mean a leader has an optimal powerful trust in subordinates. Leaders act as role models to influence subordinates and are used to describe the idealized behavior. Inspirational motivation means that a leader assigns challenging and meaningful work to subordinates to motivate and inspire them. At the same time, intellectual stimulation means creativity and innovation will be encouraged by approaching old situations in new ways, well come new ideas, new approaches, and creative problem solving without public criticism for mistakes. Individualized consideration means special consideration will be paid by the leader to satisfy the growth, need for achievement, and actualization of the potential needs of followers. Followers' performance and their effectiveness will be influenced by transformational leadership (Na, 2017).

#### *2.6 Transactional leadership*

Subordinates' performance will be exchanged for rewards by a leader, where the leader and subordinate relationship arises based on rewards and performance exchange is known

as a transactional relationship. This leadership style positively impacts performance, where leaders clarify expectations and recognize achievement (Bass et al.,2003). Transactional leadership occurs when the leader rewards or disciplines the subordinates depending on the adequacy of their performance.it is dependent on contingent reward (CR) or the more negative active or passive form of management by expectation (MBE-A or MBE-P). CR is reasonably effective. With this method, the leader assigns or gets agreements on what needs to be done and promises rewards or rewards to others in exchange for the satisfactory carrying of the assignment (Bass and Avolio (2004).

Management by expectation tends to be more ineffective but required in certain situations. In MBE-A, the leader arranges to actively monitor deviances from standards, mistakes and errors in the followers' assignments and to take corrective action as necessary. On the other hand, MBA-P implies waiting passively for deviances, mistakes and errors to occur and then to take corrective action. (Bass and Avolio ,2004).

By this leadership style, subordinates are motivated and guided to achieve the goal without any action to change or develop their responsibilities and authority for their advancement (Nugraha,2021). It may be known as the contingent leader and constructive leader (Lee and Jensen,2014) who effectively uses the available rewards to motivate followers and set exact goals, makes explicit what is expected from subordinates, offers ongoing feedback and followers are rewarded according to their performance (Podsakoff et al.,2010).



## 2.7 Organizational citizenship

According to Organ, (1988, p.4) Organizational citizenship behavior is the “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective function of the organization. Katz (1964) in his work on issues regarding employees' motivation within the organization, invented the terms "in-role behavior" which was formally rewarded by the organizational reward system, and "extra-role behavior" which was not rewarded by the official reward system but was to enhance organizational effectiveness. Alternatively, these two kinds of behaviors are termed by Organ and Konovsky (1989) in role behavior and voluntary activities, where role behavior known as formal behavior, according to the job description and voluntary activities are informal, beyond the job description of the employee. To date voluntary behavior has been given several terms by several research, such as pro-social behavior, and extra-role behavior (Arar and Abu Nasar, 2019), currently, researchers generally use Organizational citizenship behavior following Organ (1998). Organ (1998;1990) claims that OCB has five distinct dimensions.

Altruism means an employee is willing to assist a coworker who faces over workload or feels unable to find a solution for a problem related to work, in the completion of the work or in resolving the problem. Conscientiousness means an employee performs works that are additional or excess beyond the requirements of the job description. Sportsmanship means an employee accepts uncooperative situations without any disappointments. Civil virtue means an employee is willing to perform the task for the sake of the organization. Courtesy means employees are polite in cooperation and communication with coworkers.

## 2.8 The relationship between leadership style (transformational and transactional) and OCB (direct and indirect)

Several past studies analyze the direct and indirect relationship between and impact of the leadership styles (transformational and transactional) on OCB. Unfortunately, it is a big challenge for researchers to conclude a consistent judgment of the above-said variables since the findings vary from researcher to researcher. As points to the example, in 1990 Podsakoff et al (1990) disclosed transformational leadership does not directly relate with OCB and transactional leadership relates. In 2019 Arar and Nasra (2019) concluded that there is no direct relationship between both leadership styles (transformational and transactional). In 2021 Nugraha (2021) disclosed both leadership styles don't impact OCB.

Because of the contradictory findings of the direct relationship between both leadership styles and OCB, the present study intends to highlight the direct and indirect relationship between and impact on both leadership styles and OCB. By going through the past studies, it is clear that several intervening variables are taken into consideration by researchers. The following Table 1 clarifies the possible number of past studies.

Table 1: Review of Literature

Author	Methodology	Objectives of the study	Sample and Sector	Findings
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Gamage (2014)	<u>Independent:</u> - Transformational, autocratic and laissez-faire <u>Dependent:</u> - OCB	To investigate the relationship between leadership styles and OCB	280 employees from government sector in Sri Lanka	Direct relationship Transformational leadership positively related with OCB. Autocratic and laissez-faire negatively related.
Sulaiamn (2014)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB	Purpose is to examine the relationship if any between the three leadership behaviors such transformational, transactional and passive and OCB.	174 employees in Islamic banking	Direct relationship three leadership behaviors such transformational, transactional and passive and OCB correlate. Even the magnitude of correlation of transactional is higher than that of transformational
Rodrigues and Ferreira (2015)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB	Impact of both leadership on OCB	213 employees from food industry, Brasil.	Direct relationship Both leaderships positively predict OCB. Transformational leadership has greater prediction power than transformational leadership.
Martinez et al.,2018	<u>Independent:</u> - Transformational and Passive – avoidant leadership <u>Dependent:</u> - OCB	to test the relationship between leadership style and teachers’ OCB.	160 teachers from south Texas	Direct relationship relationship Five elements of OCB mostly predicted by transformational leadership than other leadership of full range of leadership styles. Passive – avoidant leadership was found to be negative predictor of sportsmanship
Jayarathna (2019)	<u>Independent</u> Transformational leadership <u>Dependent:</u> - OCB <u>Intervening</u> Psychological empowerment	Investigate the relationship between Transformational leadership on OCB with the mediator of psychological empowerment	130 employees from apparel industry in Sri Lanka	Direct relationship Transformational leadership and OCB directly related. Indirect relationship Psychological empowerment partially mediates the Transformational and OCB
Masood et al., (2020)	<u>Independent</u> Transformational, transactional and laissez-faire <u>Dependent:</u> - OCB and Turn over intention	Aim to analyze the relationship between leadership styles (Transformational, transactional and laissez-faire	240 employees from Pakistan Universities	Direct relationship Transactional and transnormal have positive impact on OCB laissez-faire negative impact on OCB

		) and OCB and turnover intention		
Jameel et al (2021)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB	Purpose is to analyses the impact of both leadership styles on OCB	174 secondary school teachers in Iraq.	Direct relationship Both leaderships have positive and significant impact on OCB. Transformational leadership is more essential to enhance OCB
Dedci, Hadzaihmetovic and Mujezinovic (2022)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB	To examine the relationship between both leadership styles and OCB	188 respondents from small and medium size enterprise in Bosnia and Herzegovina	Direct relationship Both leaderships directly related with OCB
Nugraha (2021)	<u>Independent:</u> - Transactional, transformational and charismatic Leadership styles <u>Dependent:</u> - OCB <u>Intervening:</u> - Working culture	Aims to decide the impact of transactional, transformational and charismatic leaderships on OCB Government Secretariat of Karimun Regency	50 employees, Government secretariat Karimun Regency	Direct relationship Transformational, transactional and charismatic leadership have not impact on OCB Indirect relationship Transformational, transactional and charismatic leadership have no indirect relationship by the mediator of working culture
Asgari, Mezgineia d and Taherpour (2020)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB <u>Intervening:</u> - Employees job satisfaction, Perceived organizational support	Find out the direct relationship between Transformational and transactional leadership and OCB. And the mediation effect of Employees job satisfaction, Perceived organizational support on the relationship between Transformational and transactional leadership and OCB.	250 white collar employees University of Birjand, Iran	Direct relationship Both leaderships directly relate with OCB In direct relationships Both leadership styles indirectly relate with OCB by the mediators of Employee job satisfaction and perceived organizational support
Saira, Mansoor, Ali (2021)	<u>Independent:</u> - Transformational leadership.	Aim is to test the empirical relationship	316 employees	Indirect relationship Psychology empowerment mediate the relationship

	<p><u>Dependent:</u> - OCB and turnover intention</p> <p><u>Intervening:</u> - Psychological empowerment.</p>	<p>between transactional leadership and OCB and turnover intention with the mediation of psychological empowerment.</p>	<p>from textile industry</p>	<p>between transactional leadership and OCB</p>
Raveendra n and Gamage (2021)	<p><u>Independent:</u> - Transformational and transactional leadership</p> <p><u>Dependent:</u> - Employee performance</p> <p><u>Intervening:</u> - OCB</p>	<p>To investigate the effect of both leadership on employee performance with the mediator of OCB</p>	<p>204 technical officers from public sector organization in Sri Lanka</p>	<p>Direct relationship Transformational leadership has significant positive impact on OCB and Transactional leadership doesn't impact OCB</p>
Jha (2014)	<p><u>Independent:</u> - Transformational leadership.</p> <p><u>Dependent:</u> - OCB</p> <p><u>Intervening:</u> - Psychology empowerment (Moderator)</p>	<p>Analyze the direct and indirect relationship between transformational leadership and OCB with the moderator variable Psychology empowerment</p>	<p>319 five-star hotel employees</p>	<p>Direct Relationship Transactional and OCB directly related Indirect relationship Transactional and OCB indirectly related by means of moderator variable psychological empowerment</p>
Nasar and Arar (2019)	<p><u>Independent:</u> - Transformational and transactional leadership</p> <p><u>Dependent:</u> - OCB</p> <p><u>Intervening:</u> - Occupational perception</p>	<p>Analyze the relationship between Transformational and transactional leadership and OCB with the mediation of Occupational psychology</p>	<p>630 school teachers Arab Israeli Schools</p>	<p>Direct relationship No direct relationship between both leaderships and OCB In direct relationships Transformational leadership indirectly relates with OCB by means of mediating of occupational perception. Transactional leadership doesn't indirectly relate with OCB by means of mediating of occupational perception.</p>
Dartey-Baah, K., & Addo, S. A. (2019).	<p><u>Independent:</u> - Transformational and transactional leadership</p> <p><u>Dependent:</u> - OCB</p> <p><u>Intervening:</u> - Job involvement</p>	<p>Aims to analyze direct influence of both leadership on OCB and indirect relationship between them by means of the job involvement.</p>	<p>258 hotels employees, Greater Accra region in Ghana</p>	<p>Direct relationship Both leaderships have positive and significant influence on OCB. Indirect relationships Job involvement mediates transformational leadership and OCB, but it doesn't</p>

	Quantitative method			mediate leadership	transactional and OCB.
Arar and Abu Nasar (2019)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB <u>Intervening:</u> - Occupational perception	The purpose is to examine the direct relationship between both leadership styles and OCB and the indirect relationship of them by the mediator of occupational perception	620 Public school teachers in the Arab education system in Israel	Direct relationship Both leaderships have no direct effect on OCB Indirect relationships There is indirect relationship between transformational leadership and OCB by means of mediator occupational perception. No indirect relationship between transactional leadership and OCB by means of mediator occupational perception.	
Niranga and Dharmadasa(2019)	<u>Independent:</u> - Introverted and extraverted personality traits of leaders. <u>Dependent:</u> - OCB Intervening Leader member relationship	Analyze the relationship between Introverted and extraverted personality traits of leaders and OCB with the moderator of Leader member relationship		Direct relationship Introverted and extraverted personality traits of leaders positively relate with OCB Indirect Leader member relationship moderates the relationship of both personality traits	
Lian and Tui (2012)	<u>Independent:</u> - Transformational and transactional leadership <u>Dependent:</u> - OCB <u>Intervening:</u> - subordinates, competence and downward influence	Objective is to test the direct relationship between both leadership style and indirect relationship between both leadership style by means of the intervening variables, subordinates, competence and downward influence	374 employees from service, manufacturing, mining and construction companies in Malaysia	Direct relationship Transformational leadership has direct positive relationship with OCB. Transactional leadership has negative relationship with OCB. Indirect relationship Transformational leadership and OCB indirectly related by means of the mediators subordinates, competence and downward influence	
Nurjanah, pebianti and Handaru(2020)	<u>Independent:</u> - Transformational <u>Dependent:</u> - OCB <u>Intervening:</u> -	Analyze the influence of transformational leadership and OCB with the mediation of	196 civil servants, from Inspectorate general Education, Indonesia	Direct relationship Transformational Leadership has direct positive relationship with OCB. Indirect relationship	

Organizational commitment	organizational commitment	Transformational leadership indirectly impact on OCB through the mediation of organizational commitment.
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Table 1 indicates that Gamage (2014), Sulaiamn (2014), Rodrigues and Ferreira (2015), Martinez et al.,2018, Jameel et al (2021), Raveendran and Gamage (2021) and Dedci, Hadzaihmetovic and Mujezinovic (2022) analyzed the direct relationship of transactional and transformational leadership styles and OCB and concluded dissimilar findings. Others, for example, Nugraha (2021), Asgari, Mezgineiad and Taherpour (2020), Saira, Mansoor, Ali (2021), Nasar and Arar (2019), Dartey-Baah, K., & Addo, S. A. (2019), Arar and Abu Nasar (2019), Niranga and Dharmadasa(2019), Lian and Tui (2012), Nurjanah, pebianti and Handaru(2020) analyzed the relationship between leadership styles and OCB with the intervening variables.

### 2.9 Research Gap

As leadership determines the success or failure of the organization, in Sri Lankan context, it is hard to find few studies that analyze the impact of leadership styles and OCB of academics in state universities. Sri Lanka is experiencing an economic crisis now (Matthias and Jayasinghe,2022). The development of the country highly depends on the development of a highly skilled workforce. In this view, it is the main responsibility of the universities to develop a highly skilled workforce in the labor market. It is said that the quality of leadership makes a difference in the schools and the students' outcomes (Bush,2008). To offer unique possible education to learners, universities require effective leaders (Bush,2008). On the foundation of education, economic and social well-being are built. It is known that education offers a strong foundation for development. Education increases the productivity, income, and trade performance of a country. Hence vital tool for economic development is education. Economic development is impossible without a good education (Ozturk ,2008). The challenge of competitive pressure demand organization to possess skilled labor, to increase firm performance for survival and growth in the modern globalized world. Skilled labor access and firm performance is positively related in developing countries (Labor,2019). Since a country's development depends on education, education leadership is considered as an interesting aspect from the early twenty-first century. Nowadays to upgrade the economic position of the country, higher education is important, specifically, the performance of state universities is vital for the development of the country. Few studies show that leadership style influences the performance of academics in developing countries (Amelia and Rahman,2019). OCB is positively and significantly related to organizational performance (Thevanes and Harikaran,2020), product quality and customer satisfaction (Park,2018), specifically in public service organizations (Andrew and Leon-cazares,2015, Notanubun,2021). OCB is described as the cornerstone of achieving the desired organizational goal in public sector organizations (Andrew and Leon-cazares,2015). As leadership influences OCB and OCB in turn influences organizational performance, this relationship needs to be analyzed in state universities of Sri Lanka, since in the webometrics

ranking of the world universities in 2022, none of the Sri Lankan universities achieved the position within thousands (webometrics university ranking, 2022). de Geus et al., (2020) point out that there is lack of research studies on the relationship between antecedents and consequences of OCB in public sector organizations, specifically the relationship between public leadership and OCB and lack of qualitative research studies on OCB in the public sector. The lack of studies available related to leadership styles in public sector organizations in the Sri Lankan context was pointed out by several researchers (Raveendran and Gamage, 2019 and Raveendran, 2021). Based on the given argument the present study proposes that there is a gap in analyzing the impact of leadership styles on OCB in public-sector organizations, especially state universities in Sri Lanka.

Studies show that both the transformational and transactional have no direct influence on the task performance of academics in public universities in Malaysia (Ambad et al., 2021). In contrast to this finding in Iraqi universities, the performance of academics will be affected by both transformational and transactional leadership styles (Jameel and Ahmad, 2020). Studies point out that Transactional and transformed have a positive impact on OCB of academics in Pakistan Universities (Masood et al., 2020), secondary school teachers in Iraq (Jameel et al., 2021) and white-collar employees in Iran universities (Asgari, Mezgineiad and Taherpour, 2020). On the other hand, both transformational and transactional leadership styles do not influence OCB of teachers in the education system of Israel (Arar and Abu Nasar, 2019). These findings cannot be generalized to Sri Lankan context, because of the difference in values, attitudes, and behaviors of employees, mostly based on culture. Therefore, it is clear that the direct relationship between transformational and transactional leadership style and OCB is not confirmed in the educational sector, hence it is necessary to adopt intervening variables on the relationship between transformational and transactional leadership style and OCB. Hence it is clear that the gap in the present literature between the relationship of both transformational and transactional leadership style and OCB with the intervening variable in the context of Sri Lanka needs to be fulfilled.

### **3. Direction for future research**

Based on the review of the literature, it is evident that leadership styles and OCB are related differently based on circumstantial factors. Hence to investigate the impact of or the relationship between leadership styles, specifically both the transformational and transactional leadership and OCB, it is necessary to consider contextual variables or the intervening variables. Further, it has been pointed out that there is a lack of research evidence in the Sri Lankan public sector related to employee performance (Raveendran and Gamage, 2019 and Raveendran, 2021). Therefore, future researchers may aim to investigate the relationship between leadership styles and employees' performance in terms of role and extra-role behavior in Sri Lankan public sector organizations. Further contradictory findings of the above-said relationship, request to introduce mediators and moderators may be the platform for new researchers.

#### 4. Conclusion

The current review paper aims to explore the available past studies in the field on transformational and transactional leadership styles and OCB. Further, it considers the indirect relationship between transformational and transactional leadership styles and OCB using several variables. Among those studies, few studies consider organizational politics as the intervening variable to investigate the impact of leadership styles on OCB in public or state universities. Future researchers may consider these issues.

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