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Organizational Citizenship Behavior: A Study on Relationship Between Leadership Styles and Organizational Citizenship Behavior At Naza Automative Manufacturing Sdn. Bhd. Gurun, Kedah.

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ABSTRACT

Basically, any organization has their own objective in order to achieve their goal. This paper reviews the leadership styles that are preferred by the employees in Naza Automative Manufacturing Sdn Bhd, Gurun, Kedah which contribute to the Organizational Citizenship Behavior (OCB) and to identify the relationship between Organizational Citizenship Behavior (OCB) with three styles of leadership which are transformational leadership, charismatic leadership, and situational leadership. OCB is a willingness to cooperate, assist voluntarily and contribute to the strength of organization loyalty. It refers to the individual contributions in the workplace that go beyond ordinary role requirement and contractually rewarded job achievement. It has been seen that OCB has continuously been an important issue for almost three decades. It has been classified that leadership styles have played an important role in order to influence employees either positively or negatively.

Keywords: Charismatic Leadership, Organizational Citizenship Behavior (OCB), Situational Leadership, Transformational Leadership, Volunteerism

INTRODUCTION

Our research focuses on styles of leadership that influence employees in organization. Organization Citizenship Behavior (OCB) makes organization appears to be an attractive place to be in. The issue that might occur in organization's effort to implement OCB as a driver for its achievement is leadership style. No one can deny the importance of leadership to the success of a corporation, and the CEO bears the responsibility to establish effective leadership. At Naza Automative Manufacturing Sdn Bhd, process and production demands the employees to coordinate and collaborate efforts and ideas to meet datelines and clients requests. This situation shows that each employee need to help each others as volunteer that the organization needed. We believed that different style of leaders have their own ability and direction in order to encourage each employee to apply OCB in their work cultures. In our research, we want to determine the most preferred style of leadership in Naza Automative Manufacturing Sdn. Bhd. It is important to ensure Naza Automative Manufacturing Sdn. Bhd. working culture outputs are always of the best quality.

OCB is an important element that is created by employee in an organization that is related to the employees who do extra-role and out from their in-role duty as voluntary without getting any rewards or compensation (Organ, 1994). Organ & Ryan (1995), state that OCBs refer to the individual contribution in the workplace that go role requirements and contractually rewarded job achievements. OCB is an indicator of job performances which measure not only the degree to which an employee reached a work requirement, but also spontaneous and innovative behavior (Organ, 1988).

Transformational Leadership refers to a leader who can motivate their followers to perform beyond expectations by making them more aware of the importance and value of goals; inducing them to transcend self-interest for the good of the group/organization and appealing to followers' higher order needs (Bass, 1985). Whitener (1998) said that transformational leadership comes with a theory about the leader's high level of self confidence and leads to perception of competence which helps to engender

trust because the leader is seen as capable of fulfilling the leadership role. According to Tichy & Devanna (1990), transformational leadership is processed through recognizing the need for revitalization, creating a new vision and institutionalizing change.

While for charismatic leadership, Weber (1947), stated that charismatic leadership will show great confidence in their followers. They are very persuasive and make very effective use of body language as well as verbal language. It was supported by Robert House (1977) which described charismatic leadership as a set of specific behavior while others regard charismatic leadership as a “unique connection” between leaders and followers, in which effectiveness is attributed to the leader’s ability to shape the values, emotions and cognitive pattern of committed followers. Charismatic Leadership refers to the unique connection between leader and her or his followers that can account for extraordinary performance and accomplishment of individuals, work groups, units and organizations (Yammarino, Dubinsky, Comer, & Jolson, 1997).

Situational Leadership method from Kenneth Blanchard and Paul Hersey (1985) holds that managers must use different leadership styles depending on the situation. According to Hersey & Blanchard (1985), situational leadership is based on the interplay between the leader’s guidance or direction and socio- emotional support and the readiness or developmental level that followers exhibit on a particular task, function or objective. Situational leadership suggests that any leader behavior may be more or less effective depending on the readiness level of the person the leader is attempting to influence (Hersey, 1996).

METHODOLOGY

The population of this study covered all the employees in Naza Automative Manufacturing Sdn. Bhd. It consists of 734 employees from all sectors. Basically, the number of population is provided by Human Resources Department. The sample size is only 248 respondents. The objectives of our research are to identify the relationship between

organizational citizenship behavior and transformational leadership, to identify the relationship between organizational citizenship behavior and charismatic leadership and to identify the relationship between organizational citizenship behavior and situational leadership.

Data collection

Data will be obtained from the questionnaire that is divided into two sections which are section A and section B. Section A consists of demographic questions while section B is consists of independent and dependent variables.

Data Analysis

The data will be analyzed using Statistical Package for Social Science Program which is SPSS version 16.0. Cronbach's Alpha is computed in terms of average intercorrelation among the items measuring the concepts. Pearson Correlation is used to see the strength of interrelated that is present among all variables.

RESULT

This study is significant as it will give suggestions to Naza Automotive Manufacturing Sdn. Bhd. (NAMSB) or other companies regarding leadership styles and OCB. Other significance would be to increase the literature review and research findings for studies related to leadership styles and OCB. It can help other researchers to relate OCB from different perspectives. Other than that, the result will assist Naza Automotive Manufacturing Sdn. Bhd. in motivating their employees through leadership and OCB. This study might also be an assistance to leaders in other industry that maintain the same nature of business with Naza Automotive Manufacturing Sdn. Bhd. to decide which style of leadership would positively benefit their working culture. This is good for them in order to compete with each other and maintain a good competition

CONCLUSION

In conclusion, there are a few differences between the three types of leadership that we can find from our literature review. Most research indicated that leadership style and OCB does relate and we will further investigate this relationship in our study.

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