

THE RELATIONSHIP BETWEEN FOLLOWERS' TYPOLOGY, CONFORMITY AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR



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1.0 Letter of Report Submission

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Tuan,

LAPORAN AKHIR PENYELIDIKAN 'THE RELATIONSHIP BETWEEN FOLLOWERS' TYPOLOGY, CONFORMITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR'

Merujuk kepada perkara di atas, bersama-sama ini disertakan 3 (tiga) naskah Laporan Akhir Penyelidikan bertajuk 'The Relationship between Followers' Typology, Conformity and Organizational Citizenship Behavior" oleh kumpulan penyelidik dari UiTM Kedah untuk makluman pihak tuan.

Sekian, terima kasih.

Yang benar,

AZLYN AHMAD ZAWAWI
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5.0 Report

5.1 Proposed Executive Summary

Team dynamics in military missions have been diagnosed to be the evidence of crucial leader-follower setting. In such condition, a combination of evolving technology and the challenging missions have forced the teams to be creating unique team structures to accomplish task or missions. The compositions of followers and the intensity of social networking in teams have been a research interest of behavioral psychology. Team theory suggested interesting points to begin with; members of a team often think alike in an insight called 'mental model'. This mental model allows flow of communication and smooth continuation of task implementation. The fact is that, this mental model guides most members to think in a similar way and it is an advantage to task success. In order to have a good structure of mental model, teams have to understand each others' behavior, and so does the leaders. This may include understanding the type of followers that they are. Followership is a factor that drives organizational effectiveness. Follower's influence the overall organizational achievement, pressure leaders' judgment and more often than not, leaders are occupied with how followers think and behave, thus making followers at the center of decision making. Although the focus on followership in local research is still rare, some studies done in recent years indicate the needs for followers' empowerment and improvement. Some other research professed the needs for leaders to start looking at their people for a change. Most motivational problems in organization exist because it's 'people' are unhappy and some of these unhappiness are caused by poor understanding in follower behavior.

In understanding followers' behavior, followers are categorized in a model according to their responses and support to leader i.e. as alienated followers, passive followers, conformist followers, pragmatic followers or exemplary followers using social networks analysis. Social networks studies have made many contributions to understand the ontological aspect how and why humans build social relations. It transpires relational data that allows the social relations to be mapped and portray visually. From here the web of relations could be manipulated, measured and analyzed further, in order to understand the actors' behavioral patterns and power relations. These behavioral patterns could be the turning points of many team conflicts (if any) or team dynamics of a group construction. In military settings where instructions often go bluntly obeyed and performed, a peek into the minds of the followers could cause a big shift into task design, task implementation and success.

5.2 Enhanced Executive Summary

The compositions of followers and the intensity of citizenship behavior in teams have been a research interest of behavioral psychology. Team theory suggested interesting points to begin with; members of a team often think alike in an insight called 'mental model'. This mental model allows flow of communication and smooth continuation of task implementation. The fact is that, this mental model guides most members to think in a similar way and it is an advantage to task success. In order to have a good structure of mental model, teams have to understand each other's behavior, and so does the leaders. This may include understanding the type of followers that they are. Followership is a factor that drives organizational effectiveness. This research entails the relationships between followers' typology, conformity and organizational citizenship behavior. It involved 271 military men from two infantry units in Kedah, Malaysia. Data was collected at individual basis to project their followers' typology, conformity and OCB. Results indicated strong positive relationships between all hypothesized variables.

5.3 Introduction

The 'good soldier syndrome' as identified by Organ (1988) goes beyond performing extra role behavior at the workplace. It exhibits loyalty, obedience and sincere altruism that reflect the culture of an organization. These syndrome, or also infamously known as organizational citizenship behavior (OCB) are caused by multiple and overlapping motives that also include affiliation (desire to have positive relationships with others), power (over favors others are indebted for) and organizational loyalty. Although discretionary (and a behavior of choice), OCB could be seen evidently in teams that are cohesive and solidly structured. Most closely bonded groups often perform OCB at a remarkably consistent regularity. OCB is a personal choice and usually indicate specific behavior in a specific context, which is not an absolute requirement of the job description.

Follower's influence the overall organizational achievement, pressure leaders' judgment and more often than not, leaders are occupied with how followers think and behave, thus making followers at the center of decision making. Although the focus on followership in local research is still rare, some studies done in recent years indicate the needs for followers' empowerment and improvement. Some other research professed the needs for leaders to start looking at their people for a change. Most motivational problems in organization exist because it's 'people' are unhappy and some of these unhappiness are caused by poor understanding in followers' behavior. Kilburn (2010) asserted:

"Contrary to common perception, influence is not solely possessed by the leader. The sheer existence of followers suggests that leaders are not the sole possessors of power. Followers have some control over their own destiny in that they choose to follow or not to follow. It may be said that it is the followers who gives a leader power, through the choice to follow"

In understanding followers' behavior, followers are categorized in a model according to their responses and support to leader i.e. as alienated followers, passive followers, conformist followers, pragmatic followers or exemplary followers. These behavioral patterns could be the turning points of