

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ORGANIZATIONAL
CITIZENSHIP BEHAVIORS OF EMPLOYEES**
*DÖNÜŞÜMCÜ LİDERLİK TARZININ İŞGÖRENLERİN ÖRGÜTSEL VATANDAŞLIK
DAVRANIŞLARINA ETKİSİ*

Ertuğrul KÖSE

Dr., Gübre Fabrikaları Türk A.Ş., ertugrulkose73@gmail.com, ORCID: 0000-0002-8416-9414

Özlem YENİDOĞAN

Ph D. Student, İstanbul Commerce University, ozlemyenidogan16@gmail.com, ORCID: 0000-0002-6770-1202

ABSTRACT

The research was done with the aim of identifying the causality relationship between transformational leadership style and organizational citizenship behavior. The hypothesis of the research was identified as “transformational leadership style provides foresight in predicting organizational citizenship behaviors of employees.” Likert type scales were applied by using the available literature in order to identify the relationship between the two concepts. These measurement tools were applied to 282 people who were employed at different levels in manufacturing and service sector enterprises. 268 of the participants gave feedback by answering the questionnaire. 8 questionnaires were evaluated as invalid as they contain incomplete data. Finally, statistical analyzes were performed on the data in 260 questionnaire forms. Regression analysis was used in order to identify the relationship between transformational leadership and organizational citizenship behavior. As a result of the analysis, it has been concluded that the relationship between transformational leadership and organizational citizenship is statistically significant and transformational leadership style has an effect on the organizational citizenship behaviors of employees.

Key Words: Transformational Leadership, Organizational Citizenship Behavior, Manufacturing and Service Sector.

ÖZET

Araştırma dönüşümcü liderlik tarzı ile örgütsel vatandaşlık davranışı arasındaki nedensellik ilişkisini belirlemek amacıyla yapılmıştır. Araştırmanın hipotezi “dönüşümcü liderlik tarzının iş görenlerin örgütsel vatandaşlık davranışlarını tahmin etmede öngörü sağladığı” şeklinde belirlenmiştir. Çalışmada iki kavramsal yapı arasındaki ilişkileri belirlemek amacıyla alan yazından yararlanılarak likert tipi ölçekler kullanılmıştır. Söz konusu ölçüm araçları imalat ve hizmet sektörü işletmelerinde farklı kademede çalışan iş görenlerin kapsama alındığı 282 kişiye uygulanmış, katılımcılardan 268’i anketi cevaplayarak geri dönüş yapmış, 8 soru formu eksik veri içerdiğinden geçersiz sayılmıştır. Nihayetinde, 260 anket formundaki veriler üzerinde istatistikî analizler yapılmıştır. Dönüşümcü liderlik tarzı ile örgütsel vatandaşlık arasındaki ilişkiyi belirlemek için regresyon analizinden yararlanılmıştır. Analiz neticesinde dönüşümcü liderlik tarzı ile örgütsel vatandaşlık arasındaki ilişkinin istatistiksel açıdan anlamlı olduğu ve dönüşümcü liderlik tarzının iş görenlerin örgütsel vatandaşlık davranışları üzerinde etkide bulunduğu sonucuna varılmıştır.

Anahtar Kelimeler: Dönüşümcü Liderlik, Örgütsel Vatandaşlık Davranışı, Üretim ve Hizmet Sektörü

INTRODUCTION

The main subject of the study is to reveal the relationship between transformational leadership and organizational citizenship behavior with the foresight of transformational leadership has effect on organizational citizenship behavior. In this study, it is important to determine the consensus and difference of the employees working at different levels of organization in terms of transformational leadership and organizational citizenship behaviors. This research was conducted with the foresight that organization members have the potential to show organizational behavior when they perceive transformational leadership and directional, managerial understanding it brings with itself. The aim of the study is to reveal the relationship between two conceptual structures which are transformational leadership and organizational citizenship behavior and to increase the accumulation of managerial

knowledge on this subject in the literature. When the literature regarding this topic is examined in Turkey, studies that are in the aim of identifying the relationship between two conceptual structures seem to be less in quantity and mostly seen in educational sector. It is realized that studies which aim to identify the relationship between transformational leadership and organizational citizenship behavior are not prevalent in literature and there is a wide gap in management literature. It is aimed to identify the transformational leadership perception and its effect on organization in terms of identification of their organization and its effect on their organizational citizenship behavior.

The main question of the research is to determine the effect of transformational leadership style on organizational citizenship behaviors of employees and to reveal the direction of this effect. If the positive impact of transformational leadership on organizational citizenship behavior is revealed, suggestions will be given to the management to direct their managerial practices in this direction, the awareness of the organizations will be increased and the scientific knowledge about the two concepts in the literature will be enriched.

LITERATURE

Transformational Leadership

The phenomenon of transformation is expressed as the abandonment of the existing system and orientations, making radical changes by foreseeing the recent trends from this day, predicting future time orientations and embarking on practices from now on. The transformation is to create radical and great changes that occur unexpectedly and are based on revolution. Effective transformation capabilities are required to achieve organizational transformation. However, managers' abilities and leadership skills are confused with each other within an organization; in fact the two include separate competencies. While organization members rely on formal power at the management level, leadership is the process of creating impact on organization's members through the use of informal force (Şahin, 2009:100-101). The model of transformational leadership versus transactional leadership is expressed as only one of the modals among many ones, but maybe the most renowned leadership modal to comprehend leaders' effectiveness recently (Humphrey, 2012:248). With the addition of transformational leadership theory into the literature, it has been more important to comprehend how some leaders are more capable in making their subordinates feel more motivated and how can make their subordinate show better performance at their work. Transformational leaders formulize social identity on their subordinates creating the mission and goals of their organization. Some writers expressed that transformational leadership is crucial in the emergency of common confidence while facing hard conditions and challenges (Bass, Avolio et al., 2003:208). Identifying the requirement for change, formulizing new vision, leading followers to show commitment to the new vision, transformation leadership model owns the idea that leaders have the power and talent to transform the organization (Den Hartog, Van Muijen, et al., 1997:20). Transformational leadership is mostly associated with positive organizational outcomes and high level performance of organization (Sudha, Shahnawaz and Farhat, 2016:112).

Transformational leadership phenomenon was first emphasized in the work of Dawston called "Dawston's Revolting Leadership". Burns, on the other hand, made this leadership phenomenon systematic. Leader is an individual who puts on job-oriented performance in groups exhibiting high motivation and positive behavioral outcomes. Transformational leadership is the only form of leadership that will bring innovation and leads new changes to the contemporary organization. The leader formulates the organizational vision and encourages followers to bring the existing vision to organizational life by enabling all members to identify with it. The transformational leader is the one who creates changes in the internal and external environment of organization. The leader does not react to environmental conditions and is the person who functions to uncover a whole new organizational environment. Burns stated that leadership, in a broder framework, would gain meaning if it turned to ideals in holistic character emphasizing collective goals and stood against the perspectives that emphasized leadership as a qualification only for higher positions. The researcher "Burns" presented an additional perspective to leadership with the dimension of ethics (Eraslan, 2004: 4).

The phenomenon of transformational leadership recently has been one of the leadership approaches that gained popularity in the literature as a model of leadership that will be effective to strategy-based leadership practices. Transformational leadership is the motivation of the followers by the leader in order to reach the shared ideals that individuals formulate in the framework of economic, political and similar values and enable them to take action. This type of leadership model is the process of creating loyalty of members towards organizational goals and empowering followers towards shared ideals. The basis of this leadership model consists of the leader's focus on the emotional conditions and cognitive needs of followers who are members of the organization. In transformational leadership approach, it is seen that the followers of leader are given a number of obligations by the leader in order to improve the capabilities of the followers and increase their performance. It emphasizes the leadership behavior that intersects individual goals and organizational ideals of members, also creates extraordinary influence in their followers. Burns laid the foundations of the transformational leadership phenomenon in 1978. He argued that transformational leadership was completely opposed to transactional leadership and the leader could exhibit either transformational or transactional leadership behavior. Bass, on the other hand, stated that the leader can be two-sided and exhibit both transformational and transactional leadership behaviors (Erdoğan & Çarıkçı, 2016: 99-100).

Transformational leadership is defined as the ability to create transformation in corporate culture. Researchers have discussed transformational leadership in different dimensions. Podsakoff discussed the qualities of transformational leadership in six dimensions. These dimensions are; (1) definition and expression of vision, (2) displaying optimal model behavior, (3) motivating followers within the framework of ideals, (4) expecting for top performance outcomes, (5) personalized help and (6) cognitive stimulation. The definition of vision is to shape the leader's future dream and to express the vision he creates to the members of the organization. Displaying optimal model behavior means that the leader put forward role model behaviors towards the employees. Motivating followers within the framework of ideals emphasizes the integration of employees with the ideals and leading them to the ideals. Expecting for high-level performance means the leader demonstrating whatever expects from members of organization and emphasizing his belief in performance outcomes. Finally, cognitive stimulation involves the leader's leading the members of organization to think about their organizational practices and motivate them to discover innovative strategies for their performance (Akbolat, et al., 2013: 36).

Bass defined transformational leadership as a form of leadership consisting of seven sub-dimensions. These sub-dimensions are; charisma, motivation, cognitive stimulation, personal orientation, conditional rewarding, management by exceptions, and liberal (laissez faire) leadership. Since the first dimension which is charisma and motivation components were close to each other, these were examined under only one dimension and the multifactorial leadership scale was reduced to six sub-dimensions. While attractiveness (charisma), motivation, cognitive stimulation, and personal orientation dimensions have been included in the conceptual structure of transformational leadership; conditional rewarding and management by exceptions have been included in the conceptual structures of transactional leadership. Liberal (laissez faire) leadership modal was examined as a separate leadership style. Management by exception dimension has been considered in the form of effective and stable leadership (Arslantaş & Pekdemir, 2007: 269).

Charismatic leaders are highly influential. They play an important role in their organizations leading their subordinates towards a shared vision, mission and goal. They give their followers inspiration and optimism about the accomplishment of tasks in organizations. Transformational leaders try to understand the needs of their followers, identify them, lift them to high levels. They find the ways for followers exceeding the expectations and their talents and develop their talent of embarking on risky attempts. These are the leaders owning individual interest on their followers. Those leaders who stimulate followers intellectually lead them to think all the problems by different and new perspectives, investigating all existing assumptions. Management by exceptions means the leaders' taking actions rapidly when things don't go on the right way in the organization. So it may be said, there are exceptional situations in the organization that a leader should make an attempt to take an action to correct the wrong situation. Conditional rewarding emphasizes leaders' giving the promise of

rewarding in the case of followers' accomplishment of their organizational tasks. Laissez faire leadership means inactive leadership which is related to leaders' avoiding from leading the followers. This type of leaders rejects decision making, escapes all kinds of conflicts and never support development of their followers (Bass & Avolio, et al., 1996: 10). Transformational leaders are good examples with their role model behaviors for their followers and indicate idealized influence on them (Sosik & Dionne, 1997: 455).

The role of transformational leaders in the organizational environment is critical since they encourage employees to perform actions beyond their job definitions rather than merely performing what is expected of them regarding their task. In other words, the transformational leadership approach makes actions regarding organizational citizenship behavior such as altruism, conscientiousness, and civil virtue more effective and powerful (Podsakoff, et al., 1990:107-142).

In the transformational leadership approach, it is critically important to create an organizational culture based on collectivism. The leader may thus realize the mission of unifying the organizational members around a purpose. By incorporating employees in processes that attract employees to collectivism and bring them together in making in organizational decisions, they can create an organizational environment where it is common for people to do business together, where people communicate each other's problems and performances, and where learning practice takes place at an organizational level. In such a development-oriented organizational environment, transformational leaders can more effectively achieve the goal of transferring the rules and beliefs of the organization to organizational members by sharing the leadership with other employees using the tool of delegation of authority and identifying the shared goals collectively (Demir, 2008:97).

In an organizational culture where transformational leadership dominates, there exist the emotion of a family, common goals and shared emotions coming together with this family feeling. Leaders and their followers share common benefits, destiny and mutual commitment feelings. A transformational leadership culture also stimulates a transactional leadership culture. A transformational leadership culture doesn't mean leaving the followers' abandonment of personal goals and individual willings. These personal goals are achieved also being organizational goal centered (Bass & Avolio, 1993: 116). The transformational leader can make the transformation process easier by motivating the formation of an organizational environment that encourages group-shaped decisions. The leader seek the ways to involve most of the organization members in the transformation process of the organization. Resistance reactions from members of organizations may occur in the absence of efforts to involve organizational members into transformational process. The transformational leader's aim is to form an organization that accepts and tolerates transformation. It is a must for a transformational leader to determine the the high-level behaviors expecting from organization members in the transformation process. Practices directed to organizational vision are rewarded in the organizations dominated by transformational leadership. Creating standarts in the organization for institutionalization are also among the activities of the transformational leader (Tunçer, 2011: 69). Transformational leaders have the capability of creating knowlege by using communication and mutual dialogue tools. They may easily do information analyses due to their talent of as a result of their intellectual stimulation talent (Ayub, Kanwal, et. al., 2019:37). The studies indicate that transformational leadership approach brings many organizational rewards in the organizations where it is applied. Transformational leadership has been quite associated with effectiveness rating of organization leaders (Humphreys, 2001: 151).

Organizational Citizenship Behavior

Organizational citizenship behavior has become one of the main fields of study of management science. It is expressed as the dedication of the employees to the organization where they belong to. As it is not easy for businesses to define all the components of organizational member actions that are required to achieve the organizational objectives within the formal role definition, organizational citizenship behaviors are critical in ensuring the effectiveness of the organization (Deluga, 1994: 315-326).

Organizational citizenship behavior (OCB) was investigated by researchers in various aspects and the relationship with some conceptual structures and its effect on different conceptual structures were tried to be determined through various studies. The OCB is expressed as voluntary actions based on the willingness of the organization members to effectively implement the functions of the organization without taking into account the formal compensation mechanism (Organ, 1988:4).

With the phenomenon of willingness, the actions that are not seem as necessary by the person's task and official job description in the organizations are emphasized. Greenberg and Baron expressed the phenomenon of organizational citizenship behavior as being beyond the limits of the formal obligations of the member of the organization and carrying out actions beyond the expectations (Greenberg & Baron, 2000: 372). Therefore, organizational citizenship behavior is based on voluntary willingness.

In order for the actions to be evaluated as organizational citizenship behaviors, it must be seen as positive and functional for the employees and managers of the organization. Approval of these behaviors by all members of the organization is also required for an organization where transformational leadership modal is practiced (Özdevecioğlu, 2003:118). Organizational citizenship behaviors, which are not taken as criteria in performance evaluation, are not related to formal rewarding mechanism and emphasize actions to assume more responsibilities than expected at organizational level, are defined as "good soldier actions" by some researchers in the existing literature since they are informal and based on willingness (Turnipseed, 2002:7). The reasons of organization members for willingly taking additional tasks or the reasons for being a good corporate citizen within an organization, are both related to the interactions of members and the organization where they work and the level of these interactions.

Organ and colleagues' studies in 1983 are the first studies on OCB. It was revealed by these first studies that the OCB is essentially job-oriented. Organ's work with Ryan in 1995 revealed that job satisfaction was the basis of the OCB actions. Studies regarding organizational citizenship behavior concept and its relations with different organizational variables were conducted. Personality, organizational justice and motivation are some of these variables. It was determined in the studies that the level of high degree effectiveness performance of the organizational members exhibiting OCB was higher than the organizational members that did not exhibit such actions (Özdevecioğlu, 2003:118). The conceptual structure took place in the field of management literature after 1983 and Podsakoff and his friends mentioned the various reasons why organizational citizenship behavior were examined in management literature (Chompookum, 2004: 406).

Organ developed organizational citizenship behavior phenomenon and identified a factorial structure consisting of five dimensions. These sub-dimensions of the conceptual structure are; (1) Altruism, (2) Conscientiousness, (3) Courtesy, (4) Sportmanship and (5) Civil virtue. The different dimensions introduced are similar in nature and parallel to the Organ's definition. Therefore, Organ's classification is the most common classification in the literature (Basım & Şeşen, 2006: 86).

Altruism is the contribution of an employee to the other organization members about work-related issues. This contribution is eagerly carried out by the member of the organization. The actions willingly done by organization members in order to ease the work of another organization member whose workload is high are included within the scope of this dimension. This behavioral orientation is important in preventing the occurrence of problems. It is the inclusion and support of the employee directly in the work of another employee in uncertain and problematic situations. The reason for this contribution is due to the existence of a desirable purpose to be realized regarding the organization. This action is linked to recognizing the requirements of individuals by emphasizing the sensitivity of the member of the organization to the individuals around (Becker & Vance, 1993:666).

Courtesy is the behavior of the member of the organization that seeks to eliminate uncertainty and problems and considers another member of the organization. Informing other members of the organization in advance about organizational issues that concern them, anticipating the problems of

other members of the same organization, making recommendations for the solution of these problems, and respecting the rights and law of the employees involved in this organizational citizenship action (Organ & Lingl, 1995: 339-351). It emphasizes the positive communication among members of the organization in mutual interaction due to their cooperation. The courtesy dimension includes the actions of enlightening the members of organization before making any decisions that may have an impact on their organizational life. This includes actions such as providing information, counseling and stimulation (Sökmen & Boylu, 2011:150).

Sportsmanship is an organizational citizenship behavior that is not widespread in the literature. It is expressed as volunteering that focus on toleration of many situations that create problems and challenges arising from the task. This organizational citizenship behavior dimension occurs when the organization member does not carry out actions such as complaints about the role within organization, whining about the organization, and even has a perspective focused on positive aspects rather than negative aspects of the duty. Member of the organization does not respond to complaints, even in the situation of encountering the coercion of other employees in the organization and the negative situations arising from them. The employee maintains the optimistic attitude even when something goes wrong in the organization. Personal goals may be left for the sake of collaboration in the team. Agressive behaviors towards other members never exist, toleration and respects the ideas of others by feeling empathy are shown in the existence of sportmanship citizenship behavior. Organizational members all approaches towards negative situations are positive, acts positively without exaggerating events and takes control of dysfunctional situations for the organization (Deluga, 1998: 189-217). Sportmanship is an organizational citizenship behavior that expresses the ability of the organization member to tolerate the disturbing workplace or the negative situations arising from the workplace, impositions or excessive workloads without any complaints (Shanker, 2012: 64).

Conscientiousness is the willingness of organization members to perform roles beyond the roles assigned to them. It is all the actions that employees show voluntarily and in a way that exceeds the whole role expectations anticipated from them (Yoon & Suh, 2003:598). Conscientiousness is related to organization members' willingness to perform more organizational tasks than their superiors expect. Being disciplined about their duties, working in a certain order, coming to their institutions in time and to start their duties, engaging in their own duties during the working hours and not engaging in social slacking behavior, spending overtime voluntarily to complete the tasks in their organization even after work, not using all of the annual leave and their tendency to come to their organization even when they feel uncomfortable are examples of the actions of conscientious behavior of the members of the organization (Sökmen & Boylu, 2011: 149).

Civil virtue, one of the organizational citizenship behaviors, is a set of actions that contribute to organizational development and progress based on the loyalty of the organization member to the organization as a whole. It involves the active participation of the employees in the decisions related to the organization and the participation of them in the corporate activities by perceiving themselves as a member of the organization. The willingness exist at the hearth of all these participation actions, just as in other organizational citizenship behaviors. The employee is aware of the liability to the organization and takes active roles in decisions and activities related to the organization (Alkan & Arikboğa, 2017:352).

Organizational citizenship behavior has important contributions to organizations. Cohen and Vigoda (2000) stated the benefits of organizational citizenship behaviors to organizations as follows:

- Increasing the productivity level of employees and managers,
- Directing the organizational resource to the objectives that provide efficiency,
- Collaboration among teams in different roles,
- Including the best employees in the organization and increasing the recruitment ability for this purpose,
- Continuity of the organization's efficiency outputs,
- Optimizing the adaptation of the organization to internal and external conditions (Cohen& Vigoda, 2000:596-625).

METHODOLOGY

In this study, the responses of the participants regarding both conceptual structures in the study were evaluated by analyzing the descriptive and deductive statistics. The relationship between transformational leadership and organizational citizenship behavior conceptual structures was tried to be determined with the statistical analyzes applied.

Population, Sample and Research Implementation

The research aiming to determine the causality relationship between transformational leadership style and organizational citizenship behavior of employees is based on statistical data collection and statistical analysis of these data. Data were collected using “survey” method from the employees working in service and manufacturing organizations in Istanbul within the scope of research.

The population of the research consists of employees working in the service and manufacturing sectors such as hotel management, banking, textile in Istanbul. 282 questionnaires for the research were distributed between July-September 2019 by convenience sampling method to the employees working in the organizations mentioned above. Questionnaires were answered by using three different methods. In the first method, questionnaires were delivered to department managers with the permission of the top managers of the organizations. The questionnaires were answered by managers. The statements of the questionnaire were one by one explained to the employees by the managers and the questionnaires were answered by the employees who were under the control of the management individuals. The second method is to obtain the data by face-to-face interview method. Participants who were given information about the aim and importance of the research in advanced were also answered all questions about questionnaires during the whole answering period. In the third method, the questionnaires were sent via e-mail to the employees of the service and manufacturing organizations in Istanbul. Survey participants were informed that business information, information about participants and responses to questionnaire statements would be kept confidential in all of the data acquisition methods. The employees who participated in the questionnaires were informed that the questionnaires should be answered with complete, error-free and taking the organizational practises into account. The employees were asked to answer the questionnaire questions by considering the managers and the managers were asked to consider the higher level managers by answering. 268 of the 282 questionnaires were returned back and eight of them were considered invalid due to missing data they include and were not included in the analysis and evaluation. 260 questionnaires were analyzed and evaluated. The response rate of survey is 95%. Since the geographical aspects and functional parts of the organizations are taken into consideration during the data collection period, it may be said that the sample is representative of the target population.

Measurement Tools and Application

Two different measurement tools were used to measure transformational leadership style and organizational citizenship behavior in the study. The questionnaire used in the research consists of three parts. In the first part, demographic questions such as status, age, educational level and working experience; in the second part, Bass and Avolio's “Multi-Factor Leadership” scale was used to measure the transformational leadership scores of the participants. The statements in the scale were translated from English to Turkish and then translated from Turkish to English by different researchers to examine the language adaptation. Transformational leadership conceptual structure consists of four dimensions and 20 items. The first dimension which is ideal effect behavior include eight statements and cognitive stimulation, inspirational motivation, individual interest dimensions include four items. In the third part, the Organizational Citizenship scale developed by Vey and Campbell (2004) and Williams and Shiaw (1999) and also was translated into Turkish in 2006 by Basım and Şeşen was used in order to measure the scores of organizational citizenship behavior and attitudes of employees. The scale includes five dimensions and 19 items. The scale consist of the sub-dimensions which are; altruism, courtesy, conscientiousness, sportsmanship and civil virtue. Five point Likert type was used for answering the statements. The scales consist of the answering options like (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) strongly agree.

The dependent variable of the study is organizational citizenship behavior. The independent variable is the transformational leadership style. After the factor analysis, the transformational leadership scale was formed as 19 items in four dimensions and the organizational citizenship scale was formed as 18 items in five dimensions. The analysis was continued with the factorial structures determined for both scales.

Hypothesis of the Research

Transformational leadership style was defined as predictor variable and organizational citizenship behavior was defined as outcome variable in the research. The research hypothesis was that “Transformational leadership style predicts organizational citizenship behavior of employees”. The average scores of transformational leadership and organizational citizenship behavior scales were found by calculating the arithmetic means of the related items. Simple linear regression analysis was used for hypothesis testing.

FINDINGS

The findings of the study are given under the titles of demographic findings, dimensional analysis findings, reliability, validity of the scales and hypothesis test results.

Descriptive Statistics

The findings obtained by calculating the frequency and percentage distributions of demographic data consisting of status, age, education level and working experience variables of the participants are as follows:

It was seen that 92 (35.4%) of the employees participated to the research were managers and 168 (64.6%) were non-managerial status.

25 (9,6%) of the participants were in the 18-25 age group; 71 (27,3%) were in the 26-30 age group and 114 (43.8%) were in the 31-40 age group; 50 (19.2%) were in the age group of 41 and above.

According to the educational level variable, 50 (19.3%) of the participants have high school degree; 84 (32.3%) of them have associate degree; 70 (26.9%) of them have undergraduate degree and 56 (21.5%) of them have graduate degree.

When the working experience variable was examined, 52 (20%) of the participants were 0-2 years; 84 (32,3%) of them have 3-5 years of working experience; 62 (23.8%) of them have 6-10 years of work experience and 62 (23.8%) of them have 11 years and more work experience.

Dimensionality Analysis, Reliability and Validity

The explanatory factor analysis (EFA) method was used for both the transformational leadership scale and organizational citizenship behavior scale in order to determine the factorial structure, the relationship between the two conceptual structures and to exclude inappropriate items from the analysis. The “Factor 10.5.03” program was used to perform the explanatory factor analysis.

As a result of the factor analysis, the correlation values of the variables were found to be over 0.20. In order to determine the factorial structure and the number of factors to be included in this factorial structure, Pearson correlation analysis was used. Parallel analysis method was applied to determine the number of factors. Items with a factor load less than 0.40 were excluded from the scale and items with a factor load of 0.40 or above were included in the analysis. The Kaiser Meyer Olkin (KMO) test result has a value greater than 0.60 and the significance of the Barlett statistical test result indicate that the sample is adequate and appropriate for the application of factor analysis (Yıldırım, 2015, s. 36). As a result of the EFA conducted on the transformational leadership style scale, KMO test score was 0.79 and Barlett's sphericity test was found to be significant (1667,9; $df=171$; $p = 0.00$). KMO test score and Barlett's sphericity test results of organizational citizenship behavior scale were 0.82 and significant (1442,6; $df=153$; $p = 0,00$). According to the findings of the analyzes, the sample was found to be adequate and appropriate for performing the analysis. As a result of the EFA carried out

on the transformational leadership scale, the structure containing four factors consisting of 20 variables became a four factor structure consisting of 19 variables and only item 5 in the ideal effect dimension was excluded from the analysis because the factor load was lower than 0.40. As a result of the EFA on organizational citizenship behavior scale, the factorial structure consisting of 19 variables and five dimensions became a structure with 18 variables consisting of five dimensions. The item number 8 in the dimension of conscientiousness was excluded from the measurement tool since the factor load was below 0.40. After the factorial structure was determined, reliability analyzes of the measurement data were performed.

Since the purpose of developing a scale was not intended, only “internal consistency reliability” method was used to measure reliability. Cronbach’s alpha coefficients were calculated for the scales and each sub-dimensions by means of SPSS 23 package program. The reliability coefficients of the measurement tool may differ and the values above 0.70 are acceptable in literature (Gliem & Gliem, 2003: 87).

Considering the Cronbach’s alpha reliability coefficients, the general reliability findings of the transformational leadership style and organizational citizenship behavior scales and the alpha values calculated for each dimension of these conceptual structures are as follows:

The number of items in the transformational leadership scale was 19 and the Cronbach's alpha coefficient representing the overall reliability of the scale was 0.812. Since the Cronbach’s alpha coefficient of the scale was > 0.80 , the scale was found to be reliable. The Cronbach’s alpha coefficient of the ideal effect dimension consisting of 7 items was 0.79; the Cronbach’s alpha coefficient of the 4-item cognitive stimulation dimension was 0.71. the Cronbach's alpha coefficient of the inspirational motivation sub-dimension consisting of 4 items was 0.61; the Cronbach’s alpha coefficient of individual interest sub-dimension consisting of 4 items was 0.68. As the dimensions of inspirational motivation and individual interest of transformational leadership scale were at low reliability levels, these dimensions were excluded from the analysis.

When the overall reliability of the Organizational Citizenship Behavior scale consisting of 18 items was examined, the Cronbach’s alpha coefficient was found to be 0.818. The Cronbach’s alpha coefficient of 0.80 and above indicates that the scale is highly reliable.

The Cronbach's alpha coefficient of the altruism sub-dimension of organizational citizenship behavior scale consisting of 5 item was 0.77 and the Cronbach's alpha coefficient of the 4-item civil virtue dimension was 0.75. The Cronbach's alpha coefficient of the 2-item conscientiousness sub-dimension was 0.51; The Cronbach alpha coefficient of the courtesy sub-dimension consisting of 3 items was 0.68; The Cronbach's alpha coefficient of the 4-item sportsmanship dimension was 0.61. As the reliability levels of these dimensions were low, these sub-dimensions were excluded from the analysis. Validity analyzes were performed for measurement tools and data after reliability analysis.

Confirmatory factor analysis (CFA) was used for construct validity within the scope of analysis. The analysis findings are as follows:

According to the findings of the CFA analysis of the transformational leadership (DL) scale, chi-square / degree of freedom ($\chi^2 / df = 3.72$) is an acceptable value. The root mean square error of approximation (RMSEA) related to the transformational leadership scale was found to be 0.05. RMSEA value of $0.05 < RMSEA < 0.10$ is acceptable. The goodness of fit index (GFI) was found to be 0.86. Since the values between $0.90 < GFI < 0.95$ are reasonable, this value is slightly lower. When it comes to comparative fit index; values of 0.90 or higher indicate acceptable fit. As a result of the analysis, it was found that CFI value was also low (CFI= 0.77). The adjusted goodness of fit index value was 0.86. $0.90 < AGFI < 1.00$ indicates good fit of the value when value between $0.85 < AGFI < 0.90$ indicates an acceptable value.

According to the findings of CFA analysis of organizational citizenship behavior scale, chi-square value / degree of freedom ($\chi^2 / df = 2.30$) indicated good fit. RMSEA value was found to be 0.06. According to the literature, RMSEA value between $0.05 < RMSEA < 0.10$ indicates acceptable compliance. GFI was found to be 0.89. Since values between $0.85 < GFI < 0.95$ are reasonable, this value is acceptable. A comparative fit index of 0.90 or higher indicates acceptable compliance. As a result of the analysis, it was found that the CFI value was also low (CFI=0.87). The result of the adjusted goodness of fit index was 0.88. $0.90 < AGFI < 1.00$ indicated good fit of the value when value between $0.85 < AGFI < 0.90$ indicates an acceptable value. The AGFI value is acceptable.

Hypothesis Testing Findings

The hypothesis of the research was determined as transformational leadership style provides foresight in predicting organizational citizenship behavior of employees and it was tested with linear regression analysis.

Before the analysis, it was examined whether the assumptions of linear regression analysis were met or not. In this direction, the preconditions of (a) linearity, (b) normal distribution of errors, (c) independent of errors, (d) uniformity of variances (homogeneity of variances) between dependent and independent variables were examined. It was concluded that the preconditions were met according to the reasonable findings of the regression analysis. Therefore, it may be said that the results obtained from the regression analysis are fully reflective of reality.

Table 1- Regression Analysis Results

| Dependent Variable | Independent Variable | R ² | β | t | p |
|-------------------------------------|-----------------------------------|----------------|------|-------|------|
| Organizational Citizenship Behavior | Transformational Leadership Style | .075 | .273 | 4,558 | .000 |

As a result of the regression analysis to test the effect of transformational leadership style on organizational citizenship behavior, it was determined that there was a statistically significant, positive and linear relationship between the two conceptual structures ($F=20,78; p<0,05; R^2 =0,075$). When the results of the regression analysis in Table 1 are examined; the transformational leadership independent variable explained the change in organizational citizenship behavior by the percentage of 7.5 ($R^2 = 0.075$).

The effect of transformational leadership style on organizational citizenship behavior was found to be statistically significant and the hypothesis of the study was confirmed. Accordingly, the null hypothesis was rejected and the alternative hypothesis was accepted. In other words, the increase in employees' perception of the transformational leadership style will positively affect the organizational citizenship behaviors of the employees. Findings of the confidence interval predictions indicates that a 1-point increase in the transformational leadership variable would result in a change in score of 0.126 to 0.318 in organizational citizenship behavior scores.

DISCUSSION AND CONCLUSION

As a result of the research, it was determined that transformational leadership style provides insight in predicting organizational citizenship behaviors of employees. The results of the hypothesis test indicated that the transformational leadership style explained organizational citizenship behavior by 7.5% ($R^2=0,075$). The effect of transformational leadership style on organizational citizenship behavior was found to be statistically significant and the hypothesis of the study was confirmed. In other words, the increase in employees' perception of transformational leadership style will positively affect their organizational citizenship behaviors. Employees working in an organizational environment where transformational leadership style is exhibited will be more attached to their organizations with the effect of an organizational climate in which they are valued, their individual wishes, needs and expectations are cared and they are developed and strengthened and encouraged to perform above their potential. This high level of commitment of organization members will result in the feeling of 'being a

citizen of the organization' and will direct them to exhibit organizational citizenship behaviors. Employees will be identified with the business, keeping corporate interests above individual interests, serving in favor of the business and colleagues, and will be motivated to achieve organizational goals. The way to increase the organizational citizenship behaviors of the employees is to increase their perceptions of transformational leadership so that the employee can create benefits in favor of the organization at the group and organization level and make changes and transformations over their potential.

It was determined that there is a positive causal relationship between transformational leadership style and organizational citizenship behavior in some scientific studies conducted by various researchers. In the study conducted by Arslantaş and Pekdemir, a significant relationship ($R^2=0.56$, $p<0.01$) was found between transformational leadership, organizational citizenship behavior and organizational justice. In their study, a similar finding was obtained (Arslantaş & Pekdemir, 2007: 261-286). The research conducted by Çetin, Korkmaz and Çakmakcı is an applied research aimed at determining the effect of transformational leadership on organizational citizenship behavior and a highly significant relationship was found between transformational leadership and organizational citizenship behavior. It was concluded that the leadership actions exhibited by the managers were effective in subordinates' fulfilling more than the job requirements. (Çetin, Korkmaz & Çakmakcı, 2012: 45-46). The study by Park and others has shown statistically significant relationships between transformational leadership and employees' organizational citizenship behavior (Park et al., 2013: 558). In the study of Humphrey, while transformational leadership predicted organizational citizenship behavior, it was found that organizational identification did not mediate the relationship between conceptual structures (Humphrey, 2012: 247). Shanker's study emphasizes the positive and direct impact of transformational leadership on organizational citizenship behavior. Transformational leaders with strong emotional intelligence or strengthening their emotional intelligence will be able to create organizational citizenship behaviors more effectively on their employees. This is necessary in today's competing business world (Shanker, 2012: 67). The studies mentioned above indicate that the transformational leadership style has a positive effect on the organizational citizenship behaviors of the employees.

Recommendations for Future Researchers

The findings of the research indicate that the transformational leadership style provides insight in predicting employees' organizational citizenship behaviors. Increased employees' perceptions regarding existence of transformational leadership leads them to develop commitment to the organization they work for. Realizing this commitment in the form of high level emotional commitment will lead employees to exhibit organizational citizenship behaviors. Orientation to organizational citizenship behaviors such as altruism, courtesy, conscientiousness, civil virtue and sportsmanship will provide benefits to the organization in terms of organizational collaboration, learning, performance and effectiveness. Because the behaviors that are highly committed to the organization will bring the practises in favor of the organization.

Managers should apply transformational leadership style that aims to radical changes in the organization, which is based on the focus and concentration of the individual needs and desires of the employees, which create vision for the employees, inspire motivation by inspiring them, mentally stimulate the employees for organizational purposes. Thus, employees' perception of the existence of transformational leadership style in the organizational environment, within the framework of the hypothesis confirmed, will cause employees to feel themselves as members of the family in the organizations they work for. Employees will identify themselves with the organization and exhibit examples of organizational citizenship behavior, which is a set of functional behaviors for the organization.

There are few quantitative scientific studies applicable in the service and manufacturing sector aimed at determining the relationship between transformational leadership style and organizational citizenship behaviors. It is noticed that the relationship between transformational leadership and organizational citizenship behavior has been examined through studies conducted for educational institutions rather than enterprises in the existing literature. This study will shed light on the future

researches on this subject, will prepare the ground for strengthening the scientific knowledge in this field. The research will be like a compass for the studies to be done on this subject. While examining the relationship between the two conceptual structures, it is possible to include different organizational variables in the studies and investigate the relationship among all these variables.

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