AN IMPACT OF FULL RANGE LEDAERSHIP MODEL ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

The employee turnover is very high in today's contemporary business environment which causes both direct and indirect cost for the organisation. This paper basely explains the full range leadership and its relationship with organisational citizenship behaviour. As the world moves towards becoming a global place, organisation's competitive ability helps in improving the individual and organisational efficiency have become more valuable(Turnip seed and Murkison, 2000). Leadership plays a central part in understanding the employee's behaviour because it's the leader who usually directs us towards our goals and helps in positive impact on organisational citizenship behaviour of the employees in today's business environment.

KEYWORDS: *kind of behavior, Organisational Efficiency*

INTRODUCTION

Therefore in today's complex business environment the leaders in the organisations are concentrating on motivating the employees to take initiatives to do the organisational functions effectively (Le Pine et al., 2002). Researches has showed that the organisation become more effective when the employees work beyond their duties and responsibilities to achieve the organisational goals (Organ, 1988) and this kind of behaviour is very important in today's corporate world. The reason for choosing OCB and leadership as the title for this paper is its positive relationship between organisational performances. Then by identifying the relationship and impact of OCB on Full range leadership style so that the organisational performance can be enhanced.

STATAEMENT OF PROBLEM

The present business environment is so complex, demanding and fast changing that top level managers and executives have to be quick in their responses and decisions. This demands high degree of efficiency and commitments from the young leaders. Again, the present leaders emphasise more on materialistic values such positive behaviour that is required at the work place, where the work is done voluntarily without expecting any form of reward from their employer and this kind of employees with organisational citizenship behaviour is very important for the functioning and effectiveness of an organisation. Against this background, there is a need to develop an alternative approach to manage business effectively with one's voluntary service for no reward and even subjection of one's own personal interest for the betterment of the organisation. The present paper proposes leadership approach as an alternative to hither to mechanise

approaches based on targets and their achievements under the title an impact of full range leadership model on organizational citizenship behaviour.

OBJECTIVES OF THE STUDY

The overall objective of this research study is to contribute to the emerging era, the knowledge of inculcating organisational citizenship behaviour among the employees in the workplace, and in every aspect of life and the role of full range model of leadership provide a framework for finding the role of the leader in changing work environment, thus the leaders are showing the way to encourage the employees to engage in OCB, as it helps to improve customer satisfaction, increase the productivity and reduce cost and rates of employee turnover and absenteeism. This has been emphasised by making use of quality and reliable data, information and development methodologies through case studies, interviews, stories, and articles of full range based leaders and organisation citizenship behaviour.

CONCEPTUAL FRAME WORK

This paper main aim is to study the relationship between the three types of leadership in Full Range Leadership Model such as Transformational, Transactional and Lassiez- Faire leadership with Organizational Citizenship Behaviour.
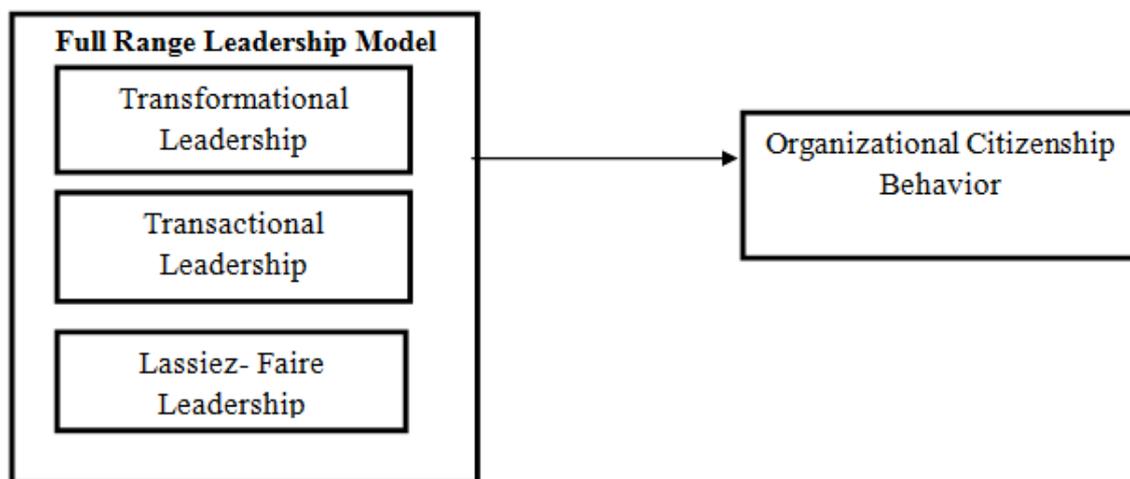

Figure 1

NEED FOR FULL RANGE LEADERSHIP AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

In today's competitive and changing business environment the organisations are striving for sustainability and growth and they are putting their complete effort to increase the overall financial performance of their organisation in long run. Human capital of the organisation leaders and employees are the most vital determinants of an organization who activate the physical resources in the operations of an organization. However, effective leadership is a key tool to keep the employees motivated, helps in utilizing the scared resources at the maximum and a leader has role in improving organisational citizenship behaviour among the employees working in their organization. The terms leadership and organizational citizenship behaviour is considered as the buzz words in the developing countries like India. And the leader is known as the person who have a capacity to develop the vision and has the ability to transform it into a mission, by considering all comprehensive strategies in an organization.

In specific the major need to study the impact of leadership on organizational citizenship behaviour is that the leader is considered as a person who an influence on the social and economic factors in particular and a society as a whole and the leader also influence the employee's behaviour in organisation to make them achieve the goals set for them. Leaders are considered as the change agent in an organization and in the society, who can produce the perfect output by managing the employees work related behaviour, so that the employees work beyond the routine duties prescribed by their job description or measured in formal evaluation (Bateman& Organ, 1983).

LITERATURE REVIEW

Full Range Leadership Model

Full Range Leadership was proposed by Benard Bass and Bruce Avolio. It is the extensively researched and well-respected model of leadership. Its anchor is transformational leadership, but does a brilliant job by accepting the other types of leadership like transactional and laissez-faire leadership. The full range model includes laissez-faire behaviour, transactional leadership and transformational leadership (Bass & Aviolio,1994).

Transformational Leadership (Bass and Avolio Model)

According to Bass and Avolio, Transformational Leaders show four key behaviours. They are:

Idealised Influence- Trust is the key for creating influence. Trust is created if the leader has expertise in leading. He should also have credibility, so that his expertise can be used effectively. Credibility is created by establishing moral high ground with followers. Hence, transformational leaders will exhibit high values and standards of behaviour, focus of liberty, justice and equality, be transparent and set examples always. Followers become sure of the virtue of the leader and therefore, they question them less. This makes it possible for a transformational leader. The leader shows dedication, a strong sense of purpose and perseverance and confidence in the purpose and the action of the group that helps to ensure the success of the group and gives followers a sense of empowerment and ownership. He or she behaves morally and ethically.

Inspirational Motivation- This is linked to idealised influence. Charisma leads to motivation of the individual, while inspiration leads to motivation of the entire organisation to follow new idea. The term inspirational motivation is a loaded one. It implies that the leader should go beyond motivating a person through conventional methods, which a transactional leader also does through contingent rewards. Motivating through self -actualisation and self – esteem is the key to inspiring. While idealised influence is necessary to create inspirational motivation, it is not sufficient. People feel inspired when a leader as able to articulate vividly an appealing view of the future and offer the followers an opportunity to achieve it. When a leader does that, followers become part of the culture and destiny of the organisation. This kind of leaders helps in creating the vision for the future, thus stimulating similar feeling with followers.

Intellectual Stimulation- This implies arousing and changing the followers' awareness of problem and their capacity to solve those problems. Transformational leaders question the assumption and belief of the followers and encourage them to be innovative and creative in the approaching old problems in new ways. They empower o propose new and controversial ideas without fear of punishment. They impose their own ideas judiciously, but certainly not 'at any cost'.

Individualised consideration-This involves catering for the individual's need in the organisation. Transformational leaders treat people as individuals on their basis of their talent and knowledge. Each one is encouraged to reach his or her level of potential.

Transactional Leadership- Most of the leaders focus on achieving tasks given to them. Transactional leaders is all about getting work done, in turn for reward which may be extrinsic or intrinsic, and use of control to ensure things do not go wrong. The control may be proactive or passive. The tools that are commonly used by transactional leaders to exercise control are Management by Exception and Contingent Reward.

Management by Exception Passive- This is the passive form where in the leader sets objectives and standards and lets people to do the job. The leader interferes only when the problem comes up. This is called management by exception passive.

Management by Exception Active- The leader may be proactive and give instructions and institute preventive measures through rules and producers. This is called management by exception active.

Contingent Reward- Transactional leaders often sets objectives, performance standards and rewards both physical and psychological for achieving the objectives. They also provide feedback to the individuals to ensure that the goals are achieved. This leads to short term results all though its effect is questionable for the long term. The key tool used is the reward, on the condition that the follower exhibits desired actions and produces results.

Laissez – Faire Leadership - This style implies avoidance or absence of leadership. The leader leaves responsibility for the work to followers and avoids setting goals and clarifying expectations, organizing priorities, becoming involved when important issues arise, taking a stand on issues and making decisions. If this style is used as a component of other leadership styles it allows for the possibility of self-management.

Organizational Citizenship Behaviour (OCB)

In introducing OCB to the world of academic literature, Dennis Organ is the one man responsible and widely credited in introducing OCB. Based on, (Organ,1988) organizational citizenship behaviour is a type of "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". By discretionary, it means OCB is seen as the type of behaviour that is not a part of the job description, but rather a matter of personal choice, such that its omission is not generally understood as punishable. This definition, shows that OCB is a positive behaviour that is needed at the workplace, whereby it is done voluntarily without expecting any form of reward from the employer and it is important for the functioning and effectiveness of an organization.(Organ, Podsakoff, & MacKenzie, 2006). OCB that contributes indirectly to the performance of an organization through maintenance of the organization's social system has become of increasing interest to academics and practitioners alike (Lepine et al.; Podsakoff et al., 2000).

Bateman and Organ (1983) were the ones who first introduced the term Organizational Citizenship Behavior (OCB) but the origination could be founded from Barnard's idea of 'Willingness to cooperate. Organ (1998) defines Organizational Citizenship Behavior as informal way of approach rather than formal job needs which relates to employees can make a decision making on their own and to the level of degree to which they can perform the task where employee's individual behavior is defined as optional and not directly or clearly recognized by formal remuneration system. Organ

(1998) employees can exhibit their Citizenship behavior in five distinctive dimensions:

- Altruism a behavior that leads to a specific person with an organizational relevant task. This behaviors that help the organization members.

- Conscientiousness - a behavior that goes beyond the minimum level of requirement or what is expected. This dimension explains the behavior that demonstrate commitment and persistence

- Sportsmanship — a behavior that leads to accept inconvenient situations. This means withholding the complains and unpleasant situation the without grievances

- Courtesy — a behavior which leads to prevent problems in advance and Follows 'prevention is better than cure style. This behavior help the organizational member to prevent the problem from occurring.

- Civic virtue — a behavior that leads to make participation and discussion in overall organizational issues. This behavior means engaging the employees in political process of the organization (Chiun Lo, 2009).

RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR- FINDINGS

Leadership and organizational Citizenship Behaviour has a significant relationship in motivating the employees towards attainment of the organizational goal. The relationship between organizational citizenship behaviour and leadership has been widely debated, both direct and indirect influence(Papalaexandris & Galanaki, 2009).

The relationship between leadership and organizational citizenship behavior has been carried out (Piccolo & Colquitt, 2006; Podsakoff, Mackenzie, Moorman, & Fetter, 1990; Wang, Law, Hackett, Wang, & Chen, 2005; Pillai, Schriesheim, & Williams, 1999; MacKenzie, Podsakoff, & Rich, 2001). This study suggests that the leadership has the potential to affect organizational citizenship behaviour of employees.

Organizational citizenship behavior research is generally described as positive and constructive behaviours are driven by supervisors (Podsakoff & MacKenzie, 1997; Smith et al., 1983). Podsakoff, MacKenzie, and Bommer (1996) argues that leadership effects cannot be ignored in such behaviour. Graham found the most important impact of the leader's behaviour must exist on the behaviour beyond the role played in excess of the expected role (Lian & Tui, 2012)

Vijaya Banu, R.Amudha, (2012), explores the variables influencing Organization Citizenship behaviour and its impact on demographic variables. Atousa G Dehkordi investigated the relationships between transformational and transactional leadership styles of physical education departments heads with employee's organizational citizenship behaviours. Correlation analysis revealed that transformational leadership style was correlated with organizational citizenship behaviours and three of its facets viz., conscientiousness, courtesy, and altruism.

IMPLICATIONS FOR THE MANAGERS

- Hire candidates who exhibit transformational leadership qualities and who have demonstrated success in working through others to meet a long-term vision. Personality tests can reveal candidates higher in extraversion, Conscientiousness, and openness, which may indicate leadership readiness.

- For management roles, hire candidates whom you believe are ethical and trustworthy, and train current managers in your organization's ethical standards in order to increase leadership effectiveness.

- Seek to develop trusting relationships with followers because, as organizations have become less stable and predictable, strong bonds of trust are replacing bureaucratic rules in defining expectations and relationships.

- Consider investing in leadership training such as formal courses, workshops, rotating job responsibilities, coaching, and mentoring.

CONCLUSIONS

In todays globalized business all the organisation require an effective leader to manage the employees effectively so that they are engaged in the organisation so that stay in the organisation for the longer period of time. Engaged employees is associated with OCB are extra role behaviour. Leadership and employee engagement is positively related to Organisational citizenship behaviour because an effective leader will create engagement among employees and employees who arngaged in their job not only fulfil their formal role requirements, but they also put extra effort to perform other activities that go beyond their formal role requirement and expectations.

This paper aimed at analyzing the relationship between three leadership styles, transformational, transactional, laissez – faire leadership and OCB displayed by the employees. The major conclusions arrived from this paper might help policy-making management executives and human resource specialists to support initiatives such as employee training and leadership career development, and help positively shape the organization's future. This paper suggested that Training and knowledge sharing sessions must be regularly organized by the company and it should be tailored to the needs of the employees of the various departments. This sessions will encourage the employees to participate in the organisational activities willingly thereby portraying the organization as one whole entity in the eyes of the other competitors and public. Organizing knowledge transfer and sharing sessions about the organisational citizenship behaviour and other current issues in the industry will enhance their knowledge as well as enable them to contribute more to the organization and make them feel committed towards the organization. In current scenario employees also feel that they must be given more opportunities to train new co-workers should be provided in order to enable them to build a better relationship with other employees which is the one of the dimension of organizational citizenship behaviour.

An effective leader is only person who can encourages proactive behaviour like organizational citizenship behaviour. 'A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.'

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