



Effect of Leadership on Employee Work Behaviour: A Theoretical Model's Constitution and Analysis

Dr. Anshu Yadav, Professor

Ms. Deepika Katiyar, Research Scholar

Institute of Business Management, C.S.J.M. University, Kanpur.

E-mail: deepi.ktyr@gmail.com

Abstract

The employees in the organization are having a major role to play apart from being an employee so is the leader who makes them feels comfortable in doing the job .This article aims to analyze the process of leadership influence the work behavior of employee. Based on the analysis of work engagement, organizational citizenship behaviour and other factors' internal relationship and mechanism between leadership and employee work behaviour, we constitutes an innovative theoretical model. For this research paper past research survey were studied. This is a conceptual paper; the data collection optioned is from secondary data from the literature review of articles, journals, books, websites etc.

Findings of the study show that there is significant and positive relation between transformational leadership and work behaviour. This study recommended that leaders have to adapt transformational leadership style in order to increases the level of affective work engagement and organizational citizenship behaviour in the employees.

Key words: Transformational leadership, work behaviour, work engagement, organizational citizenship behaviour

Introduction

Globalization has necessitated the need for sustainable competitive advantage, which requires frequent innovations in product and system management. Human resources are the valuable assets, which are inimitable and can generate sustainable competitive advantage through innovative ideas. To keep them motivated for new innovations, one requires people, who can manage/lead these human resources efficiently. Leaders play a great role in this context.

Transformational leadership is one of the most prominent theoretical perspectives in contemporary leadership research. Moreover, transactional leadership helps followers to identify that what work should be done to accomplish organizations' desired goals and objectives (Bass, 2008).

Critically reflective work behaviour was defined as a set of connected activities carried out individually or in interaction with others, aimed at optimizing individual or collective practices, or critically analyzing and trying to change organizational or individual values. The behaviour of managers and staff is central to reducing the risk of stress at work. The focus for acceptable behaviour



is generating and sustaining commitment and trust. This, in turn, results in strengthening engagement between staff and managers, and all staff and their organization. Strong engagement generally results in high performance. Most people get a buzz from being fully engaged, characterized by dedication and absorption in their work.

Objectives of Study

- To understand the impact of transformational leadership styles on work behaviour (demonstrated by work engagement, Organizational Citizenship Behaviour) .
- To examine the relationship between the transformational leadership and work engagement.
- To examine the relationship between the transformational leadership and organizational citizenship behaviour in Public and Private sector banks.
- To discuss significant implications of this study for managers and policy makers.

Review of literature

Work Behaviour

Various studies have sought to identify the various types of workplace behavior. For example, the Myers-Briggs inventory outlines 16 personality types in the workplace whereas Francie Dalton, a leadership development professional, identifies seven. Understanding the variations of workplace behavior of each of your employees allows you to attain overall maximum efficiency by making use of the strengths of such behavior. It also guides you on how to relate with your peers, subordinates as well as supervisors

#1 The Commander This behavior includes aggressiveness, domineering and demanding. Such workers are not tactful when speaking their mind and are, instead, direct, which is unintentional due to their poor human interaction skills. The commander displays tendencies that may seem like they are trying to usurp other people’s duties. This is a sign of their drive and initiative. Dealing with such employees requires evaluation and validation for their mettle to surmount challenges implement and attain results.

#2 The Attacker It is not uncommon to find such employees at the heart of workplace feuds that interfere with cohesion and teamwork. Adjectives, such as, angry, cynical, grumpy and hostile describe workers who are attackers. They can ferment low morale in other employees with their sarcastic remarks that are often personal. Avoid such an occurrence by minimizing other 19/64 workers’ interaction with these employees. Counsel the affected staff members on coping with the attacker or – if worse comes to worst – assess the benefits or ramifications of keeping the attacker as an employee.

#3 The Pleaser This employee displays thoughtful, helpful and pleasant characteristics, which make them the perfect people to get along with from a personal perspective. They find it hard to turn down other people’s request for their help and are allergic to conflicts such that they are prone to developing stomach complications or migraines in such situations. Workers with such behavior can avoid doing



what is right for the company just to maintain good relations with others. Enlighten them on the need of committing actions for the ‘greater good.’

#4 The Performer They are a preferred personality in the workplace due to their flamboyancy, mental quickness, charm and entertaining character. The performer stands out due to his willingness to volunteer for various functions, reluctance to accept responsibility and displaying a false picture of productivity. Self-promotion is another hallmark of such workers who exploit others to reach their professional destinations. Be wary of such people as they can mislead you by distorting the facts. Always verify the facts before acting on anything told by a performer.

#5 The Avoider With such an employee, you should be prepared to constantly give detailed instructions on what you expect him to do. This personality type radiates quietness and insecurity, which often arises when criticized. Their preference is to work alone and can only validate other people’s opinions when put in a group setting. An avoider employee is fearful of taking initiative and will shy away from additional responsibility because of his low affinity for accountability and responsibility. Such workers prefer the status quo and would rather forego the prospect of career growth, increased salary or promotion.

#6 The Drifter Drifters need a management style that accords them flexible work programmes, brief assignments as well as lots of fun. This is due to their short attention span that negatively affects their attention to detail and their disorganized character. Such employees have problems sticking to deadlines, work hours, as well as organizational rules. Their free-spirited attitude lights up an office environment but can be exhausting at times. Failure to rein in such personalities may bring your managerial capabilities into question.

#7 The Achiever He represents the dream employee; he is easy to work with because of his high confidence in his beliefs and behaviors. The achiever is also conscious of his abilities and needs no arrogance to show them off. Absorbing criticism is not a problem for him because they realize it is one way of making himself better. Another factor that makes him the perfect workplace personality is his teamwork where he is always consulting with others for the greater benefit of the company. Remember, these are general personality types some of which may be stereotypical. Certain employees may display traits that are fully consistent with one personality variation while others may possess an amalgamation of these characteristics. You can become vulnerable as their supervisor when these personality types reach extreme ends, which will necessitate your intervention through a customized approach.

This study aims to evaluate the Work behaviour with the help of two variables classified as work engagement, organizational citizenship behaviour.

Work Engagement

In the last few decades, Employee Engagement has become a concept that has captured the attention of HR practitioners around the globe. Globally managers agree that the modern business demands higher productivity and more efficiency, than in previous times. All modern companies are putting a constant effort to increase their performance in order to place their company ahead of the competitors.

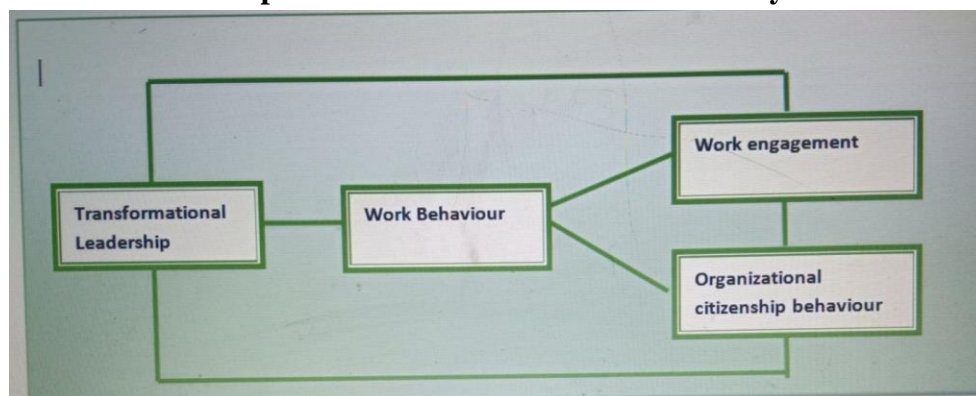


At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity¹. But the situation is not like that anymore. Due to global business environment and increasing competition, having satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just meet the work demands, but this may not necessarily lead to higher performance.

Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is a term that’s used to describe all the positive and constructive employee actions and behaviors that aren’t part of their formal job description. Organizational Citizenship Behaviour means that employees go beyond the formal rules determined by the organization and perform more than required from them. What makes organizational citizenship behaviour significant for the organizations lies in the idea that “for healthy and smooth functioning of an organization, coordination between organization members in sharing information is required” (Barnard, 1938). Katz underlines the significance of helping and coordinative behaviour which adds positively to the operations of the organization. In this context, organizational citizenship behaviour fall into the category of behaviours which contribute positively to the organization, exceeding the normal requirements for the job. Employees show these behaviour willingly. According to Organ (1988), organizational citizenship behaviour represents an individual’s behaviours which improve the operations of an organization “as a whole”. Organ (1988) classifies those behaviours into 5 categories: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Proposed Theoretical Model for the Study



Leadership Styles and employee engagement

Employee engagement has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations. Most definitions of Employee engagement describe the construct in terms of the extent to which an employee identifies with and is involved



with an organization (Curry, Wakefield, Price, & Mueller, 2006). Employee engagement is a state in which an employee feels loyalty to the organization, accepts and internalize goals and values of it, and involves in the organization (Lambert, Hogan, & Griffin, 2007). Employee engagement has been found to be positively associated with higher work motivation, greater organizational citizenship, as well as higher job performance and may represent one useful indicator of the effectiveness of an organization (Meyer et al., 2002; Riketta, 2002). Studies suggest significant relationship between leadership styles and Employee engagement. Hannan, Norman and Martin (2002) in a study, reported a strong relationship between worker-centered managerial style and Employee engagement. Exploring the relationship between four prominent models of leadership and the fundamental organizational features; commitment, satisfaction, communication and effectiveness, and the managers' individual traits, Robbins (2007) reveal that, the spectrum of four leadership styles are inter-related with communication, commitment, satisfaction and effectiveness. The finding is however not specific on which leadership style has a particular effect. Distinction in the appropriateness of the various styles of leadership will therefore be difficult to make. Salancik (2005) suggested that organizational relationships that reduce one's feelings of responsibility will also result in less Employee engagement. Masih et al. (2003) explored the relationships among principals' leadership style, school climate, and the Employee engagement. The principal leadership style, school climate and the Employee engagement of teachers were found to be interrelated. Teachers perceived higher commitment under a leadership characterized by high consideration, regardless of the level of initiating structure. Teachers' Employee engagement was positively related to climate openness, characterized by supportive principal behavior and teacher engagement, intimacy and low levels of teacher frustration. Although the theoretical concept of leadership quadrants was upheld in the study, leadership behaviors, particularly the consideration dimensions appear to be more useful in relationship to the areas of school climate and Employee engagement.

Leadership and Organizational Behaviour

Leadership is the process of influencing the thoughts, emotions and behaviours of followers towards set goals. For more than three decades, the leadership research has been dominated by transactional and transformational leadership theories. While transactional leaders influence followers to perform up to set standards, transformational leaders stimulate performance beyond expectations.

Over the past three decades, many antecedents of OCB have been suggested and confirmed, and according to the meta-analyses by Podsakoff et al. (2000:532), job attitudes, task variables and leadership behaviours had the strongest relationship with OCBs than other antecedents. Transformational leadership encompasses the interrelated behavioural components of *inspirational motivation* (articulating an appealing vision); *intellectual stimulation* (encouraging followers to question old assumptions and therefore to be creative and innovative); *individualized consideration* (considering individual needs and coaching); and *idealized influence* (charismatic role modeling) (Jung, Chow and Wu, 2003) The well-known leader in Africa who has exhibited these characteristics is Nelson Mandela. Other business and political leaders elsewhere who have exhibited these



characteristics include Oprah Winfrey, Martin Luther King Jr., Jack Welch, Sir Richard Branson, and Mahatma Gandhi (Achua & Lussier, 2013:322).

Transformational leadership should plausibly relate to OCB. This is consistent with the original claim made by Bass (1985), namely, that transformational leadership is about 'achieving performance beyond expectations' (Purvanova, Bono & Dzieweczynski, 2006:2). Thus transformational leadership behaviours should stimulate workers to engage in extra role behaviours such as OCB.

We propose the following proposition:

P1: Transformational leadership and employee work behaviour is positive correlated.

P2: The higher employee's organizational citizenship behaviour is, the better the working behaviour is.

P3: The stronger employee's engagement is, the better work behaviour is.

P4: Transformational leadership and employee engagement is positively correlated.

P5: Transformational leadership and employee's Organizational Citizenship Behaviour is positively correlated.

Conclusion

The results revealed that the transformational leadership style had been proven to be the most effective style of leadership. Transformational leadership positively influences employees work behaviour not only directly but also indirectly, through empowering employees. Managed by transformational leaders, employees are more likely to be satisfied with their job, affectively committed to the organization, and work in a good mood, thereby perceiving the organization more favorably. This clearly shows that employees who work under transformational leaders are less likely to engage in CWB. Transformational leadership style significantly positively affected employee performance. From the study findings it can be concluded that supervisors who are driven by the desire to achieve better performance from his/her employees should try and exhibit more of transformation leadership style and less of the rest of the styles. Organizational citizenship behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace. Leadership behaviors have also been found to be an important predictor of OCB. Transformational leadership behaviors, including articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, and intellectual stimulation, have significant positive relationships with Organ's dimensions of OCB. Additionally, both the supportive leadership and leader role clarification aspects of the path-goal theory of leadership are positively related to OCB. Podsakoff et al. (2000) found that leader-member exchange was positively related to altruism and an overall composite measure of OCB. Visionary leaders who create a culture of engagement maintain employee trust, drive optimal levels of productivity, increase overall satisfaction and retention, and are able to position the company for success. Results suggest that employees who have a high-quality relationship with their leader have high psychological work empowerment, they are highly engaged at work, and their psychological withdrawal behavior is also low. In addition to this, high levels of psychological



empowerment have a positive impact on their engagement toward work, which further leads to a low psychological withdrawal behavior. The theoretical and practical implications of these results are discussed. Therefore, an employer should focus on empowering the employees at the workplace as it has various positive and negative consequences that affect both employee and organizational performance.

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