

The Impact of Leadership Styles on Organizational Citizenship Behaviour: A Case of Employees from Garden Silk Mill, Surat

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Abstract:

This study examines the impact of leadership styles on Organizational Citizenship Behavior (OCB) among employees of Garden Silk Mill, Surat. Leadership is a critical factor influencing employee behavior, motivation, and overall organizational effectiveness. In today's competitive business environment, understanding how different leadership styles such as transformational, transactional, and laissez-faire affect OCB is crucial for fostering a positive work culture and enhancing organizational performance. Organizational Citizenship Behavior refers to voluntary, extra-role behaviors exhibited by employees that are not part of their formal job requirements but contribute significantly to organizational functioning. Using a quantitative research approach, data were collected through structured questionnaires distributed to a sample of 100 employees across different departments within the mill. The study emphasizes the importance of adopting effective leadership styles that not only meet organizational goals but also promote a culture of voluntary, cooperative behavior among employees. These insights are valuable for organizations aiming to enhance employee engagement, satisfaction, and overall performance through strategic leadership development initiatives. The research contributes to the growing body of literature on leadership and organizational behavior, providing practical implications for managers and HR professionals in the textile industry and beyond.

Key Words: Leadership styles, Organizational Citizenship Behaviour (OCB), transformational leadership, transactional leadership

INTRODUCTION:

In the modern business environment, the success of any organization heavily depends on the behavior, motivation, and engagement of its employees. One significant factor that influences these elements is leadership. Leadership styles are instrumental in shaping the work environment, influencing employee attitudes, and determining the overall effectiveness of an organization. Among the various outcomes associated with leadership, Organizational Citizenship Behavior (OCB) stands out as a critical factor that can significantly impact organizational performance.

Organizational Citizenship Behavior refers to the discretionary, extra-role activities performed by employees that go beyond their formal job requirements. These behaviors, while not explicitly recognized by the formal reward system, contribute to the overall efficiency and effectiveness of an organization. OCB encompasses actions such as helping colleagues, being punctual, taking initiative, and showing a high level of commitment

to the organization. These behaviors are vital for creating a cooperative and productive work environment, ultimately leading to improved organizational outcomes.

Given the importance of OCB, it is essential to understand how different leadership styles affect its prevalence within an organization. Leadership styles, broadly categorized into transformational, transactional, and laissez-faire, each have distinct characteristics and influence employee behavior in unique ways. Transformational leadership, known for its emphasis on vision, inspiration, and individualized consideration, is often linked to higher levels of employee motivation and engagement. Transactional leadership, which focuses on clear expectations and rewards for performance, can also encourage OCB, albeit in a more structured manner. On the other hand, laissez-faire leadership, characterized by a hands-off approach, may lead to a lack of direction and reduced organizational commitment, negatively impacting OCB.

This study focuses on Garden Silk Mill, a prominent textile manufacturing company in Surat, to explore the relationship between leadership styles and OCB among its employees. By investigating this relationship, the research aims to provide insights that can help organizations in the textile industry and beyond to foster a positive work culture and enhance employee performance through effective leadership.

Understanding these dynamics is crucial for managers and HR professionals seeking to create environments where employees are motivated to go above and beyond their formal job duties, contributing to the overall success of the organization.

LITERATURE REVIEW:

The literature reviews provide a comprehensive understanding of how different leadership styles impact OCB in various contexts, offering valuable inputs that can inform the framework of our research.

Bass and Avolio (1994) described transformational leadership as a style that inspires and motivates employees to exceed their own self-interests for the sake of the organization. Numerous studies have established a strong link between transformational leadership and OCB. Podsakoff, MacKenzie, Moorman, and Fetter (1990) found that transformational leaders significantly enhance OCB by fostering trust, respect, and commitment among employees. Their findings suggest that transformational leadership creates an environment where employees feel valued and are thus more likely to engage in OCB. Transactional leadership, which focuses on the exchange between leader and follower, has been linked to OCB but in a different manner than transformational leadership. Judge and Piccolo (2004) conducted a meta-analysis that revealed a moderate positive relationship between transactional leadership and OCB. The study concluded that while transactional leaders can promote OCB through contingent rewards and clear expectations, this relationship is generally weaker than that found with transformational leadership.

Laissez-faire leadership is often characterized by a lack of direct supervision and a failure to provide consistent feedback to employees. Skogstad et al. (2007) found that this leadership style is generally associated with negative outcomes, including reduced OCB. Employees under laissez-faire leaders often lack the motivation and guidance needed to engage in extra-role behaviors, leading to lower levels of OCB and overall organizational performance. Research specific to the textile industry has shown that leadership styles can significantly affect employee behavior and organizational outcomes. According to a study by Shah and Bhutto (2011), transformational leadership is particularly effective in the textile sector, where it enhances employee morale and OCB, leading to increased productivity.

Trust is a critical factor that mediates the relationship between leadership styles and OCB. Dirks and Ferrin (2002) conducted a comprehensive review of the literature and found that trust in leadership significantly enhances the likelihood of OCB. Leaders who build trust through consistency, transparency, and integrity create an environment where employees feel secure and are more willing to go beyond their formal roles. The relationship between leadership styles and OCB can be influenced by cultural factors. Research by Hofstede (1980) on cultural dimensions highlights that leadership effectiveness and employee behavior, including OCB, vary across different cultural contexts. For instance, collectivist cultures may respond more positively to transformational leadership, which aligns with group-oriented values, while individualistic cultures might

favor transactional leadership that rewards individual achievements.

Eagly and Johannesen-Schmidt (2001) explored the impact of gender on leadership styles and how this affects OCB. Their research suggests that female leaders are more likely to exhibit transformational leadership behaviors, which are strongly associated with OCB. The study also indicates that male leaders tend to adopt a more transactional approach, which, while effective in certain contexts, may not foster OCB to the same extent as transformational leadership. Emotional intelligence (EI) is increasingly recognized as a key component of effective leadership. Goleman (1995) argued that leaders with high emotional intelligence are better able to understand and manage their own emotions, as well as those of others, leading to enhanced interpersonal relationships and increased OCB. Studies by Wong and Law (2002) support this view, demonstrating that leaders with high EI are more likely to exhibit transformational leadership behaviors that encourage OCB.

Leadership development programs can significantly influence the effectiveness of leadership styles in promoting OCB. Avolio, Reichard, Hannah, Walumbwa, and Chan (2009) found that organizations that invest in leadership development, particularly in training for transformational leadership, see higher levels of OCB among their employees. These programs help leaders develop the skills necessary to inspire and motivate their teams, leading to a more engaged and proactive workforce. Comparative studies across different industries provide valuable insights into how leadership styles affect OCB. A study by Nguni, Sleegers, and Denessen (2006) compared the effects of leadership styles on OCB in the education and healthcare sectors.

The results showed that transformational leadership consistently led to higher OCB across both industries, while transactional leadership was more effective in contexts where clear, measurable goals were emphasized, such as in healthcare. These findings suggest that the effectiveness of leadership styles in promoting OCB may vary depending on the industry context.

DATA AND METHODOLOGY:

This study employs a quantitative research methodology to explore the impact of leadership styles on Organizational Citizenship Behavior (OCB) among employees at Garden Silk Mill in Surat. The research design is descriptive aimed at understanding the relationships between different leadership styles—namely transformational, transactional, and laissez-faire—and the prevalence of OCB among the mill's workforce. Data collection was conducted through a structured questionnaire, designed based on established scales such as the Multifactor Leadership Questionnaire (MLQ) for assessing leadership styles, and the Organizational Citizenship Behavior Scale (OCBS) for measuring OCB. The questionnaire was distributed to a sample of 100 employees across various departments within the mill, ensuring a diverse representation of the workforce. The collected data were analyzed using statistical tools, including correlation and regression analysis, to determine the strength and nature of the relationships between the independent variables (leadership styles) and the dependent variable (OCB). Descriptive statistics

i.e. frequency distribution were also used to summarize the demographic characteristics of the respondents and the overall trends in leadership styles and OCB.

EMPIRICAL ANALYSIS:

Frequency Distribution:

Table 1 Frequency Distribution for Demographic Variables

Gender			Nature of Appointment		
	Frequency	Percent		Frequency	Percent
Male	76	76.0	Permanent	63	63.0
Female	24	24.0	Contractual	37	37.0

Total	100	100.0	Total	100	100.0
Age			Years of Experience		
	Frequency	Percent		Frequency	Percent
Below 30 Years	31	31.0	Less than 5 Years	51	51.0
30 to 40 Years	41	41.0	5 to 15 Years	31	31.0
40 Years to 50 Years	15	15.0	More than 15 Years	18	18.0
50 Years and above	13	13.0	Total	100	100.0
Total	100	100.0			
Monthly Income					
	Frequency	Percent			
Less than Rs. 30000	32	32.0			
30001 to 50000	31	31.0			
50001 to 70000	13	13.0			
More than 70000	24	24.0			
Total	100	100.0			

Gender:

Male: 76% (76 respondents), Female: 24% (24 respondents). The workforce in this sample is predominantly male, with males making up over three-quarters (76%) of the respondents. This indicates a gender disparity, with females comprising only 24% of the total population.

Nature of Appointment:

Permanent: 63% (63 respondents), Contractual: 37% (37 respondents). A majority of the workforce is employed on a permanent basis (63%), while a significant portion (37%) works under contractual terms. This suggests that almost two-fifths of the employees have less job security and may face different working conditions compared to permanent employees.

Age:

Below 30 Years: 31% (31 respondents), 30 to 40 Years: 41% (41 respondents), 40 to 50 Years: 15% (15 respondents), 50 Years and above: 13% (13 respondents).

The age distribution is skewed toward younger employees, with 72% of respondents being under 40 years old. The largest age group is between 30 and 40 years (41%), followed by those under 30 (31%). Only a small proportion (28%) of the workforce is over 40 years, indicating a relatively young workforce overall.

Years of Experience:

Less than 5 Years: 51% (51 respondents), 5 to 15 Years: 31% (31 respondents), More than 15 Years: 18% (18 respondents). Over half of the workforce (51%) has less than 5 years of experience, reflecting a relatively inexperienced group. The remaining employees are more experienced, with 31% having between 5 and 15

years of experience, and 18% having over 15 years of experience.

Monthly Income:

Less than Rs. 30,000: 32% (32 respondents), Rs. 30,001 to Rs. 50,000: 31% (31 respondents), Rs. 50,001 to Rs. 70,000: 13% (13 respondents), More than Rs. 70,000: 24% (24 respondents). A significant portion of employees (63%) earns less than Rs. 50,000 per month, with 32% earning less than Rs. 30,000. However, a notable 24% of the workforce earns more than Rs. 70,000, indicating a wide income disparity among employees.

Correlation Analysis:

Correlations					
		Transactio nal	Transforma tional	Laissez -Faire	Organizational Citizenship Behaviour
Transactional	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	100			
Transformational	Pearson Correlation	.807	1		
	Sig. (2-tailed)	.000			
	N	100	100		
Laissez-Faire	Pearson Correlation	-.103	.067	1	
	Sig. (2-tailed)	.306	.509		
	N	100	100	100	
Organizational Citizenship Behaviour	Pearson Correlation	.762	.665	-.110	1
	Sig. (2-tailed)	.000	.000	.275	
	N	100	100	100	100

The table displays the Pearson correlations between four variables: Transactional Leadership, Transformational Leadership, Laissez-Faire Leadership, and Organizational Citizenship Behaviour (OCB).

Transactional Leadership and Transformational Leadership:

Transactional leadership is strongly and positively correlated with transformational leadership. This suggests that leaders who exhibit transactional leadership behaviors (focused on exchanges or rewards for performance) often also display transformational behaviors, which focus on inspiring and motivating followers.

Transactional Leadership and Laissez-Faire Leadership:

Transactional leadership has a very weak and non-significant negative correlation with laissez-faire leadership. This implies that there is little to no relationship between the two, and leaders are not likely to exhibit both transactional and laissez-faire styles together.

Transactional Leadership and Organizational Citizenship Behaviour (OCB):

Interpretation: There is a strong positive correlation between transactional leadership and OCB. This indicates that transactional leadership is associated with higher levels of OCB, meaning employees tend to engage more in extra-role behaviors (helping others, being involved in organizational tasks) under transactional leaders.

Transformational Leadership and Laissez-Faire Leadership:

Transformational leadership has a negligible and non-significant relationship with laissez-faire leadership, implying no meaningful association between these two styles.

Transformational Leadership and Organizational Citizenship Behaviour (OCB):

Transformational leadership has a moderate positive correlation with OCB, indicating that transformational leaders are associated with higher levels of organizational citizenship behavior, though less strongly than transactional leaders.

Laissez-Faire Leadership and Organizational Citizenship Behaviour (OCB):

Laissez-faire leadership has a weak negative and non-significant correlation with OCB. This suggests that leaders who exhibit laissez-faire leadership behaviors, which involve minimal intervention and guidance, do not foster or support a significant level of OCB among employees.

Regression Analysis:

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.769	.591	.578	.59055	2.110
Predictors: (Constant), Transactional, Transformational, Laissez-Faire					
Dependent Variable: Organizational Citizenship Behaviour					

The table presents a summary of a multiple regression analysis where Organizational Citizenship Behaviour (OCB) is the dependent variable, and Transactional Leadership, Transformational Leadership, and Laissez-Faire Leadership are the predictors (independent variables).

R Square (Coefficient of Determination):

$$R^2 = 0.591$$

This value indicates that 59.1% of the variance in OCB can be explained by the combined leadership styles (transactional, transformational, and laissez-faire).

This is a reasonably high percentage, implying that the leadership styles included in the model are good predictors of OCB.

$$\text{Adjusted } R^2 = 0.578$$

This value adjusts R^2 for the number of predictors in the model. It provides a more accurate measure of the model's predictive power when multiple predictors are involved. Here, 57.8% of the variance in OCB is still explained by the model after adjusting for the number of predictors, confirming that the model is quite robust.

Durbin-Watson:

$$\text{Durbin-Watson} = 2.110$$

This statistic tests for autocorrelation in the residuals from the regression analysis. A value close to 2 indicates

that there is no autocorrelation. With a value of 2.110, we can infer that the residuals are independent, meaning there is no significant autocorrelation in this model, which is a good sign for the reliability of the results.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.302	3	16.101	46.166	.000
	Residual	33.480	96	.349		
	Total	81.783	99			

This is the test statistic for the overall significance of the model. A higher F value indicates a better fit of the model to the data. The F value is calculated as the ratio of the mean square regression to the mean square residual (16.101 / 0.349). The significance value ($p < 0.05$) indicates that the overall regression model is statistically significant. This means that the leadership styles (transactional, transformational, and laissez-faire) collectively have a statistically significant impact on predicting Organizational Citizenship Behaviour.

Coefficients							
Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	1.165	.297	3.919	.000		
	Transactional	.583	.108	5.389	.000	.324	3.083

	Transformational	.182	.122	1.493	.139	.326	3.064
	Laissez-Faire	-.038	.045	-.851	.397	.925	1.081

The table provides how each independent variable (leadership style) contributes to the prediction of the dependent variable, Organizational Citizenship Behaviour (OCB). It includes both unstandardized coefficients, statistical significance, and tests for multicollinearity.

Unstandardized Coefficients (B):

Constant (Alpha = 1.165): This is the intercept of the regression equation, meaning that when all predictors (leadership styles) are 0, the predicted value of OCB is 1.165. This is the baseline level of OCB without any influence from leadership styles.

Transactional Leadership (B = 0.583): For every one-unit increase in transactional leadership, OCB increases by 0.583 units, assuming other variables are held constant. This shows a positive and strong effect of transactional leadership on OCB. The most significant and impactful predictor of OCB in this model, with a large positive unstandardized coefficient and high statistical significance ($p = 0.000$). This suggests that transactional leadership plays a key role in fostering organizational citizenship behavior.

Transformational Leadership (B = 0.182): For every one-unit increase in transformational leadership, OCB increases by 0.182 units, but this effect is not statistically significant ($p = 0.139$). While transformational leadership has a positive association with OCB, it doesn't have a strong impact in this model. Although transformational leadership has a positive association with OCB, its effect is not statistically significant ($p = 0.139$), indicating it may not be a strong predictor of OCB in this model.

Laissez-Faire Leadership (B = -0.038): For every one-unit increase in laissez-faire leadership, OCB decreases by 0.038 units, but this effect is very weak and not statistically significant ($p = 0.397$). Laissez-faire leadership does not significantly impact OCB. Laissez-faire leadership has a small negative effect on OCB, but this effect is not statistically significant ($p = 0.397$). Therefore, laissez-faire leadership is not a meaningful predictor of OCB in this model.

CONCLUSION:

This study employed a quantitative research methodology to explore the impact of leadership styles on Organizational Citizenship Behavior (OCB) among employees at Garden Silk Mill in Surat. Data collection was conducted through a structured questionnaire, designed based on established scales such as the Multifactor Leadership Questionnaire (MLQ) for assessing leadership styles, and the Organizational Citizenship Behavior Scale (OCBS) for measuring OCB. The questionnaire was distributed to a sample of 100 employees across various departments within the mill, ensuring a diverse representation of the workforce.

The study concludes that the workforce is predominantly male, young, and relatively inexperienced, with over half of the respondents having less than 5 years of experience. The majority of employees are permanently employed, but a substantial portion is on contractual terms, which may reflect a division in job security and benefits. There is a significant income disparity, with most employees earning less than Rs. 50,000, but nearly one-quarter of the workforce earning over Rs. 70,000, likely reflecting differences in job roles and responsibilities.

From the regression analysis, R^2 and Adjusted R^2 values, it is concluded that leadership styles explain a significant portion of the variance in OCB, making this model a good fit for predicting OCB. In other words, the regression model demonstrated that transactional, transformational, and laissez-faire leadership styles together are strong predictors of organizational citizenship behavior. Transactional leadership is the strongest and most significant predictor of organizational citizenship behavior in this model. Transformational leadership, while positive, is not a significant factor, and laissez-faire leadership has no meaningful impact on OCB. In conclusion, leadership styles like transactional and transformational leadership are positively related to organizational citizenship behavior, with transactional leadership showing a stronger connection. Laissez-faire leadership, on the other hand, appears to have little influence on positive organizational behaviors.

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