CHAPTER II
REVIEW OF LITERATURE

Based on the literature survey, I have classified different studies into different themes as under:

2.1 Studies on transformational and transactional leadership, and organizational citizenship behaviour.

2.2 Studies on transformational and transactional leadership behaviour, and trust

2.3 Studies on trust and organizational citizenship behaviour.

2.4 Studies on trust as a mediator between transformational and transactional leadership, and organizational citizenship behaviour.

2.5 Studies on perceived organizational support and organizational citizenship behaviour.

2.6 Studies on perceived organizational support and trust.

2.7 Studies on trust as a mediator between perceived organizational support and organizational citizenship behaviour.

2.8 Studies on transformational and transactional leadership behaviour, perceived organizational support, trust, and organizational citizenship behaviour in relation to socio-demographic variables.

2.1 STUDIES ON TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Dai, Dai, Chen and Wu (2013) examined the relationships among TFL and TSL, organizational justice, trust, organizational commitment, and OCBs in the context of international tourist hotels in Taipei and established a comprehensive model of TFL and TSL in human resource management and figured out which is the better leadership style in regards to the hospitality industry. Data was collected from 358 staff members of eight international hotels. It was found that TFL and TSL affect procedural and distributive justice significantly and positively. Managers using TFL can induce trust of employees. TFL positively affects organizational commitment through distributive justice and trust, while TSL induces organizational commitment
through distributive justice. Distributive justice has directly positive impact on trust. Distributive justice-organizational commitment is a positive link. TSL influences organizational commitment negatively and significantly. As expected, trust can lead to organizational commitment and both trust and organizational commitment have positive impact on OCB.

Suliman and Obaidli (2013) investigated the influence of leadership behaviours on OCB and explored the role of OCB in affecting work outcomes in the Islamic banking sector. Data was collected from 150 employees working for several Islamic banks in the UAE. The findings revealed that TFL and TSL behaviours tend to play a significant role in employees' OCB and there is significant and positive relationship between them. Nonetheless, passive/avoidant leadership style plays no role of statically evidence in the relationship. TSL predicts OCB more than TFL. Intellectual stimulation has a significant relationship with altruism. Intellectual stimulation has a significant relationship with OCB. Intellectual stimulation is a weak predictor of sportsmanship and plays no significant role in the relationship. Intellectual stimulation is a weak predictor of civic virtue and plays no significant role in the relationship. On the contrary, intellectual stimulation has a significant relationship with generalized compliance.

Biswas and Varma (2012) examined the relationship between psychological climate, and TFL, with employee performance. Data were gathered from 357 participants in nine manufacturing organizations in India, who responded to questions regarding their work environment and perceived supervisory support. It was found that organizational psychological climate, and TFL predicted job satisfaction. Job satisfaction, in turn, predicted employee performance, a composite measure of in-role and extra-role performance (OCB). From a practical perspective, the results emphasize the need for organizations to create a positive climate, where employees can feel valued. Next, the results suggest the need for managers to adopt a transformational style of leadership over the transactional style, so that employees may learn and grow with the organization. Together, these shall result in increased employee satisfaction which shall ultimately lead to higher levels of employee performance.

Muchiri, Cooksey and Walumbwa (2012) examined the separate and combined effects of TFL behaviour and social processes of leadership on key organizational outcomes within Australian local councils. Data was collected from employees of
nine local councils. Data were analyzed using item clustering analysis for scale construction. Hierarchical multiple regression analysis was employed and it was found that TFL predicted performance outcomes, collective efficacy/outcomes expectancies and organizational commitment. Social processes of leadership predicted performance outcomes, collective efficacy/outcomes expectancies and organizational citizenship behaviours. The aspects of TFL such as articulating clear standards and expectations for performance and showing recognition to work unit members for specific task or goal achievements, work unit leaders may establish a foundation that later leads to higher performance outcomes. Furthermore, promoting aspects of social processes of leadership such as communication, enhancing adaptability and resolving uncertainties may lead to greater clarification and subsequent higher performance outcomes.

**Lopez-Dominguez, Enache, Sallan and Simo (2012)** drawn on a general framework of proactive motivation to propose and test a model that evaluates the influence of the individualized consideration dimension of TFL and organizational climate on change-oriented OCB. In this model, individuals' cognitive emotional states (role breadth self-efficacy and felt responsibility for constructive change) act as mediating variables. Using a sample of 602 Spanish employees with higher education, the structural equation modeling indicated that the proposed model fits reasonably well to the data. Research results showed that all hypotheses are significant, thus confirming the results of previous research that finds mediated relations between TFL and other dimensions of OCB.

**Khan, Ramzan, Ahmed and Nawaz (2011)** determined the leadership style of faculty member in terms of transformational, transactional, laissez-faire, and whether their style contributes towards satisfaction among students and urges them to contribute some extra efforts (OCB) towards study tasks. Data was collected from 265 faculty members working in both public and private higher education institutions of the state of Punjab, Pakistan. The respondents are highly qualified and mature. MLQ was used to collect and analyze the data. SPSS 17.0 and AMOS 16.0 are used to find out the relationships and association. The TFL style has a significant and positive relationship with the outcomes extra effort, and satisfaction. The TSL style has a significant positive relationship with the outcome satisfaction, while no significant
relationship with the outcome extra effort. The passive/avoidant leadership style has no significant relationship with the outcomes extra effort and satisfaction.

**Jiao, Richards and Zhang (2010)** conducted a study to examine how perceived organizational instrumentality (extent to which employees believe that OCB contributes to the functionality and effectiveness of their organization) and perceived individual instrumentality (extent to which employees believe that OCB is important to their own interests) relate to employee engagement in OCB and how these perceptions mediate the effects of leadership on OCB. Data was collected from 161 supervisors and their subordinates in a mid-sized financial company in China. Techniques used for analysis were mean, standard deviation, correlation and regression. It was found that TFL, TSL (contingent reward), and perceived organizational instrumentality had significant and positive impact on OCB beyond perceived individual instrumentality. Also, perceived organizational and individual instrumentalities partially mediated the relationship between leadership (TFL and contingent reward) and OCB.

**Kandan and Ali (2010)** examined the relationship between leader-member exchange and OCB. Data was collected from 165 respondents (20 officers and 145 support staffs) working at Public sector organization specially Project Implementation and Maintenance Branch headquarters in Kuala Lumpur, Malaysia. Analysis was done using mean, standard deviation, correlation and regression analysis. It was found that there is a high significant correlation between OCB and each of the LMX dimension. There are no significant differences between perceived LMX and OCB according to age.

**Testa (2009)** investigated the relationship between perceived leadership styles, cultural congruence, LMX and employee citizenship behaviours in the study. Data was collected from a total of 640 shipboard and shore side service managers, supervisors and staff members from 2 large US cruise lines and 2 subsidiaries from 14 ships. The final number of usable survey collected was 520 from 66 countries. Analysis was done using mean, standard deviation, correlation and regression analyses multivariate analysis of variance to test the relationships. It was determined that cultural similarity impacted positively on employee perceptions of LMX relations and OCB, but not leadership styles.
Asgari, Silong, Ahmad and Samah (2008) assessed the impact of TFL behaviours on OCB and also to test mediating impact of LMX in TFL behaviours - OCB relationship. Data was collected from 220 full-time employees with their managers in two educational organizations at Iran by cluster random sampling. Selection of organizations was based on simple random sampling. Techniques used for analysis were mean, standard deviation, correlation, regression, factor analysis and structural equation modeling. It was found that TFL behaviour was a stronger predictor of citizenship behaviour than LMX and showed a positive and significant relationship between TFL and citizenship behaviour. LMX was not mediating the relationship between TFL and citizenship behaviour.

Modassir and Singh (2008) examined the relationship of emotional intelligence with TFL and OCB of the followers and to test the mediating impact of emotional intelligence between TFL and OCB. Data was collected from 93 subordinates and their managers from diverse set of industries located in Goa and Daman, India. Techniques used for analysis were mean, standard deviation, correlation and regression. It was found that emotional intelligence and TFL of managers were positively and significantly related with OCB of followers, and TFL and emotional intelligence were not found to be significantly correlated. The mediation of emotional intelligence between TFL and OCB was not found significant. Emotional intelligence and TFL enhanced the OCB of followers.

Krishnan and Arora (2008) evaluated the relationships between leader's OCB, TFL, and follower's OCB. Further it investigated leader's public self-consciousness and self-monitoring as antecedents to leader's OCB, and leader's social skills and even-temperedness as antecedents to follower's OCB. Data was collected from 186 supervisors and subordinates working in 15 organizations: four IT companies, one hotel, three banks, two manufacturing companies and five high schools in Northern India. Techniques used for analysis were mean, standard deviation, correlation, regression and structural equation modeling. It was found that Public self-consciousness was positively related to leader's OCB; leader's OCB was positively related to TFL; and also TFL, social skills and even-temperedness had a significant and positive impact on follower’s OCB.
**Walumbwa, Wu and Orwa (2008)** tested the relationship between contingent reward leader behaviour (TSL), satisfaction with supervisor, organizational commitment, and OCB, that is mediated by procedural justice climate perceptions and strength, and perceived supervisor support. Data was collected from 212 bank employees from six banks representing 42 work units in the Midwest region of the United States. Techniques used for analysis were mean, standard deviation, correlation, regression, confirmatory factor analysis and hierarchical linear modelling. It was found that procedural justice climate perceptions and strength completely mediated the relationships between contingent reward leader behaviour and followers' satisfaction with supervisor and levels of organizational commitment, and partially mediated the relationship between contingent reward leader behaviour and supervisor rated OCB.

**Steyerer, Schiffinger and Lang (2008)** observed the effect of executive leadership behaviours on the organizational commitment of subordinate managers and influence of organizational commitment on measures of company performance. Data was collected from 38 German and 40 Austrian executives from 78 different companies. For analysis purpose, mean, standard deviation, correlation and regression analyses were used. Results suggested that desirable leadership behaviour is positively related to subordinates’ organizational commitment, and that organizational commitment contributed to company performance, even when analyzed in conjunction with crucial contextual variables i.e. company size, market share, investment opportunities, technological change, competition intensity, supplier power, company expansion, market predictability and entrepreneurial status.

**Lee and Wei (2007)** investigated the relationship between leadership styles, leader-member relationship, and their joint impact on followers’ effectiveness, satisfaction, OCB or extra effort and organizational commitment. Data was collected from 615 respondents working at five big pharmaceutical companies in China. It was found that: Firstly, TFL had positive influence on followers’ effectiveness, satisfaction, OCB and organizational commitment, contingent reward had positive influence on effectiveness, management-by-exception leadership (TSL) had negative influence on satisfaction, laissez-faire leadership had negative influence on effectiveness and satisfaction. Leader-member exchange partially mediated the relationship between transformational, contingent reward, management-by-exception, laissez-faire leadership and followers’ effectiveness, OCB, satisfaction and organizational commitment.
Boerner, Astrid and Griesser (2007) examined the mediating processes by which TFL and TSL influences follower performance and innovation, respectively. Data was collected from 91 leaders from 91 German companies. It was found that transformational leaders boost follower performance by stimulating OCB. Also, the mediating effects of OCB that hold the relationship between TFL and TSL, follower performance and innovation showed positive correlation.

Ilies, Nahrgang and Morgeson (2007) provided a meta-analytic review of relationship between the quality of leader-member exchange (LMX) and citizenship behaviours performed by employees. Results based on 50 independent samples (N = 9,324) indicate a moderately strong, positive relationship between LMX and citizenship behaviours (r=.37). Findings also support the moderating role of the target of citizenship behaviours on the magnitude of LMX-citizenship behaviour relationship. As expected, LMX predicted individual-targeted behaviours more strongly than it predicted organizational targeted behaviours, and the difference was statistically significant. Whether the LMX and the citizenship behaviour ratings were provided by the same source or not also influenced the magnitude of the correlation between the two constructs.

Euwema, Wendt and Emmerik (2007) investigated the effects of societal culture on GOCB, and the moderating role of culture on the relationship between directive and supportive leadership and GOCB. Data was collected from 20336 managers and 95893 corresponding team members in 33 countries. Multi-level analysis was used to test the hypotheses, and culture was operationalized using two dimensions: Individualism (IDV) and power distance (PD). There was no direct relationship between these cultural dimensions and GOCB. Directive leadership had a negative relation, and supportive leadership had a positive relation with GOCB. Culture moderated this relationship: Directive leadership was more negatively, and supportive behaviour less positively, related to GOCB in individualistic as compared to collectivistic societies. The moderating effects of societal PD were explained by societal IDV.

Twigg, Fuller and Hester (2007) determined whether TFL influences union citizenship behaviour by fostering a covenantal relationship (i.e. commitment, trust and affirmation) between union and union members. Data was collected from 207 working members of a union local in oil and refinery industry in USA. Techniques
used for analysis were mean, standard deviation, correlation, regression and structural
equation modeling. It was found that TFL behaviour was significantly and positively
related to perceived union support, commitment, trust and affirmation. Further,
Perceived union support, commitment, trust and affirmation had a significant and
positive impact on union citizenship behaviour. There was a positive and significant
relationship between TFL and union citizenship behaviour.

Vigoda-Gadot (2007) examined whether organizational politics among public sector
employees mediated between the supervisor’s leadership style and employees’ OCB
and in-role performance. Data was collected from 201 employees of public security
division of a law enforcement agency in Israel. Employees were also asked to report
their perceptions of organizational politics and supervisors evaluated the employees’
in-role performance and OCB. Techniques used for analysis were mean, standard
development, correlation, factor analysis and structural equation modeling. It was found
that TSL and TFL styles and organizational politics had a significant impact on
employees’ performance. Also, Organizational politics partially mediated the
relationship between leadership, in-role performance and OCB. There was a direct
relationship between leadership and employees’ performance (in-role and OCB).

Bhal (2006) assessed the impact of two dimensions of LMX (contribution and affect)
on citizenship behaviour and to test the mediating impact of three types of justice
(distributive, procedural and interactional justice) on the LMX-citizenship
relationship. Data was collected from 306 Professionals working in 30 software (IT)
organizations in India. Analysis was done using mean, standard deviation, correlation
and regression analysis. It was found that the contribution dimension of LMX is more
likely to predict citizenship behaviour than the affect dimension of LMX. Procedural
and interactional justices fully mediate the relationship of perceived contribution with
citizenship behaviour. However, distributive justice does not mediate this relationship.

Khoury and As-Sadeq (2005) highlighted the importance of leadership through
identifying the leadership styles and practices in the Palestinian industrial sector and
to find out the optimal style most suitable to this country so as to help its business
leaders lead their business ventures effectively and efficiently. Data was collected
from 55 companies with three respondents in each besides the leader himself as a
respondent and final sample size was 220 respondents using multifactor leadership
questionnaire and a structured interviews. Data analysis was done using mean,
standard deviation, pearson correlation coefficient and linear regression analysis. Results showed that TSL style was found to be the most frequently used leadership style, TFL was exhibited less frequently, and laissez-faire was noted as the least commonly occurring leadership style and more frequently among the leaders with low educational background, low previous managerial experience, and employee leaders. TFL was found to induce the greatest satisfaction, willingness to exert OCB or extra effort, and effectiveness among employees than TSL.

Elgamal (2004) tested a comprehensive model of relationships between TSL and TFL, trust in organizations, organizational justice, intention to leave, and OCB. Data was collected from 179 middle levels managers working in 17 private Egyptian organizations in the areas of communication, manufacturing and food industry. Techniques used for analysis were mean, standard deviation, correlation, regression and structural equation modeling. Trust in organizations, and organizational justice had a significant influence on intention to leave and OCB. TSL was found to be a significant predictor of OCB only. TFL was a significant predictor of intention to leave, and OCB.

Mackenzie, Podsakoff and Rich (2001) assessed the impact of transformational and transactional leader behaviours on the sales performance and OCBs of salespeople, as well as the mediating role played by trust and role ambiguity in that process. Data was obtained from 477 sales agents working for a large national insurance company. Measures of six forms of transformational leader behaviour, two forms of transactional leader behaviour, trust, and role ambiguity were used. Objective sales performance data were obtained for the agents, and their supervisors provided evaluations of their citizenship behaviours. Findings validated not only the basic notion that TFL influences salespeople to perform “above and beyond the call of duty” but also that transformational leader behaviours actually have stronger direct and indirect relationships with sales performance and OCB than transactional leader behaviours.

Koh, Steers and Terborg (1995) discussed the influence of TSL and TFL behaviour by school principals on organizational commitment, OCB, teacher satisfaction, and student academic performance. Data was collected from 89 principals and 846 teachers in 89 schools in Singapore using random sampling. Student academic performance was collected from school records. Techniques used for analysis were
mean, standard deviation, correlation, factor analysis and regression. It was found that TFL had significant add-on effects to TSL in the prediction of organizational commitment, OCB, and teacher satisfaction. Moreover, TFL was found to have a stronger effect on student academic performance.

2.2 STUDIES ON TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP BEHAVIOUR, AND TRUST

Tuan (2012) examined the three constructs - leadership, organizational trust, and degree of unethical behaviour in conjunction through the data from consumer goods firms in Vietnam. Data was collected from 214 pairs of sales directors and sales managers and processed through analysis of variance and structural equation model. Findings revealed that TSL is correlated with calculus-based trust. TFL, on the other hand, shapes identity and knowledge based trust, which is correlated with less degree of unethical behaviour. Calculus-based trust, by contrast, is associated with greater degree of unethical behaviour. A direct bridge between TFL and less degree of unethical behaviour is also detected. The value of this research resides in its significance that ethical behaviours can be cultivated by TFL and identity-based trust or knowledge-based trust, the former of which can be trained to contribute to the development of the latter.

Ismail, Mohamad, Mohamad and Zhen (2010) conducted a study to measure the relationship between TFL and TSL behaviours, and individual outcomes (i.e., perceptions of justice and trust in the leaders) using 118 usable questionnaires gathered from middle and lower level employees who have worked in a US subsidiary firm in East Malaysia, Malaysia. The results of exploratory analysis confirmed that the measurement scales used in this study met the acceptable standards of validity and reliability analyses. Further, the outcomes of Pearson correlation analysis showed six important findings: TFL significantly correlated with procedural justice, TSL significantly correlated with distributive justice, TFL significantly correlated with trust in the leaders, and TSL significantly correlated with trust in the leaders. Statistically, this result confirms that TFL is an important predictor of procedural justice, TSL is an important predictor of distributive justice, and both TFL and TSL are important predictors of trust in the leaders.
Park (2009) examined whether human resource management systems and practices, work motivation attributes, and leadership impacted on two aspects of organizational trust i.e. cognition-based (rational) trust and affect-based (relational) trust in 46 federal agencies. Data was collected from 22731 employees of U.S. Merit Systems Protection Board, Merit Principles Survey 2005, and Best Places to Work index scores in the federal government using stratified random sample design. Techniques used for analysis were Anocova and hierarchical linear modeling. It was found that these predictors i.e. HR management systems and practices, work motivation attributes, leadership have positive and significant effect in fostering organizational trust i.e. cognition-based and affect-based trust in federal agencies.

Bartram and Casimir (2007) provided an examination of mediating effects of empowerment and trust in the leader on the relationship between TFL and two outcomes (i.e. in-role performance of followers as rated by the leader and satisfaction with the leader). Data was collected from 150 customer service operators in an Australian call-centre in a leadership questionnaire and informed that their performance would be rated by their immediate supervisors (i.e. their line manager) as part of the study. A sample of 109 responses was used in the analysis. Partial least squares analysis revealed that the effects of TFL on the in-role performance of followers were mediated by empowerment and trust in the leader, TFL has significant impact on trust, whereas the effects of TFL on satisfaction were partially mediated by trust in the leader.

Hsu and Mujtaba (2007) examined the relationship between TFL, trust and empowerment, job satisfaction and commitment of the team members. Data was collected from 69 team members in software development teams in USA. Techniques used for analysis were factor analysis and structural equational modeling. It was found that TFL was strongly and positively related to team trust and empowerment. Team trust and empowerment was not related to job satisfaction but team trust and empowerment was related to team commitment. There was a slight positive relationship between team job satisfaction and team commitment.

Krafft, Engelbrecht and Theronthe (2004) investigated the relationship between TFL and TSL, and trust, and also determine whether organizational justice i.e. procedural and interactional justice played a mediating role between TFL and TSL, and trust relationship. Data was collected from 281 employees working at twelve
different branches of Namibian bank using quota sampling. Techniques used for analysis was structural equational modelling. It was found that TFL had more positive and significant impact on organizational justice and trust. Interactional justice played a greater role in the relationship between TFL and trust than procedural justice, whereas distributive justice fully mediated the relationship between TSL and trust. Interactional justice partially mediated the relationship between TFL and trust.

**Jia, Song, Li, Cui, and Chen (2001)** conducted a study to examine the relationship between TFL and TSL styles and job-related attitudes of employees, as well as the mediating effects of both reciprocity and trust on the above relationship based on social exchange theory. Reciprocity and trust are the basic principles of human social exchanges. Data was collected from 972 managers in China. The main findings of structural equation modeling analyses were as follows: Firstly, TFL not only affected organizational trust and commitment directly, but also motivated organizational trust of employees through the mediation of generalized and balanced reciprocity indirectly, and thus enhanced organizational commitment and stay intention of employees. Secondly, TSL indirectly affected organizational trust and commitment of employees through the mediation of reciprocity. Thirdly, generalized reciprocity had direct effects on organizational commitment of employees, whereas balanced reciprocity exerted its influence through affecting organizational trust of employees.

**Jung and Avolio (2000)** examined the causal effects of TFL and TSL and mediating role of trust and value congruence on follower performance. Data was collected from a total of 194 student participants at a public university in the Northeastern US worked on a brainstorming task under TFL and TSL conditions. The leadership styles were manipulated using two confederates, and followers' performance was evaluated via three measures-quantity, quality, and satisfaction. Data analysis was done using mean, standard deviation, standardized coefficient alphas, inter-correlations, chi-square test and lisrel path analysis. Results based on path analyses using LISREL indicated that TFL had both direct and indirect effects on performance mediated through followers' trust in the leader and value congruence. However, TSL had only indirect effects on followers' performance mediated through followers' trust and value congruence.

**Gillespie and Mann (2000)** investigated a relationship between a set of leadership factors i.e. transformational, transactional, consultative and common values in
predicting members’ trust towards their team leader. Data was collected from 83 team members and their leaders from 33 project teams using random sampling in a large R&D organization in Australia. Techniques used for analysis were mean, standard deviation, correlation and multiple regression analysis. It was found that three leadership practices i.e. consulting team members when making decisions, establishing common values with them, and communicating a collective vision and important values together showed a positive and significant relation with leader-team member trust. Team members’ trust in the leader was also strongly associated with ratings of effectiveness and satisfaction with the project leader.

2.3 STUDIES ON TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Kacmar, Bachrach, Harris and Noble (2012) developed and tested a model that builds directly on social exchange theory to predict different roles for supervisor trust in the relationships between OCB and relationship conflict occurring between supervisors and subordinates and between peers. Specifically, they posited that the association between citizenship behaviour and relationship conflict between employees and supervisors is mediated by supervisor trust, while the association between citizenship behaviours and relationship conflict occurring between peers is moderated by supervisor trust. The dual role for supervisor trust in a field study of 160 supervisor-employee dyads was tested. Results supported the different roles played by supervisor trust.

Zeinabadi and Salehi (2011) determined the relationships between procedural justice, trust, job satisfaction, and organizational commitment and OCB of teachers and investigated three models generated from their models by structural equation modeling. The sample was 652 teachers and 131 principals in educational organization i.e. public schools at Iran. Data were collected through 5 questionnaires. The most important finding of this study is the positive fit indexes of a modified model. According to this model procedural justice has two lines to promote teacher OCB. First through influencing teacher trust and the second line is to influence teacher OCB through job satisfaction and organizational commitment. Since most empirical evidence on the social exchange predictors of OCB are limited to non educational organizations, this study extends this line of inquiry in public schools.
Hassan and Semercioz (2010) conducted a study to investigate the phenomenon of trust in its personal and impersonal forms i.e. interpersonal and institutional (organizational) trust with multiple foci i.e. coworkers, supervisor, and institution (organization) in U.S.A through addressing threefold agenda: explored the concept of trust by distinguishing its antecedents i.e., trustor’s propensity to trust, the trustor’s perceived characteristics of a trustee, and institutional trust from trust, explored whether trust fully mediated the effects of trustworthiness, trust propensity, and institutional trust on behavioural outcomes such as organizational commitment, OCB and employees task performance, and explored that trust relationships vary according to whether the trustee is a supervisor/leader versus a coworker.

Yang and Mossholder (2010) explored the implications of different bases and foci of trust in leadership. Two variants of employee trust in organizational leadership in terms of two bases (cognitive and affective) and two foci (management and supervisor) were conceptualized. Using this dual perspective, the effects of trust in leaders on two work-related attitudes (organizational commitment, job satisfaction) and two work-related behaviours (in-role behaviour, extra-role behaviour) were examined. Using data collected from 210 employees and their supervisors, it was found that the four variants of trust in organizational leadership were distinguishable, and had differential effects on employee outcomes. Affective trust in supervisor was a significant predictor of in-role and extra-role behaviours (OCB). Affective trust in management and affective trust in supervisor explained variance in affective organizational commitment. Cognitive trust in management and affective trust in supervisor explained variance in job satisfaction.

Katherine (2010) determined the influence of leadership practices on POS. Data was collected from 127 MBA students at Private Florida University, Las Vegas, US. Type of Research was quantitative and questionnaire based. Analysis was done using Mean, standard deviation and correlation. There is a significant positive relationship between POS and each of the leadership practices.

Sharkie (2009) aimed to contribute to the debate on employee performance by discussing the importance of trust in encouraging performance. The study was based on a literature review of discretionary contributions to the organization and employee trust in their leaders. There is strong evidence that the vulnerability of employees in the employment relationship has increased the importance of trust in encouraging
employee extra-role behaviour (OCB) outside their legal and contractual obligation. The importance of trust for employee behaviour has been well documented but the fragility of the psychological contract shows that discretionary extra-role behaviour will be context specific. Organizations need employees to perform beyond expectations and the importance of trust in encouraging this performance was shown.

Singh and Srivastava (2009) investigated the relationship between certain individual level determinants of interpersonal trust in colleagues and managers and its impact on OCB. Data was collected from 303 top, middle, and lower level executives from manufacturing and services sectors in India through stratified random sampling. Techniques used for analysis were mean, standard deviation, correlation, regression analysis. It was found that interaction frequency, consistency, and competence were significant predictors of interpersonal trust in colleagues and managers. Interpersonal trust was positively associated with OCB. Interpersonal trust also partially mediated the relationship between individual level factors and OCB. The results implied that the development of trust at the interpersonal level may be used as a strategy to motivate the employees to engage in extra role behaviours to ensure improved individual and organizational performance.

Wu, Lin, Hus and Yeh (2009) conducted a study to examine the relationship between interpersonal trust and knowledge sharing, along with the impact of individual altruism and a social interaction environment. Data was collected from employees working in Taiwanese high-tech industries. Employees perceived interpersonal trust, of either their colleagues or supervisor, was found to be positively correlated with their knowledge-sharing behaviours in the workplace. Employees’ altruism traits were found to be a factor for them to share knowledge in the workplace and the trait of altruism was also found to reduce the positive association between trust of colleagues and knowledge sharing. An organizational social interaction environment intensifies the positive association between trust of colleagues and knowledge sharing.

Erturk (2007) explored the role of organizational justice and trust in supervisor in enhancing OCB of Turkish academicians. Data was collected from 1018 academicians from public universities in Turkey. For analysis purpose, mean, standard deviation, scale reliabilities, correlation, regression, path analysis were used. Results indicated that trust in supervisor fully mediated the relationship between
organizational justice and OCBs directed to the organization, however it partially mediated the relationship between organizational justice and OCB directed to the individuals of Turkish academicians.

**Chen, Chang and Hu (2007)** checked the influence of leader-member exchange on trust and perceived supervisor support, and its subsequent effect on OCB of subordinates. Data was collected from 200 nurses and 14 head nurses from six hospitals at Australia. Purposive/Judgemental sampling was adopted to select three medical centres and three regional hospitals. Techniques used for analysis were mean, standard deviation, correlation and structural equation modelling. It was found that Leader-member exchange had a positive and significant effect on trust of subordinates to their supervisors as well as their perceived supervisor support, which in turn, had a positive effect on OCB of nurses.

**Wong, Ngo and Wong (2006)** examined the relationships among perceived organizational justice, trust, and OCB of workers in joint ventures (JVs) and state-owned enterprises (SOEs). Data was collected from 295 supervisor-subordinate dyads in a JV and 253 in an SOE working in manufacturing sector in Guangdong, which is a southern province of the People’s Republic of China. Analysis was done using mean, standard deviation, correlation, regression and hierarchical linear modelling. It was found that the positive effect of distributive justice on trust in organization was stronger in JVs than in SOEs, the positive effect of procedure justice on trust in organization was stronger in SOEs than in JVs, the effect of interactional justice on trust in supervisor was similar for both types of organization, trust in organization affected OCB in both SOEs and JVs, and trust in supervisor affected OCB in JVs only.

**Poon (2006)** examined the relationship between trust-in-supervisor and willingness to help coworkers as well as the moderating effect of perceptions of organizational politics on this relationship. A field survey using a structured questionnaire was used to gather data from 106 employees of a medium-sized company that had businesses in the manufacturing, travel, and education industries. Moderated multiple regression results indicated that trust-in-supervisor was positively related to employee willingness to help co-workers among employees perceiving low levels of organizational politics but not among those perceiving high levels of organizational
politics. Employers can realize the benefits of employee helpfulness stemming from supervisory trust only if they can establish a workplace that is not politically charged.

Wat and Shaffer (2005) developed and tested an expanded social exchange model of OCB that includes characteristics of the social context (i.e. perceived fairness and LMX as well as the capacity i.e. trust in the supervisor and psychological empowerment) to engage in citizenship behaviours. Data was collected from a matched sample of 183 Hong Kong investment-banking personnel and their supervisors. Technique used was multiple regression to test direct and mediating effects. There was strong support found for the direct effects of trust in the supervisor and psychological empowerment on all dimensions of OCB. Trust in the supervisor played an important mediating role in all relationships. Only one dimension of empowerment acted as a mediator. The influence of empowerment on OCB highlighted the importance of providing employees with the motivation to engage in these behaviours.

Dolan, Tzafrir and Baruch (2005) aimed to examine the impact of procedural justice on employees' trust in their organization and OCB. Data was collected from 230 employees of Israeli labour force. Analysis was done by using mean, standard deviation, correlation, regression and structural equation modeling using AMOS. A significant and positive influence of procedural justice as a determinant of employees' trust in their organization and subsequently on OCB was found.

Deluga (1995) examined the relationship between interpersonal trust and subordinate extra-role behaviour or OCB i.e. altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Data was collected from a noncombat military sample of 128 subordinates and their supervisors in U.S.A. Analysis was done using descriptive statistics, correlation and regression analyses. It was found that interpersonal trust was positively and significantly related to subordinate extra-role behaviours i.e. altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

Konovsky and Pugh (1994) developed and empirically examined a social exchange model of OCB. The purpose of this study was to test a social exchange model of OCB in which procedural justice was central to the development of employees' trust in their supervisors, and trust in supervisor mediated the relationship between justice and OCB. Data was collected from 475 hospital employees and their supervisors working in Department of Veterans' Affairs hospital located in the south central United States.
Analysis was done using mean, standard deviation, zero-order correlation coefficients and structural and measurement model using Lisrel. It was found that procedural justice was a significant predictor of trust in supervisor, which in turn was a significant predictor of OCB. Distributive justice was not significantly related to trust in supervisor.

2.4 STUDIES ON TRUST AS A MEDIATOR BETWEEN TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Zhu, Newman, Miao and Hooke (2013) examined the mediating effects of cognitive and affective trust on the relationship between follower perceptions of TFL behaviour and their work outcomes. Using data obtained from 318 supervisor–subordinate dyads from a manufacturing organization located in mainland China, structural equation modeling results revealed that affective trust fully mediated the relationships between TFL and the work outcomes of followers, including their affective organizational commitment, OCB, and job performance. In contrast, cognitive trust negatively mediated the relationship between TFL and follower job performance, and had insignificant effects on their affective organizational commitment and organizational citizenship behaviours. These findings highlight the importance of affective trust as a mechanism which translates TFL into positive work outcomes for the organization.

Rubin, Bommer and Bachrach (2010) replicated and extended previous research examining the relationship between operant leader behaviour and OCB. Drawing on recent theory proffering trust as an important explanatory mechanism, it was hypothesized that employee trust mediated the relationship between operant leader behaviours and OCB. Further, it was argued that the valences associated with reward and punishments augmented the effects of both contingent and non-contingently administered behaviours. Using data collected from 475 employees of a United States manufacturing firm, results indicated that trust fully mediates the relationship between operant leadership and OCB. Further, results confirmed that contingently based reward and punishment leader behaviours are more constructive in engendering trust and citizenship than non-contingent leader behaviours.

Asgari, Silong, Ahmad and Samah (2008) explored the relationship between TFL and TSL behaviours, organizational justice, and OCB, that is mediated by LMX, POS
and Trust in management. Data was collected from 162 full-time employees and managers from five public service departments in Malaysia using simple random sampling. Techniques used for analysis were mean, standard deviation, correlation, regression, chi-square tests, factor analysis and structural equation modelling. It was found that there was direct and positive relationship between TFL and TSL behaviours, and organizational justice (distributive, procedural, and interactional justice) and OCB with LMX, POS, and Trust as the mediators. The lowest correlation was found between distributive justice and OCB. LMX had no significant effect on OCB.

Ngodo (2008) developed an empirically testable model linking TFL through the possible mediating influences of procedural justice and trust to individual attitudes and behaviours, specifically OCB, organizational commitment, and job satisfaction, through integrating several literatures. By integrating several literatures, it was shown that TFL impacted trust both directly and indirectly through procedural justice, which was equally impacted directly by TFL. Procedural justice directly influences trust. Trust, in turn, exerts direct influence on OCB, organizational commitment, and job satisfaction.

Pillai, Schriesheim and Williams (1999) presented a comprehensive model of relationships between TFL and TSL, procedural and distributive justice, trust, job satisfaction, organizational commitment and OCB. Data was collected from 192 leaders and 155 subordinates in which first sample consisted of permanent employees from a manpower services agency in the Southern United States, and second sample consisted of Under graduate and MBA students at North Eastern and a Southern university. Analysis was done using mean, standard deviation, correlation, manova and structural equational modelling. It was found that TFL had indirect effect on OCB through procedural justice and trust. TFL influenced procedural justice, which in turn built trust. TSL appeared to influence distributive justice only, which in turn had no impact on trust.

Podsakoff, MacKenzie and Bommer (1996) examined the effects of TFL behaviours. Data was collected from 1539 employees across a wide variety of different industries, organizational settings, and job levels. Hierarchical moderated regression analysis procedures generally showed that few of the substitutes variables moderated the effects of transformational leader behaviours on followers’ attitudes,
role perceptions, and “in-role” and “citizenship” behaviours. Results showed that the transformational leader behaviours and substitutes for leadership each had unique effects on follower “in-role” and “citizenship” behaviours, and several of the transformational behaviours were significantly related to several of the substitutes for leadership variables.

Podsakoff, MacKenzie, Moorman and Fetter (1990) assessed the impact of transformational leaders’ behaviour on OCB, and potential mediating role played by subordinates’ trust and satisfaction. Data was collected from 988 employees working in large petrochemical company at United States, Canada and Europe. Techniques used for analysis were mean, standard deviation, correlation, regression, factor analysis and structural equation modelling. It was found that the effects of TFL behaviours on citizenship behaviour were indirect, rather than direct, in that transformational leaders’ behaviour and OCB were mediated by followers’ trust in their leaders.

2.5 STUDIES ON PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Jain, Giga and Cooper (2013) identified the impact of organizational stressors on OCB and how POS will moderate in the relationship between stressors and citizenship behaviour. Data was collected from 402 operator level employees from five different call center organizations located around the national capital of India. It was found that negative relationship between organizational stressors and OCB, a significant positive relationship between POS and OCB, and confirmation that POS moderates in the relationship between organizational stressors and OCB.

Chiang and Hsieh (2012) assessed how hotel employees’ POS, psychological empowerment, OCB, and job performance, and examined the causal relationships among these variables. A total of 513 employees of Taiwan hotels participated in the study. Data was analyzed through descriptive statistics, confirmatory factor analysis, and the structural equation modeling. Results indicated that POS and psychological empowerment both positively affected organizational citizenship behaviour. POS did not positively influence job performance. Psychological empowerment and OCB positively influenced job performance. Organizational behaviour acted as a partial
mediator between POS and job performance, as well as between psychological empowerment and job performance.

Miao (2011) examined the relationships of POS and job satisfaction with OCB and task performance in China. Data was collected from 130 matched cases of supervisor-subordinate dyads from various departments of the Steel Corporations namely Anshan Iron and Steel Corporation, and Benxi Iron and Steel Corporation in Liaoning, a North Eastern province in the People’s Republic of China (Mainland China). Employees from two large-scale state-owned enterprises (SOE) completed measures of POS and job satisfaction and their immediate supervisors completed measures of task performance and four facets of OCB. Data was analyzed using zero-order correlation and hierarchical regression analysis and showed positive correlations of POS and job satisfaction with task performance, and also showed positive associations of POS and job satisfaction with OCB and each of its four dimensions i.e. helping, civic virtue, conscientiousness, and courtesy.

Liu (2009) examined the relationships between organizational support, affective commitment, and OCB for expatriates. Data was collected from 162 expatriates, working in 37 subsidiaries of multinational corporations located in Mainland China. Results indicated that POS from both the parent company and the subsidiary significantly related to affective commitment and organizational-directed OCB. It is showed that the affective commitment acted as a partial mediator of the relationship between parent company POS and organizational-directed OCB, and a full mediator of the relationship between subsidiary POS and organizational-directed OCB.

Asgari, Silong, Ahmad and Samah (2008) assessed the impact of leader-member exchange, organizational inflexibility, POS and interactional justice on OCB. Data was collected from 220 full-time employees with their managers from two educational organizations in Iran. Techniques used for analysis were mean, standard deviation, correlation, regression, chi-square difference tests and confirmatory factor analysis and structural equation modelling. It was found that leader-member exchange behaviour, organizational inflexibility, POS and interactional justice induced a significant and positive effect on OCB. Interactional justice had more positive and direct effects on OCB.

Chen and Chiu (2008) proposed an integrative model that examines the mediating processes underlying the relationship between leader support and employee OCB.
Data was collected from 323 employees and their immediate supervisors in seven Taiwanese companies. Results showed that supervisor support influenced the employees’ OCB indirectly through two cognitive processes (job satisfaction and person–organization fit) and one affective process (job tension).

Jawahar and Carr (2007) conducted a study to understand when and why employees engage in contextual performance directed toward one's organization and immediate supervisor. Data was collected from 158 professional employees were subjected to confirmatory factor analysis and moderated hierarchical analysis was used to test hitherto untested hypotheses. Results indicated strong support for the hypothesized moderating effects, such that high levels of support compensated for low levels of conscientiousness (OCB) in influencing contextual performance. Organizations will be able to elicit contextual performance from those individuals who lack the personality predisposition to engage in contextual performance by providing organizational and supervisory support. POS moderates the relationship between conscientiousness and organization-directed contextual performance, and that the quality of the leader-member exchange experience moderates the relationship between conscientiousness and supervisor-directed contextual performance.

Shanock and Eisenberger (2006) investigated the relationships of supervisors' POS with subordinates' perceptions of support from their supervisors (perceived supervisor support), POS, and in-role and extra-role performance (OCB). Data was collected from full-time retail employees and their supervisors. It was found that supervisors' POS was positively related to their subordinates' perceptions of supervisor support. Subordinates' PSS, in turn, was positively associated with their POS, in-role performance, and OCB. Also, Subordinates' perceptions of support from the supervisor mediated positive relationships of the supervisors' POS with the subordinates' POS and performance. Findings suggested that supervisors who feel supported by the organization reciprocate with more supportive treatment for subordinates.

Coyle, Jacqueline and Neil (2005) conducted a study to investigate the conceptual distinctiveness of the psychological contract and POS and how they are associated over time. Data was collected from 347 public sector employees on 4 measurement occasions. Results supported the distinctiveness of the two concepts. In terms of their inter-relationships over time, by drawing on psychological contract theory, little
support was found for a reciprocal relationship between POS and psychological contract fulfillment. Under an alternative set of hypotheses, by drawing on organizational support theory and by separating psychological contract fulfillment into its two components (perceived employer obligations and inducements), the perceived employer inducements were positively related to POS, which, in turn, was negatively related to perceived employer obligations. Results suggested that POS and the components of psychological contract fulfillment are more important in predicting OCB than psychological contract fulfillment.

Coyle-Shapiro and Conway (2005) surveyed three hundred and forty seven public sector employees on four measurement occasions to investigate the conceptual distinctiveness of the psychological contract and POS. In terms of their interrelationships over time, drawing on psychological contract theory, little support was found for a reciprocal relationship between POS and psychological contract fulfillment. Under an alternative set of hypotheses, drawing on organizational support theory and by separating psychological contract fulfillment into its two components (perceived employer obligations and inducements), it was found that perceived employer inducements was positively related to POS which, in turn, was negatively related to perceived employer obligations. Finally, the results suggest that POS and the components of psychological contract fulfillment are more important in predicting OCB than psychological contract fulfillment.

Wayne, Shore, Bommer and Tetrick (2002) examined a model of antecedents and consequences of POS and leader-member exchange. Data was collected from 211 employees and their supervisors working in two metal fabricating plants at Chicago, US. Techniques used for analysis were mean, standard deviation, correlation, and structural equation modeling. It was found that organizational justice, inclusion, and recognition were positively related to POS and contingent rewards (TSL) were positively related to leader-member exchange. In terms of consequences, POS was related to employee commitment and OCB, and leader-member exchange was related to performance ratings.

Lambert (2000) developed and estimated a model that links work-life benefits to OCB directly, through obligations incurred as a result of social exchange, and indirectly, through enhanced perceptions of organizational support. Significant, positive relationships were found between workers' assessments of the usefulness of
work-life benefits and three measures of organizational citizenship. Although perceived benefit usefulness contributed to POS, POS did not in turn foster OCB in the study.

Masterson, Lewis, Goldman and Taylor (2000) investigated whether procedural and interactional justice affects work-related outcomes through different social exchange relationships. Data was collected from 651 employees working in large public university in the Northeastern United States. Analysis was done using mean, standard deviation, correlation, confirmatory factor analyses and structural model analysis. It was found that interactional justice perceptions affect supervisor-related outcomes namely performance, supervisor-directed citizenship behaviours, and job satisfaction via the mediating variable of leader-member exchange. Procedural justice perceptions affect organizational-related outcomes namely citizenship behaviours, organizational commitment, job satisfaction, and intentions to quit via the mediating variable of POS.

Moorman, Blakely and Niehoff (1998) tested how procedural justice influence OCB and to test the mediating impact of POS on the procedural justice - organizational citizenship relationship. Data was collected from 157 supervisor-subordinate from all departments working in large military hospital located in the Midwest, United States. Analysis was done using mean, standard deviation, correlation, confirmatory factor analyses and structural equation modeling. It was found that procedural justice was an antecedent to POS, which in turn fully mediated its relationship to three of four OCB dimensions (Inter-personal helping, individual initiative, personal industry, and loyal boosterism).

Wayne, Shore and Liden (1997) tested a model of the antecedents and consequences of POS and leader-member exchange, based on social exchange theory. Data was collected from 252 leader-member dyads in Chicago, United States. Techniques used for analysis were mean, standard deviation, correlation, chi-square tests, confirmatory factor analysis and structural path estimates. It was found that antecedents of POS (developmental experiences, promotions, organizational tenure, and leader-member exchange) explained 37 percent of the variance in POS. For leader-member exchange, 40 percent of the variance was explained by its antecedents (liking, expectations, dyad tenure, and POS). POS is positively related to OCB and affective commitment, and negatively related to performance ratings and intention to quit. Leader member exchange was positively related to OCB, performance ratings, and favour doing.
Shore and Wayne (1993) conducted a study to investigate whether POS or the more traditional commitment concepts of affective commitment (AC) and continuance commitment (CC) were better predictors of employee behaviour i.e. OCB and impression management. Data was collected from 383 employees and their managers. It was found that both AC and POS were positively related to organizational citizenship and that CC was negatively related to organizational citizenship, POS was the best predictor of OCB. These findings supported the social exchange view that POS creates feelings of obligation that contribute to citizenship behaviours. In addition, CC was unrelated, whereas AC and POS were positively correlated, with some impression management behaviours. The social exchange view of commitment suggested that those employees' perceptions of the organization's commitment and POS create feelings of obligation to the employer, which enhances employees' work behaviour.

Witt (1991) examined the job satisfaction, perceptions of organizational support, and organizational commitment as predictors of OCB. Regression analyses on data collected from workers in a small tooling plant indicated that exchange ideology moderated the relationships between ratings of OCB's and organizational support scores. For tool workers whose attitudes and behaviours were more dependent on organization reinforcement, OCB ratings were positively related to organizational support. However, for those whose attitudes and behaviours were more independent of organization reinforcement, OCB ratings were considerably less related to organizational support scores. The pattern was similar for OCB ratings and job satisfaction scores. These data are consistent with those reported previously (e.g., Eisenberger, Huntington, Hutchinson, and Sowa, 1986) and suggest that the salience of job attitudes in the decision to manifest OCB may be influenced by the individual's exchange ideology.

2.6 STUDIES ON PERCEIVED ORGANIZATIONAL SUPPORT AND TRUST

Celep and Yılmazturk (2012) determined the relationship among organizational trust, POS and commitment of teachers working in public primary schools. The research sample was 315 teachers from 18 public primary schools in Golcuk, Kocaeli. Results revealed significant relationships between the variables. There was a
significant positive correlation in terms of gender, in that female teachers were found to be more committed to the organization than male participants. In terms of POS, the more the teachers had POS, the more they became committed to their organizations. POS and the level of organizational commitment were higher in females than in males.

Webber, Bishop and O'Neill (2012) examined the trust repair efforts of top management within an organization specifically focusing on the impact of POS and issue-selling success. The focus was on one organizational context that experienced competency and integrity-based trust violations between managers and top management. Surveys and interviews were conducted with 32 managers to capture trust in top management, issue-selling success rate, and POS. Results demonstrated that POS is significantly and positively related to trust in top management. In contrast, issue-selling success rate is negatively related to trust in top management above and beyond the impact of POS.

Annamalai, Abdullah and Alazidiyen (2010) identified the influence of organizational justice and trust towards teachers’ trust (organizational level) and teachers’ satisfaction in performance appraisal (individual level) with organizational support as a mediator variable. Data was collected from 714 teachers who were randomly chosen from 102 secondary schools from the Northern States of Peninsular Malaysia. Analysis using hierarchical linear modeling proved that organizational justice has a positive influence on both teachers’ trust towards the organization and teachers’ satisfaction in performance appraisal. Also, teachers trust towards organization was found to have a positive influence on teachers’ satisfaction in performance appraisal. This study also shows that organizational support does not react as a mediator on the relationship between organizational justice and teachers’ trust towards organization.

Albrecht and Travaglione (2010) proposed a model that identifies key antecedents and consequences of trust in public-sector senior management. Data was collected from two public-sector organizations to identify levels of trust and correlates of trust in senior management. A series of regression analyses was conducted to identify more clearly the extent to which each of the antecedents influenced trust in senior management and the extent to which trust in senior management influenced each of the consequences. The results suggested that effective organizational communication,
procedural justice, organizational support and satisfaction with job security predict trust in public-sector senior management. Results also showed that trust in senior management influences affective commitment, continuance commitment, cynicism towards change and turnover intention. It was found that trust partially, rather than fully, mediated the relationships between the antecedents of trust and the consequences of trust.

Ristig (2009) empirically examined the impact that trustworthiness, comprised of ability, benevolence and integrity, and POS have on trust within a call center and warehousing organization. Data was collected from 105 employees in Southern United States using a 37 item instrument to assess the subjects' responses to POS, trustworthiness and trust as well as demographic characteristics. Techniques used for analysis were mean, standard deviation, correlation and regression analysis. Results indicated both POS and integrity are positively related to trust. Based upon a usefulness analysis, integrity accounts for a greater amount of incremental variance in trust than POS. The main implication of this research was that the integrity of supervisor has significant impact on the formation of trust between the employee and supervisor.

Ghani and Hussin (2009) identified the relationship between three variables (i.e. trust, access to information and access to opportunity to learn and develop) and POS. Study also aimed to identify the most effective predictor of POS. Data was collected from 312 lecturers from 25 private institutions of higher education in three Malaysian states (Kedah, Penang and Kelantan). Techniques used for analysis were mean, standard deviation, correlation and regression analysis. Correlation analyses showed high positive relationship between antecedents (trust, access to information, and access to opportunity to learn and develop) and POS. Regression analysis indicated that all three antecedents under study were significant predictors of POS. Trust was identified as the most effective predictor of POS.

Connell, Ferris and Travaglione (2003) reported a study to add to current debates on a study concerning trust within manager-subordinate relationships within a large Australian organization. The annual staff survey for this organization indicated that levels of trust in managers was very low, leading the authors to investigate the predictors and outcomes of this situation. Focus group and survey questionnaire results led to the finding that POS, procedural justice and TFL were significant
predictors of trust in managers and that turnover intent and commitment were significant outcomes of trust in managers. They recognized the importance of trust as a factor for determining organizational success and the well-being of employees.

**Ferres, Travaglione and Connell (2000)** tested whether TFL act as a mediator of the effects of management/peer trust, perceived organizational support, procedural justice, turnover intention, OCB conscientiousness and affective commitment. Data was collected from 275 employees in Large New South Wales public sector organization in Australia. Techniques used for analysis were mean, standard deviation, correlation and regression tests. It was found that trust in management and trust in peers had a significant and positive impact on TFL but perceived organizational support and procedural justice were not significant determinants. TFL had a significant and negative impact on turnover intention, whereas it had a significant and positive impact on OCB, and affective commitment.

### 2.7 STUDIES ON TRUST AS A MEDIATOR BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

**Paille, Bourdeau and Galois (2010)** proposed to test a research model to gain a better understanding of the connection between POS, trust, satisfaction, intention to quit and citizenship behaviour at the organizational level. Data was collected from 355 white-collar employees who were alumni of a business school in France. Structural equation modeling was used to test the predicted relationships. Except for the relation between POS and intention to leave, study results showed strong support in favour of different hypothetical relations in the research model. The importance of considering trust over and above organizational efforts directed at supporting employees through a show of appreciation for their contribution and concern for their well-being is highlighted. This paper also provided data that led to a better understanding of the relationship between POS, trust and satisfaction for the purpose of predicting outcomes such as intention to leave an organization and citizenship behaviour towards an organization.

**Chen, Vivian, Wang, Chang and Hu (2008)** examined from a social exchange perspective the influence of LMX on the trust of subordinates in their supervisors as well as their perception of support received from their medical organization
supervisors and the subsequent effect of such on OCB in subordinates. Two hundred valid supervisor-subordinate (head nurses-nurses) dyads from 3 medical centers and 3 regional hospitals took part in this study, which found that the quality of leader-member exchange affects nurse trust in their supervisors as well as their perception of supervisor support, which consequently promotes OCB on the part of nurses. Findings imply that a higher level of LMX can enhance nurses’ commitment, significantly reduce turnover, and promote their OCB, resulting in greater organizational effectiveness.

Chen, Aryee and Lee (2005) examined the mediating influence of trust in organization (TIO) and organization-based self-esteem (OBSE) in the relationship between POS and its work outcomes of organizational commitment, in-role performance and OCB. Data was collected from 190 supervisors and their subordinates of multiple organizations enrolled in a part-time MBA program offered by a premier Chinese university in China. Techniques used for analysis were mean, standard deviation, correlation, factor analysis and structural equation modeling. It was found that POS was positively related to TIO and OBSE which in turn had a positive effect on organizational commitment, in-role performance, and OCB. TIO and OBSE fully mediated the relationship between POS, organizational commitment and in-role performance but TIO and OBSE partially mediated the relationship between POS and OCB.

2.8 STUDIES ON TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP BEHAVIOUR, PERCEIVED ORGANIZATIONAL SUPPORT, TRUST, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN RELATION TO SOCIO-DEMOGRAPHIC VARIABLES

Arnold and Loughlin (2013) investigated the extent to which male and female leaders report engaging in participative versus directive intellectually stimulating TFL behaviour across three different contexts (business, government and military). Semi-structured interviews were conducted with 64 senior leaders (29 female and 35 male) across Canada. It was found that leaders were more likely to describe using a participative versus directive approach to intellectual stimulation. Gender similarities and differences also appeared across contexts: government leaders reported almost
twice as many directive examples as business leaders, and men and women in all these contexts were very similar in their reports about how they enacted intellectual stimulation. In contrast, men and women in the military diverged, with male leaders reporting more participative behaviour than female leaders. Findings provided insight into the behaviours leaders engage in to enhance creative thinking and problem solving within organizations across different contexts and suggest that this aspect of TFL is most likely to be enacted in a participative way by both male and female leaders.

Edwards and Gill (2012) conducted an empirical study of the effectiveness of transformational, transactional and laissez-faire leadership across hierarchical levels in manufacturing organizations in the UK. The aim was to develop a framework of leadership across hierarchical levels that would be useful for leadership development programs and interventions. Managers from 38 companies completed a 360-degree version of the Multifactor Leadership Questionnaire. Multiple responses – self, superior, subordinate and peer ratings – were obtained for 367 managers of whom 15 per cent were female and 85 per cent male, aged between 21 and 62 years, from 38 organizations in the UK manufacturing sector. Of the 367 subjects, unanimous (cases were used only if all ratings agreed on the hierarchical level of the subject) opinions on hierarchical level were gained for 215 (58 per cent), which includes 30 top-level managers, 33 directors, 54 senior managers, 43 middle managers and 55 lower managers. A distinct pattern of behaviours was found across different hierarchical levels of organizations. TFL is equally effective across hierarchical levels in organizations, whereas TSL is not effective at the uppermost hierarchical levels in organizations but effective at levels lower down. Laissez-faire leadership is ineffective at all hierarchical levels.

Khan, Aslam and Riaz (2012) examined the role of transformational, transactional, and laissez-faire leadership in predicting innovative work behaviour among bank managers of Rawalpindi and Islamabad. Data was collected from 100 bank managers including men (n=78) and women (n=22) with age range from 30 to 55 years. Stepwise regression analysis was applied to see the effect of leadership styles on innovative work behaviour. Results showed that TFL and TSL positively predicted innovative work behaviour whereas laissez-faire leadership negatively predicted it. The t-test revealed women bank managers to have more TFL and men to have more
TSL and laissez-faire, and more innovative. In case of bank sectors, public banks had more TFL and private bank were more innovative.

Ahmadi, Daraci, Rabiei, Salamzadeh and Takallo (2012) investigated the relationship of organizational justice perceptions of industrial factories employees in Isfahan with various work-related variables. A large representative sample of 364 employees and their managers filled out questionnaires in two big factories which have more than 5000 employees from public and private sector in Iran. The correlations of distributive justice, procedural justice, interactional justice, job satisfaction, turnover intentions and OCB compare to each other and were found, there are correlations between them except OCB. Privatization in the Islamic Republic of Iran was making a comparison between public and private sectors should be conducted. The comparison results show no significant differences between job satisfaction and turnover intentions in two public and private sector but the OCB in public sector is more than private sector at 95% confidence interval.

Thiagarajan and Kubendran (2012) identified the various factors that influence the employee’s towards OCB. Primary data was collected with the help of structured questionnaire from 103 middle and top level executives of two leading private sector banks in Tamil Nadu, India. The study is a descriptive one. Fifteen questionnaires were distributed for the purpose of pre-testing the questionnaire's contents. Type of sampling method used was simple random sampling. It was found that most of the employees in two private sector banks exhibit their citizenship behaviour through helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, and civic virtue. Organizations for their future growth and continuous development need to give importance and encourage the employees who exhibit such sort of citizenship behaviour in the organization.

Nusair, Ababneh and Bae (2012) provided a deeper understanding of how TFL relates to followers' innovative behaviour in the Jordanian public sector. Data was collected from 358 employees working in different public sector organizations located in the Northern region of Jordan. Results demonstrated that TFL accounted for 47 percent in the variation of followers' innovative behaviour in the Jordanian public sector. The place of work variable had significant impact on the attitudes of the respondents toward the TFL behaviour of their managers and their innovative behaviour. It is suggested that organizations should invest in TFL training and in the
selection of supervisors with this leadership style before initiating the implementation of innovations.

**Majumdar and Ray (2011)** focussed on the nature of the TFL styles and also the relationship between TFL and innovative work behaviour of branch managers of the public and private-sector banks of Kolkata. Data was collected from 120 male branch managers of Kolkata (60 from public sector banks and 60 from private-sector banks), using the General Information Schedule, TFL Questionnaire and Innovative Work Behaviour Scale. Responses to these tools were processed for t-test, ANOVA and correlational analysis. Results showed that branch managers of the public and private-sector banks reveal uniform patterns of moderately high TFL. Irrespective of the type of bank, the innovative work behaviour of the branch managers vary in terms of their levels of TFL. Also, the two dimensions are positively correlated. Idea promotion, a dimension of Innovative Work Behaviour, is facilitated more by the public sector work setting than by the private-sector setting.

**Akinbode (2011)** examined workers’ personal factors and personality characteristics as predictors of OCB. Data were collected from five hundred and four employees of private and public human service organizations in Nigeria. It was hypothesized that employees’ demographic factors and personality characteristics would significantly predict OCB. Results indicated that personality traits of extraversion and openness significantly predict workers’ OCB. Based on these results, greater OCB was observed in individuals who score high on extraversion and openness to experience. Personality factors were also revealed as important predictors of OCB. It revealed that female is about 1.24 times more likely to demonstrate OCB compare to their men counterpart. Among organizations also, public sector workers reported more OCB compared to their private sector counterpart. In similar manner, senior management staffs are more likely to demonstrate OCB compare to their men counterpart. Meanwhile, result shows that OCB increases with age as depicted that age’s 31-40years reported the highest likelihood of OCB.

**Ersoy, Born, Derous and Molen (2011)** investigated the relationship between employees’ beliefs about their social world (social axioms: reward for application, social cynicism, religiosity, social flexibility, and fate control), their relational identification with their supervisor, and their OCB level within collectivistic Turkish society. Data was collected from 376 Turkish blue-collar and 147 white-collar factory
employees. A series of hierarchical regression analyses confirmed the expectations that for both blue and white collar workers, the reward for application belief was positively related to job dedication and organizational support. Religiosity was positively related to job dedication and organizational support only among blue-collar employees. As hypothesized, relational identification with the supervisor related positively to all dimensions of OCB in blue-collar employees and to interpersonal facilitation and organizational support in white-collar employees. However, the relationship between relational identification with the supervisor and organizational support appeared stronger for blue-collar than for white-collar employees. Apparently, relational identification with the supervisor is an important antecedent of OCB, particularly for blue-collar employees.

Olapoeba and Olowodunoye (2011) assessed the role of organizational climate and leadership styles in predicting OCB of both private and public sectors employees. A total of 203 employees made up of 128 public sector employees and 75 private sector employees were sampled in a cross-sectional survey. A structured questionnaire made up of three validated scales was used in data collection. Multiple regression analysis and t-test of independent means were used in analyzing the data. Results showed that organizational climate significantly predicted OCB, while leadership styles did not. Also, age of the employee had a significant influence on OCB. With an increase in age of employee, OCB also increases. This implies that human resources management should look beyond having a good leadership styles, because this occupies a little position as far as organizational climate is concerned. Organizations should also strive to enhance the welfare of their employees in order to retain their employees, since age is significantly important in predicting OCB.

Sharma, Bajpai and Holani (2011) hypothesized that there is a significant difference in the degree of OCB of employees in public sector and private sector organization. Data were collected from 200 employees consisting of managerial and non-managerial staff from both the public sector and private sector organizations in India. Simple random sampling is used. The results showed that employees in public sector organization have greater degree of OCB in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in OCB. As expected, public sector employees have exhibited higher degree
of OCB as compared to private sector employees. Most importantly, OCB is being proven as the catalyst for enhancing job satisfaction level of employees.

**Bodla and Nawaz (2010)** examined full range of leadership styles such as transformational, transactional and passive/avoidant leadership styles among teaching faculty members of higher education institutes and universities. The current study seeks to determine the leadership style of regular faculty members employed by public as well as private sector higher education institutes and universities. Data were collected by administering MLQ to 265 faculty members in Punjab, Pakistan. The results revealed that the faculty members in both public and private sectors were practicing transformational and passive/avoidant leadership styles to the same extent. On the other hand, TSL was being experienced significantly with higher degree by the faculty members in private sector than those in public sector.

**Yaseen (2010)** examined Arab women leadership style based on transformational, transactional, and laissez-faire styles of men and women. Findings revealed that women in the Arab world exceed men on four transformational scales: the attributes version of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Arab men exceed Arab women on two transactional scales: management by exception passive and management by exception active, whereas women exceed men on contingent rewards. Laissez-faire leadership style goes to Arab men.

**Wright and Pandey (2009)** contributed to the understanding of leadership in public sector organizations by investigating the effect of organizational structure on the TFL practices of municipal chief administrative officers. Using data from a national survey of senior managers in local government, the findings of this study suggest a number of possible explanations for why public sector organizations exhibit higher levels of TFL than what scholars traditionally expect. The structure of these organizations may not be as bureaucratic as commonly believed and that some bureaucratic characteristics had little, if any, adverse affect on the prevalence or practice of TFL behaviours. In particular, although organizational hierarchy and inadequate lateral/upward communication were associated with lower TFL, no relationship was found between TFL behaviours and two types of organizational red tape.

**Yilmaz and Tasdan (2009)** determined the primary school teachers’ perceptions regarding organizational citizenship and organizational Justice. Also to determine
whether such perceptions vary depending on the variables of gender, field of study and seniority, and whether OCBs and organizational justice are related. Data was collected from 424 state primary school teachers working at Primary school in Ankara, Turkey. Analysis was done using mean, t-test, one-way ANOVA, correlation, and regression analysis. Teachers had positive perceptions regarding organizational citizenship and organizational justice. Their organizational citizenship perceptions did not vary according to gender, field of study and seniority, whereas their organizational justice perceptions varied according to seniority, but not gender and field of study. There was a moderate positive relationship between the teachers’ organizational citizenship and organizational justice perceptions.

**Ahangar and Rooshan (2009)** examined the leadership styles of regional heads of public sector banks as perceived by their subordinates and establishing its relationship to extra efforts which their subordinates are willing to exert, effectiveness of the leader and the degree of satisfaction with the perceived leadership style. Data was collected from 102 managers of three nationalized banks in one of the states of north Iran. 52 branch managers and 50 key officials in the rank of manager/senior manager/chief manager (middle and junior management) serving in the regional/zonal office rated their Regional Head on leadership scale. Results indicated that regional managers display both TFL and TSL behaviour. The reason for this was simply because of the fact that both TSL and TFL represent active and positive forms of leadership. The passive and avoidant type of leadership was rarely found in public sector banks as the regional heads of these banks cannot afford to be complacent due to increasing competition from private banks and foreign banks and the pressures from top management of these banks. Specifically in descending order, the transformational, transactional and non TSL scales were correlated with extra effort, effectiveness and satisfaction.

**Abdullah, Alzaidyteen and Aldarabah (2009)** observed the relationship between the workplace spirituality and leadership effectiveness among secondary school principals in Malaysia. Data was collected from 1,510 teachers of secondary schools across the four States of Northern Peninsular Malaysia, namely, Penang, Kedah, Perlis and Northern Perak. Correlation and hierarchical multiple regression analysis were used for data analysis. Results of the study indicated that workplace spirituality had an important role to play as an aid to leadership development, as well as
leadership effectiveness. Results also confirmed that effective leadership practices explained significant variance in teachers’ satisfaction and commitment as well as departmental performance.

Podsakoff, Whiting, Podaskoff and Blume (2009) provided a meta-analytic examination of the relationships between OCB and a variety of individual- and organizational-level outcomes. Data was collected from 168 independent samples, indicated that OCBs are related to a number of individual-level outcomes, including managerial ratings of employee performance, reward allocation decisions, and a variety of withdrawal-related criteria (e.g., employee turnover intentions, actual turnover, and absenteeism). In addition, OCBs were found to be related to a number of organizational-level outcomes (e.g., productivity, efficiency, reduced costs, customer satisfaction, and unit-level turnover). Of interest, somewhat stronger relationships were observed between OCBs and unit-level performance measures in longitudinal studies than in cross-sectional studies, providing some evidence that OCBs are causally related to these criteria.

Loi and Ngo (2009) examined the impact of demographic differences such as gender, age, and tenure on employees’ work outcomes i.e. subordinate’s leader-member exchange, trust in organization, in-role performance, and OCB. Data was collected from 239 subordinates and their supervisors in a foreign-invested enterprise (wholly-owned by a Hong Kong publicly listed company) engaged in the production of printed circuit board in China. Techniques used for analysis were mean, standard deviation, correlation, regression, and one-way analysis of variance. It was female supervisor with male subordinate displayed the lowest level of leader-member exchange and trust in the organization. Male supervisors with male subordinates recorded the highest level of LMX and trust in organization. However, such group difference was not found for in-role performance and OCB. For age and tenure, such group differences were not significant for all the outcome variables i.e. trust in organization, in-role performance, and OCB.

Jandaghi, Matin and Farjami (2008) attempted to describe the problem and importance of TFL which was studied by considering leadership theories. Issues such as the definition of TFL and its aspects were compared on the basis of the ideas of various connoisseurs and then it was examined in successful and unsuccessful companies. Data was collected from 68 managers and employees of manufacturing
private companies in Qom's moulding industry. To select successful and less successful companies, the suggestions and ideas of Industries and Mines Organization's experts who had complete information about the performance of these companies were utilized. Descriptive statistics such as mean, percentages, standard deviation, tables and graphs, t-test and freedman ranking test were used for analysis purpose. Results showed that TFL was significantly higher in successful companies than unsuccessful ones.

Lin (2008) conducted a study to examine the relationships between OCBs and knowledge sharing using gender as a moderator. In the proposed model, five components of OCBs - altruism, courtesy, conscientiousness, sportsmanship, and civic virtue - influence knowledge sharing. Gender stereotypes had a moderating effect on each path and a main effect on each antecedent. These moderating effects are simultaneously examined using data obtained from employees at various companies who attend evening college classes for advanced study in Taiwan. A moderating test reveals that the influence of altruism on knowledge sharing was stronger for women than for men, while the influences of courtesy and sportsmanship on knowledge sharing were stronger for men than for women. Lastly, the influences of conscientiousness and civic virtue on knowledge sharing are similar between women and men.

Whiting, Podsakoff and Pierce (2008) investigated the relationship between OCB and performance appraisal ratings, the vast majority of these studies had been cross-sectional, correlation investigations conducted in organizational settings that do not allow researchers to establish the causal nature of this relationship. To address this lack of knowledge regarding causality, two studies were designed to investigate the effects of task performance, helping behaviour, voice, and organizational loyalty on performance appraisal evaluations. Findings demonstrated that each of these forms of behaviour had significant effects on performance evaluation decisions and suggest that additional attention should be directed at both voice and organizational loyalty as important forms of citizenship behaviour aimed at the organization.

Zagencyk, Gibney, Murrell and Boss (2008) explored whether employees’ willingness to perform OCB, or go “above and beyond” what was required by their jobs, is affected by social influence. Social information processing and social learning theories were drawn to argue that OCB was contagious, or affected by the OCB of
employees with whom a focal employee maintains social network ties. A study of admissions department employees reveals that strong advice ties between employees were positively and significantly related to similarity in OCB, whereas strong friendship ties and weak ties are not.

Mahmoud AL-Hussami (2008) investigated the relationship of nurses’ job satisfaction to organizational commitment, POS, leadership, and level of education. Data was collected from four nursing homes from a total of 53 Medicare/Medicaid certified nursing homes located in Miami-Dade County. A simple random sampling was used to select 15 participants from each one of the four nursing homes. The analytical procedure of multiple regressions was utilized to determine the predicting strength among job satisfaction and independent variables: organizational commitment, POS, leadership behaviour, and nurses’ level of education. Pearson product-moment correlation coefficient revealed that positive correlation existed between the dependent variable and the following independent variables. Out of the five independent variables, a multiple regression analysis indicated that POS was most strongly related to job satisfaction.

Rowold and Heinitz (2007) empirically clarified the similarities and differences between transformational, transactional, and charismatic leadership. More specifically, the convergent, divergent, and criterion validity of two instruments, MLQ and Conger and Kanungo Scales, were explored. Data was collected from 220 employees in a large public transport company in Germany. Analysis was done using mean, standard deviation, intercorrelation and internal consistency reliabilities and regression tests. It was found that transformational and charismatic leadership showed a high convergent validity. Results indicated that transformational as well as charismatic leadership augmented the impact of TSL on subjective performance. In addition, transformational and charismatic leadership both contribute unique variance to subjective performance, over and above the respective other leadership styles. Secondly, TFL had an impact on profit, over and above TSL. This augmentation effect could not be confirmed for charismatic leadership. Furthermore, TFL augmented the impact of both transactional and charismatic leadership on profit.

Gumusluoglu and Ilsev (2007) proposed a model of the impact of TFL both on followers' creativity at the individual level and on innovation at the organizational level. The model was tested on 163 R&D personnel and managers at 43 micro and
small-sized Turkish software development companies. Results suggested that TFL had important effects on creativity at both the individual and organizational levels. At the individual level, results of hierarchical linear modeling showed that there was a positive relationship between TFL and employees' creativity. In addition, TFL influenced employees' creativity through psychological empowerment. At the organizational level, the results of regression analysis revealed that TFL positively associated with organizational innovation, which was measured with a market-oriented criterion developed specifically for developing countries and newly developing industries.

Farrell and Finkelstein (2007) tested the hypotheses that observers expect employees to participate in gender-congruent OCBs and that, when exhibited, observers are more likely to attribute gender-incongruent OCBs than gender-congruent OCBs to impression management motives. Results indicated that OCBs in general were expected more of women than of men. Only under specific conditions were OCB - civic virtue behaviours expected more of men. Additionally, participants were more likely to attribute men’s OCB than women’s OCB to impression management motives. Women are more likely to participate in the helping dimension of OCB whereas men are more likely to participate in the civic virtue dimension.

Fassina, Jones and Uggerslev (2007) examined the unique effects of different types of perceived fairness on citizenship behaviour that benefits individuals OCB (OCB-I) and organizations (OCB-O) had produced mixed results. It was asserted that how OCB-O and OCB-I were conceptualized affects the patterns of results, and we hypothesize that, when OCB is conceptualized appropriately, an agent-system model is supported (interactional and procedural justice were the strongest unique predictors of OCB-I and OCB-O, respectively). It is hypothesized that shared variance among the justice types explains additional variance in OCB. Analyses of semi-partial correlations conducted on meta-analytic coefficients supported the hypotheses.

Vigoda-Gadot (2007) tested the relationship between OCBs and employees’ performance and suggests a different look at OCB by focusing on the exploitative and abusive tendency of supervisors and managements to impose so-called “voluntary” or “extra-role” activities via compulsory mechanisms in the workplace. It is argued that such behaviours are a substantial deviation from the original meaning of OCB and thus should be recognized and analyzed separately. Study was based on an
exploratory study conducted in 13 Israeli schools. Of the 206 teachers who participated in the study, a substantial majority of 75% reported feeling strong pressure to engage in what we usually define as OCB, but should actually be defined as Compulsory Citizenship Behaviour and supported the hypotheses.

Ilies, Scott and Judge (2006) presented a multilevel investigation of the dynamic process through which positive personal traits and positive states experienced at work influence intraindividual patterns of OCB across time. The results of an experience-sampling study generally supported the hypotheses. First, within individuals, experience-sampled positive affect and job satisfaction predicted experience-sampled reports of OCBs across time. Second, between individuals, agreeableness had a direct effect on OCB and this effect was mediated by average positive affect. Finally, the results supported the hypothesized cross-level interaction between agreeableness and positive affect in predicting OCB across time, showing that not only did agreeable employees report that they engage more often in organizational citizenship behaviour, but these individuals also reported more consistent patterns of such behaviour in that the extent to which they engage in these behaviours was less dependent on their momentary positive affect.

Pedraja-Rejas, Rodriguez-Ponce, Delgado-Almonte and Rodriguez-Ponce (2006) aimed at finding out whether or not leadership style influences the performance of small firms. To this purpose, the categories of TFL, TSL and laissez faire style were utilized, with a sample of 96 managers of small companies in the north of Chile. Data was analyzed using t-test, reliabilities, Pearson correlation, and regression. Results showed that, in the organizations studied, TFL was moderate, whereas the transactional style was frequent and laissez faire style was infrequent. Similarly, with regard to the effects of leadership on the effectiveness of small companies analyzed, it was found that TFL had a positive impact on performance, whereas TSL and laissez faire style had a negative impact on performance of small firms.

Hautala (2005) conducted a study to investigate whether the relationship between personality and TFL existed, when the appraisals were from leaders themselves and from their subordinates. Data was collected from 439 leaders and 380 subordinates during the years 1996-2002. The dimensions of Finnish version of LPI were: visioning, challenging, enabling, modelling and rewarding. Data analysis was done using mean, standard deviation, t-values and Pearson correlation coefficient. Results
indicated that the relationship between personality and TFL exists. Subordinates' and leaders' ratings did not converge. According to leaders' self-ratings, the extraverted, intuitive and perceiving preferences favoured TFL. On the contrary, subordinates’ ratings indicated that leaders with sensing preference were associated with TFL.

**Downey, Papageorgiou and Stough (2005)** assessed the relationship between leadership style, intuition, and emotional intelligence measured by a general and a workplace specific measure of emotional intelligence in female managers. This study consisted of 176 female managers from several industries including education, finance, healthcare, human resources and telecommunications across Australia who completed a questionnaire battery consisting of multifactor leadership questionnaire, cognitive style index, trait meta-mood scale, and workplace Swinburne University Emotional Intelligence Test. Data analysis was done using mean, standard deviation, inter-correlations and regression. Results indicated that female managers displaying TFL behaviours were more likely to display higher levels of emotional intelligence and intuition than female managers displaying less TFL behaviours. The workplace measure of emotional intelligence was found to be the better predictor of TFL behaviours.

**Sahin (2004)** aimed to determine the relationship between the leadership style of principals and school culture related to the perceptions of primary school principals and teachers. Data was collected from Principals (5 female and 45 male) and teachers (646 females and 304 males) in 50 primary schools in Izmir, Turkey. They filled out the Personal Data Form and the Scales of School Principals’ Leadership Styles and School Culture. Data was analyzed using mean, standard deviation, correlation coefficient and t-test. Findings were summarized as follows: Both school principals and teachers perceived that school principals exhibited more transformational style than transactional style. The school principals considered the school culture more positively than teachers. According to the school principals, there was a positive relationship between TFL and dimensions of cooperative culture, educational development and social-educational culture aspects of the school culture, and TSL style and educational development dimension of the school culture. According to the teachers, there was a positive relationship between TFL and overall concept and dimensions of the school culture and TSL with the cooperative culture, educational development culture and dimensions of the social-educational culture.
Gupta and Krishnan (2004) examined the relationship between socialization of subordinates, superiors’ self-reported TFL, and subordinate-rated quality of LMX relationship. Data was collected from 102 pair of managers and subordinates working in 9 branches of public sector bank spread over three states in Northern India. Analysis was done using mean, standard deviation, correlation, ANOVA and regression analysis. It was found that Subordinates’ being socialized to be assertive is negatively related to superiors’ TFL. LMX as perceived by subordinates is not related to superiors’ TFL. However, LMX was positively related to subordinates’ being socialized to be self-confident.

Mandell and Pherwani (2003) examined the predictive relationship between emotional intelligence and TFL style and also determine the gender differences in the relationship between emotional intelligence and TFL style, as well as the gender differences in the emotional intelligence scores and TFL style of managers. The volunteer sample consisted of 32 male and female managers or supervisors employed in mid-sized to large organizations in the north eastern section of the United States was taken in the study. For data analysis, mean, standard deviation, independent t-test and hierarchical regression analysis were used. No significant interaction (p>.05) was found between gender and emotional intelligence while predicting TFL style. A significant difference (p<.05) was found in the emotional intelligence of scores of male and female managers. Lastly, no significant difference (p>.05) was found in the TFL scores of male and female managers.

Eagly, Johannesen-Schmidt, and Van Engen (2003) in their meta-analytic study found that women are more transformational than their men counterparts. Men, on the other hand, are reported to be more transactional and laissez-faire. One of the explanations for these findings, women had to compete with the men counterparts with some new skills and visions, so they develop this leadership style to survive in the competitive environment. Moreover, women were relationship oriented and relationship was a very significant feature of TFL while TSL style was traditional and was more associated with control and men managers mostly used this style.

Walumbwa and Lawler (2003) examined the relationship and moderating effect of collectivism on the relationships between TFL, work-related attitudes and perceptions of withdrawal behaviours. Data was collected from 577 employees (China-213, India -206 and Kenya-158) working in banking and financial sectors in India, China and
Kenya. Analysis was done using mean, standard deviation, correlation, z-tests and structural path models by Amos. It was found that TFL was positively and significantly correlated with collectivism, satisfaction and organizational commitment. TFL was negatively and significantly correlated with job withdrawal and work withdrawal. There was not any significant differences occurred among firms in terms of outcome measures. Results supported the moderating effect of collectivism on the relationship between TFL and work-related outcomes and perceptions of organizational withdrawal behaviours.

McColl-Kennedy and Anderson (2002) examined whether the emotions of frustration and optimism mediated fully or partially the relationship between leadership style and subordinate performance in the context of structural equation modelling. Data was collected from 121 sales representatives of a global pharmaceutical firm located in Australia. The findings showed that TFL had a significant direct influence on frustration and optimism, with the negative influence of frustration having a stronger effect on performance than the positive influence of optimism. Frustration and optimism were found to have a direct influence on performance, and the emotions, frustration and optimism, fully mediated the relationship between TFL and performance. Thus, the effect of TFL style was significant but indirect on performance.

Dumdum, Lowe, and Avolio (2002) meta-analytically revealed a positive and significant relationship between TFL and work unit effectiveness. In public sector, higher correlations between TFL and unit effectiveness were found as compared to private organizations. However, the relationships reported for Idealized influence, inspirational motivation, intellectual stimulation and individualised consideration (aspects of TFL) were higher in private organizations than public organizations.

Pawar and Eastman (1997) proposed that the context influences organizational receptivity to TFL. They found that transformational leaders were more transactional than transformational in public organization. This argument was because of its characteristics, TFL was less probable to appear in public organizations, especially because of the typical bureaucratic structure and legal constraints that limit change and innovation. Bass (1985) suggested that transformational leaders are more likely to emerge in times of growth, change, and crisis. Other scholars (Bass and Riggio 2006, 121
and Wright and Pandey, 2009) also see control systems typical of public bureaucracies as a natural deterrent for TFL.

Crewson (1997) focused on the incidence of public-service reward motivations, consistency of these motivations over time, their impact on organizational performance, and the ramifications of a public-service ethic for the theory of representative bureaucracy. Using descriptive and multivariate statistics, the analyses concluded that there were generalizable and stable differences in the reward motivations of public and private sector employees. There was also evidence that public-service motivation in the federal sector was positively related to organizational commitment. In contrast, there was no evidence that public-policy attitudes vary between those who are and those who are not public service oriented. It was also observed that public employees in government organizations were seen as motivated by a concern for the community and a desire to serve the public interest, and were more likely to be characterized by an ethic that prioritizes intrinsic rewards over extrinsic rewards. He also added that public-sector employees rate a feeling of accomplishment and performing work helpful to society and to others as more important job characteristics than do private-sector employees.

Lowe, Kroeck, and Sivasubramaniam (1996) meta-analytically supported the belief that TFL was associated with work unit effectiveness. All hypotheses tested show higher associations between transformational scales and effectiveness than between transactional scales and effectiveness. It was found that TFL behaviours were more commonly observed in public organizations than in private organizations. Also, leaders in public organizations were described by their subordinates as exhibiting more Management-by-Exception behaviour as compared to leaders in private firms. No differences were indicated in the frequency of Contingent Reward behaviour demonstrated in public or private organizations. Subordinates of low level leaders reported more frequent transformational behaviours by their leaders than did subordinates of high level leaders. In addition, low level leaders were described by their subordinates as exhibiting more Management by Exception behaviour as compared to high level leaders. No differences were indicated in the frequency of Contingent Reward behaviour demonstrated by low level and high level leaders.

Atwater and Wright (1996) studied the effects of organizational characteristics upon types of leadership (TFL and TSL) and power demonstrated by supervisors. Ten
public and 35 private organizations located in Central New York State participated in a university-sponsored research project. It was found that public sector organizations in which managers had low control over rewards were compared to private sector organizations in which managers had high control over rewards. Followers perceived public sector supervisors as more inspirational by their followers and they used more active management-by-exception behaviour than those in private organizations. Private sector supervisors had more reward, legitimate and coercive power than supervisors in public sector organizations.

Eagly and Johnson (1990) compared the leadership styles of women and men, and evidence was found for both the presence and the absence of differences between the sexes. In contrast to the gender-stereotypic expectation that women lead in an interpersonally oriented style and men in a task-oriented style, female and male leaders did not differ in these two styles in organizational studies. However, these aspects of leadership style were somewhat gender stereotypic in the two other classes of leadership studies investigated, namely laboratory experiments and assessment studies, which were defined as research that assessed the leadership styles of people not selected for occupancy of leadership roles. Consistent with stereotypic expectations about a different aspect of leadership style, the tendency to lead democratically or autocratically, women tended to adopt a more democratic or participative style and a less autocratic or directive style than did men. This sex difference appeared in all three classes of leadership studies, including those conducted in organizations. These findings are interpreted in terms of a social role theory of sex differences in social behaviour.

2.9 SUMMING UP

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP BEHAVIOUR, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

TFL showed a positive and significant relationship with OCB (Biswas and Varma, 2012; Muchiri, Cooksey and Walumbwa, 2012; Lopez-Dominguez, Enache, Sallan and Simo, 2012; Khan, Ramzan, Ahmed and Nawaz, 2011; Jiao, Richards and Zhang, 2010; Asgari, Silong, Ahmad and Samah, 2008; Modassir and Singh, 2008; Krishnan and Arora, 2008; Lee and Wei, 2007; Boerner, Astrid, and Griesser, 2007; Twigg, Fuller and Hester, 2007; and Elgamal, 2004). TSL showed
a positive and significant relationship with OCB (Jiao, Richards and Zhang, 2010; Walumbwa, Wu and Orwa, 2008; Lee and Wei, 2007; and Elgamal, 2004). TSL does TSL showed a positive and significant relationship with OCB (Jiao, Richards and Zhang, 2010; Walumbwa, Wu and Orwa, 2008; Lee and Wei, 2007; and Elgamal, 2004). not show significant positive relationship with OCB (Khan, Ramzan, Ahmed and Nawaz, 2011). TFL was a stronger predictor of OCB than TSL (Ahanagar and Rooshan, 2009; Khoury and As-Sadeq, 2005; Mackenzie, Podsakoff, Rich, 2001; and Koh, Steers and Terborg, 1995). TSL was a stronger predictor of OCB than TFL (Suliman and Obaidli, 2013).

**TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP BEHAVIOUR, AND TRUST**

TFL showed a positive and significant relationship with trust (Dai, Dai, Chen and Wu, 2013; Tuan, 2012; Ismail, Mohamad, Mohamadand and Zhen, 2010; Bartram and Casimir, 2007; Hsu and Mujtaba, 2007; Krafft, Engelbrecht and Theronthe, 2004; Jia, Song, Li, Cui, and Chen, 2001; Jung and Avolio, 2000; and Gillespie and Mann, 2000). TSL showed a positive and significant relationship with trust (Ismail, Mohamad, Mohamadand and Zhen, 2010; and Gillespie and Mann, 2000). TSL has no impact on trust (Pillai, Schriesheim and Williams, 1999). TFL was a stronger predictor of trust than TSL (Jung and Avolio, 2000).

Trust act as a mediator in explaining the relationship between TFL and TSL, and OCB (Zhu, Newman, Miao and Hooke, 2013; 'Asgari, Silong, Ahmad and Samah, 2008; Pillai, Schriesheim and Williams, 1999; Podsakoff, MacKenzie, and Bommer, 1996; and Podsakoff, MacKenzie, Moorman and Fetter, 1990). Rubin, Bommer and Bachrach (2010) found that contingently based reward (TSL) and punishment leader behaviours are more constructive in engendering trust and OCB than non-contingent leader behaviours (TFL).

**TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Trust showed a positive and significant relationship with OCB and also trust was a significant predictor of OCB (Dai, Dai, Chen and Wu, 2013; Zeinabadi and Salehi, 2011; Hassan and Semercioz, 2010; Yang and Mossholder, 2010; Sharkie, 2009; Singh and Srivastava, 2009; Ngodo, 2008; Erturk, 2007; Chen, Chang and Hu,
PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

POS showed a positive and significant relationship with OCB and POS was a significant predictor of OCB (Jain, Giga and Cooper, 2013; Chiang and Hsieh, 2012; Miao, 2011; Asgari, Silong, Ahmad and Samah, 2008; Shanock and Eisenberger, 2006; Coyle, Jacqueline and Neil, 2005; Coyle-Shapiro and Conway, 2005; Wayne, Shore, Bommer and Tetrick, 2002; Masterson, Lewis, Goldman and Taylor, 2000; Moorman, Blakely and Niehoff, 1998; Wayne, Shore and Liden, 1997; Shore and Wayne, 1993; and Witt, 1991). Lambert (2000) found that POS did not foster OCB.

PERCEIVED ORGANIZATIONAL SUPPORT AND TRUST

POS showed a positive and significant relationship with trust and POS was a significant predictor of trust (Webber, Bishop and O'Neill, 2012; Celep and Yilmazturk, 2012; Albrecht and Travaglione, 2010; Ristig, 2009; and Connell, Ferris and Travaglione, 2003).

Trust act as a mediator in explaining the relationship between POS and OCB (Paille, Bourdeau and Galois, 2010; Chen, Vivian, Wang, Chang and Hu, 2008; and Chen, Aryee and Lee, 2005).

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP BEHAVIOUR, PERCEIVED ORGANIZATIONAL SUPPORT, TRUST, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN RELATION TO SOCIO-DEMOGRAPHIC VARIABLES

On the basis of socio-demographic variables, Bodla and Nawaz (2010) and Majumdar and Ray (2011) found that there is no significant difference in the perception of employees about TFL across public and private sector organizations. Lowe, Kroec, and Sivasubramaniam (1996) found that there is no significant difference in the perception of employees about contingent reward dimension of TSL across public and private sector organizations. In some studies, there is significant
difference in the perception of employees about TFL across public and private sector organizations. The managers of public sector organizations showed more TFL in comparison to private sector organizations (Khan, Aslam and Riaz, 2012; Atwater and Wright, 1996; and Lowe, Kroec, and Sivasubramaniam, 1996), whereas, it was found that managers of private sector organizations showed more TFL than public sector organizations (Wright and Pandey, 2009; Bass and Riggio 2006, and Pawar and Eastman, 1997). Further, it was seen that managers of public sector organizations showed more TSL in comparison to private sector organizations (Bodla and Nawaz, 2010; Atwater and Wright, 1996; and Lowe, Kroec and Sivasubramaniam, 1996). Employees in public sector organization perform greater degree of OCB than employees in private sector organizations (Ahmadi, Daraei, Rabiei, Salamzadeh and Takallo, 2012; Sharma, Bajpai and Holani, 2011; Akinbode, 2011; Crewson, 1997; and Barrick and Mount, 1991).

In terms of gender, female managers were found more transformational than male managers (Khan, Aslam and Riaz, 2012; Yaseen, 2010; and Eagly, Johannesen-Schmidt, and Van Engen, 2003) and male managers were found more transactional than female managers (Khan, Aslam and Riaz, 2012 and Eagly, Johannesen-Schmidt and Van Engen, 2003). Further, there is no significant difference in the TFL scores of male and female managers (Arnold and Loughlin, 2013; and Mandell and Pherwani, 2003). Female employees perform more citizenship behaviour than male employees (Akinbode, 2011). Further, there is no significant difference in the citizenship behaviour scores of male and female employees. With respect to age and work experience, Akinbode (2011) and Olapegda and Olowodunoye (2011) found that with the increase in age of employees, degree of OCB performed by employees also increases. Long stay in organization increases positive affectivity and experienced employees generally exhibit more OCB (Akinbode, 2011; and Ilies, Nahrgang and Morgeson, 2007). However, Loi and Ngo (2009) found no significant difference among the perception of employees about their OCB with respect to age and tenure. Kandan and Ali (2010) found no significant difference among the perception of employees about their OCB with respect to age.

Female supervisor with male subordinate displayed the lowest level of trust in the organization and male supervisors with male subordinates recorded the highest level.
of trust in organization, and for age and tenure (work experience), there is no significant difference among the perception of employees with respect to trust in their organization (Loi and Ngo, 2009). Female employees perceive more organizational support than the male counterpart (Celep and Yilmazturk, 2012).

2.10 RESEARCH HYPOTHESES

On the basis of review of literature, following research hypotheses are formulated:

H₁: Perception of employees about transformational and transactional leadership behaviour differs significantly across selected banks.

H₂: Perception of employees about their organizational support level differs significantly across selected banks.

H₃: Trust level of employees differs significantly across selected banks.

H₄: Perception of employees about their organizational citizenship behaviour level differs significantly across selected banks.

H₅: All dimensions of transformational leadership behaviour have significant influence on trust in organization and supervisor in selected public and private sector banks.

H₆: All dimensions of transactional leadership behaviour have significant influence on trust in organization and supervisor in selected public and private sector banks.

H₇: All dimensions of transformational leadership behaviour have significant influence on organizational citizenship behaviour in selected public and private sector banks.

H₈: All dimensions of transactional leadership behaviour have significant influence on organizational citizenship behaviour in selected public and private sector banks.

H₉: Perceived organizational support has significant influence on trust in organization and supervisor in selected public and private sector banks.

H₁₀: Perceived organizational support has significant influence on organizational citizenship behaviour in selected public and private sector banks.
H11: All dimensions of trust have significant influence on organizational citizenship behaviour in selected public and private sector banks.

H12a: The relationship between transformational leadership behaviour and organizational citizenship behaviour is significantly mediated by trust in supervisor and organization.

H12b: The relationship between transactional leadership behaviour and organizational citizenship behaviour is significantly mediated by trust in supervisor and organization.

H13: The relationship between perceived organizational support and organizational citizenship behaviour is significantly mediated by trust in supervisor and organization.

H14: Perception of employees about transformational and transactional leadership behaviour and their socio-demographic variables differ significantly.

H15: Perceived organizational support level of employees and their socio-demographic variables differ significantly.

H16: Trust level of employees and socio-demographic variables differ significantly.

H17: Organizational citizenship behaviour level of employees and their socio-demographic variables differ significantly.

2.11 RESEARCH GAPS

In the Indian context, very few studies were found on the relationship between: TFL and TSL behaviour, and OCB; POS and OCB; and investigating the mediating role of trust between these two relationships, especially in banking sector where these four variables i.e. TFL and TSL behaviour, POS, Trust and OCB were taken into consideration in one study.