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MODERATING EFFECT OF TRANSFORMATIONAL LEADERSHIP IN THE RELATIONSHIP BETWEEN EMPLOYEE HAPPINESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS



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ALAZEEZI AHMED SALEM MOHAMMED
QANNOUY



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RELATIONSHIP BETWEEN EMPLOYEE HAPPINESS AND
ORGANIZATIONAL CITIZENSHIP BEHAVIORS

ALAZEEZI AHMED SALEM MOHAMMED QANNOUY

THESIS PRESENTED TO QUALITY FOR A DOCTOR OF PHILOSOPHY

FACULTY OF MANAGEMENT AND ECONOMICS
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Thank you.





ABSTRACT

This study aimed to investigate the effect of employee happiness dimensions, namely employee engagement, job satisfaction, and affective employee commitment, and transformational leadership on organizational citizenship behavior (OCB) and the moderating effect of transformational leadership on the relationship between employee happiness dimensions and OCB. Data was collected from 405 government employees in Abu Dhabi. Partial Least Squares- Structural Equation Modeling (PLS-SEM) and the bootstrapping technique were used to test the hypotheses. The findings showed a positive and significant effect of employee engagement (β 0.553, $t=10.164$, $p<0.05$), job satisfaction ($\beta=0.171$, $t=3.936$, $p<0.05$), and transformational leadership ($\beta=0.257$, $t=4.840$, $p<0.05$) on OCB. It was also found that transformational leadership strengthen the relationship between job satisfaction and OCB ($\beta=0.075$, $t=1.981$, $p<0.05$) but weaken the relationship between employee engagement and OCB ($\beta=-0.092$, $t=2.757$, $p<0.05$). Overall, the findings support four out of the seven hypotheses tested in this study. In conclusion, employee happiness and transformational leadership improve OCB, and transformational leadership moderates the relationship between employee happiness and OCB. The implication of the findings enrich the existing literature on the moderating effect of transformational leadership on the relationship between employee happiness and OCB and provide fresh insights to the policymakers, academicians, and other stakeholders in the government entities in designing relevant programs to strengthen the OCB among employees.



PENGARUH PENYEDERHANA KEPIMPINAN TRANSFORMASI DALAM HUBUNGAN ANTARA KEBAHAGIAAN PEKERJA DENGAN TINGKAH LAKU KEWARGANEGARAAN ORGANISASI

ABSTRAK

Kajian ini bertujuan untuk mengkaji pengaruh dimensi kebahagiaan pekerja iaitu penglibatan pekerja, kepuasan kerja dan komitmen afektif pekerja, dan kepemimpinan transformasi terhadap tingkah laku kewarganegaraan organisasi (OCB) serta pengaruh penyederhana kepemimpinan transformasi dalam hubungan di antara kebahagiaan pekerja dengan OCB. Data telah dikumpul daripada 405 orang kakitangan kerajaan di Abu Dhabi. Pemodelan Persamaan Struktural Separa Kuasa Dua Terkecil (PLS-SEM) dan teknik bootstrap digunakan untuk menguji hipotesis kajian. Dapatan menunjukkan pengaruh yang positif dan signifikan bagi penglibatan pekerja ($\beta = 0.553$, $t = 10.164$, $p < 0.05$), kepuasan kerja ($\beta = 0.171$, $t = 3.936$, $p < 0.05$), dan kepemimpinan transformasi ($\beta = 0.257$, $t = 4.840$, $p < 0.05$) terhadap OCB. Dapatan juga menunjukkan kepemimpinan transformasi menguatkan hubungan di antara kepuasan kerja dengan OCB ($\beta = 0.075$, $t = 1.981$, $p < 0.05$), tetapi melemahkan hubungan di antara penglibatan pekerja dengan OCB ($\beta = -0.092$, $t = 2.757$, $p < 0.05$). Secara keseluruhannya, dapatan telah menyokong empat daripada tujuh hipotesis yang diuji dalam kajian ini. Kesimpulannya, kebahagiaan pekerja dan kepemimpinan transformasi meningkatkan OCB, dan kepemimpinan transformasi menyederhana hubungan antara kebahagiaan pekerja dan OCB. Implikasinya, dapatan ini memperkaya literatur sedia ada mengenai pengaruh kepemimpinan transformasi sebagai penyederhana dalam hubungan antara kebahagiaan pekerja dengan OCB dan memberikan pandangan baru kepada penggubal dasar, ahli akademik dan pemegang taruh yang lain dalam entiti kerajaan bagi mereka bentuk program yang relevan untuk mengukuhkan OCB dalam kalangan pekerja.

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APPENDIX LIST

A Questionnaire





CHAPTER 1

INTRODUCTION



This chapter details the research introduction by highlighting a comprehensive background of the study. The chapter also discusses the problem statement under investigation and the research purpose. A discussion on research questions and objectives will further help formulate the research hypothesis. The theoretical framework, research contribution, study limitation, and operational definition of terms follow. In the end, the chapter provides the research structure and a summary.

1.1 Background of the Research

Organizations globally are constantly trying to be more productive and successful in financial performance, product, and service delivery. They employ human, physical, and financial resources to achieve their strategic and financial goals. Of all these





resources, human resources are considered the most significant and backbone for the survival of every organization (Chattopadhyay & Bhawsar, 2017). Organizations usually expect their employees to be creative, engaged, and devoted to high-performance expectations to achieve greatness through workforce efficiency and effectiveness, achieved through workers' behaviors (Salas-Vallina et al., 2017b).

Happiness is necessary in life, and given its numerous implications for employee well-being and the organization, researchers have started giving it more attention (Salas-Vallina & Alegre, 2018a; Kolodinsky et al., 2017; Lee et al., 2017). On the other hand, happy employees contribute the most to their job by committing their knowledge, competencies, and talents (Alparslan, 2016). Employees spend a significant portion of their life at work; for some, their job is an essential aspect of their personality



(Akçakanat, 2020; de Waal, 2018).

Happiness is an old topic from ancient Greece with Aristotle but has become a key focus in business management and psychological research in the recent (Sender, 2021), while job satisfaction and commitment are a subject of interest in management research (Kolodinsky et al., 2017; Lee et al., 2017). However, employee happiness is also of interest to employers and organizations that seek to optimize workforce performance and well-being through favorable feelings (Mendoza-Ocasal et al., 2021). The value of employee joy has given rise to the literature seeking to understand the consequence of employee happiness at work, even though there has not been a consensus on how an organization can enhance employee happiness.





Organizations find it challenging to encourage employee happiness due to a lack of understanding (Wesarat et al., 2015). Employee happiness is an attitudinal construct with interconnected positive attitudinal variables of emotions and moods varying from one person to another (Salas-Vallina et al., 2018). The variables include engagement, job satisfaction, and affective commitment. Happiness breadth is above the argument that wider attitudinal dimensions strongly predict behavioral traits (Sender et al., 2021). Employee happiness dimensions are consistent, reliable, and attainable. The faces are aspects of human experiences that shape behaviors (Sender et al., 2021). Thus, happiness dimensions can predict employee behaviors.

In addition, existing studies extend their research to investigate the relationship and effect of employee happiness on other organizational aspects. The investigated organizational variables include workforce commitment in Ficarra et al. (2020), work engagement in Bakker and Oerlemans (2016), productivity enhancement, turnover reduction of employees, and customer satisfaction in de Waal (2018). However, significant studies on how employee happiness influences public entities' OCB create a research lacuna.

On the other hand, organizational citizenship behavior has been widely studied and researched in the field of management sciences, psychology as well as organizational behavior (Suryani et al., 2019; Zainul & Zamrudi, 2019) and is regarded as an essential element for organizational effectiveness (Mousa et al., 2020). Researchers have highlighted that OCB has a significant role in people, group, or firm effectiveness (Jalili & Salempour, 2019) and is majorly crucial in the organization as organizational settings are consistently becoming more uncertain and inter-reliant





(Salas-Vallina et al., 2017b). Despite the increased interest in discovering OCB determinants in research, some studies, such as Isik (2021), ignored contextual approaches and investigated job characteristics such as status. Other researchers are seeking a holistic view of OCB drivers. For example, Veličkovska (2017) considered a multidimensional and comprehensive statement of the variable, including attitudinal and job status.

Transformational leadership is a managerial style that seeks to inspire employees through charismatic speech, motivation, and intellectual stimulation and considers the employees' decision-making perceptions (Khalili, 2017). Inclusion in decision-making further enhances employees' satisfaction and organizational citizenship behavior (Herfina & Rubini, 2015; Chan & Lai, 2017). Employees exhibit OCB when their leaders inspire trust, making them perform beyond expectations (Nohe & Hertel, 2017). Furthermore, effective leadership engagement was a significant predictor of OCB (Diebig et al., 2017; Handayani, 2018), but OCB studies have overlooked the moderating role of transformational leadership.

Furthermore, the modern way of managing people in the organization necessitates having a sound leader that connects with and creates a balanced and friendly working climate and the ability to adapt to change (Abdullahi et al., 2020; Malik et al., 2016). Therefore, it is critical for organizations, irrespective of their aim to have leaders that inspire their subordinates to achieve corporate objectives in a productive manner that fosters healthy and long-term relationships with all stakeholders (Khan et al., 2017). Recently, studies have found that transformational leadership is





crucial in enabling individuals and organizations to exploit, renew, and apply knowledge to create the essential competencies required to improve OCB.

Majeed et al. (2017) focused solely on transformational leadership directly influencing employee OCB. Their studies have shown evidence of the significance of transformational leadership in influencing organizational citizenship behavior. However, Betsy and Masdupi (2019) revealed that organizational commitment, transformational leadership, perceived external prestige, and corporate support influenced OCB. While Mousa et al. (2020) also established that diverse management enhanced organizational citizenship behavior. Thus, it is impossible to demonstrate that OCB is influenced solely by a single factor.



organizational citizenship is still scarce, and the existing ones have inconclusive findings. For instance, Akçakanat (2020) established that employee happiness does not influence organizational citizenship behavior directly but the mediating role of intrinsic motivation in the context of Turkish four stars and five stars hotels. Wimalanaga and Kaluarachchige (2020) found a contradicting result by establishing that when employees are happy at their working place, they exhibit positive behavior in performing organizational tasks. De Waal (2018) demonstrated that enhancing employee happiness at work improves the perception of the organization's attractiveness to employees and the outside world. The author noted that the favorable impact of employee happiness is primarily related to the work rather than how committed employees are to the organization.





However, one of the significant limitations of the existing literature was that most were conducted from the perspectives of employees working in the private sector of different economies. At the same time, gaining the views of the employees of public sector organizations is highly relevant in this line of study. Employees of public sector organizations are sometimes treated with low empathy, reducing their enthusiasm toward performing their jobs. This research revolves around the public sector employees of Abu Dhabi in the UAE, an essential population to study because they are constantly under pressure to shoulder public activities. Therefore, to fill the research gap, the current study aims to investigate the impact of employee happiness on the organizational citizenship behavior of government entities in Abu Dhabi by highlighting the moderating effect of transformational leadership.



1.2 Problem Statement

"OCB has become a subject of increasing interest in the management and organizational behavior literature" (Podsakoff et al., 2009). To ensure the success of an organization, the practice of positive behaviors among employees is essential. To resolve the antecedents of OCB, scholars have researched different variables. Generally studied single precursors of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics, and leadership behavior. Many studies have explored the relationship of these antecedents as predictors of organizational citizenship behavior and have proven the direction of the relationship with organizational citizenship behavior (Mohammad et al., 2011; Gunavathy & Indumathi, 2010; Pal, 2012; Najari et al., 2011).



Organizations rely on their human resources to achieve a competitive edge and eventually achieve organizational success. The critical challenge the organizations face is achieving talented and loyal employees. In most cases, the costs of selecting, recruiting, and training new employees regularly surpass 100% of the yearly pay of workers already working in the firms. Thus, firms invest tremendous amounts of money in their workers to maintain and retain their existing employees (Wijersiri et al., 2018).

Numerous studies conducted in the literature showed that managing government employees is riskier and more challenging than working in the private sector (Bysted & Hansen, 2015; do Monte, 2017). Therefore, numerous pieces of research emphasize studying the phenomenon of OCB to identify employee discretionary behavior, which further helps achieve organizational success (Kumari & Thapliyal, 2017). When government employees are involved in OCBs and collaborate with people in manners that show a tremendous amount of prosocial behavior, public services can become quality and have higher economic efficiency. Moreover, OCBs of government employees could play a more crucial part in maintaining the level of GE since government employees with a great extent of OCBs are expected to safeguard citizens and guarantee democratic values in the GE (Glińska-Neweś & Szostek, 2018).

In addition, previous literature has contributed to determining the essence of OCB, its forms, premises, and consequences (Mousa et al., 2020; Salas-Vallina et al., 2017; Chan, 2017; Herfina, 2015; Wang et al., 2013). However, despite the request from practitioners for specific management decisions, insufficient attention is paid to identifying the factors that contribute to the formation of OCB of employees in the government entities, UAE inclusive. The interest in the EH as one of the factors in the



construction of organizational citizenship behavior is due not only to the fact that it facilitates better human capital management but also the fact that it serves as a determinant between the success and failure of an enterprise in the development of human loyalty.

Leadership and OCB remained at their peak in organizational behavior studies for many years and have received significant attention from researchers aiming to describe leadership and its impact on employee behavior (Majeed et al., 2017; Tran & Choi, 2019). Scholars have also studied different leadership styles to determine their effect on OCB (Othman et al., 2018). The investigations follow that a good leader can help organizations solve complicated issues, plan, make better decisions and manage a crisis (Yukl & Mahsud, 2010). As a result, it's possible to claim that leaders with a positive attitude can influence employee behavior in ways that encourage them to go above and beyond expectations and to align with the organization's mission and vision (Abdullahi et al., 2020).

However, there is a specific problem in the lack of understanding of leadership style and OCB among the government employees of Abu Dhabi. It is also important to note that a few pieces of research in a non-western setting intended to determine the OCB among government employees, as most of the studies consider western locations (Andres Salas-Vallina et al., 2017). For example, Ingram's (2020) study on the relationship between motivation and OCB in the public sector in the US used most of the references on the same subject from western countries.





Nonetheless, the Abu Dhabi GE is aiming to focus on the quality of life of Abu Dhabi residents and its employees. Such a parameter as staff satisfaction is one of the most important. With a high level of job satisfaction, one will note a significant decrease in staff turnover, absenteeism, better health and atmosphere, workers' skills acquisition, and a reduction of work-related trauma (Nikpour, 2017). But, if an employee is unsatisfied in a workplace, this can lead to a decrease in working capacity, increased conflict or irritability, accusations against the leadership, shifting responsibility to others, self-locking, or constant self-absorption. Studies have also found the role of leadership on OCB within the educational context (Adewale et al., 2017; Deng & Guan, 2017) and different industries (ud Din et al., 2018). Few studies have considered OCB in the GE setting.



More so, employee happiness ensures long-term employee interest in the

organization and contributes to the strengthening of social ties, as well as the formation of the required patterns of behavior in the workplace and the process of interaction with colleagues. Without a doubt, EH, leadership, and OCB as separate concepts have been studied to some extent by previous studies. Some have noted a positive relationship between EH and OCB, while some found no association (de Waal, 2018; Salas- Vallina, 2017; Salas-Vallina, 2017b; Bakker, 2016; Wesarat, 2015). The justification for the inconsistencies in the findings may be that the interconnectedness between the constructs is too direct. Thus, necessitating a moderator construct to align the mixed results. However, after a thorough search, no attempts have been made to directly study the assumption that transformational leadership as a powerful tool influences the relationship between EH and OCB in government entities.





Although some studies, Ali & Waqar (2013) and Einarsen et al. (2007) found a positive relationship between transformational leadership and OCB, Kehind, and Banjo (2014) found a negative relationship. Suliman and Al-Obaidli (2013) and Al-Khasawneh and Futa (2013) found no connection between the constructs. Hence, there is no consensus that transformational leadership influences employee OCB. It is worth noting that adopting a specific leadership style may bring more significant results or no results at all. Thus, this study focuses on the leadership style adopted in the public sector and determines how the specific leadership style affects the EH and overall atmosphere and whether such an approach further facilitates OCB.

Another fundamental problem identified in the literature is the lack of studies defining the moderating effect of leadership in the relationship between EH and OCB.

There have been no framework studies on the variables, especially in the context of employees in the government sector. The survey by Ingrams (2020) focused on the impact of leadership on OCB among government employees but did not include moderating variables to test the relationships. Thus, this study is attempting to fill this critical research gap in the public sector of Abu Dhabi. Moreover, to the researcher's knowledge, no or little study in the literature directly investigated the moderating effect of transformational leadership on the relationship between EH and OCB in GE of Abu Dhabi.

However, few studies have investigated leadership variables, including transformational, OCB, and EH in the UAE and Abu Dhabi, in isolation or a different relationship direction in the public sector. For example, Al Hebsi and Wilkins (2022) studied the effect of new general management on public servants' OCB, work-life





balance, and loyalty in Abu Dhabi. The new public management is a strategy towards employee autonomy, increased worker responsibility, and a less authoritarian leadership to motivate the followers, which bears the features of transformational leadership. Al Hebsi and Wilkins (2022) found that the new public management with transformational leadership enhanced OCB and employee loyalty among public servants in Abu Dhabi. This study is among the few that shed light on the possible benefit Abu Dhabi GE can gain in OCB through transformational leadership. Another study in Abu Dhabi explored the mediation role of OCB in the interaction between TLDs and employee performance in the public sector (Alameri & Alrajawy, 2020). Findings showed that TLDs and OCB influenced employee performance (Alameri & Alrajawy, 2020). The study uses OCB as a mediating factor and TLDs as an independent factor, providing insight into the possible interaction of the current study



Despite the possible impact of TLDs and OCB in Abu Dhabi and UAE, the country and emirates suffer from poor employee performance and OCB outcomes. Studies demonstrate that employees in Abu Dhabi public sectors perform poorly in happiness, job satisfaction, and OCB elements such as intention to leave (Jabeen et al., 2018). The study, which focused on Abu Dhabi women, was generalizable to the entire UAE, revealing demotivated public sector employees with low OCB. Such employees are less productive in a country that seeks to be an economic hub and a leader in productivity. Another survey of 65 countries ranked the UAE position 52 in experts' work-life balance (Denman, 2018). The study describes most workers as working hard instead of playing hard. Playing hard means working smart, which results in people enjoying and being committed to their work. Thus, the experts have less OCB because





they do not dedicate their talents and efforts toward their entities. The two surveys reveal the gap in ensuring OCB in the UAE and Abu Dhabi.

Therefore, more studies are needed to explore how transformational leadership plays a role in OCB. Transformational leadership can help the employee be more engaged in organizational activities, which could further enhance organizational citizenship behavior. Therefore, this study investigates the moderating effect of transformational leadership in the relationship between EH and OCB in GE of Abu Dhabi.

1.3 Research Objectives



The purpose of the study is to investigate the moderating effect of transformational leadership in the relationship between employee happiness (EH) dimensions (employee engagement, job satisfaction, affective employee commitment) and organizational citizenship behavior (OCB) in the GE of Abu Dhabi. The specific objectives of the research are as follows:

RO1: To investigate whether there is a significant relationship between employee engagement and organizational citizenship behavior.

RO2: To investigate whether there is a significant relationship between job satisfaction and organizational citizenship behavior.

RO3: To investigate whether there is a significant relationship between affective employee commitment and organizational citizenship behavior.





- RO4: To investigate whether there is a significant relationship between transformational leadership and organizational citizenship behavior.
- RO5: To investigate the moderating effect of transformational leadership on the relationship between employee engagement and organizational citizenship behavior.
- RO6: To investigate the moderating effect of transformational leadership on the relationship between job satisfaction and organizational citizenship behavior.
- RO7: To investigate the moderating effect of transformational leadership on the relationship between affective employee commitment and organizational citizenship behavior.



1.4 Research Questions



The following are the research questions are addressed in the research study:

- RQ1: Is there a significant relationship between employee engagement and organizational citizenship behavior?
- RQ2: Is there a significant relationship between job satisfaction and organizational citizenship behavior?
- RQ3: Is there a significant relationship between affective employee commitment and organizational citizenship behavior?
- RQ4: Is there a significant relationship between transformational leadership and organizational citizenship behavior?





RQ5: Does transformational leadership positively moderate the relationship between employee engagement and organizational citizenship behavior?

RQ6: Does transformational leadership positively moderate the relationship between job satisfaction and organizational citizenship behavior?

RQ7: Does transformational leadership moderate the relationship between affective employee commitment and organizational citizenship behavior?

1.5 Research Hypotheses

The following hypotheses result from the study questions;

H1: Employee engagement has a positive and significant relationship with organizational citizenship behavior.

H2: Job satisfaction has a positive and significant relationship with organizational citizenship behavior.

H3: Affective employee commitment has a positive and significant relationship with organizational citizenship behavior.

H4: Transformational leadership has a positive and significant relationship with organizational citizenship behavior.

H5: The positive relationship between employee engagement and organizational citizenship behavior will be stronger for organizations with high transformational leadership.





H6: The positive relationship between job satisfaction and organizational citizenship behavior will be stronger for organizations with high transformational leadership.

H7: The positive relationship between affective employee commitment and organizational citizenship behavior will be stronger for organizations with high transformational leadership.

1.6 Research Framework

The present study uses social exchange theory to provide a theoretical background for the research. Social exchange theory posits that individuals choose their social relationships based on exchanging material and monetary resources. The approach is relevant to the framework of the study as the theory assumes that employees who get assistance and support from the organization are treated fairly and feel happy with their job. As a result, they feel obligated to repay the organization by showcasing discretionary behaviors (Liaquat & Mehmood, 2017). Moreover, the researcher projected that the stated relationship would be strong in the presence of transformational leadership. The discussion of the theory employed in the research appears in the next chapter.



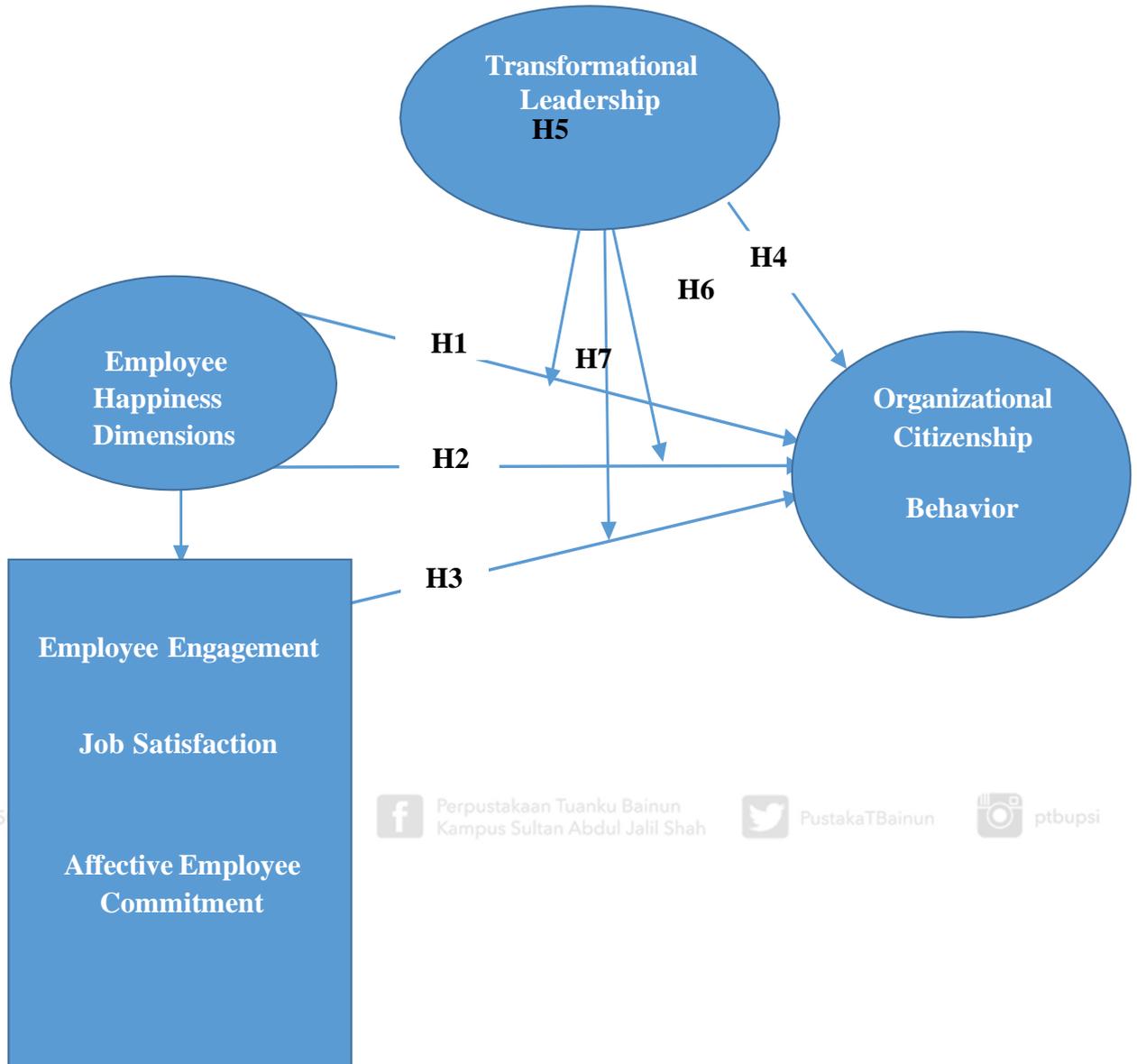


Figure 1.1. Research framework

1.7 Research Significance

The research is a significant addition to the existing body of knowledge. It aims to fill an important gap in the literature by investigating the moderating effect of transformational leadership on the relationship between EH and OCBs. Moreover, the research outcomes will open new doors for future researchers interested in determining



the determinants of OCBs of government employees. The research is limited to the OCBs of government employees working in GE of Abu Dhabi. However, the study's results will also benefit the employees working in the private sector. The research will help determine if EH an essential determinant of OCBs is or if transformational leadership style is significantly related to OCBs.

With the help of the study's results, public and private organizations can also implement appropriate strategies to improve OCB among their employees. They can work on systems that increase EH and OCBs among their employees. In addition, it will further help the practitioners/managers to identify the factors contributing to the OCB effectiveness in the organization. Current research is also essential for managers to understand the role of transformational leadership in attaining the organization's goals. It will help them to understand the behavior of employees in reaction to their actions. For the researcher, the present study will help gain valuable experience and knowledge during the process of actual fieldwork research, and it will provide helpful suggestions for future researchers by providing them with an insight into the role of happiness in organizational life.

1.8 Research Scope

This study aimed to investigate the relationship between Employee Happiness and OCB and highlight the moderating effect of transformational leadership on the relationship. The scope of this study is limited to the employees of the selected government entities in Abu Dhabi, United Arab Emirates.





1.9 Limitations of the Study

The current study is limited to the OCB of GE of Abu Dhabi. The research only includes government employees to evaluate their OCB within their organization. Moreover, the research is limited to specific variables such as EH and transformational leadership style in GE. EH is the study's independent variable. In addition, the results may not be applicable for generalizability, as societal expectations usually determine factors linked to OCB.

1.10 Operational Definition



The operational definition of the essential variables is given below:



Employee happiness (EH): A worker's affective commitment, job satisfaction, and engagement with the organization and work. Happiness includes positive feelings towards their job, the job features, and the organization. The employees express happiness through constant positive emotions such as enthusiasm, eagerness, joy, pleasure, and pride toward the organization (Awada & Ismail, 2019).

Employee Engagement: refers to the extent of dedication and part played by the employee exhibit towards the firm (Jalili & Salempour, 2019). In the current study, employee engagement is the favorable psychological circumstance that encourages public sector employees to contribute their best to improve their jobs and achieve the organization's overall objectives. The study measures employee engagement through a





respondent's dedication, adoption, and vigor dimensions toward the entity (Schaufeli et al., 2002).

Affective Employee Commitment is a positive emotional attachment toward an organization's activities (Dominic & Salim, 2018). The present research assesses affective employee commitment through feelings towards the organization and its environment, including the job, problems, and personal attachment (Allen & Meyer, 1990).

Job Satisfaction: is described as the individual conducting the work feeling contented and satisfied with the result (Al-dalahmeh, Khalaf, & Obeidat, 2018). In the current study, job satisfaction is the emotional contentment and behavioral reaction of public sector employees that stems from their evaluation of their job accomplishments. This study measures job satisfaction through satisfaction in the workplace, including the type of work, conditions, and fulfillment (Schriesheim & Tsui, 1980).

Transformational leadership involves idealized influence, intellectual stimulation, and inspirational motivation, including servant, ethical, authentic, and empowering behaviors (Lucey, 2017). Using the approach helps followers achieve higher performance by being an excellent role model that communicates expectations and purposes, promotes employee intelligence, and gives personal attention (Kabeyi, 2018).

Organizational citizenship behavior: OCB is the employees' expression of idealized behaviors, idealized influence, individual consideration, and instrumental





motivation (Lucey, 2017). The behaviors include the voluntary desire to go out of their way and do more for the organization or leadership, which is part of one's contractual obligations (Veličkovska, 2017).

1.11 Chapter Summary

The first chapter of the study has provided an essential foundation, which gives a comprehensive introduction to the research topic. The chapter begins with a small opening of the section. The chapter discussed the study background, where the researcher outlines a descriptive set of the study's Organizational Citizenship Behaviors (OCB) context. After that, the chapter provided a problem statement discussing the issue related to the research topic. The chapter then proceeded to show the purpose of conducting the research and outlined the general and specific goals of the investigation. The research questions and objectives of the study further helped formulate the research hypothesis. The study's theoretical framework was also shown through the theoretical background of social exchange theory. In addition, the chapter explored the study's contribution. Then, the operational definitions of the variables are also outlined. The next chapters' structures will be as follows;

The second chapter of the study aims to provide a literature review of the research topic, which shows a descriptive summary of past studies on a similar research topic. The chapter begins with a detailed introduction of the sections. After that, the researcher provides a comprehensive overview of the research context. In this section, the researcher highlighted a detailed description of the study's variables. The researcher





then described the study's variables with the support of past studies and research. Then the chapter provides empirical evidence on the relationship between the variables and comments on the past studies conducted on the research topic. Chapter two also includes a description of the theory employed and a summary.

The third chapter of the research aims to provide the research methodology employed in this study. The chapter begins with a detailed introduction, followed by a description of the research design. Then the chapter offers a philosophical position of the research by determining if the investigation will follow the positivist or interpretivist approach to studying the research topic. After that, the researcher defines the research approach and time horizon and further highlights the research scope and setting. The study population, sampling technique, and sampling size of the research also appear in chapter three. In addition, measurement items employed are further highlighted and discussed comprehensively, along with the data collection technique for data analysis. Lastly, the chapter will provide a summary.

The fourth chapter of the study provides empirical results of the collected data. The chapter initially provides a short introduction to highlight the contents of the chapter. The chapter then provides relevant information about the preliminary analysis, such as response rate, missing values, non-bias response, and outliers' determination. The chapter further shows the respondents' demographic profile, also known as sample characteristics. The chapter then employs different statistical tests along with their description and justifications. The researcher intended to conduct various statistical tests with the help of SPSS and SmartPLS. Lastly, the chapter provides a summary





Chapter five, the last section of the research, discusses and concludes the study's essential findings. The chapter initially provides a short introduction to highlight the contents of the chapter. The chapter then summarizes the crucial conclusions from the statistical analysis conducted in the last chapter. Considering the research objectives, questions, and hypothesis, the chapter further discusses the research results. Lastly, the chapter offers significant study limitations and recommendations for future researchers.

