

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL  
COMMITMENT AS ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR IN SOMALIA TELECOMMUNICATION INDUSTRY

OSMAN HUSSEIN OSMAN

A thesis submitted in fulfilment of the  
requirements for the award of the degree of  
Doctor of Philosophy (Management)

Faculty of Management  
Universiti Teknologi Malaysia

OCTOBER 2017

**DEDICATION**

To my beloved Mother and Father

## ACKNOWLEDGEMENT

All praises and hymns for Allah (SWT) for the countless blessings and guidance and similarly inestimable Drudds and Salams for His Messenger MUHAMMAD (SAW) who taught us the way to pass the life.

I would like to express my sincere gratitude and appreciation to my research supervisor Dr. Azlineer Sarip for her guidance, support and patience towards the completion of this work. She provided me very valuable ideas, advices and suggestions to complete this research work. I would also like to my sincere thanks to my co-supervisor Dr. Lily Suriani Mohd Arif for her guidance, support and help during this work.

I am deeply appreciative to my research fellows: Zaid Alfayad and Muhammed Ahmed for their continuous help and support during this research work. I am also thankful all of my friends in UTM for their continuous help during my stay in Malaysia.

I have been very providential to have the love and support of my family throughout my academic career. I am extremely grateful for their constant faith in me and for always supporting my efforts. I am also very much thankful to University Teknologi Malaysia and faculty of Management and Human Resource Development.

I am also greatly obliged to give special thanks to my siblings, brothers; Iman Hussein, Omar Hussein, Yusuf Hussein, Saed Hussein, and Zaky Hussein. I am also greatly obliged to give special thanks to my sisters; Hamdi Hussein, Maryam Hussein, Su'di Hussein and Sara Hussein for the support and encouragement during my research process. In addition, I give special thanks to my best friend and roommate, Mr. Khalid Mohamed Hassan.

## ABSTRACT

Understanding the importance of the employees who go above and beyond the call of duty for the sake of organizational goals and values known as organizational citizenship behaviour (OCB), remains as one of the critical issues in the workplace environment, especially in developing countries. This study investigates the significance role of the three-components (affective, continuance and normative) of organizational commitment on the relationship between transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) and OCB in three leading telecommunication companies in Mogadishu, Somalia. Besides, the differences in OCB, transformational leadership, and organizational commitment between the companies were also investigated. 305 respondents, who are employees of three telecommunication companies in Mogadishu, Somalia, participated in questionnaire survey. The measurement tools undertaken in the data collection include Organizational Citizenship Behaviour Scale, Multifactor Leadership Questionnaire and Organizational Commitment Scale. Subsequently, the data collected were quantitatively analysed using Structural Equation Modelling (SEM) method. Results indicated that transformational leadership is positively and significantly related to OCB. Furthermore, using bootstrapping analysis, the results demonstrated that organizational commitment positively and significantly mediates the relationship between the four aspects of transformational leadership and OCB. Ultimately, the results of the study revealed that the aspects of transformational leadership, as well as the components of organizational commitment, affective and normative, could further explain employees' OCB, while continuance commitment had insignificant role in predicting employees' OCB. Moreover, the telecommunication companies highlight significant differences toward practicing OCB, transformational leadership, and organizational commitment based on the findings of the study. In conclusion, this study provides organizations in the industry to comprehensively understand the concepts of organizational citizenship behaviour (OCB), transformational leadership attributes and organizational commitment, to improve as well as increase organizational accomplishments and productivity.



ASSOC. PROF. DR. SITI AISYAH BT. PANATIK  
Deputy Dean  
(Academic & Student Development)  
Faculty of Management  
Universiti Teknologi Malaysia  
81310 Skudai, Johor, Malaysia

## ABSTRAK

Memahami kepentingan pekerja yang melaksanakan tugas melebihi dan melampaui tanggungjawabnya demi matlamat dan nilai organisasi dikenali sebagai tingkah laku kewarganegaraan organisasi (OCB) yakni kekal sebagai salah satu isu kritikal dalam persekitaran tempat kerja, terutama di negara-negara membangun. Kajian ini mengkaji peranan penting tiga komponen (afektif, kesinambungan dan normatif) dalam komitmen organisasi terhadap hubungan antara kepemimpinan transformasi (pengaruh ideal, inspirasi motivasi, rangsangan intelektual dan pertimbangan individu) dengan OCB dalam tiga syarikat telekomunikasi utama di Mogadishu, Somalia. Selain itu, perbezaan dalam OCB, kepemimpinan transformasi, dan komitmen organisasi antara syarikat turut dikaji. Seramai 305 orang responden, yang merupakan pekerja tiga syarikat telekomunikasi di Mogadishu, Somalia mengambil bahagian dalam tinjauan soal selidik. Alat pengukuran yang digunakan dalam pengumpulan data merangkumi Skala Tingkah Laku Kewarganegaraan Organisasi, Soal Selidik Kepimpinan Pelbagai Faktor dan Skala Komitmen Organisasi. Selanjutnya, data yang telah dikumpulkan dianalisis secara kuantitatif menggunakan kaedah Pemodelan Persamaan Struktur (SEM). Dapatan kajian menunjukkan kepemimpinan transformasi secara signifikan dan positif mempunyai kaitan dengan OCB. Selain itu, dengan menggunakan analisis permulaan, dapatan kajian menunjukkan komitmen organisasi secara positif dan signifikan menjadi pengantara hubungan antara empat aspek kepemimpinan transformasi dengan OCB. Akhir sekali, dapatan kajian mendedahkan bahawa aspek kepemimpinan transformasi, dan juga komponen komitmen organisasi, afektif dan normatif dapat menjelaskan lebih lanjut OCB pekerja, sementara komitmen berterusan memainkan peranan penting dalam meramal OCB pekerja. Selain itu, syarikat telekomunikasi menunjukkan perbezaan yang ketara dalam mengamalkan OCB, kepemimpinan transformasi, dan komitmen organisasi berasaskan dapatan kajian. Kesimpulannya, dapatan kajian ini membolehkan sesebuah industri memahami konsep OCB secara menyeluruh, sifat-sifat kepemimpinan transformasi dan komitmen organisasi untuk memperbaiki dan meningkatkan pencapaian dan produktiviti organisasi.



ASSOC. PROF. DR. SITI AISYAH BT. PANATIK  
Deputy Dean  
(Academic & Student Development)  
Faculty of Management  
Universiti Teknologi Malaysia  
81310 Skudai, Johor, Malaysia

## TABLE OF CONTENTS

<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGE</b>
	<b>DECLARATION</b>	ii
	<b>DEDICATION</b>	iii
	<b>ACKNOWLEDGEMENT</b>	iv
	<b>ABSTRACT</b>	vi
	<b>ABSTRAK</b>	vii
	<b>TABLE OF CONTENTS</b>	viii
	<b>LIST OF TABLES</b>	xiii
	<b>LIST OF FIGURES</b>	xvi
	<b>LIST OF ABBREVIATIONS</b>	xix
	<b>LIST OF APPENDICES</b>	xxi
<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
	1.1 Introduction	1
	1.2 Research Background	1
	1.3 Problem Statement	5
	1.4 Research Questions	10
	1.5 Research Objectives	11
	1.6 Scope of the Study	11
	1.7 Significance of the Research	13
	1.8 Conceptual and Operational Definitions	14
	1.8.1 Organizational Citizenship Behaviour (OCB)	14
	1.8.2 Transformational leadership	15
	1.8.3 Organizational Commitment	16
	1.9 Thesis Organization of the Thesis Outline	17
<b>2</b>	<b>LITERATURE REVIEW</b>	<b>18</b>
	2.1 Introduction	18
	2.2 Definition and Conceptualization of Organizational Citizenship Behaviour (OCB)	18
	2.2.1 Theoretical Background of Organizational Citizenship Behaviour (OCB)	21

2.2.2	Dimensions of Organizational Citizenship Behaviour (OCB)	25
2.3	Concept of Leadership	31
2.3.1	Leadership Styles	33
2.3.2	Definition and Conceptualization of Transformational Leadership	34
2.3.3	Theoretical Background of Transformational Leadership	37
2.3.4	Dimensions of Transformational Leadership	40
	2.3.4.1 Idealized Influence (Charisma)	41
	2.3.4.2 Inspirational Motivation (IM)	43
	2.3.4.3 Intellectual Stimulation (IS)	44
	2.3.4.1 Individual Consideration (IC)	44
2.4	Definition and Conceptualization of Organizational Commitment	48
2.4.1	Theoretical Background of Organizational Commitment	50
2.4.2	The Three-Component of Organizational Commitment	53
	2.4.2.1 Affective Commitment	54
	2.4.2.2 Continuance Commitment	56
	2.4.2.3 Normative Commitment	57
2.5	Social Exchange Theory (SET)	59
2.6	Hypothesis Development	61
2.6.1	Theoretical and Empirical Relations of Transformational Leadership and (OCB)	62
2.6.2	Theoretical and Empirical Relations of Transformational Leadership and Organizational Commitment	69
2.6.3	Theoretical and Empirical Relations of Organizational Commitment and (OCB)	79
2.6.4	Theoretical and Empirical Relations of Organizational Commitment as mediator on Transformational leadership and OCB	84
2.7	Theoretical Framework of the Research	95
2.7.1	Summary of the Theoretical Framework	96
<b>3</b>	<b>METHODOLOGY</b>	<b>97</b>
3.1	Introduction	97
3.2	Research Design	97
3.3	Population and Sampling Method	101
	3.3.1 Unit of Analysis	101
	3.3.2 Population Target	102
	3.3.3 Sampling Method	105
	3.3.4 Sample Size	107
3.4	Data Collection	110

	3.4.1	Research Instrument	112
	3.4.2	Instrumentation for the Dependent Variable	113
	3.4.3	Instrumentation for the Independent Variable	115
	3.4.4	Instrumentation for Mediating Variable	116
	3.4.5	Content Validity Assessment of the Variables	117
3.5		Data Analysis	119
	3.5.1	Structural Equation Modelling (SEM)	120
	3.5.2	Treatment of Missing Values	121
	3.5.3	Outliers	122
	3.5.4	Data Normality Assessment (Distribution of the Data)	122
	3.5.5	Multicollinearity and Possible Biases	123
		3.5.5.1 No-Response Bias	125
		3.5.6.2 Common Bias Method	127
	3.5.6	One-Way ANOVA	127
	3.5.7	Confirmatory Factor Analysis (CFA)	128
	3.5.7.1	Organizational Citizenship Behaviour (OCB)	128
	3.5.7.2	Transformational Leadership	130
	3.5.7.3	Organizational Commitment	136
	3.5.8	Reliability and Validity Assessment of Variables	139
	3.5.9	Hypothesis testing	141
	3.5.10	Mediation Analysis	141
	3.5.11	Bootstrapping	143
3.6		Chapter Summary	144
<b>4</b>		<b>DATA ANALYSIS AND RESULTS</b>	<b>145</b>
	4.1	Introduction	145
	4.2	Demographic Profiles	145
	4.3	Research Questions and Hypotheses Testing	
148	4.3.1	Whether there is a Difference in OCB between the Three Companies?	149
	4.3.2	Whether there is a Difference in Transformational Leadership between the Three Companies?	150
	4.3.3	Whether there is a Difference in Organizational Commitment between the Three Companies?	151
	4.3.4	What is the Relationship between Transformational Leadership and OCB?	152
	4.3.5	What is the relationship between Transformational Leadership and OCB?	154
	4.3.6	What is The Relationship between Organizational Commitment and OCB?	157



	4.3.7	What is The Mediation Role of Organizational Commitment on the Relationship Between Transformational Leadership and OCB?	159
	4.4	Summary	185
<b>5</b>		<b>DISCUSSION RECOMMENDATION AND CONCLUSION</b>	<b>186</b>
	5.1	Introduction	186
	5.2	Discussion of the Results	187
	5.2.1	The Differences of OCB between Hormuud, Nationlink, and Telecom	188
	5.2.2	The Differences of Transformational Leadership between Hormuud, Nationlink, and Telecom	189
	5.2.3	The Differences of Organizational Commitment between Hormuud, Nationlink, and Telecom	191
	5.2.4	The Relationship Between Transformational Leadership and OCB	192
	5.2.5	The Relationship Between Transformational Leadership and Organizational Commitment	195
	5.2.6	The Relationship Between Organizational Commitment and OCB	202
	5.2.3	The Role of Organizational Commitment on Transformational Leadership and OCB	204
	5.3	Implication of the Study	212
	5.3.1	Contextual and Theoretical Implications	212
	5.3.2	Practical Contributions	214
	5.4	Limitation of the Study	216
	5.5	Recommendations for Future Research	216
	5.6	Conclusion	218
		<b>REFERENCES</b>	<b>219</b>
		Appendices A-E	249-261

## LIST OF TABLES

<b>TABLE NO</b>	<b>TITLE</b>	<b>PAGE</b>
2.1	Definitions of Organizational Citizenship Behaviour (OCB)	19
2.2	OCB Dimensions in the Literature	25
2.3	Definitions of Transformational Leadership	34
2.4	Transformational Leadership Dimensions in the Literature	39
2.5	Definitions of Organizational Commitment	46
2.6	Empirical Studies on the Relationship between Transformational Leadership and OCB	63
2.7	Empirical Studies in the Relationship between Transformational Leadership and Organizational Commitment	70
2.8	Empirical Studies Correlating Organizational Commitment and OCB	79
2.9	Empirical Studies on the mediating effect of Organizational Commitment	86
3.1	Sample size of the research	105
3.2	Response Rate	106
3.3	OCB Items of Each Dimension	110
3.4	Items of Multiple Leadership Questionnaire (MLQ)	111
3.5	Organizational Commitment Items of Each Dimension	112
3.6	Composite Reliability and <i>Cronbach's</i> Alpha Values of the pilot Test	115
3.7	Standardized Values for Model Fit	116
3.8	VIF Test of Multicollinearity	120
3.9	Mann-Whitney-U-Test Observing Non-Response Biasness	122
3.10	OCB Construct Factor Loadings	125
3.11	Transformational Leadership Construct Factor Loadings	127
3.12	Transformational Leadership Sub-Construct Loadings	129
3.13	Organizational Commitment Construct Factor Loadings	131
3.14	Organizational Commitment Sub-Construct Loadings	133

3.15	Constructs Convergent Validity and Reliability	135
3.16	Discriminant Validity (Fornell and Lacker Criterion)	135
4.1	Demographic Respondents' Profile	142
4.2	ONE-WAY ANOVA Statistics of OCB	145
4.3	ONE-WAY ANOVA Statistics of Transformational Leadership	146
4.4	ONE-WAY ANOVA Statistics of Organizational Commitment	147
4.5	The Effect of Transformational Leadership on OCB	148
4.6	The Effect of Transformational Leadership on Organizational Commitment	151
4.7	The Effect of Organizational Commitment on OCB	152
4.8	The Indirect Effect of Organizational Commitment on transformational leadership and OCB	156
4.9	The Indirect Effect of Affective Commitment on Idealized Influence and OCB	158
4.10	The Indirect Effect of Affective Commitment on Inspirational Motivation and OCB	160
4.11	The Indirect Effect of Affective Commitment on Intellectual Stimulation and OCB	162
4.12	The Indirect Effect of Affective Commitment on Individual Consideration and OCB	164
4.13	The Indirect Effect of Continuance Commitment on Idealized Influence and OCB	166
4.14	The Indirect Effect of Continuance Commitment on Inspirational Motivation and OCB	168
4.15	The Indirect Effect of Continuance Commitment on Intellectual Stimulation and OCB	170
4.16	The Indirect Effect of Continuance Commitment on Individual Consideration and OCB	172
4.17	The Indirect Effect of Normative Commitment on Idealized Influence and OCB	174
4.18	The Indirect Effect of Normative Commitment on Inspirational Motivation and OCB	176
4.19	The Indirect Effect of Normative Commitment on Intellectual Stimulation and OCB	178
4.20	The Indirect Effect of Normative Commitment on Individual Consideration and OCB	180
4.21	Results of the Main Hypothesis Testing	182

## LIST OF FIGURES

FIGURE NO	TITLE	PAGE
2.1	The Theoretical Development of OCB	22
2.2	The Theoretical Development of Transformational Leadership	38
2.3	Transformational Leadership Framework	42
2.4	The impact of Transformational Leadership adapted from Hall <i>et al.</i> , (2002)	45
2.5	The Theoretical Development of Organizational Commitment	51
2.3	A Three-component Conceptualization of Organizational Commitment," adopted from Meyer and Allen (1991)	53
2.4	Role of Organizational Commitment and Transformational Leadership in Enhancing Employee Role Performance and OCB adapted from Abid and Farooqi (2015)	63
2.5	Conceptual Framework of the Study	95
3.1	Schematic of the Research Design	99
3.2	Organizational chart of Hormuud	
102		
3.3	Organizational Chart of Nationlink	
103		
3.4	Organizational Chart of Somtel	
103		
3.5	Data Collection Process, Source (Kumar, 2005)	110
3.6	CFA Measurement Model for OCB	129
3.7	CFA Measurement Model for Transformational Leadership	132
3.8	Second Order Model for Transformation Leadership	134
3.9	CFA Measurement Model for Organizational Commitment	136
3.10	Second order model for Organizational Commitment	137
3.11	Mediation Model	141
4.1	Hypothesised Structural Model for The Direct Effect of Transformational Leadership on OCB	148

4.2	Hypothesised Structural Model for The Direct Effect of Transformational Leadership on Organizational Commitment	150
4.3	Hypothesised Structural Model for The Direct Effect of Organizational Commitment on OCB	153
4.4	Hypothesised Structural Model for The Indirect Effect of Organizational Commitment on transformational leadership and OCB	155
4.5	Hypothesised Structural Model for The Indirect Effect of Affective Commitment on Idealized Influence and OCB	157
4.6	Hypothesised Structural Model for The Indirect Effect of Affective Commitment on Inspirational Motivation and OCB	159
4.7	Hypothesised Structural Model for The Indirect Effect of Affective Commitment on Intellectual Stimulation and OCB	161
4.8	Hypothesised Structural Model for The Indirect Effect of Affective Commitment on Individual Consideration and OCB	163
4.9	Hypothesised Structural Model for The Indirect Effect of Continuance Commitment on Idealized Influence and OCB	165
4.10	Hypothesised Structural Model for The Indirect Effect of Continuance Commitment on Inspirational Motivation and OCB	167
4.11	Hypothesised Structural Model for The Indirect Effect of Continuance Commitment on Intellectual Stimulation and OCB	169
4.12	Hypothesised Structural Model for The Indirect Effect of Continuance Commitment on Individual Consideration and OCB	171
4.13	Hypothesised Structural Model for The Indirect Effect of Normative Commitment on Idealized Influence and OCB	173
4.14	Hypothesised Structural Model for The Indirect Effect of Normative Commitment on Inspirational Motivation and OCB	175
4.15	Hypothesised Structural Model for The Indirect Effect of Normative Commitment on Intellectual Stimulation and OCB	177
4.16	Hypothesised Structural Model for The Indirect Effect of Normative Commitment on Individual Consideration and OCB	179

## LIST OF ABBREVIATIONS

AC	-	Affective Commitment
AGFI	-	Adjusted Goodness of Fit Index
AMOS	-	Analysis of Moment Structure
AVE	-	Average Variance Extracted
CC	-	Continuance Commitment
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
AGFI	-	Adjusted Goodness of Fit Index
d	-	Degree of accuracy expressed as a proportion
EFA	-	Exploratory Factor Analysis
GFI	-	Goodness of Fit Index
IC	-	Individual Consideration
ID	-	Idealized Influence
IFI	-	Incremental Fit Index
IM	-	Inspirational Motivation
IS	-	Intellectual Stimulation
MLQ	-	Multiple Leadership Questionnaire
MTI	-	Telecommunication Industry of Mogadishu
MVA	-	Missing Value Analysis
n	-	Sample Size
N	-	Population Size
NC	-	Normative Commitment
NFI	-	Normed Fit Index
OCB	-	Organizational Citizenship Behaviour
OC	-	Organizational Commitment
OCQ	-	Organizational Commitment Questionnaire
P	-	Population proportion
P and T	-	Post and Telecom
RMSEA	-	Root Mean Square Error of Approximation
SEM	-	Structural Equation Modelling
SET	-	Social Exchange Theory
SPSS	-	Statistical Package for Social Science
TCM	-	Three-Component Model

TL	-	Transformational Leadership
TLI	-	Tucker-Lewis Index
VIF	-	Variance of Inflation Factors
X <sup>2</sup>	-	Chi-Square Values
x <sup>2</sup> /df	-	Chi Square / Degree of Freedom

**LIST OF APPENDICES**

<b>APPENDIX</b>	<b>TITLE</b>	<b>PAGE</b>
A	Questionnaire	254
B	Missing Data	260
C	Univariate Outliers detection by Z-score	262
D	Normality test (Skewness and Kurtosi)	263
E	Total Variance Explained	265



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter begins by presenting the importance of organizational citizenship behaviour (OCB), transformational leadership, and organizational commitment, as well as the issues of the three main telecommunication companies in Mogadishu, Somalia, via the background of the research and problem statement. Furthermore, the research questions, objectives and scope and significant of the research are outlined. Lastly, the chapter highlights the conceptual and operational definitions of the research and concludes with the thesis outline.

#### **1.2 Research Background**

Organizational citizenship behaviour (OCB) has become an interesting subject and one of the most researched outcomes, based on comprehensive review of literature in the fields of organizational behaviour, human resources and industrial

psychology (Organ, 1988; Podsakoff *et al.*, 1990; Organ *et al.*, 2006; Jha, 2014; Liao, 2015; Han *et al.*, 2016). The concept of (OCB) has grown significantly since it was first proposed by Organ and colleagues (Bateman and Organ, 1983; Smith *et al.*, 1983; Organ, 1988). Moreover, the literature established that OCB consists of informal contributions that the employee can choose to throw in or withhold, without regard to considerations of sanctions or formal incentive (e.g., Karam, 2011; Zacher and Jimmieson, 2013; Tsui-Hsu and Jing Lin, 2014; Abid and Farooqi, 2015; Liao, 2015; Han *et al.*, 2016; Islam *et al.*, 2016). This is because, in today's global business environment, managers and business leaders are required to evaluate the complex dimensions of human behaviours. The complexity of dealing with employees' attitudes and behaviours remains a major challenge in organizations (Jain, 2015). Therefore, in the face of accelerated rate of changes, organizations need employees who go above and beyond that supersede job descriptions and focuses on promoting the best interests of the organization i.e., cultivating the dynamics of organizational culture, maximizes productivity and ensures sustainability, which is known as (OCB) (Islam *et al.*, 2016).

Employees' involvement in extra activities not required in the formal job description, but good for organizational performance, is considered as citizenship behaviours (Organ, *et al.*, 2006; Jha, 2014). Likewise, employees' who do not make decisions based on their self-interest to help other colleagues voluntarily, resolves potential work-related problems and it is mutually benefits organizations, is also portraying as OCB (Zacher and Jimmieson, 2013; Jha, 2014). These actions can lead to the maintenance and enhancement of the social and psychological context that supports task performance and overall organizational sustainability (Tsui-Hsu and Jing Lin, 2014). Specifically, while opportunistic behaviours are driven by personal interest, the incentive of citizenship behaviours is to look for the common benefit through execution of altruistic activities (Abid and Farooqi, 2015)

Basically, various researches suggest that OCB originates from the influence of transformational leadership (Bass, 1985; Wang *et al.*, 2005; Biswas, 2010; Han *et al.*, 2016). Empirical studies have demonstrated that the implementation of such

leadership style allows organizational managers to influence and predict employees' behaviours in the organization along with the involvement of the extra role of activities (Bass and Bass, 2009; Biswas, 2010; Cho and Dansereau, 2010). In this case, transformational leadership support the special treatment of the organization's employees through the idealization influence, motivational inspirations, stimulation of intelligence, and consideration individually (Bass, 1985; Wang *et al.*, 2005; Biswas, 2010; Han *et al.*, 2016; Berkovich, 2016). These four main positive influences of transformational leadership allow interaction with subordinates to involve extra activities which helps to succeed on competitive advantages' (Bass and Bass, 2009). Accordingly, leaders of organizations are encouraged to deliver appropriate workplace behaviours and policies that promote greater autonomy, organizational performance and OCB among subordinates (Katou, 2015). It is one of the most important responsibilities of organizational leaders to guide followers towards achieving organizational purposes by communicating their organizations' missions, visions, strategies and goals (Biswas, 2010; Jha, 2014; Han *et al.*, 2016). That will consequently improve the positive behavioural outcomes of employees toward the organization (Daly *et al.*, 2014; Han *et al.*, 2016). Therefore, the onus is on decision organizational management to consider the role of transformational leadership style in developing organizational effectiveness and overall employees' OCB (Jha, 2014; Han *et al.*, 2016).

On the other hand, employee commitment to an organization has been defined in a variety of ways including attitude or an orientation that links the identity of the person to the organization, a process by which the goals of the organization and those of the individual became congruent, an involvement and desire with a particular organization (affective), the perceived rewards associated with continued participation in an organization, the costs associated with leaving (continuance), and sense moral of obligation to act in a way that meets organization goals (normative) (Osman, 2011). Organizational commitment is the relative strength of an employee's attachment or involvement with the organization (Javadi and Yavarian, 2011; Top *et al.*, 2015). The acceptance of organizational objectives and values, loyalty and honesty by employee in organizations is essential for efficient sustainability (Daly *et al.*, 2014). Organizational commitment is important because committed employees

are less likely to leave for another job and are more likely to perform at higher levels (Zeinabadi and Salehi, 2011; Daly *et al.*, 2014; Buch *et al.*, 2015). More precisely, strong commitment is expressed through identification with the values and goals of the organization resulting from fair and supportive treatment of its employees (Allen *et al.*, 2011). Organizational commitment widely described in the management and behavioural science literature as a key factor in the relationship between individual and organizations (Cheasakul and Varma, 2016). Employees are regarded as committed to organization as they continue their association with the organization and considerable effort to achieving organizational goals. In essence, high employee commitment leads to higher OCB in the organisation (Daly *et al.*, 2014; Buch *et al.*, 2015; Cheasakul and Varma, 2016).

Moreover, numerous studies established comprehensive review of literature indicating that organizational commitment originates from the influence of transformational leadership e.g., (Abid and Farooqi, 2015; Top *et al.*, 2015; Yahaya and Ebrahim, 2016). Furthermore, previous studies acknowledged that organizational commitment is an important predictor of organizational citizenship behaviour (OCB) (Zeinabadi, 2010; Javadi and Yavarian, 2011; Jo and Jo, 2011; Daly *et al.*, 2014; Buch *et al.*, 2015; Jain, 2015; Shafazawana *et al.*, 2016). Therefore, the main focus of the present study is to observe whether there are positive relationships between organizational citizenship behaviour (OCB), the four aspects (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) of transformational leadership and the three components (affective, continuance and normative) of organizational commitment, in the three leading telecommunication companies in Mogadishu, Somalia. Consequently, this study aims to compare and differentiate between the companies based on the studies variables in the research.

Furthermore, the quest to maintain sustainable competitive advantage in an era of rapid global economic and technological changes requires improvement in workplace commitment and employee citizenship behaviour (Islam *et al.*, 2016). However, there is limited scientific research on organizational citizenship behaviour

(OCB), transformational leadership, and organizational commitment in the Somali telecommunication industry (Mohamed *et al.*, 2013; Ali and Ibrahim, 2014; Abdiaziz and Yassin 2014). Therefore, this study aims to examine the mediation role of the three forms of organizational commitment on the relationship between the four aspects of transformational leadership organizational citizenship behaviour (OCB). In addition, this work provides industrial corporations to have consistently adopt and undertake measures to comprehensively comprehend the concepts of organizational citizenship behaviour (OCB), transformational leadership attributes and organizational commitment to help industries improve and increase productivity. Hereafter, the problem statement of study will be discussed as the next paragraphs to highlight the issues of the telecommunication companies.

### **1.3 Problem Statement**

Understanding the importance of the employees who go above and beyond the “call of duty” for the sake of upholding and achieving highly organizational goals or targets, organizational citizenship behaviour (OCB), remain as one of the main critical issues in the developing countries, especially, the leading three telecommunication companies in Mogadishu, Somalia. Organizational citizenship behaviour (OCB) has serious effects and contributes not only to variety of individuals but also organizational level outcomes, i.e. productivity, customer satisfaction, reduced costs, withdrawal-related criteria, and unit-level turnover (Jha, 2014; Chung, 2015; Han *et al.*, 2016; Islam *et al.*, 2016). Conversely, the dynamics of globalization and technological developments have resulted in many demands, and therefore, placing issues such as organizational citizenship behaviour (OCB) on the agenda for discussion (Reza Zeinabadi, 2013; Chung, 2015). This is because organizations cannot anticipate through formally stated in-role job descriptions; the entire array of organizational citizenship behaviour (OCB) is needed for achieving organizational goals (Chung, 2015; Jain, 2015; Jha, 2014; Nasra and Heilbrunn, 2015; Han *et al.*, 2016; Islam *et al.*, 2016). Therefore, the telecommunication

companies are continuously searching for methods to promote their organizational goals, values and improve employees' citizenship behaviour (Ali and Ibrahim, 2014).

It is believed that success or failure of organizations of any kind significantly depends on its leadership (Northouse, 2010; Abid and Farooqi, 2015; Han *et al.*, 2016). In actual fact, it is important to establish practicable relationship between employer and employees' to avoid poor performance, stumpy innovation, and unmotivated employees (Muchiri *et al.*, 2012; Guay, 2013; Katou, 2015; Han *et al.*, 2016; Berkovich, 2016). Nevertheless, in the context of Somalia, the employees in the telecommunication companies have often developed precarious issues, appalling lackadaisical attitude in the workplace environments (Ali *et al.*, 2013; Mohamud *et al.*, 2013; Ali and Ibrahim, 2014). Accordingly, this indicates lack of awareness, enthusiasm, performance, productivity, late coming, poor time management, laziness, self-interested, and the failure to meet deadlines has become a common practice for the employees (Abdi and Ali, 2013; Ali *et al.*, 2013; Abdiaziz and Yassin, 2014). Therefore, it is certain that leadership is a key to improve employees' citizenship behaviour in the telecommunication companies in Mogadishu, Somali.

Although many leadership theories have been studied enormously, transformational leadership has been the most frequently supported leadership theory over the past two decades to improve OCB among the employees (avolio *et al.*, 2009). In this view, in the context of Somalia, the traces of transformational leadership style has been found in the telecommunication companies in Mogadishu, Somalia, which need to be improved (Ali and Ibrahim, 2014). In fact the transformational leaders influence the employees/followers via their four characters (dimensions) e.g., (idealized influence, inspirational motivation, intellectual stimulation and individual consideration). Instead, organizational leaders often seem to struggle earning the trust and the respects of the employees innately via idealized influence (charisma) which forms as one of the most important aspects of the transformational leader (Northouse, 2010; Abid and Farooqi, 2015; Han *et al.*, 2016). This circumstance remains as of the crucial leadership challenges in today business environments to create and maintain more practicable relationship between employer

and employees' (Zacher and Jimmieson, 2013; Han *et al.*, 2016). In actual fact, failure to uphold the affiliation leads to a situation where employees no longer cooperate with the organization (Abid and Farooqi, 2015; Han *et al.*, 2016; and Berkovich, 2016). Moreover, it worsens when organizational leaders fail to inspire or motivate employees to go above and beyond their job description in order to achieve organizational targets. In turn, unmotivated employees are more likely to report a decrease in perceived obligations, and poor performance toward the organizational goals (Muchiri *et al.*, 2012; Guay 2013; Katou 2015; Berkovich 2016). Therefore, this is the reason why organizations struggle with in trying to cultivate a dynamic organizational culture, maximize productivity and sustainability (Ali *et al.*, 2013; Mohamud *et al.*, 2013).

Furthermore, in the face of intense competition, improving and transforming employees' intellectual innovation and creative thinking to meet the organizational goals seems to be challenging as well (Guay 2013; Katou 2015). Accordingly, the lack of transmitting employees to use variety of skills such as, vision, decision making, problem solving in the workplace environment leads toward organizational fail to achieve competitive advantages its targets (Zacher and Jimmieson 2013; Berkovich 2016). In addition, employees' individual consideration, the confidential attention given to employees concerns to rise above the personal difficulties often seems to be ignored by the organizational leaders. In this case, previous studies raised predicaments concerning results from organization's fair and supportive treatment of its employees which decreases the level of organizational citizenship behaviour (OCB) among the employees (e.g., Reza Zeinabadi 2013; Guay 2013; Jha 2014; Katou 2015; Berkovich 2016). Accordingly, the telecommunication companies in Mogadishu, Somalia, are suffering analogous difficulties', in which the limited academic knowledge in the area (Ali and Ibrahim, 2014), emphasized poor consideration of transformational leadership style in the industry could be a major challenge militating against employees' attitudinal behaviours and citizenship behaviour.

In the view of employees' attitudinal behaviours, organizational commitment initially replicates the combination of desired (affective), perceived cost (continuance) and obligation (normative) (Meyer and Allen, 1991). In Somalia, the telecommunication companies are challenging to maintain employees' desire/loyalty, recognition the cost associated upon leaving, and sense of moral obligation toward the organizational goals and values (Osman, 2011; Warsame 2015). For example, initiatives that determine the organization's operations or violate the employee-employer attachments are often associated with lower levels of commitment among the employees (Allen *et al.*, 2011; Yang, 2012; Top *et al.*, 2015). More precisely, employees' attachment along with desire and loyalty toward organizational goals and values, seem to result poor organizational outcome, performance, productivity, and breakdown to achieve competitive advantages (Top *et al.*, 2015). This due to the fact that organizations often increase high levels of uncertainty and threats to pose sense job of insecurity and often can result in withdrawal behaviours', increase turnover, absenteeism, apathy, cynicism, and intention to quit therefore tend to affect employees' commitment toward the organization (Ismail *et al.*, 2011; Top *et al.*, 2015; Bashir and Long, 2015; Islam *et al.*, 2016). Therefore, since the employees' attitudinal behaviours tend to affect the level of organizational commitment, it can be surmised as it's due to the lack of (OCB) among the employees' (Allen *et al.*, 2011; CH Chan and Mak, 2014; Kuok and Taormina, 2015; Chan and Mak, 2014; Islam *et al.*, 2016), and hence forms the main focus of the present study.

Essentially, based on the above discussion, the current study arises to investigate whether there is a difference in OCB, transformational leadership and organizational commitment, between the three telecommunication companies. Moreover, the present study raised question about the prospective mediating effect of the three components (affective, continuance and normative) of organizational commitment. Specifically, does the three components (affective, continuance and normative) of organizational commitment mediate the relationship between the four aspects (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) of transformational leadership and OCB?



In fact, numerous studies established comprehensive review of literature indicating that organizational commitment is attitudinal and behavioural outcome of transformational leadership (e.g., Luton, 2010; Dhawan and Mulla, 2011; Ismail *et al.*, 2011; Abid and Farooqi, 2015; Top *et al.*, 2015; Han *et al.*, 2016; Yahaya and Ebrahim, 2016). On the other hand, organizational commitment has been identified as an important predictor of organizational citizenship behaviour (OCB) (Zeinabadi, 2010; Javadi and Yavarian, 2011; Jo and Jo, 2011; Zeinabadi and Salehi, 2011; Daly *et al.*, 2014; Buch *et al.*, 2015; Jain, 2015; Abid and Farooqi, 2015; Shafazawana *et al.*, 2016; Islam *et al.*, 2016). However, previous researchers claimed that among the three-components of organisational commitment, affective explains overall organizational commitment (e.g., Toma's and Manuel, 2008; Liu, 2009; Allen *et al.*, 2011; Andressen *et al.*, 2012; Ashikali and Groeneveld, 2013; Saboe *et al.*, 2014; Buch *et al.*, 2015; Caillier, 2015; Han *et al.*, 2016). Therefore, the present study employs the full components of organizational commitment to predict employees' citizenship behaviours. Specifically, do continuance commitment, as the employees' recognition the cost of the variety of personal investment in the organization, as well as, normative commitment, the morality and sense of obligation toward organizational goals and values predict employees' OCB?

This study seeks to contribute to the growing body of knowledge on how transformational leadership and organizational commitment together affect and explain organizational citizenship behaviours (OCB) to fill the existing gaps in literature. Therefore, organizational citizenship behaviour (OCB) model could be extended further to improve understanding of the challenges of transformational leadership and organizational commitment in the telecommunication sector. Moreover, this research is intended to improve on the knowledge dynamics of organizational citizenship behaviours (OCB), transformational leadership and organizational commitment in the context of the telecommunication industry in Mogadishu, Somalia. This will potentially improve organization in the industry in Mogadishu City and Somalia in general.

#### **1.4 Research Questions**

1. Whether there is a difference in OCB between the three companies?
2. Whether there is a difference in transformational leadership between the three companies?
3. Whether there is a difference in organizational commitment between the three companies?
4. What is the relationship between transformational leadership and OCB?
5. What is the relationship transformational leadership and organizational commitment?
6. What is the relationship between organizational commitment and OCB?
7. What role does organizational commitment play in the relationship between transformational leadership and OCB?

#### **1.5 Research Objectives**

1. To determine the difference of OCB between Hormuud, Nationlink, and Telecom.
2. To investigate the difference of transformational leadership between Hormuud, Nationlink, and Telecom.
3. To evaluate the difference of organizational commitment between Hormuud, Nationlink, and Telecom.
4. To investigate the relationship between transformational leadership and OCB.
5. To examine the relationship between transformational leadership and organizational commitment.
6. To find the relationship between organizational commitment and OCB.
7. To investigate the mediation role of organizational commitment on transformational leadership and OCB.

## 1.6 Scope of the Study

The present study is based on the importance and prolonged key research area to further extend the understanding of how the four aspects (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) of transformational leadership and the three forms (affective, continuance and normative) of organizational commitment together explain employees' OCB. The study is conducted on the three main telecommunication companies (Hormuud, Nation-link, and Telecom) in Mogadishu, Somalia, out of six companies. The public telecommunication companies has been considered as one of the most important in Somalia's economy (Dahie *et al.*, 2016; Osman *et al.*, 2016; Mohamud *et al.*, 2013; Abdiaziz and Yassin 2014), in spite of central government absence in Somalia for nearly past three decades. During the collapse of Somali central-government (1991-1993), the public telecommunication system was almost dismantled. Despite the difficulties, private operators in the Somali telecommunication industry (Hormuud, Nation-link, and Telecom) have successfully revived the nation's telecommunication systems. In addition, the telecommunication sector creates jobs and business opportunities in the Somali economy (Abdi and Ali, 2013; Mohamed *et al.*, 2013; Ali and Ibrahim, 2014).

Indeed, the importance of the industry economically and socially stressed for researching enhanced organizational ways to overcome the various organizational and business challenges. The current study aims to compare and differentiate between the three companies in terms of their practice toward the studied variables. Moreover, this study investigates the relationships between OCB, the four aspects of transformational leadership, and the three forms of organizational commitment. More importantly, the present study examines the mediation role of organizational commitment on the relationship between transformational leadership and OCB, which has been unobserved by previous studies. In this case, the present study sampled a total 1427 population of technical employees from the three telecommunication companies, which could be an appropriate scope and forms the main focus of the present study.

The technical employees as the population of the study fall into two categories; technical supervisors and technical officers. The technical supervisors are those who ensure that job descriptions accurately record the primary responsibilities, qualifications and terms for each job role in their group. They set performance standards for tasks, jobs and roles of their employees. They provide ongoing feedback about the employee's performance. On the other hand, the technical officers are those who monitor and maintain the systems and networks. They install and configure systems, diagnose hardware and software faults and solve technical and applications problems, either over the phone or in person. The next paragraphs will discuss briefly on the significance of the study.

### **1.7 Significance of the Research**

The growing impact of transformational leadership and organizational commitment can contribute to existing research on organizational citizenship behaviour (OCB). The mediation role of the three-components (affective, continuance and normative) of organizational commitment specifically has been overlooked by previous studies on the relationship between the four aspects of transformational leadership and OCB. The past researchers considered only affective commitment dimension, in which they claim affective commitment explains overall organizational commitment, leaving un-examined the employees' recognition the cost of the personal investments as well as the morality and the sense of obligation toward organizational goals and values. Therefore, this study seeks to contribute to the growing theoretical area and provide further empirical evidences that advance the understanding on how transformational leadership and organizational commitment together affect and explain organizational citizenship behaviours (OCB). Thus, any improvements on the concept of organizational citizenship behaviour (OCB) will be significant.

The study provided further support on the most influential aspect of transformational leadership on the three-components of organizational commitment and OCB among employees in the telecommunications industry in the developing countries. It provides insights for improving employee's organizational citizenship behaviour (OCB) in the industry through the high levels of identification with the values and goals of the organization. Furthermore, the concept of transformational leadership can enhance organizational commitment, which influences employees' OCB. The results of the present study indicate that through the effects of organizational commitment, the telecommunication industry employees are more likely to perform OCB and overall organizational goals and values can be achieved. In addition, the findings will be potentially valuable for improving employees' citizenship behaviour in the industry, which develops employee attitudes and positive behaviours that advance overall organizational fortitude.

The findings from the present study give guidelines to the telecommunication executives in the developing countries to coordinate their management activities toward achieving citizenship among their employees. Accordingly, it is important to implement such pre-requisites as counteractive actions to create integrations among the employees which help to succeed on competitive advantages'. Moreover, the current study will avail telecommunication industries to construct and maintain transformational leadership, which is the real driver to implement employees' organizational commitment and employees to do more than they intended to do (OCB) for the sake of the organization. Finally, this study potentially improves the obstacles affecting employees' attitudes, behaviours, values and organizational goals in the industry in Mogadishu city and Somalia in general.

## **1.8 Conceptual and Operational Definitions**

### **1.8.1 Organizational Citizenship Behaviour**

#### **1.8.1.1 Conceptual Definition**

Organizational citizenship behaviour (OCB) is referred to discretionary individual behaviour that is not directly or explicitly recognized by the formal reward system that promotes greatly overall organizational fortitude (Organ, 1988; Podsakoff *et al.*, 1990; Organ *et al.*, 2006). The term discretionary implies the behaviours are not enforceable requirement of the role or the job description. To be precise, it clearly specifies the behaviours are matter of personal choice such that its omission is not generally understood as punishable by the terms of an employment contract (Podsakoff *et al.*, 1990; Organ *et al.*, 2006; Connell *et al.*, 2013).

#### **1.8.1.2 Operational Definition**

Organizational citizenship behaviour (OCB) refers to an individual's voluntary extra-role of activities that involves doing further tasks outside the job description for the good of the organization. In other words; it is a scenario in which an employee helps another colleague employee out of free will for the sake of the organization. According to Organ (1988) and Podsakoff *et al.*, (1990) employees are performing OCB when employee shows concern toward other employees' (*altruism*), observes the organization's rules and regulations (*conscientiousness*), do not complain about minor issues (*sportsmanship*), polite toward others (*courtesy*) and responsible to participate and concerned organization's activities (*civic virtue*).

## **1.8.2 Transformational leadership**

### **1.8.2.1 Conceptual Definitions**

Transformational leadership refers to the situation whereby by a leader offers charismatic intellectual stimulation, inspirational motivation and individual consideration (Bass, 1985). Transformational leaders change people from followers to leaders by imparting selflessness for the good of the organization (Bass, 1985). In general, transformational leaders inspire and encourage followers to accomplish goals, processes, and concentrated on the leaders (Bass and Avolio, 2004). According to Bass (1985) and Nont (2012), transformation leaders encourage and inspire followers to go beyond expectations of the average of workplace.

### **1.8.2.2 Operational Definition**

Transformational leadership typically promotes dramatic changes in employees, raises their individual needs and motivates them to perform beyond their expectations. In other words, such a leader facilitates, motivates and prioritizes individual tasks for the collective good of the organization. Such leaders can advance the organization's goals and objectives by promoting employee needs. In this study, transformational leadership is referring to style of leadership that stimulates popular piety and enthusiasm (*idealized influence*), high expectation toward significant vision (*inspirational motivation*), creativity and innovation (*intellectual stimulation*) and consideration given to subordinate to commit the mission and the vision (*individual consideration*).

### **1.8.3 Organizational Commitment**

#### **1.8.3.1 Conceptual Definition**

Organizational commitment has been defined as the psychological attachment and strong beliefs that stimulate employees towards organizational goals, values and ensures loyalty. It is the driving force that employees exert remain members of the organization (Meyer and Allen, 1991). According to Meyer and Allen (1991), organizational commitment can be distinguished into three sub-components which are; affective, continuance and normative. Affective commitment is the involvement and or emotional attachment of employees to their organization (Meyer and Allen, 1991). Conversely, continuance commitment refers to an employee's need to remain with the organization due to the consequences of leaving or quitting (Meyer and Allen, 1991). Normative commitment revolves around the feelings (obligation) of an employee or volunteer to duties in the organization (Meyer and Allen, 1991).

#### **1.8.3.2 Operational Definition**

Organizational commitment refers to the scenario in which an individual with psychological attachment to an organization and desires to remain. Typically, such an individual is characterized with strong attitudes and beliefs towards achieving organizational goals and values. In other words, the emotional connection between an individual and his organization is strong. As a result, the individual selects to remain a member of the organization. According to Meyer and Allen (1991) organizational commitment is distinguished into three-components as individual desires to involve and emotionally attached to the organization (*affective commitment*), recognises the perceived cost (*continuance commitment*) and sense of obligation to remain and perform (*normative commitment*).



## REFERENCES

- Abdi, M., A., and Ali, Y., S., A. (2013). Innovation and business performance in telecommunication industry in sub-Saharan African context: case of Somalia. *Asian journal of management sciences and education*, 2(4) 153-167.
- Abdiaziz, M., and Yassin, A. (2014). Corporate innovation and organizational performance: the case of Somalia telecommunication industry. *In Proceeding Kuala Lumpur, International Business, Economics and Law Conference*, 4 (1) 260-271.
- Abid, N and Farooqi, Y, A. (2015). Role of Organizational Commitment and Transformational Leadership in Enhancing Employee in Role Performance and OCB. *International Journal of Business and Management Invention*. 4(9).
- Aggarwal-Gupta M., Vohra N., and Bhatnagar D. (2010) Perceived Organizational Suort and Organizational Commitment: The Mediational Influence of Psychological Well-Being. *Journal of Business and Management*. 16(2), 105.
- Aghdasi S., Kiamaneshb A. R., Ebrahim A. N., (2011). Emotional Intelligence and Organizational Commitment: Testing the Mediatory Role of Occupational Stress and Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 29 1965 – 1976.
- Akarapanich, S. (2006). *Comparing customer loyalty intentions using trust, satisfaction, and commitment of online MBA students versus traditional MBA students*, 67, (11).
- Alexiadou, A. (2005). A note on non-canonical passives: the case of the get-passive. *Organizing grammar: Linguistic studies in honor of Henk van Riemsdijk*, 13 (21).
- Ali, A. S. A., Elmi, H. O., and Mohamed, A. I. (2013). The Effect of Leadership Behaviors On Staff Performance in Somalia. *Educational Research International*, 2(2).
- Ali, Y., S., A, and Ibrahim, H., I, (2014). The Impact of Leadership Style on Corporate Innovation: Survey from Telecommunication Industry in Somalia. *International Journal of Academic Research in Management (IJARM)*, 31 (2) 233-241.

- Ali, N., Babar, M., and Bangash, S. (2011). Relationship between leadership styles and organizational commitment amongst medical representatives of national and multinational pharmaceuticals industries, Pakistan (An empirical study). *Interdisciplinary Journal of Contemporary Research in Business*, 2(10) 524-529.
- Allen, N.J., and Meyer, J.P., (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*. 12(11). 1-18.
- Allen, N. J., and Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of Management journal*, 33(4), 847-858.
- Allen, D., Shore, L., and Griffeth, R. (1999). A model of perceived organizational support. Unpublished manuscript, *University of Memphis and Georgia State University*, 63 1-18.
- Allen, D.G., Shore, L.M. and Griffeth, R.W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*. 29 (1), 99-118.
- Allen, R., Evans, R. and White, C. (2011) Affective organizational commitment and organizational citizenship behavior: Examining the relationship through the lens of equity sensitivity. *Organization Management Journal*, 8(4) 218–228.
- Altman, M. R. (2013). *The effect of leadership style on organizational citizenship behavior among Air Force civil engineers* (Doctoral dissertation, CAPELLA UNIVERSITY).
- Al-Zu'bi, H. A. (2011). Organizational citizenship behavior and impacts on knowledge sharing: an empirical study. *International business research*, 4(3), 221.
- Anderson, J. C., and Gerbing, D. W. (1988). Structural equation modelling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), 411.
- Andressen, P., Konradt, U., and Neck, C., P. (2011). The Relation Between Self-Leadership and Transformational Leadership: Competing Models and the Moderating Role of Virtuality. *Journal of Leadership and Organizational Studies*, 19(1) 68–82.

- Andrews, M. C., and Kacmar, K. M. (2001). Discriminating among organizational politics, justice, and suort. *Journal of Organizational Behavior*. 22, 347–366.
- Arbuckle, J.L. (2005). An introduction to the bootstrap. *New York: Chapman and Hall Publishers*. Amos 6.0 User's Guide, Chicago, IL: SPSS Inc.
- Arnold K. A. and Dupre K. E. (2012). Perceived organizational suort, employee health and emotions. *International Journal of Workplace Health Management*. 21 139-152.
- Ashikali, T., and Groeneveld, S. (2013). Diversity Management in Public Organizations and Its Effect on Employees' Affective Commitment: The Role of Transformational Leadership and the Inclusiveness of the Organizational Culture. *Review of Public Personnel Administration*. 12 1–23.
- Athalye, R. (2010). Transformational Leadership through Role Models: How B-Schools Can Teach New Paradigms of Leadership. *SIES Journal of Management*. 4(1) 34-56.
- Atif F.A., M. S. Khan, H. J. Iqbal and T. Roheen (2012). Prevalence of tick-borne diseases in Punjab (Pakistan) and hematological profile of Anaplasma marginale infection in indigenous and crossbred cattle. *Pakistan J. Sci.* 64: 11-15.
- Avolio, B. J., Sosik, J. J., Jung, D. I., and Berson, Y. (2003). Leadership models, methods, and alications. *Industrial and organizational psychology*. 22(5). 277-307.
- Avolio, B., Zhu, W., Koh, W., and Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25, 951-968.
- Avolio, B., Walumbwa, F. O., and Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*. 421-449.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., and May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *Leadership Quarterly*, 15(6). 801-823.
- Babbie, E. R., Halley, F., and Zaino, J. (2007). *Adventures in social research: data analysis using SPSS 14.0 and 15.0 for Windows*. Pine Forge Press.

- Bai Y., Li P. P., and Xi Y. (2012). The distinctive effects of dual-level leadership behaviors on employees' trust in leadership: An empirical study from China. *Asia Pac J Manag.* 29, 213–237.
- Banki, S. (2010). Is a good deed constructive regardless of internet? organizational citizenship behavior, motive, and group outcomes. *Small Group Research.* 41(3), 354-375.
- Barnard, C. (1938). The functions of the executive. *Cambridge/Mass.*
- Baron, R. M., and Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Bashir, N., and Long, C. S. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development*, 34(10), 1227-1245.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. NY: Free Press.
- Bass, B.M. (1990). From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics*, 18 (3) 19–31.
- Bass, B. M. and Bass, R. (2009). *The Bass Handbook of Leadership: Theory, Research, and Managerial Application*. 4th ed. New York. Free Press.
- Bass, B.M., and Avolio, B.J. (1993). Transformational leadership: a response to critiques. *Academic Press, San Diego. CA.*
- Bass, B. M., and Avolio, B. J. (1994). *MLQ Multifactor Leadership Questionnaire for research: Permission set*. Palo Alto, CA: Mind Garden.
- Bass, B. M. and Avolio, B. J. (1997). *Full range leadership development: Manual for the multifactor leadership questionnaire*. CA, Mind Garden.
- Bass, B.M. (1997). Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*. 52, 130–139.
- Bass, B.M. (1998). *Transformational Leadership: Industry, Military, and Educational Impact*. Erlbaum, Mahwah, NJ.
- Bass, B. M., and Avolio, B. J. (2004). *Multifactor Leadership Questionnaire, Third Edition: Manual and sampler set*. Redwood City, CA: Mind Garden.
- Bass, B. M. and Riggio, R. E. (2006). *Transformational leadership*. Mahwah, N.J.: L. Erlbaum Associates.

- Bateman, T. S., and Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587-595.
- Beauregard T. A. (2012). Perfectionism, self-efficacy and OCB: the moderating role of gender. *Personnel Review*, 45(12), 590-608.
- Becker, H. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32- 40.
- Berkovich, I. (2016). School leaders and transformational leadership theory: time to part ways? *Journal of Educational Administration*, 54(5), 609-622.
- Bernhard, F., and O'Driscoll, M., P., (2011). Psychological Ownership in Small Family-Owned Businesses: Leadership Style and Non-Family Employees' Work Attitudes and Behaviors. *Group and Organization Management*, 36(3) 345–384.
- Beugre', C. D., Acar, W. and Braun, W. (2006). Transformational leadership in organizations: an environment-induced model. *International Journal of Manpower*, 32 234-256.
- Bishop J. W., Scott K. D., Goldsby M. G., and Cropanzano R. (2005). A construct validity study of commitment and perceived support variables a Multifoci approach across different team environments. *Group and Organization Management*. 25 (5) 153-180.
- Biswas, S. (2010). The influence of transformational leadership on organizational citizenship behaviour. *ASBM Journal of Management*. 13 (4), 78-89.
- Blau, P., M., (1964). *Exchange and power in social life*. New York: John Wiley.
- Boehnke, K., Bontis, N., DiStefano, J. and DiStefano, A. (2003). Transformational leadership: An examination of cross-national differences and similarities. *Leadership and Organization Development Journal*, 24(1/2), 5-15.
- Boerner, S., Eisenbeiss, S., and Griesser, D., (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership and Organizational Studies*. 7. 54-67.
- Bommmer, W., H., Miles, E. W., and Grove, S., L. (2003). Does one good turn deserve another? Co-worker influences on employee citizenship. *Journal of Organizational Behavior*. 2, 181- 196.

- Bono, J., E. and Judge, T., A. (2004). Personality and transformational and transactional leadership: a meta-analysis. *Journal of Applied Psychology*. 89 (5), 901-910.
- Bordens, K.S. and Abbott, B.B., (2008). *Research Design and Methods A Process Approach (7th ed.)*. Boston: McGraw Hill.
- Borman, W., and Motowidlo, S. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), pp. 99-109.
- Borman, W. C. & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 51-84).
- Bowler, W. M., Halbesleben, J. R. B. and Paul, J. R. B. (2010). If you're close with the leader, you must be a brownnose: the role of leader-member relationships in follower, leader and coworker attributions of organizational citizenship behavior motives. *Human resource management Review*. 5 309-316.
- Brown, M. (1969). Identification and some conditions of organizational involvement. *Administration Science Quarterly*, 14, 346-355.
- Brown, T. A. (2006). *Confirmatory factor analysis for applied research*. New York: Guilford.
- Buch, R., Martinsen, Ø., L., and Kuvaas, B (2015). The Destructiveness of Laissez-Faire Leadership Behavior: The Mediating Role of Economic Leader-Member Exchange Relationships. *Journal of Leadership and Organizational Studies*. 15. 115-124.
- Burns, J. M. (1978). *Leadership*. New York: Harper and Row.
- Burns, R.B. (2000) *Introduction to Research Methods, 4th edition*, London: Sage.
- Byrne, B. (2010). Structural equation modeling using AMOS. *Basic concepts, applications, and programming*.
- Cardona P., Lawrence B. S., and Bentler P. M (2004). The Influence of Social and Work Exchange Relationships on Organizational Citizenship Behavior. *Group and Organization Management*. April 2004 219-247.
- Caillier, J.G. (2015). Transformational Leadership and Whistle-Blowing Attitudes: Is This Relationship Mediated by Organizational Commitment and Public Service Motivation? *American Review of Public Administration* 45(4) 458-475.

- Carmines, E. G., and Zeller, R. A. (1991). Reliability and viability assessment. *CA: Thousand Oaks*.
- Carter, M., Z., Mossholder, K., W., Feild, H., S., and Armenakis, A., A. (2014). Transformational Leadership, Interactional Justice, and Organizational Citizenship Behavior: The Effects of Racial and Gender Dissimilarity Between Supervisors and Subordinates. *Group and Organization Management*. 3 (4) 691–719.
- Castro, C. B., Armario, E. M., and Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*. 12. 27-53.
- Castro, C. B., Perin˜an, M. V., and Bueno, J.C. (2008). Transformational leadership and followers' attitudes: the mediating role of psychological empowerment. *The International Journal of Human Resource Management*, 19 (10), 1842–1863.
- CH Chan, S., and Mak, W. M. (2014). Transformational leadership, pride in being a follower of the leader and organizational commitment. *Leadership and Organization Development Journal*, 35(8), 674-690.
- Cheasakul, U., and Varma, P. (2016). The influence of passion and empowerment on organizational citizenship behavior of teachers mediated by organizational commitment. *Contaduría y Administración*.
- Cherubin, G. L. (2011). Perceived Organizational Support and Engagement. Master of Science in Organizational Leadership. School of Business and Leadership. Nyack College.
- Cheung M. F.Y. (2013). The mediating role of perceived organizational support in the effects of interpersonal and informational justice on organizational citizenship behaviors. *Leadership and Organization Development Journal* 34.6 551-572.
- Cheung, M. F., and Wong, C. S. (2011). Transformational leadership, leader support, and employee creativity. *Leadership and Organization Development Journal*, 32(7), 656-672.
- Chin, W. W., Marcolin, B. L., and Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information systems research*, 14(2), 189-217.

- Chin, W. W., and Dibbern, J. (2010). An introduction to a permutation based procedure for multi-group PLS analysis: Results of tests of differences on simulated data and a cross cultural analysis of the sourcing of information system services between Germany and the USA. In *Handbook of partial least squares* (pp. 171-193). Springer Berlin Heidelberg.
- Cho, J. and Dansereau, F. (2010). Are transformational leaders fair? A multi-level study of transformational leadership, justice perceptions, and organizational citizenship behaviors. *The Leadership Quarterly*. 409–421.
- Chughtai, A.A. (2008). Impact of job involvement on in-role job performance and organizational citizenship behavior”, *Behavioral and Allied Management*, 9(2), 169-182.
- Chung, Y. W. (2015). The mediating effects of organizational conflict on the relationships between workplace ostracism with in-role behavior and organizational citizenship behavior. *International Journal of Conflict Management*, 26(4), 366-385.
- Chun, J., S., Shin, Y., Choi, J., N., and Kim, M., S., (2015). How Does Corporate Ethics Contribute to Firm Financial Performance? The Mediating Role of Collective Organizational Commitment and Organizational Citizenship Behavior. *Journal of Management*. 853-877.
- Cohen A., Ben-Tura E., and Vashdi D. R. (2012). The relationship between social exchange variables, OCB, and performance What haens when you consider group characteristics? *Personnel Review*. 6, 2012.
- Cohen, A. P. (2013). *Symbolic construction of community*. Routledge.
- Cohen, L., nd Manion, L. (1994). *Research methods in education* (4th edition) Routeledge.
- Conger, J. A. (1999), Charismatic and transformational leadership in organizations: An insider’s perspective on these developing streams of research. *Leadership Quarterly*,10, 145-79.
- Conger, J. A, (2004). Developing leadership capability: What’s inside the black box? *Academy of Management Executive*, 18(3), 136-139.
- Connell J., Ferres N., and Travaglione T., (2013). Engendering trust in managers-subordinate relationships predictors and outcomes. *Personnel Review* 568-587.
- Cooper, D.R., Schindler, P.S. (2006) *Business Research Methods*. McGraw-Hill.



- Coyle-Shapiro, J., A., M., and Conway, N., (2004). The employment relationship through the lens of social exchange theory. In J. Coyle-Shapiro, L. M. Shore, M. S. Taylor, and L. E. Tetrick (Eds.), *The employment relationship: Examining psychological and contextual perspectives*: 5-28. Oxford, UK: Oxford University Press.
- Cozby, P.C., and Bates, S. (2011). *Methods in Behavioral Research*, 11th edition, McGraw Hill.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Crocker, L. (2003). Teaching for the test: Validity, fairness, and moral action. *Educational Measurement: Issues and Practice*, 22(3), 5-11.
- Cronbach, L. J. (1946). Response Sets and Test Validity. *Educational and Psychological Measurement*, 6, 475-494.
- Cronbach, L. J. (1950). Further Evidence on Response Sets and Test Design. *Educational and Psychological Measurement*, 10, 3-31.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297-334.
- Cropanzano, R., and Mitchell, M., S., (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*.
- Cropanzano, R., Ru, D. E., and Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88. 160–169.
- Daly, P., S., Owyar-Hosseini, M., and Alloughani, M., E., (2014). Antecedents of citizenship behavior in Arab employees in Kuwait. *International Journal of Cross Cultural Management*. 21. 239–260.
- Danish, R., Q., Aslam, N., Cheema, A., S., and Hassan, U. (2014). The Impact of Transformational Leadership and Employee Commitment on Organizational Citizenship Behavior. *Sci.Int. ISSN 1013-5316; Coden: SINTE* 8. 2452-2458.
- DeNicolis-Bragger, J.; Rodriguez-Srednicki, O.; Kutcher, E. J.; Indovino, L.; Rosner, E. (2005). Work-family conflict, work-family culture and organizational citizenship behavior among teachers. *Journal of Business and Psychology*. 3 303-324.
- De Vellis, R. F., and Dancer, L. S. (1991). Scale development: theory and applications. *Journal of Educational Measurement*, 31(1), 79-82.

- Dekker, I., and Barling, J. (1995). Workforce size and work-related role stress. *Work and Stress*. 9, 45–54.
- Densten, I. L., Santos, J. C., Sarros, J. C., Tanewski, G. A., and Winters, R. P. (2002). Work Alienation and organizational leadership. *British Journal of Management*. 13(4), 276-285.
- DiPaola, M. F., Tarter, C. J., and Hoy, W. K. (2007). Measuring organizational citizenship of schools. In M. F. DiPaola and W. K. Hoy (Eds.), *Essential ideas for the reform of American schools*, 227-250.
- Dolma, S. 2010. The central Role of the Unit of Analysis Concept in Research Design. *Journal of the School of Business Administration, Istanbul University*, 39(1): 169-174.
- Downton, J. V. (1973). *Rebel leadership: Commitment and charisma in the revolutionary process*. Free Press.
- Duffy J. A. and Lilly J. (2013). Do Individual Needs Moderate the Relationships between Organizational Citizenship Behavior, Organizational Trust and Perceived Organizational Support? *Institute of Behavioral and Applied Management*. 4 (3). 34-54.
- Eden, D. (2002). Replication, meta-analysis, scientific progress, and AMJ's publication policy. *Academy of Management Journal*. 45(5), 841-846.
- Eder, P., and Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of co-worker withdrawal behaviour, *Journal of Management*. 34. 55-68.
- Elamin, A. M., and Tlaiss, H. A. (2015). Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context. *Employee Relations*, 37(1), 2-29.
- Epitropaki, O., and Martin, R. (2013). Transformational–transactional leadership and upward influence: The role of Relative Leader–Member Exchanges (RLMX) and Perceived Organizational Suort (POS). *The Leadership Quarterly* 24. 299–315.
- Erickson R. A., and Roloff M. E. (2007). Reducing attrition after downsizing: Analyzing the effects of organizational support, supervisor support, and gender on organizational commitment. *International Journal of Organizational Analysis*. 42. 35-55.

- Falk, R. F., and Miller, N. B. (1992). *A primer for soft modeling*. University of Akron Press.
- Farahbod, F., Azadehdel, M., Rezaei-Dizgah, M., Nezhadi-Jirdehi, M. (2012). Organizational citizenship behavior: The role of organizational justice and leader–member exchange. *Interdisciplinary journal of contemporary research in business*. 2. 2-12.
- Ferres N., Connell J., and Travaglione A. (2005). The effect of future development on organizational trust. *Start. Change*. 14. 77-91.
- Flynn, F., J., (2003). How much should I give and how often? The effects of generosity and frequency of favor exchange on social status and productivity. *Academy of Management Journal*. 46. 539-553.
- Fornell, C., and Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Fowler, C. W. (1988). Population dynamics as related to rate of increase per generation. *Evolutionary Ecology*, 2(3), 197-204.
- Friedman, H., Langbert, M. and Giladi, K. (2000). Transformational leadership. *The National Public Accountant*, 45(3), 8-14.
- Gallagher, D. and Sverke, M. (2005). Contingent employment contract: are existing employment theories still relevant? *Economic and Industrial Democracy*, 18. 182-190.
- Garg G. and Krishnan V. R., (2003). Transformational Leadership and Organizational Structure: The Role of Value-Based Leadership. *Sage Publications*. (3) 43-54.
- Gefen, D., and Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information systems*, 16(1), 5.
- Gentry, D. A. (2005). *Transformational leadership and its impact on employee commitment in a downsizing government agency*. (Doctor of Business Administration) Nova Southeastern University.
- George, J. and Brief, A. (1992). Feeling Good-Doing Good: A Conceptual Analysis of the Mood at Work-Organizational Spontaneity Relationship. *Psychological Bulletin*, 112(2), pp. 310-329.

- George, J. and Jones, G. (1997). Organizational Spontaneity in Context. *Human Performance*, 10(2), pp. 153-170.
- George, J. and Jones, G. (2005). *Understanding and managing organizational behavior* (4th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Ghauri, P., and Gronhaug. (2002). *Research methods in business studies* (2nd ed.). Great Britain: Pearson Education Limited.
- Gill, A. S. and Mathur, N. (2007). Improving Employee Dedication and Pro-Social Behaviour. *International Journal of Contemporary Hospitality Management*. 6. 328-334.
- Gioia, D.A. and Sims, H.P., Jr. (1986) Cognition- Behavior Connections: Attribution and Verbal Behavior in Leader- Subordinate Interactions. *Organizational Behavior and Human Decision Processes*, 37: 197- 229.
- Goodhue, D. L., Lewis, W., and Thompson, R. (2012). Does PLS have advantages for small sample size or non-normal data? *Mis Quarterly*, 36(3), 891-1001.
- Goodwin, M.H. (2002). Building power asymmetries in girls' interactions. *Discourse and Society*, 13(6), 715–730.
- Goswami, A., Li, M., Beehr, T. A., and Goffnett, S. P. (2014, January). Path-Goal Leaders' Behaviors and Subordinates' Personalities: Resulting Subordinates' Behaviors. *In Academy of Management Proceedings* 2014, No. 1, p. 11888.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*. 25. 161–178.
- Grint, K. (2000). *The Arts of Leadership*. Oxford University Press, Oxford.
- Groenewald, T. (2004). A phenomenological research design illustrated. *International Journal of Qualitative Methods*. 3(1). 1-26.
- Grusky, O. (1966). Career mobility and organizational commitment. *Administrative Science Quarterly*, 10, 488-503.
- Guay, R. P. (2013). The relationship between leader fit and transformational leadership. *Journal of Managerial Psychology*, 28(1), 55-73.
- Haenlein, M., and Kaplan, A. M. (2004). A beginner's guide to partial least squares analysis. *Understanding statistics*, 3(4), 283-297.
- Han, S. H., Seo, G., Yoon, S. W., and Yoon, D. Y. (2016). Transformational leadership and knowledge sharing: Mediating roles of employee's empowerment, commitment, and citizenship behaviors. *Journal of Workplace Learning*, 28(3), 130-149.

- Hair, J.F. Jr., Anderson, R.E., Tatham, R.L., and Black, W.C. (1998). *Multivariate Data Analysis, (5<sup>th</sup> Edition)*. Upper Saddle River, NJ: Prentice Hall.
- Hair, J.F., Money, A., Page, M., and Samouel, P. (2007). *Research Methods for Business*. John Wiley and Sons, Ltd, Chichester, England.
- Hair, J., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). *Multivariate data analysis (7th ed.)*. Upper saddle River, New Jersey: Pearson Education International.
- Hair, J. F., Sarstedt, M., Pieper, T. M., and Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long range planning*, 45(5), 320-340.
- Hair F. Jr, J., Sarstedt, M., Hopkins, L., and G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Hall, D., Schneider, B. and Nygren, H. (1970). Personal factors in organizational identification. *Administrative\_Science Quarterly*, 15, 176-190.
- Hall, J., Johnson, S., Wysocki, A., and Kepner, K. (2002). Transformational leadership: *The transformation of managers and associates*. Retrieved from <http://edis.ifas.ufl.edu/pdf/HR/HR02000.pdf>.
- Harland, L., Harrison, W., Jones, J. R., and Reiter-Palmon, R. (2005). Leadership behaviors and subordinate resilience. *Journal of Leadership and Organizational Studies*, 11(2), 2-14.
- Harrison J. K., and Motowidlo, S. J. (2012) Deconstructing Organizational Commitment: Associations among Its Affective and Cognitive Components, Personality Antecedents, and Behavioral Outcomes. *Journal of Applied Social Psychology*. 42(1) 213–251.
- Hartman, L. and Bambacas, M. (2000). Organizational commitment: a multi-method scale analysis and test of effects. *The International Journal of Organizational Analysis*. 21. 89-108.
- Hassan M. Osman (2012). Telecom: Somalia's success industry. *Hogan Lovells*. 2. 1-10.
- Hatcher, L., and Stepanski, E. J. (1994). *A step-by-step approach to using the SAS system for univariate and multivariate statistics*. SAS Institute.

- Hazzi, O. A., and Maldaon, I. S. (2015). A pilot study: vital methodological issues. *Business: Theory and Practice/Verslas: Teorijair Praktika*, 16(1), 53-62.
- Henrikson, M. (2006). Great leaders are made, not born: conclusion of a four-part series. *Awhonn lifelines*.
- Henseler, J., Ringle, C. M., and Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in international marketing*, 20(1), 277-319.
- Henseler, J., Ringle, C. M., and Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in international marketing*, 20(1), 277-319.
- Herold, D. M. Fedor, D. B., Caldwell, S. D., and Liu, Y. (2008). The effects of transformational leadership and change leadership on employees' commitment to a change: A multi-Level study. *Journal of Applied Psychology*. 93, 2, 346-357.
- Hogan, J., and Holland, B. (2003). Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. *Journal of Applied Psychology*. 88, 100-112.
- Holmes-Smith, P., Coote, L., and Cunningham, E. (2006). Structural equation modeling: From the fundamentals to advanced topics. *Melbourne: SREAMS*.
- Holton, E. F. III, and Burnett, M. F. (1997) *Quantitative research methods in Swanson, III (Eds.) Human resource development research handbook: Linking research and practice* (pp. 65-87). San Francisco: Berrett-Koehler.
- House, R. J. (1977). A theory of charismatic leadership. In J. G Hunt and L.L. Larson (eds.), *Leadership: The cutting edge*. Carbondale: Southern Illinois University.
- House, R., Hanges, P., Javidan, M., Dorfman, P., and Gupta, V, (2004). Culture, leadership, and organizations the globe study of 62 societies. *Sage Publications Inc., Beverly Hills CA*. 7. 23-32.
- Hoyle, R. H. Ed. (1995). *Structural equation modeling: Concepts, issues, and applications*. Sage Publications.
- Hrebiniak, L.G. and Alutto, J. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*. 12. 555-72.

- Huang, J., (2013). The effects of transformational leadership on the distinct aspects development of social identity. *Group Processes and Intergroup Relations*. 16(1) 87–104.
- Huang J., Jin B., and Yang C. (2004). Satisfaction with business-to-employee benefit systems and organizational citizenship behavior: An examination of gender differences. *International Journal of Manpower*. 6. 195-210.
- Ian Ashman (2007). An investigation of the British organizational commitment scale: A qualitative approach to evaluating construct validity. *Management Research News*. 27. 360-369.
- Ibrahim, M. A. and Aslinda (2014). The Effect of Motivation on Organizational Citizenship Behavior (OCB) at Telkom Indonesia in Makassar. *Bisnis and Birokrasi*, 21(2), 114.
- Islam, T., Khan, M. M., and Bukhari, F. H. (2016). The role of organizational learning culture and psychological empowerment in reducing turnover intention and enhancing citizenship behavior. *The Learning Organization*, 23(2/3).
- Ismail, A., Mohamed, H., Sulaiman, A., Mohamad, M., and Yusuf, M. (2011). An empirical study of the relationship between transformational leadership, empowerment and organizational commitment. *Business and Economics Research Journal*. 2(1), 89-106.
- Jahangir, N., Akbar, M. M., and Haq, M. (2004). Organizational citizenship behavior: Its nature and antecedents. *BRAC University Journal*. 91. 75-85.
- Jain, A. K. (2015). Volunteerism and organisational culture: Relationship to organizational commitment and citizenship behaviors in India. *Cross Cultural Management*, 22(1), 116-144.
- Jain A. K., Giga S. I., and Cooper C. L. (2013). Perceived organizational support as a moderator in the relationship between organizational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis*. 2. 313-334.
- Jansen, P. E. (2011). The effect of leadership style on the information receivers' reaction to management accounting change. *Management Accounting Research*. 31 (4). 31-39.

- Jaramillo, F., Mulki, J. and Marshall, G. (2005), "A meta-analysis of the relationship between organization commitment and salesperson job performance: 25 years of research. *Journal of Business Research*. 3. 128-705.
- Javadi M. H. M. and Yavarian J. (2011). Effect of organizational identity and commitment on organizational citizenship behavior (Case study: Educational department of Isfahan province). *Interdisciplinary journal of contemporary research in business*. 5 (1). 40-47.
- Jha S. (2014). Transformational leadership and psychological empowerment Determinants of organizational citizenship behavior. *South Asian Journal of Global Business Research*. 3. 57-65.
- Jogulu, U. D., and Wood, G. J., (2006). The role of leadership theory in raising the profile of women in management. *Equal Oortunities International*. 11. 21-29.
- Jo, S.J., and Joo, B. (2011). Knowledge sharing: The influences of learning organization culture, organizational commitment and organizational citizenship behaviors. *Journal of leadership and organizational culture*. 18(3). 353–364.
- Judge, T.A., Piccolo, R.F., and Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Allied Psychology*. 17 (5). 40-46.
- Kanter, R. (1968). Commitment and social organization: A study of commitment mechanisms in Utopian communities. *American Sociological Review*, 33, 499-517.
- Kanji, V. and Chopra, P. (2010). Corporate social responsibility in a global economy. *Total Quality Management and Business Excellence*. 21 (2). 119-143.
- Karam, C. M. (2011). Good organizational soldiers: conflict-related stress predicts citizenship behavior. *International journal of conflict management*, 22(3), 300-319.
- Katou, A. A. (2015). Transformational leadership and organisational performance: Three serially mediating mechanisms. *Employee Relations*, 37(3), 329-353.
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9, 131-146.
- Katz, D., and Kahn, R. L. (1966). The psychology of organizations. *New York: HR Folks International*.



- Katz, D., and Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York, NY: John Wiley.
- Khalid, G. (2015). *The development of Somali telecommunication industry*. Shabelle press, Mogadishu.
- Khan, M. K., Tariq, A., Hamayoun, A. A., and Bhutta, M. H. (2014). Enhancing Organizational Commitment Through Employee Empowerment-Empirical Evidence from Telecom Sector Employees. *Middle-East Journal of Scientific Research*, Vol 21(1), 148-157.
- Khan, M. M., Sarwar, A., Malik, S. A., and Ahmad, M. (2014). Influence of Transformational Leadership on Organizational Innovation in Telecommunication Industry in Pakistan. *Asian Journal of Business Management*, Vol 6(3), 138-145.
- Khodabandeh, M., and Ardabili, F. S. (2015). The mediating role of organizational commitment and political skills in occupational self-efficacy and citizenship behavior of employees. *International Journal of Organizational Leadership*. 4(2015) 47-59.
- Kline, R. B. (2005). *Principles and Practice of Structural Equation Modeling*. 2e éd., New York.
- Krejcie, R. V., and Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Krishnan V. R. and Arora P. (2008). Determinants of Transformational Leadership and Organizational Citizenship Behavior. *Asia-Pacific Business Review*. 18 (3) 0973-2470.
- Kumar, R. (2005). *Research Methodology-A Step-by-Step Guide for Beginners*, (2nd.ed.). Singapore, Pearson Education.
- Kumar, S., and Phrommathed, P. (2005). *Research methodology* (pp. 43-50). Springer US.
- Kuok, A. C., and Taormina, R. J. (2015). Conflict between affective versus continuance commitment among casino dealers. In *Evidence-based HRM: a Global Forum for Empirical Scholarship* (Vol. 3, No. 1, pp. 46-63). Emerald Group Publishing Limited.
- Kwon, I. G., and Banks, D. W. (2004). Factors Related to the Organizational and Professional Commitment of Internal Auditors. *Managerial Auditing Journal*. 12. 606-622.

- Latham, G. P., Millman, Z. & Karambayya, R. (1997). Content-domain confusion among researchers, managers, and union members regarding organizational citizenship behaviour. *Revue Canadienne des Sciences de l'Administration*, 14(2), 206-214.
- Lee, D., Hung, L., and Chen, M. (2012). Empirical Study on the Influence among Corporate Sponsorship, Organizational Commitment, Organizational Cohesiveness and Turnover Intention. *Journal of Management and Sustainability*. 23. 45-50.
- Lee L., Veasna S., and Wu W. (2013). The effects of social support and transformational leadership on expatriate adjustment and performance the moderating roles of socialization experience and cultural intelligence. *Career Development International*. 10. 377-415.
- Lee, T., Ashford, S., Walsh, J. and Mowday, R. (1992). Commitment propensity, organizational commitment, and voluntary turnover: A longitudinal study of organizational entry processes. *Journal of Management*, 18(1), 15-32.
- Leedy, P. D., and Ormrod, J. E. (2005). *Practical research: Planning and design (8th ed.)*. Uer Saddle River. New Jersey: Pearson Merrill Prentice Hall.
- Leithwood, Kenneth, and Doris Jantzi. Transformational school leadership effects: A replication. *School effectiveness and school improvement* 10, no. 4 (1999): 451-479.
- LePine, J. A., Erez, A., and Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Allied Psychology*. 12. 87, 52–65.
- Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*. 9, 370–390.
- Liao, C. H. (2015). Does organizational citizenship behavior add value to human interaction with e-services? *Online Information Review*, 39(4), 485-504.
- Li, N., Chiaburu D. S., Kirkman B. L., and Xie Z., (2013). Spotlight on the followers: an examination of moderators of relationships between transformational leadership and subordinates' citizenship and taking charge. *Personnel Psychology*. 13. 225–260.
- Li, A. N., and Liao, H. (2014). How do leader–member exchange quality and differentiation affect performance in teams? An integrated multilevel dual process model. *Journal of Applied Psychology*, 99(5), 847.

- Liaw Y., Chi N., and Chuang A. (2010). Examining the Mechanisms Linking Transformational Leadership, Employee Customer Orientation, and Service Performance: The Mediating Roles of Perceived Supervisor and Co-worker Support. *J Bus Psychol.* 25: 477–492.
- Lievens, F. and Anseel, F. (2004). Confirmatory factor analysis and invariance of an organizational citizenship behavior measure across samples in a Dutch-speaking context. *Journal of Occupational and Organizational Psychology.* 12. 299-306.
- Lim, B., and Ployhart, R. E. (2004). Transformational leadership: Relations to the five-factor model and team performance in typical and maximum contexts. *Journal of Applied Psychology.* 2. 610-621.
- Lin, C., Lyau, N., Tsai, Y., Chen, W., and Chiu, C. (2010). Modeling corporate citizenship and its relationship with organizational citizenship behaviors. *Journal of Business Ethics,* 95, 357-372.
- Liou, S. R. (2008). An analysis of the concept of organizational commitment. *Nursing Forum,* 43(3), 116-125.
- Little, T. D., Card, N. A., Bovaird, J. A., Preacher, K. J., and Crandall, C. S. (2007). Structural equation modeling of mediation and moderation with contextual factors. *Modeling contextual effects in longitudinal studies,* 1, 207-230.
- Liu Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review.* 4. 307-319.
- Lo, M. (2009). Dimensionality of Organizational Citizenship Behavior (OCB) in a Multicultural Society: The Case of Malaysia. *International Business Research.* 5. 23-29.
- López-Domínguez, M., Enache, M., Sallan, J.M., Simo, P. (2013). Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research.* 14. 2147-2152.
- Lowe, K. B., Kroeck, G., and Sivasubramanian, N. (1996). Effectiveness Correlates of Transformational and Transactional Leadership: A Meta-analytic Review. *Leadership Quarterly,* 7, 385-425.
- Luxmi and Yadav V., (2011). Reciprocation Effect of Perceived Organizational Support on Organizational Commitment: A Study of School Teachers. *Management and Labour Studies.*

- Luton, B. (2010). *Transformational Leadership and Organizational Commitment: a study of UNC System Business School Department Chairs*. Doctor of Philosophy. Capella University. ProQuest LLC. 789 East Eisenhower Parkway.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., and Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological methods*, 7(1), 83.
- MacKinnon, D. P., Fairchild, A. J., and Fritz, M. S. (2007). Mediation analysis. *Annual review of psychology*, 58, 593.
- Mamman, A., Kamoche, K., and Bakuwa, R. (2012). Diversity, organizational commitment and organizational citizenship behavior: An organizing framework. *Human Resource Management Review*, 22(4), 285-302.
- Marchiori, D. M. and Henkin, A. B. (2004). Organizational Commitment of a Health Profession Faculty: Dimensions, Correlates and Conditions. *Medical Teacher*. 26(4): 353 –358.
- Marinova, S., Dyne, L., V., and Moon, H. (2015). Are Good Citizens Good Transformational Leaders as Well? An Employee-Centric Perspective on Transformational Leadership. *Group and Organization Management*. (1) 62–87.
- Marinova S. H, Moon H., and Kamdar D., (2013). Getting Ahead or Getting Along? The Two-Facet Conceptualization of Conscientiousness and Leadership Emergence. *Organization Science* 24 (4) 1257-1276.
- Marique G., Stinglhamber F., Desmette D., Caesens G., and De Zanet F. (2012). The Relationship Between Perceived Organizational Support and Affective Commitment: A Social Identity Perspective. *Group and Organization Management*. 15, 68 –100.
- Mayfield, C. O., and Taber, T. D. (2010). A prosocial self-concept approach to understanding organizational citizenship behavior. *Journal of Managerial Psychology*, 25(7), 741-763.
- Mazen A., Herman S., and Ornstein S. (2008). Cultivating Organizational Citizenship Behavior. *Journal of Management Education*. 32. 563-579.
- McClurg, L.N. (1999). Organizational commitment in the temporary-help service industry. *Journal of Applied Management Studies*. 10 (3) 5-26.

- McIntyre, D. (2005). Bridging the gap between research and practice. *Cambridge Journal of Education: Special Issue: Teachers' Good Practice and Research (Guest editors: Donald McIntyre and Jean Rudduck)*, 35, 357-382.
- Meyer, L. S., Gamst, G., and Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks London: SAGE Publications.
- Meyer, J. P., and Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyer, J. P., Allen, N. J., and Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Meyer, J., and Allen, N. (1997). *Commitment in the workplace: Theory, research, and application*. Newbury Park, CA: Sage.
- Meyer, J. P., and Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, Vol11(3), 299-326.
- Mintu-Wimsatt, A., and Graham, J. L. (2004). Testing a negotiation model on Canadian anglophone and Mexican exporters. *Journal of the Academy of Marketing Science*, 32(3), 345-356.
- Mohamed, I., A., Omar, H., A., and Ibrahim, A., S., I (2013). The relationship between employee satisfaction and Customer retention in Somalia industries. *Academic Research International*. 4(6), 87-93.
- Mohamud, A. H., Abdi, M. J., and Mohamed, I. I. (2013). Leadership styles and organizational performance on telecommunication companies in Mogadishu Somalia. *Academic Research International*, 4(6), 362.
- Moorman, R., and Blakely, G. (1995). Individualism -Collectivism as an Individual Difference Predictor of Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 16(2), pp. 127-142.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of employee's perspective. *Academy of Management Journal*, 37(6), 1543-1568.
- Morrow, P. C. (2011). Managing organizational commitment: Insights from longitudinal research. *Journal of Vocational Behavior*. 12. 18-35.

- Mowday, R., Porter, L., and Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Mowday, R., Steers, R., and Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*. 2. 224-247.
- Muchiri, M. K., Cooksey, R. W., and Walumbwa, F. O. (2012). Transformational and social processes of leadership as predictors of organisational outcomes. *Leadership and Organization Development Journal*, 33(7), 662-683.
- Muthén, B. (2011). Applications of causally defined direct and indirect effects in mediation analysis using SEM in Mplus. *Manuscript submitted for publication*.
- Nasra, M., A., and Heilbrunn, S. (2015). Transformational Leadership and Organizational Citizenship Behavior in the Arab Educational System in Israel: The Impact of Trust and Job Satisfaction. *Educational Management Administration and Leadership*. 23. 1-17.
- Nazari, K., and Emami, M. (2012). Antecedents and Consequences of organizational Commitment. *Interdisciplinary journal of contemporary research in business*. 21. 89-96.
- Neuman, W. L., and Kreuger, L. (2003). *Social work research methods: Qualitative and quantitative approaches*. Allyn and Bacon.
- Newton, R. and Rudestam, K. (1999). *Your statistical consultant: Answers to your data analysis questions*. Thousand Oaks, CA: Sage Publications
- Nielsen, M. T., Bachrach, D. G., Sundstrom, E., and Halfhill, T. R. (2010). Utility of OCB: Organizational citizenship behavior and group performance in a resource allocation framework. *Journal of Management*. 20 (10), 1-27.
- Northouse, P. G., (2007). *Leadership: theory and practice. 4th ed.* Thousand Oaks, CA: Sage.
- Northouse, P. G. (2010). *Leadership: Theory and practice, 5th ed.* Los Angeles, CA: Sage.
- Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of Management Review*, 2(1), 46-53.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.

- Organ, D. W., and Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behaviors. *Journal of Applied Psychology*, 74, 157-164.
- Organ, D. W., Podsakoff, P.M., and MacKenzie, S.B. (2006). Organizational citizenship behavior: Its nature, antecedents and consequences. *Beverly Hills, CA: Sage*. 5 (3) 78-86.
- O'Reilly, C. A., and Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology*, 71(3), 492.
- Osman., H. O. (2011). *Human Resource Practices and Organizational Commitment*. (Master thesis). Universiti Utara Malaysia.
- Otley, D. (2016). The contingency theory of management accounting and control: 1980–2014. *Management Accounting Research*, Vol 31, 45-62.
- Paillé, P., Bourdeau, L., and Galois, I. (2010). Suort, trust, satisfaction, intent to leave and citizenship at organizational level: A social exchange approach. *International Journal of Organizational Analysis*. 18 (1), 41 – 58.
- Parry, K. W. (2013). Four phenomenologically determined social processes of organizational leadership: Further support for the construct of transformational leadership. *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition (Monographs in Leadership and Management, Volume 5) Emerald Group Publishing Limited*, 5, 399-432.
- Pazy A., and Ganzach Y., (2009). Pay Contingency and the Effects of Perceived Organizational and Supervisor Support on Performance and Commitment. *Journal of Management*. 11 (2) 1007-1025.
- Peng J. and Chiu S. (2010). An Integrative Model Linking Feedback Environment and Organizational Citizenship Behavior. *The Journal of Social Psychology*. 4 582–607.
- Penner, L. A., Midili, A. R., and Kegelmeyer, J. (1997). Beyond job attitudes: A personality and social psychology perspective on the causes of organizational citizenship behavior. *Human Performance*, 10(2), 111-131.
- Perryer C., Jordan C., Firms I., and Travaglione A. (2010). Predicting turnover intentions: The interactive effects of organizational commitment and perceived organizational support. *Management Research Review*. 4. 911-923.

- Peterson, D. (2004). The relationship between perceptions of Corporate Citizenship and Organizational Commitment. *Business and Society*. 2. 296–320.
- Phillips, A. S., and Phillips, C. R. (2016). Behavioral Styles of Path-Goal Theory An Exercise for Developing Leadership Skills. *Management Teaching Review*, 2379298116639725.
- Pillai, R., and Williams, E. A. (2004). Transformational leadership, self-efficacy, group cohesiveness, commitment, and performance. *Journal of Organizational Change Management*, Vol 17(2), 144-159.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., and Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*. 1. 107-142.
- Podsakoff, P. M. and Mackenzie, S. B. (1997). The impact of organizational citizenship in organizational performance: Review and suggestion for future research. *Human Performance*. 1. 133-151.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., and Bachrach, D. G (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*. 2. 513-563.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., and Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Poer, M., Maysless, O. (2003). Back to basics: applying a parenting perspective to transformational leadership. *The Leadership Quarterly*. 12. 41–65.
- Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Preacher, K. J., and Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, and computers*, 36(4), 717-731.
- Purvis, R. L., Zagencyk, T. J., and McCray, G. E. (2015). What's in it for me? Using expectancy theory and climate to explain stakeholder participation, its



- direction and intensity. *International Journal of Project Management*, Vol 33(1), 3-14.
- Reade, C. and Lee, H. (2011) Organizational Commitment in Time of War: Assessing the Impact and Attenuation of Employee Sensitivity to Ethnopolitical Conflict. *Journal of International Management*. 3. 85–101.
- Reza Zeinabadi, H. (2013). Social exchange outcomes of transformational leadership: comparing male and female principals of public primary schools in Iran. *International Journal of Educational Management*, 27(7), 730-743.
- Ringle, C.M., Wende, S., and Will, A. (2005). *SmartPLS 2.0*. Hamburg.
- Ritz, A., Giauque, D., Varone, F., and Anderfuhren-Biget S. (2014). From Leadership to Citizenship Behavior in Public Organizations: When Values Matter. *Review of Public Personnel Administration*. Vol 128–152.
- Rosenbach, W. E., and Sashkin, M. (2007). The leadership profile: On becoming a better leader through leadership that matters. *Unpublished manuscript*.
- Rosnow, R. L., and Rosenthal, R. (2008). *Assessing the effect size of outcome research*.
- Ruane, J. (2005). *Essentials of research methods: A guide to social science research*. Oxford: Blackwell.
- Saboe, K., N., Taing, M., U., Way, J., D., and Johnson, R., E. (2014). Examining the Unique Mediators That Underlie the Effects of Different Dimensions of Transformational Leadership. *Journal of Leadership and Organizational Studies*. Vol 4 1–12.
- Sahaya, N. (2012). A Learning Organization as a Mediator of Leadership Style and Firms' Financial Performance. *International Journal of Business and Management*. 14. 24-31.
- Sani, A. and Maharani, V. (2012). The impacts of Transformational Leadership and Organizational Commitment on Job Performance Among Lecturers of Faculty in the Islamic Maulana Malik Ibrahim Malang University: The Mediating Effects of Organizational Citizenship Behavior. *International Journal of Academic Research* 4(4) 99-101.
- Sashkin, M., and Rosenbach, W. E. (1998). *Visionary leadership theory: A current overview model, and research measures* (9-114).
- Sashkin, M., and Sashkin, M. G. (2003). *Leadership that matters*. San Francisco: Berrett- Koehler.

- Sashkin, M. (1995). *Transformational leadership: A review and synthesis*. Institute for the Study of Learning. The George Washington University. (313-95).
- Saunders, M. N. (2011). *Research methods for business students, 5/e*. Pearson Education India.
- Sekaran, U. (2003). *Research methods for business (4th ed.)*. Hoboken, NJ: John Wiley and Sons.
- Sekaran, U. (2006). *Research methods for business: A skill building approach*. John Wiley and Sons.
- Sevi, E. (2010). Effects of organizational citizenship behavior on group performance: Results from agent - based simulation model. *Journal of Modeling in Management*. 5(1), 25-37.
- Shafazawana, Tharikh, M., Ying, C., Y., Zuliawati, Saad, M., Sukumaran, K. (2016). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance*. 35 604 – 611.
- Shanock, S. and Eisenberger, R. (2006). When Supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support and performance. *Journal of Applied Psychology*. Vol 12. 689-695.
- Sholihin M. and Pike R. (2010). Organisational Commitment in the police service: exploring the effects of performance measures, procedural justice and interpersonal trust. *Financial Accountability and Management*. 8. 0267-4424.
- Shore, L. M., and Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. S. Cropanzano and K. M. Kacmar (Eds.), *Organizational politics, justice, and support: Managing the social climate of the workplace*. Westport, CT: Quorum. 18. 149–164)
- Shore, L. M., and Tetrick, L. E. (1991). A construct validity study of the Survey of Perceived Organizational Support. *Journal of Applied Psychology*. 76, 637–643.
- Shragay D. and Tziner A. (2011). The Generational Effect on the Relationship between Job Involvement, Work Satisfaction, and Organizational Citizenship Behavior. *Revista de Psicología del Trabajo y de las Organizaciones*. 31. 40-45.

- Shum, S. B., and Ferguson, R. (2012). Social Learning Analytics. *Educational technology and society*, 15(3), 3-26.
- Simosi, M., and Xenikou, A. (2010). The role of organizational culture in the relationship between leadership and organizational commitment: an empirical study in a Greek organization. *The International Journal of Human Resource Management*, Vol 21(10), 1598-1616.
- Singh, A.K., and Singh, A.P. (2010). Role of Stress and Organizational Support in Predicting Organizational Citizenship Behavior. *The IUP Journal of Organizational Behavior*. Vol (4). 7-25.
- Smith, F. J. (1977). Work attitudes as predictors of attendance on a specific day. *Journal of Applied Psychology*, 62(1), 16-19.
- Smith, C. A., Organ, D. W., and Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*. 12. 653-663.
- Smither, J. W., London, M., and Richmond, K. R. (2005). The relationship between leaders' personality and their reactions to and use of multisource feedback: A longitudinal study. *Group and Organization Management*. 30(2), 181-210.
- Somech A. and Ron I. (2007). Promoting Organizational Citizenship Behavior in Schools: The Impact of Individual and Organizational Characteristics. *Educational Administration Quarterly*, 3, 38-66.
- Song, J. H., Kang, I. G., Shin, Y. H., and Kim, H. K. (2012). The impact of an organization's procedural justice and transformational leadership on employees' citizenship behaviors in the Korean business context. *Journal of Leadership and Organizational Studies*, 19(4), 424-436.
- Suliman, A., and Al Obaidli, H. (2013). Leadership and organizational citizenship behavior (OCB) in the financial service sector: The case of the UAE. *Asia-Pacific Journal of Business Administration*, 5(2), 115-134.
- Spinelli, R. J. (2006). The applicability of Bass's model of transformational, transactional, and laissez-faire leadership in the hospital administrative environment. *Helpref Publications*, 11-18.
- Straub, D., Boudreau, M. C., and Gefen, D. (2004). Validation guidelines for IS positivist research. *The Communications of the Association for Information Systems*, 13(1), 63.

- Tabachnick, B., and Fidell, L. (2001). *Using Multivariate Analysis*- ISBN 0-321-05677-9. Boston: Allyn and Bacon.
- Tashakkori, A., and Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches*. Sage. Vol. 46
- Taylor, S. (2014). *Anxiety sensitivity: Theory, research, and treatment of the fear of anxiety*. Routledge.
- Tichy, N. M., and Devanna, M. A. (1990). *The transformational leader*. New York: John Wiley and Sons.
- Toma's F. G. and Manuel G. (2008). Organizational Commitment: A Proposal for a Wider Ethical Conceptualization of 'Normative Commitment'. *Journal of Business Ethics* 401–414.
- Top, M., Akdere, M., and Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*. Vol 26(9), 1259-1282.
- Trochim, W. M., and Donnelly, J. P. (2008). Qualitative and unobtrusive measures. *The research methods knowledge base*, 151-167.
- Trochim, W. M. (2000). *The research methods knowledge base*. Retrieved September 20, 2011. 75-88.
- Tsui-Hsu Tsai, T., and Jing Lin, A. (2014). Do psychological contract and organizational citizenship behavior affect organizational performance in non-profit organizations? *Chinese Management Studies*, 8(3), 397-417.
- Tucker, B. A., and Russell, R. F. (2004.). The influence of the transformational leader. *Journal of Leadership and Organizational Studies*. Vol 11. 1-9.
- Turner, J. R., Müller, R. (2005). The project manager's leadership style as a success factor on projects: a literature review. *Project Management Journal*. 2. 49–61.
- Tyssen, A., K., Wald, A., and Heidenreich, S. (2014). Leadership in the Context of Temporary Organizations: A Study on the Effects of Transactional and Transformational Leadership on Followers' Commitment in Projects. *Journal of Leadership and Organizational Studies*. 4. 376–393.
- Urbach, N., and Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *JITTA: Journal of Information Technology Theory and Application*, 11(2), 5.

- Van Breugel, G., Van Olffen, W. and Olie, R. (2005), "Temporary liaisons: the commitment of 'temps' towards their agencies", *The Journal of Management Studies*, 19, 539-55.
- Van de Ven, A. H., Ganco, M., and Hinings, C. R. (2013). Returning to the frontier of contingency theory of organizational and institutional designs. *The Academy of Management Annals*, 7(1), 393-440.
- Van Dyne, L., Graham, J., and Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37, 765-802.
- Van Scotter, J. and Motowidlo, S. (1996). Interpersonal Facilitation and Job Dedication as Separate Facets of Contextual Performance. *Journal of Applied Psychology*, 81(5), pp. 525-531.
- Vera, D., Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, 222-240.
- Vilela, B. B., González, J. A. V., and Ferrín, P. F. (2008). Person-organization fit, OCB and performance appraisal: Evidence from matched supervisor-salesperson data set in a Spanish context. *Industrial Marketing Management*, In Press.
- Walumbwa, F. O., Wang, P., Lawler, J. J., and Shi, K. (2004). The role of collective efficacy in the relations between transformational leadership and work outcomes. *Journal of Occupational and Organizational Psychology*, 77, 515-530.
- Walumbwa, F., Orwa, B., Wang, P., and Lawler, J. (2005). Transformational leadership, organizational commitment, and job satisfaction: A comparative study of Kenyan and U.S. financial firms. *Human Resource Development Quarterly*, Vol 16(2), 235-256.
- Wagner, S. and M. Rush. (2000). Altruistic organizational citizenship behavior: context, disposition and age. *The Journal of Social Psychology*, 379-91.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., and Chen, Z. X. (2005). Leader-member exchanges as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*. 18 (9) 420-432.
- Warsame, A. S. (2015). Human Resource Management Practices And Organizational Commitment. *International Journal of Economics, Commerce and Management United Kingdom*. 2348 0386.

- Weiner, Y. and Gechman, A. (1977). Commitment: A behavior approach to job involvement. *Journal of Vocational Behavior*, 10, 47-52.
- Weiss, A. M., and Heide, J. B. (1993). The nature of organizational search in high technology markets. *Journal of Marketing Research*, 220-233.
- Williams, L. and Anderson, S. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17(3), pp. 601-617.
- Yahaya, R., and Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of Management Development*, 35(2), 190-216.
- Yin, R. K. (2003). *Case study research: Design and methods (3rd ed.)*. Thousand Oaks, CA: Sage Publications.
- Yukl, Gary A. (1999), An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *Leadership Quarterly*, 10, 285-305.
- Zacher H. and Jimmieson N L. (2013) Leader-follower interactions: relations with OCB and sales productivity. *Journal of Managerial Psychology*. 11. (2) 45-49.
- Zechmeister HG, Dullinger S, Hohenwallner D, Riss A, Hanus-Ilmar A, Scharf S. (2006). Pilot study on road traffic emissions (PAHs, heavy metals) measured by using mosses in a tunnel experiment in Vienna, Austria. *Environ Sci Pollut Res Int*, 13 (6), 398–405.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers. *Procedia Social and Behavioral Sciences*, 5, 998-1003.
- Zeinabadi, H., and Salehi, K. (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in Organizational Citizenship Behavior (OCB) of teachers: Proposing a modified social exchange model. *Procedia-Social and Behavioral Sciences*, 29, 1472-1481.