

Effect of leadership on Organizational Citizenship Behavior in Kenya Forest Service

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Abstract

The main purpose of the study was to determine the effect of leadership on organization citizenship behavior. The study employed explanatory research design ingrained with the philosophy pragmatism. The target population of the study comprised of 702 employees drawn from Kenya Forest Service North Rift Conservancy. Multi stage sampling technique was used to select sample size of 248 respondents. The primary data for the study was collected using closed ended questionnaires and semi-structured interview schedule. Data was analyzed quantitatively using descriptive statistics (frequencies, percentages, means, standard deviation) and inferential statistics (Regression, Correlation and ANOVA) while qualitative data was analyzed using thematic analysis. The hypothesis was tested using multiple regression model and hierarchical regression for moderation. The findings of this study indicated that leadership style ($\beta = .679$, $p = .00 < 0.05$), on OCB. This infers that leadership style enhances OCB. . Therefore, it is imperative for leaders to engage employees in such a manner that it increases their citizenship behaviour. Also, the leadership at the organization needs to demonstrate a style of motivation as opposed to making judgments so as to encourage employees to come up with new creative ways of doing work.

Keywords: Employees, Leadership Style, Organization Citizenship Behaviour

INTRODUCTION

Extra ordinary behaviour is enviable because it boosts resource transformation, adaptability and innovation in order to increase organizational success (DeCenzo, Robbins & Verhulst, 2016). As such, the construct of OCB is characterized as an individual attribute of the employee (Li, Liang, & Crant, 2010). It has been clearly demonstrated that OCB can influence employees to gain longevity or decision to quit an organization (Millette & Gagne, 2008; Chun, Shin, Choi & Kim, 2013). Past researches have shown that high employee turnover decreases organizational effectiveness. Hence an inverse relation between employee turnover and organizational performance has been witnessed in most organizations. Subsequently a myriad of recommendations encourages employees to improve on OCB because it is crucial in making decisions to either quit or be retained in an organization. More importantly, the linkage between OCB and employee retention remains vital.

An understanding of the relationship between OCB and leadership has received considerable attention over the last decades (Allen, Evans & White, 2011). Familiarity of employees with company policies, rules and guidelines depends with employees' length of stay in the organization. It is therefore worth noting that employees who stay for a longer period of time are well informed on all procedures and hence can contribute more effectively than persons who come and go (Oakman & Wells, 2016). Therefore, there is evidence to affirm that leadership may influence the organizational

citizenship behaviour. Shapiro & Stefkovich, (2016) noted that the ethical leadership in decision making emphasis leaders need to demonstrate and promote the appropriateness of ethical behaviors through making just decision. He noted that this positively affects employee's organizations citizenship behaviour. This is because ethical leadership is likely to lead to employee prosocially behavior because of social learning and the social exchange relationship.

Chitiga (2018) opined that leaders can demonstrate ethical behavior in decision making to their employees to generate OCB (Brown *et. al.*, 2015) and this include acting as a role model, supporting career opportunities and providing psychological support to employees. These actions overlap with the definition of ethical leadership of Brown (2015), in which ethical leaders are expected to be actively involved with their employees, listen to them, and show their norms and values in their actions, communication and behavior.

Brown *et. al.*, (2015) states that when a leader acts, and behaves ethically in making decision, employees will be inclined to show more OCB directed to the organizations and colleagues. Further, employees will be motivated to put more effort to their job and will be more willing to solve problems that arise to the management. Hopkins, (2002) researched on ethical leadership among school administrators and the extra ordinary behaviors of the staff and concluded that ethical leadership had a significant effect on the employees' organizational citizenship behavior. This indicates that organizational citizenship behavior is correlated to both, informal and formal leadership in an organization.

From the reviewed literature, the aspects of leadership play an important role in engendering satisfaction amongst employees in most organizations hence OCB. However, the above-related studies considered leadership style as a one-dimensional construct, while the present study specifically proposed leadership integrity, visionary leadership, control standards, leadership support for organization policy and mission as the predictors of organizational citizenship behaviour. Besides majority of studies have looked at direct link between leadership style and OCB in non-Kenyan context which espouses the need to further interrogation on how the leadership styles affect OCB in a Kenyan context. In addition, The Kenya Forest Service plays a critical role in the national economy by contributing about 3.6% of the gross domestic product (GDP) besides the realization of Vision 2030 goals in the Forestry Sector (KFS, 2017). In this regard, the Kenya Forest Service is required to enhance its institutional capacity by attracting and retaining effective and motivated workforce (MENR, 2009). This calls for adoption of retention strategies that may engender employee's satisfaction by warranting organizational citizenship behaviour. However, non-managers at Kenya Forest Service suffer low satisfaction index with the work environment at 56.5% compromising on their OCB (Mwai, 2010). Thus, the study hypothesized that;

H₀₁: There is no significant effect of leadership on organizational citizenship behavior.

REVIEW OF RELATED LITERATURE

According to Andriani, Kesumawati & Kristiawan, (2018) leadership refer to the ability of an individual worker to influence his or her followers by directing, motivating and guiding them to achieve organizational success. Leadership is tasked with the orientation of workers in order to accomplish a given assignment or objective.

It is therefore crucial for organizations to have able leaders who can go out of their way and come up with strategies to inspire their juniors to acquire the desire of fulfilling such strategies. The success and effectiveness of an organization also depends on leadership contribution through motivating and influencing employees towards it (Armstrong 2012). Ethical leadership in decision making is expected to create positive influence on employee performance, job responses and intrinsic motivation. In addition, leaders' ethical attitudes can have positive impact on task and autonomy in their work. Ethical leadership is taken as an important factor in an organization, and this can be translated into a good management by organization staff (Yidong & Xinxin, 2013).

Rizwan, Nauman, Ahmad & Umair, (2014) studied the impact of transformational leadership and employee commitment on organizational citizenship behaviour in different sectors in Pakistan. These study findings insinuated to enhance managers and employees understanding on transformational leadership and employee commitment and their influence on OCB. However, the study had some setbacks as it focused on transformational leadership and employee commitment on organizational citizenship behaviour, which is a deviation from the current study that endeavors to link leadership, and organizational citizenship behaviour. The study was conducted in non-African country with different institutional and structural setting hence compromising generalizability of the findings. The study also used questionnaires that are likely to be faced with survey fatigue and a non-probability sampling technique which suffers lower levels of generalization of investigation and do not represent the whole population, findings and difficulties in estimating sampling variability. Besides, the study employed Pearson's moment quotient and linear regression which is tedious and time consuming as a result of the calculations involved. It can also result in misinterpretation of correlation from large values of coefficients.

Tresna, (2016) studied the influence of transformational leadership on organizational citizenship behaviour and job satisfaction as mediator variable with a sample of 59 respondents drawn from lecturers of three universities in Tasikmalaya. The results indicated good categories of transformational leadership variables, high category of job satisfaction variable and high category of OCB variables. According to statistical analysis, leadership influenced OCB directly and significantly by 30.2%. Transformational leadership also influenced OCB significantly by 10.8% as mediated with job satisfaction variable. However, the study suffered some limitations. First, the study focused on the effect of transformational leadership on OCB having job satisfactions the mediator, which is different from the current study, which strived to link leadership and OCB. This study was also conducted in a non-African country, which might affect the generalizability of the findings due to the difference that exist in terms of institutional and structural setting. The study employed a descriptive analysis which lacks random assignment and stratified proportionate random sampling technique which requires several conditions to be met for it to be used properly as it require the researcher to identify every element of the population that is being studied and classify them into one and only one sub-population.

Amin (2016) investigated the effect of transformational leadership on organizational performance at the National Bank of Kenya. The study made use of descriptive research design. 168 staff of National Bank of Kenya headquarters constituted the study's target population. The study selected 50% of the target population using stratified random sampling technique arriving at a sample of 84 staff. Primary data was

collected using semi-structured questionnaires. The study found out that leaders at the National Bank of Kenya act as advisors and coaches to individuals, mentor the junior workers with an aim to improve on their professional and personal growth. However, the study suffered some limitations; First, the study investigated the role of transformational leadership on organizational performance, which deviates from the present study, which strive to link the leadership style and OCB. The study was also conducted in a banking sector that has different institutional and structural setting which might affect generalizability of the findings. The study made use of descriptive research design which lacks random assignment, stratified random sampling technique which is faced with overlapping issue if there are subjects that fall into multiple subgroups and semi structured questionnaires were also adopted that faces accessibility issues on respondents with visual or hearing impairments or other impediments like illiteracy.

Ethical leadership in decision making emphasis leaders to demonstrate and promote the appropriateness of ethical behaviors through making just decision. He noted that this positively affects employee's organizations citizenship behaviour. This is because ethical leadership is likely to lead to employee prosocially behavior because of social learning and the social exchange relationship (Bailey, 2006). Leaders are considered people with power and status, and therefore can become models of interest to employees. Employees know which behavior is right under different circumstances and they will copy such (ethical) behavior. This means that where there is ethical leadership, employees consider that to be a good relationship with their ethical leaders and that their leader can be trusted and care for the employees.

METHODOLOGY

This study adopted a pragmatic research philosophy, which enabled the researcher to handle the traditional dualism of social interpretivist and positivist. Moreover, explanatory research design was adopted. The target population of this study was 702 employees of Kenya Forest Service, North Rift Conservancy (These included: Nandi, Uasin Gishu, Elgeyo Marakwet, Trans Nzoia, Baringo and West Pokot Counties). The study adopted a sampling formula proposed by Krejcie and Morgan (1970) from the table, the sample corresponding to a population of 702 is 248 respondents (Appendix V) that was selected for this study. The researcher used purposive sampling to pick one administrator from each county and who was interviewed with the goal of getting detailed information concerning the relationship that exist between the variables under study. Multistage sampling technique was used to narrow down to the employees. Cluster random sampling technique was used to select the six counties in North rift conservancy. The study used both closed ended questionnaires and semi – structured interview schedule for collecting primary data. Interviews were used to get information from the key informants (Administrators) while questionnaires were administered to technical and Encom (enforcement and compliance division) staff. In order to test the reliability of the instrument, the Cronbach alpha test, which is a measure of internal consistency, was used in which closely related sets of items were taken as a group (Cronbach, (1951).

Measurement of Variables

To measure the research variables, the study first determined the indicators/parameters of each variable and then employed Likert scale to measure independent variables, dependent variables and the moderator. The scale comprised of an interval scale of 1-5

(where; 1= strongly disagree, 2= disagree, 3= undecided, 4= agree, and 5= strongly agree). The study had independent variable, was leadership while organizational citizenship behaviour was the dependent variable.

Table 1: Measures of Variables

Variables	Measurements	Author
Leadership	Individualized consideration, Intellectual stimulation inspirational motivation Altruism	(Long, Yusof, Kowang & Heng, 2014).
Organizational Citizenship Behaviour	Courtesy Conscientiousness Sportsmanship Civic Virtue	Podsakoffet al.(1990)

Model Specification

To analyze the relationship between a single dependent variable and several independent variables, the study applied linear regression analysis. Linear regression analysis usually predicts the value of the dependent variable, Y for given values of independent variable, X1. The suitability of the linear regression model was entirely tested by the F-test in the ANOVA table where a significant F indicates a linear relationship between Y and at least one of the X's. The regression model was interpreted by examining the coefficient of determination (R^2). The R^2 always lies between 0 and 1 and the closer it is to 1, the better is the model and its prediction. The t-test of regression coefficient was interpreted to test the null hypotheses. The significance of the t-test of a regression coefficient showed that the variable in question influences Y significantly. The beta (β) coefficient for each independent variable was generated from the model. Multiple regression model for direct effects between retention strategies and organizational citizenship behaviour was given as:

$$Y = \beta_0 + C + \beta_1 x_1 + \varepsilon_1$$

Where;

Y = Organizational Citizenship Behaviour;

β_0 = constant term or intercept;

C = control variables in the model;

$\beta_1, \dots, \beta_4$ = the coefficients of the variables in the model;

x_1 = Leadership

ε = error term in the model.

RESULTS AND DISCUSSION

The section begins by giving the response rate to establish if the collected data was adequate to be analyzed and to be relied on. A total of 248 structured questionnaires were distributed to employees from the six Kenya Forest Service counties in North Rift Conservancy. Out of the 248 questionnaires, 194 questionnaires were filled and returned. This represented 78.23 percent response rate. Any response of 50 percent and above is adequate for analysis, 60 percent is good and above 70 percent very good. Therefore, the response rate of 78.23 percent is thus very good (Benaquisto and Babbie, 2002). This response rate was determined through making personal calls and paying visits to remind the respondents to fill-in and return the questionnaires. The use

of research assistants who dropped and later picked the filled - in questionnaires was also enhanced.

Sample characteristics

Majority of the employees were male with a proportion of 61.3 percent, while female constituted 38.7 percent, which means that although the majority of respondents are male, the population of females is more than one third of the sample population. This suggests that the organization is adhering to the principle of gender equality in employment and thus the decisions made by the organization are bound to be gender sensitive. Majority of employees are at the youth stage, which is an age full of energy and thus KFS North Rift conservancy do not have the problem of ageing staff. Majority of employees had served for more than six years as indicated by a proportion of 95.4 percent. The implication of this is that the respondents had adequate work experience as well as knowledge of the organization they work in to be able to give credible information that the study can rely on. majority of employees had more than high school level of education hence, were well educated and could understand what was sought by this study and even interpret the questionnaire well. Majority of them are also trained and it is only 33 percent, who are at the level of high school and primary. Another implication would be that there are good retention strategies like training and development of staff so that most of them are well educated and trained.

Table 2: Demographic Characteristics

		Frequency	Percentage
Gender	Male	119	61.3
	Female	75	38.7
	Total	194	100
Age	< 21yr	2	1
	21- 30yrs	46	23.7
	31-40yrs	101	52.1
	41-50yrs	26	13.4
	>50yrs	19	9.8
	Total	194	100
Work Experience	< 5yrs	9	4.6
	6 - 10yrs	27	13.9
	11 - 15yrs	35	18
	16 - 20yrs	96	49.5
	>20yrs	27	13.9
	Total	194	100
Level of education	Primary	11	5.7
	Secondary	53	27.3
	College	88	45.4
	Undergraduate	31	16
	Postgraduate	11	5.7
	Total	194	100

Descriptive Statistics

A leader is more important than a manager in any organization. It is up to the senior leadership to set the tone for the company culture, either good or bad leadership practices, which could lead to good or bad culture (Goleman, Boyatzis & McKee, 2013). The results in table 2 revealed employees are encouraged to come up with new creative ways of doing work since the management is receptive to new ideas or suggestions. Also, the employees are likely to stay longer with the organization since the leadership in place demonstrates a style of motivation as opposed to making judgments. Also, the leadership of the organization has a vision to help the employees achieve their objectives (mean = 4.32, sd = 0.691). In addition, the leadership of the organization has emotional attachment to the organization (mean = 4.22, sd = 0.791) and motivates employees (mean = 4.13, sd = 0.835). Undoubtedly, the leadership at the Kenya Forest Service makes it possible for the employees to contribute towards OCB through motivating them and establishing an emotional attachment to the organization. Moreover, the leadership of the organization emphasizes on the importance of quality but allows staff to establish the control standards (mean = 4.08, sd = 0.848). Finally, the leadership rotates the role of team briefer among the staff (mean = 3.94, sd = 0.523). In general, the items on leadership summed up to a mean of 4.163, standard deviation of 0.501, skewness -0.733 and kurtosis 1.257.

Table 3: Descriptive Results on Leadership

	Me an	Std. Devia tion	Skew ness	load ings
n=194	4.0			
The leadership of the organization has integrity	8	1.00	-1.22	0.67
	4.1			
The leadership of the organization motivates employees	3	0.84	-1.18	0.76
The leadership emphasizes on the importance of quality but allows staff to establish the control standards	4.0			
	8	0.85	-0.98	0.62
The leadership of the organization has a vision to help the employees achieve their objectives	4.3			
	2	0.69	-0.61	0.71
The leadership avoids making judgments or premature evaluation of ideas or suggestions	4.3			
	8	0.60	-0.67	0.56
The leadership of the organization has emotional attachment to the organization	4.2			
	2	0.79	-1.10	0.59
	3.9			
The leadership rotates the role of team briefer among the staff.	4	0.52	-0.49	0.68
	4.1			
Leadership	6	0.50	-0.73	

*KMO = 0.762, Bartlett's Test Approx. Chi-Square = 519.934, Eigenvalues=3.528% of CV = 55.275**

The study findings in table 3 indicated that the organization recognizes the employees' accomplishments (mean = 4.15, sd = 0.84). As such, the employees feel that their present organization has a high degree of loyalty to them (mean = 4.08, sd = 0.73). Also, employees have been rewarded for their good performance (mean = 4.03, sd = 0.90). Moreover, job promotion is based on job performance and achievement in their organization (mean = 4.03, sd = 0.85). Besides, employees actively attend company meetings (mean = 4.03, sd = 0.66). As well, they confirmed that their present organization has helped them to pursue their professional goal (mean = 4.02, sd = 0.74). There are also changed vocational schedule, work days or shifts to accommodate

co-workers needs (mean = 4.02, sd = 0.54). Besides, they go out of the way to give a co-worker encouragement or express appreciation (mean = 4.01, sd = 0.63). Further, employees' opportunity for promotion is unlimited in their present work place (mean = 3.96, sd = 0.83). Consequently, the employees come in early or stay late without pay to complete a project or task (mean = 3.96, sd = 0.92). Moreover, their job encourages competitive spirit (mean = 3.94, sd = 0.54). In addition, the employees help others who have heavy workloads (mean = 3.94, sd = 1.03). Besides, they help train employees even though it is not required (mean = 3.92, sd = 0.69). Further, they are willing to stand up to protect the reputation of the organization (mean = 3.90, sd = 0.65). Finally, they take steps to prevent problems with other workers (mean = 3.67, sd = 0.57). In general, the results on organizational citizenship behaviour summed up to a mean of 4.02, standard deviation 0.54, skewness -0.70 and kurtosis 0.50.

Table 4: Organizational Citizenship Behaviour

n=194	Me an	Std. Deviation	Loadi ngs
	4.0		
I have been rewarded for my good performance	3	0.90	0.52
My opportunity for promotion is unlimited in my present workplace	3.96	0.83	0.54
My present organization has help me to pursue my professional goal	4.02	0.74	0.61
Job promotion is based on job performance and achievement in my present organization	4.03	0.85	0.59
	4.1		
My present organization has recognized my accomplishments	5	0.84	0.60
	3.9		
My job encourages competitive spirit	4	0.54	0.68
I am willing to stand up to protect the reputation of the organization	3.9		
	0	0.65	0.66
I feel that my present organization has a high degree of loyalty to me	4.0		
	8	0.73	0.76
	4.0		
I actively attend company meetings	3	0.66	0.62
Changed vocational schedule, work days or shifts to accommodate co-workers needs.	4.0		
	2	0.54	0.71
Went out of the way to give a co-worker encouragement or express appreciation	4.0		
	1	0.63	0.63
	3.9		
Helps others who have heavy work loads	4	1.03	0.54
	3.9		
Help train employees even though it is not required	2	0.69	0.50
Came in early or stayed late without pay to complete a project or task	3.9		
	6	0.92	0.54
	3.6		
Takes steps to prevent problems with other workers.	7	0.57	0.68
	4.0		
Lent a compassionate ear when someone had a personal problem	2	0.32	0.58
	4.0		
OCB	2	0.54	

KMO = 0.82, Approx. Chi-Square =2610.65,Eigen values = 5.12, % of CV = 42.63

Test of hypothesis

From the results, leadership had positive and significant correlation with organizational citizenship behaviour ($r=0.679^{**}$, $p<0.01$). The hypothesis of the study stated that leadership has no significant effect on organizational citizenship behaviour. However, the study findings showed that leadership had coefficients of estimate which was significant basing on $\beta=0.679$ ($p\text{-value}=0.000$ which is less than $\alpha=0.05$) implying that we reject the null hypothesis stating that leadership has no significant effect on organizational citizenship behaviour. The implication is that there is up to 0.679-unit increase in organizational citizenship behaviour for each unit increase in leadership. Furthermore, the effect of leadership was stated by the $t\text{-test value}=12.818$ which implies that the standard error associated with the parameter is more than the effect of the parameter. The study hypothesis findings that there is a relationship between leadership and organizational citizenship behavior are supported by Rizwan, Nauman, Ahmad & Umair (2014) who studied the impact of transformational leadership and employee commitment on organizational citizenship behaviour in different sectors in Pakistan. These study findings insinuated to enhance managers and employees understanding on transformational leadership and employee commitment and their effect on organizational citizenship behaviour. Tresna (2016) studied the influence of transformational leadership on organizational citizenship behaviour and job satisfaction as mediator variable with a sample of 59 respondents drawn from lecturers of three universities in Tasikmalaya. The results indicated good categories of transformational leadership variables, high category of job satisfaction variable and high category of OCB variables. According to statistical analysis, leadership influenced OCB directly and significantly by 30.2%. Transformational leadership also influenced OCB significantly by 10.8% as mediated with job satisfaction variable Chitiga (2018) also supported these findings by noting that, leaders can demonstrate ethical behavior in decision making to their employees to generate OCB and this include acting as a role model, supporting career opportunities and providing psychological support to employees. These actions overlap with the definition of ethical leadership of Brown (2015), in which ethical leaders are expected to be actively involved with their employees, listen to them, and show their norms and values in their actions, communication and behavior.

Table 5: Hypothesis testing

	Unstandardized Coefficients		Standardized Coefficients		Sig.	Correlations Zero-order
	B	Std. Error	Beta	T		
(Constant)	0.991	0.238		4.168	0.000	
Leadership	0.727	0.057	0.679	12.818	0.000	0.679
Model Summary statistics						
R	0.679					
R Square	0.461					
Adjusted R Square	0.458					
Std. Error of the Estimate	0.39446					
Good of fit statistics						
ANOVA (F stat)	164.312					
ANOVA (F prob)	0.000					

a Dependent Variable: OCB

CONCLUSION AND RECOMMENDATION

The study has confirmed that leadership at the organization has enhanced organizational citizenship behaviour. The implication is that the leadership at the organization motivates employees to exhibit extra-role behaviors. Particularly, leaders who are inspirational, supportive and promote participation directly impact the status of citizenship behavior in the organization. Therefore, it is imperative for leaders to engage employees in such a manner that it increases their citizenship behaviour. Also, the leadership at the organization needs to demonstrate a style of motivation as opposed to making judgements so as to encourage employees to come up with new creative ways of doing work. Moreover, the leadership of the organization should emphasize on the importance of quality but allows staff to establish the control standards.

Arising from some of the implications and limitations of the study, recommendations for further research are made. The study was only confined to the public sector. It would however be useful to carry out similar study across heterogeneous industries. Future research should therefore expand to other industries and contexts because human resource practices and organizational culture vary according to sector and country.

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