



## A study on Leadership Styles and Organisational Citizenship Behaviour among Supervisors.

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### ABSTRACT

*The greatest challenge in front of an employer in today's competitive world is managing, motivating and retaining the employees. This can be achieved when the employees have a strong connection and we feeling towards their companies. Leadership on one hand influences the employee by giving appropriate guidance to perform his work in a more precise fashion. Organisational Citizenship behavior on the other hand motivates the employee to have a strong sense of Ownership towards his employer. Hence the researchers have tried to study the leadership styles experienced by the supervisors and their level of OCB, the study comprises of an universe of 160 supervisors from which 60 samples were taken through simple random technique. It is learnt that nearly half of the respondents had a low level of OCB and many experiences a Democratic type of leadership in their organisation.*

**Keywords : Organisation, Citizenship, Leadership, Behavior, Ownership**

### Introduction:

The world is looking to high performance organization, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This would be achieved if we could develop organizational citizenship behavior and good leadership. Leadership styles are leaders styles of providing direction and motivation to people, different situations call for a different leadership styles. In an emergency when there is little time to converge on an agreement an autocratic leadership style may be most effective however in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The fact is that both Organisational Citizenship Behavior and Leadership styles are important aspects for the success of an organisation.

### Leadership:

Leadership is a term that conjures up different images in different people. While to some it means charisma, to others it means power and authority. According to George K Terry "Leadership is the activity of influencing people to strive willingly for group objectives.

### Leadership Styles:

The term leadership styles refers to a consistent behavior pattern as perceived by people around a leader, every leader develops a pattern or style while handling his subordinates, leadership style can also be said as the outcome of a person's philosophy, personality and experience, it also depends on the type of followers and the environment of an organisation

### Autocratic Style:

An autocratic or authoritarian style of leadership implies absolute power over his subordinates. Being an autocratic leader he expects complete obedience from his subordinates and the power of making a decision lays centralized to the leader himself and he does not entertain any sort of suggestions and initiatives from his subordinates this type of leadership is not encouraged by many companies as the human resource can not be retained

### Democratic or Participative Leader:

Democratic or Participative style of Leadership stands in between the two extremes of the autocratic style and the laissez-faire style of leadership, in this style the leader acts friendly to his subordinates and goes with any decision after having a mutual consent and discussion with them, the subordinated are encouraged to put forth their suggestions to the leader and the organisation which motivates the employee as he gets the confidence of the leader and is able to perform better in his work.

### Laissez-Fair or Free Rein Leader:

Lewin Lippit was the one who described the Laissez-Fair style of leadership style along with Autocratic and Democratic style of leadership. The Laissez-Fair leadership is sometimes otherwise known as "Hands off" leadership, this French phrase means "Leave it be", the leader leaves his colleague to get on with their work usually with no directions but this type of leadership can be effective only if the leader provides proper monitoring over his subordinates

### Paternalistic Leader:

Paternalistic refers to fatherly relationship as the leadership is based on sentiments and emotions of the people, this type of leader guides and protects his subordinates and by doing so provide less opportunity for the subordinate to grow, it is good to have a fatherly leadership but many times it makes the employee depend on his leader for any kind of decision making, hence this kind of leadership is not encouraged by many organisations.

### Organisational Citizenship Behaviour:

Turnipspeed defines "Organisational Citizenship behaviour as that includes pro-social behaviour including helping others, innovation, volunteering and the lack of undesirable behaviour"

OCB has been linked with the overall effectiveness of an organization, hence remarkable consideration has to be given to improve OCB. Employees play two roles in an organization they are the "In Role" and the Extra Role". In role performance

represents the result connected with the work output where extra role performance is usually linked to the aspects of individual behaviour studies have demonstrated that both roles influence employee performance and in turn Organisational success, employees who are satisfied with their job have gratitude towards their organization and as a result have a strong OCB

#### **Categorisation of Citizenship Behaviour:**

##### **Self inculcated citizenship behaviour:**

An employee has this kind of behaviour when he has a good understanding about the organization but this behaviour is not encouraged by the organization until the individual makes an extra effort to educate and influence others, and when the organization is able to visibly see the benefit of this behaviour, encourages the cause and motivates the individual and the organization

##### **External Driven Citizenship Behaviour:**

In this kind of behaviour the management motivates the individuals to inculcate an additional responsibility through which they create enough awareness and need to become a citizenship of the organization rather than just an employee but it requires additional effort from the part of the management to motivate and align them further to the company goals and objectives

#### **Review of Literature:**

- A study was made on Organizational Citizenship Behaviour And Their Relationship To Social Capital In Public Organization Of Qom Province by Hamid Zarea(2012)The researcher tries to offer and examine dimensions of organizational citizenship behaviour and social capital, and identifies their indicators and then examines the relationship between the dimensions of organizational citizenship behaviour and social capital, and ultimately studies the impact of OCB on increasing the social capital in public organizations of Qom province.
- Organizational Citizenship Behaviour for the environment: Measurement and Validation by Oliver Borralle and Pascal Paille (2011). The purpose of the study was to find out the importance of employee initiatives for improving the environmental practices and performance of organizations.
- Effect of Leadership Style on Organizational Performance Viewed from Human Resources Management Strategy By Fu-Jin Wang, ShiehChich-Jen And Tang Mei-Ling (2010). This study was to examine the relationship among the leadership style, organizational performance and the human resource strategy. In addition, this study also explored the effects of the interaction of both the leadership style and human resources management strategy on the organizational performance.
- Paternalistic Leadership: A Review And Agenda For Future Research ByEkin K. Pellegrini1 andTerri A. Scandura(2008). The growing interest in paternalistic leadership research has led to a recent proliferation of diverse definitions and perspectives, as well as a limited number of empirical studies. Consequently, the diversity of perspectives has resulted in conceptual ambiguities, as well as contradictory empirical findings. the article concludes with an agenda for future theoretical and empirical research on this emerging and intriguing new area for leadership research.
- Leadership Styles and Team Cohesiveness across Cultures by Hein Wendt, Martin Euwema and Olean Zhytnyk (2004). The goal of this is to clarify relationships between directive and supportive leadership styles and team cohesiveness. Individualism was negatively related to the use of both directive and supportive leadership styles. There was no relationship between individualism and team cohesiveness.

#### **Research Methodology:**

##### **Title of the study:**

A study on Leadership Styles and Organisational Citizenship

Behaviour among Supervisors

##### **Objectives of the study:**

- To study the leadership styles followed by the supervisors
- To study the level of OCB among the supervisors
- To study whether there is any association between leadership styles and OCB

##### **Research Design:**

Descriptive research design is used by the researchers for the present study

##### **Universe:**

The universe of the study consist of 160 supervisors

##### **Sampling:**

The researchers have taken 60 samples by using simple random sampling technique through lottery method.

##### **Tools for data collection:**

The researchers used self-prepared questionnaire which had 10 personal questions, 18 items related to leadership and 16 items related to OCB, a five point scale taken from consisting items of Ajay K Jain from OCB as a potential sources of social power.

##### **Major Findings of the Study:**

- Majority 73 percentage of the respondents belong to the age group of above 45 years
- Less than half 36 percentage of the respondents have completed their under graduation
- Majority 68 percentage of the respondents have more than 20 years of experience
- Majority 71 percentage of the respondents get salary above 20,000
- Nearly half 43 percentage of the respondents experience a democratic type of leadership style in their organisation
- Nearly half 45 percentage of the respondents had a low level of Organisational Citizenship behaviour
- Findings related to Chi-square and inter correlation matrix of the key variables
- There was no association between age and the level of OCB
- There was no association between the years of experience and the level of OCB
- There was no association between the respondents educational Qualification and the level of OCB
- There is a positive relationship between Autocratic, Democratic leadership into OCB

##### **Suggestions:**

- Organisation can provide personal development training to its employees in order to increase their level of Citizenship behaviour
- Employees can be motivated to take part in the organisations decision making process
- Leadership through freedom and proper guidance should be encouraged to create a sense of we feeling

##### **Conclusion:**

Some say leaders are born and others say they are created, perceptions may differ but everyone has a leader in him and he becomes a leader when he is able to influence others through his skills. An organisation has to identify potential leaders, motivate and retain them by providing him freedom, similarly the organisation should also see that an employee is given at most importance as he is the driving force of a business, he should be given the right guidance and drive to have a strong ownership towards the company

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