

"THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR"

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Abstract

The aim of this study is to determine the relationship between the transformational leadership behaviour/transactional leadership behaviour and employee engagement/OCB. Leadership has been found to play a central role in determining the characteristic that employees demonstrate in organizations and the level of performance. More precisely, this research investigates the impact of transformational, transactional, and laissez-faire leadership styles on employees' engagement and OCB, with the variable of intermediate impact being the level of employee engagement. Since this study is more of a quantitative nature, data will be obtained from the subjects by means of a structured self-administered questionnaires from a representative population across industries. Path analysis, also known as Structural Equation Modeling (SEM) will be used to analyze the interaction of the variables in this study. The planned study expectations are expected to pave the way in understanding the effects and positive correlation between leadership styles acquired and improved motivation and behavior of workers that is beneficial to the organization. It has major implications for organizations; it provides insights into leadership advancement and orientations for change management interventions with staff. Therefore, this research offers a way of determining how various kinds of leadership affect engagement and OCB among employees. The results of the study would assist organizations in identifying and implementing appropriate leadership models for organizational success and identifying methods for training employees to become better engaged.

Keywords: Leadership, Leadership Styles, Employee Engagement, Citizenship Behavior.

Introduction

Leadership is one of the important organizational performance predictors that have an impact on employee actions and on the organizational outcomes. The purpose of this research is to examine how various leadership strategies affect engagement and extra-role performance propensity. Engagement on the other end, is commonly defined as the extent to which an individual identifies with his or her organization and its objectives while organization citizenship behaviors refer to voluntary behaviors that enhance organizational performance and goals. There is evidence that leadership styles play a strong relationship with different employee outcomes such as job satisfaction, motivation and job performance. Nevertheless, the relationship under consideration that joins leadership styles, employee engagement, and OCB has not been the focus of extensive research up to date. Knowledge of this relation is specifically important for such organizations that would like to cultivate the appropriate organizational culture and increase efficiency.

Organizational leadership has an impact on the employees frame of mind, their consequent behavior and Organization's overall performance. In the context of revisiting the dimensions of employee behaviour, engagement and OCB stands out as having essential implications. Employee involvement is the extent to which an employee identifies with his place of work including his or her involvement in the work process and commitment to contribute energy towards the output of the organization. OCB comprises their willingly performed, task-state activities which are not directly compensated, but has a positive impact on their organization. Developing followership is based on the fact that transformational leaders are able to bring out values that go far beyond the self-interests of the workers for the sake of the organization. Bass described transformational leadership as the ability to generate a vision for the future, and spread it, and also to stimulate people's intellect and consider them as valued individuals.

Holding the vision of the organization and providing the necessary incentives and motivators are also characteristics of transformational leaders. This inspiration results in enhanced emotions and more cognitions as well. Further, when transformational leaders recognize the self-organizational needs of each employee and offer relevant support, it increases employees' emotional appeal which in turn increases engagement. Organizational transformational leaders are expected to demonstrate these behaviors and create a similar environment among the employees. This can lead to higher levels of OCB, as employees observe their leaders to be positively oriented toward the organization and thus mimic such behaviours. The results also show that the level of employee trust in their leaders has a positive and significant relationship with the level of OCB in that the higher the level of trust, the higher the level of OCB exhibited by employees.

It was found that leadership climate served as the most important mediator in the relationship between leadership styles and OCB. OCB is likely to be displayed by engaged employee because feel attached both to the job and the organization. It can therefore be concluded that leadership styles that are associated with greater employee engagement are also conducive to higher levels of OCB. Based on statements made in this research, it is possible to state that those qualities that make a leader transformational, including creating a sense of meaning and belonging to the company, increase engagement, thereby increasing OCB. While transactional leadership revolves around transactional reward and fix-model, the engagement may be relatively of transactional form, thereby resulting in moderate OCB.

To sum up, it is crucial to recognize the connection between leadership and engagement and OCB as a significant factor for organizational effectiveness. As expected, transformational leadership turned out as the most beneficial approach to generate both engagement and OCB due to its emphasis on inspiration, encouragement, and consideration of individuals. While transactional leadership nurtures a structure and reward oriented culture through change management, it results in moderate levels of impact on engagement and OCB. Actually, laissez-faire leadership is not favorable for creating engagement and performing OCBs because of the absence of guidance and encouragement. Additionally, for organizations that seek to improve the level of employee engagement and promote OCB, the leadership development programs focused on the transformational characteristics can be of great benefit. Thus, it is possible to develop a motivated and committed workforce, which in turn fosters proactive behaviour and translates into improved performance and organizational outcomes.

Significance of Research

This research has implications for the advancement of knowledge within academe and for the practice and improvement of organisational management. As the present research explicates the moderation of transformational, transactional, and laissez-faire leadership on employee engagement and OCB, it enriches the body of leadership literature. Specifically, it offers insights on how different patterns of leadership affect employees' behaviors and opinions. This research embraces leadership styles, employee engagement, and OCB as the theoretical framework and present a conceptual model to show how these concepts interrelate. Incorporation of leadership constructs broadens the theoretical depth of enhancing leadership's direct impact on employee and organizational performance. Implication from this study will help organizations to choose and to train leaders that will enhance employee engagement, organization citizenship behavior. These findings can impact training and development of leaders for the future in understanding what leadership styles are best utilized. Further, to understand which behaviors of leaders can contribute to the employee engagement the most, organizations can develop specific interventions, which will better the levels of motivation, commitment, and job satisfaction of the workers. Moreover, this

research allows to reveal the leadership contribution to the formation of OCB, that is, behaviours that are not obligatory but useful and performed without reward. Promoting OCB can posed to enhance the quality of teamwork, productivity, and the climate within the organization. The results will be useful to address various issues in human resource management concerning leaders' selection, performance, and staff training. By applying the existing theories on change management, HR professionals can improve the leadership behavior, so that leadership practices support the goals and objectives of the organization. Further, this study contributes to creating healthier and more supporting work environment through encouragement of the leadership behaviors that foster OCB and employee engagement. It will also depict positive health outcomes of employees, satisfaction at working places, and quality life.

Conclusively, this research provides insights on leadership styles in relation to psychological, employee, and organizational outcomes, contributing to the fields of organizational behavior and human resource management. Potential managerial implications arise in the form of improving leadership practices, increasing employee's commitment, and organizational performance.

Research Questions

1. In what ways does transformational leadership affect the engagement level of employees and organizational citizenship behavior (OCB)?
2. How does Transactional Leadership Influence employee engagement and OCB?
3. How does this type of leadership influence employee engagement and OCB?
4. To what extent does employee engagement moderate the relationship between various leadership behavioural styles (Transformational, Transactional, and Laissez-faire) and OCB?

Research Objectives

- In order to address the following research question, transformational leadership, employee engagement and OCB will be examined.
- To analyze the relationship between transactional leadership and employee engagement and OCB.
- In order to test the relationship between laissez-faire leadership, employee engagement and OCB, the following research questions were formulated:
- In order to determine this, the study sought to examine the moderating effect of employee engagement in the relationship between leadership styles adopted by managers; transformational, transactional, and laissez-faire leadership and OCB.

Literature Review

Transformational leadership is an enhancement of individual and mutual devotion to the accomplishment of common objectives beyond egotistical aspirations of the individuals in a business. It has four subordinate elements namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It makes people actively accept new changes and be as creative as possible to bring out the best version of themselves. While transactional leadership mode of leadership operates under the belief that leaders and followers are in a bargain. Managers employing this style reward employees based on the performance of specific tasks and focus more on areas of high risk or issues requiring attention (Burns, 1978). Transactional leaders use understanding of the roles and the requisite responsibilities of the people involved, to make sure that the subordinates know what they stand to gain or lose by delivering or not delivering the required performance target (Bass, 1985). Scientific management can also be described as laissez-faire leadership style in which leaders give employees minimum instructions and let them work on their own (Lewin,

Lippitt and White, 1939). This style is among the worst styles as it lacks focus due to the fact that leaders do not take any decisions and do not provide feedback or help their subordinates (Bass & Avolio, 1990).

Employee engagement can be defined as the level of KSA committed by an employee, both emotionally and cognitively, towards the organization where he or she works. On this one, it comprises of vigour, dedication, and absorption in one's work as defined by Schaufeli et al. , (2002). The flow and performance of human capital is enhanced and estimated to demonstrate higher performance standards, commitment and lesser turnover inclinations (Bakker & Demerouti, 2008). The study by Harter, Schmidt, and Hayes (2002) pointed out that through engagement, employees also become psychologically strong and thus, they are able to manage job demands in a proper way and this leads to positive results at organizational level.

OCB describes behaviors that are required of an employee over and above the call of duty and are not rewarded by the organization but are critical for the efficient running of the organization (Organ, 1988). OCB covers actions which include assisting other people, taking extra effort in a working context, and being adaptable (P Podsakoff, A, Mackenzie, S, Moorman, R, & Fetter, 2000). OCB also benefits the organization since a group is more productive than a single employee, the need for resource allocation in supervising employees is eliminated and the working environment is hitch-free (Organ, 1997). When OCB is present, it can result in higher productivity, better efficiency, and increased customer satisfaction (P 尚 ks, Whiting, Podsakoff, and Blume 2009).

Numerous studies also show that transformational leadership has a direct positive relationship with the level of employee engagement and other organizational citizenship behavior. For example, in the research conducted by Breevaart et al. (2014), authors noted that the act of transformational leaders helped to improve the level of engagement through two leadership behaviors: intellectual stimulation and consideration of individual requirements. To this extent, OCB is higher among the employees since more attention has been paid to them (Purvanova, Bono, & Dzieweczynski, 2006). It also impacts on the level of employees' engagement, mainly by means of contingent rewards. According to Judge and Piccolo (2004) employee motivation is higher when an individual feels that they are being compensated accurately for the efforts they are putting in. This engagement can lead to varying levels of OCBs being delivered in an organization as employees are willing to go an extra range in order to be rewarded (P pioneer_s), (2000). Laissez-faire leadership style, on the other hand, has been known to elicit negative consequences. It is usually associated with decreased employee commitment and consequent low OCB since the absence of the leadership and direction results in low engagement and motivation to perform more than the routine job descriptions (Skogstad et al. , 2007).

Research Methodology

It is the intention of this research to provide important academic contributions to the study of organisational behaviour and human resources management. This paper helps in understanding the various leadership styles and their impact on employees' engagement and OCB. The methodology to be used in this study will be a quantitative approach, employing a cross-sectional survey. The sample of participants includes employees from different fields and age, both men and women with diverse ranks and positions in organizational structures. Two or more employees are targeted for the survey and the sample size has to be large enough to have statistical validity. This is administered through a structured questionnaire consisting of three parts. Leadership types that were assessed using the Multifactor Leadership Questionary(MLQ). Organizational work engagement that was measured by the

Utrecht Work Engagement Scale (UWES) questionnaire. OCB which had been assessed by the Organizational Citizenship Behavior Checklist (OCB-C). SEM was used to test the hypotheses and to investigate the interconnections between leadership behavior, EE, and OCB. Finally, understanding the impact of leadership behavior on engagement and OCB can assist organization in nurturing appropriate leadership behaviors, ultimately improving organisational performance as well as the quality of employees' working lives. The intended contribution of this research is to provide useful findings that can fertilize the knowledge domain of organizational behavior and human resource management.

Discussion & Analysis

Transformational leadership is defined by its application of inspiration and attraction of followers which significantly determines the level of employee involvement. This leadership style involves four key components: Inspiration, modeling, appeal to reason, and personal support. All of these components are vital in maximizing the level of employees' engagement.

Role Modeling: Civilised transformational leaders are themselves supposed to embody the values or the behaviours they want in their subordinates. This practice creates a culture of respect and hope, which leads to the attachment of personal goals to the organisational goals, hence enhanced employee engagement.

High Ethical Standards: The awareness of ethical leaders in the organization ensures that the workforce focuses on the mission statement of the organization, and become even more engaged.

Vision and Purpose: Transactional leaders communicate clear expectations that give direction, whilst, transformational leaders promote purpose that gives direction to the employees' task. It also helps in averting micromanagement while also motivating the employees to be more dedicated to their work.

Encouragement and Optimism: Through encouragement in immense possible success, the transformational leaders encourage high standards of performance and participation.

Encouraging Innovation: Organizational transformational leaders seek to change the current systems and provide unique and revolutionary solutions to existing issues. This enhancements makes work challenging and more fulfilling.

Empowerment: Liberating employees to act and think on their own enables them to own much of their work and thus work harder, points out transformational leaders.

Transformational Leadership and Organizational Citizenship Behavior (OCB)

Transformational leadership also influences the OCB which refers to the voluntary work psyched beyond contractually required expectations by organizational members. As stated earlier, various mechanisms can be used to explain the impact of transformational leadership on OCB.

1. Role Modeling and ethical behaviour

- **Pro-Social Behavior:** This means that transformational leaders also set the tone of how they expect the employees to conduct themselves through the act of role modeling whereby they set a good example of ethical conduct and also show high levels of commitment towards the organizational values, thus encouraging the practice of OCB.

It is crucial to note that people tend to follow the behavior of their managers; therefore, such behaviors such as extending a helping hand to co-workers, being more flexible, and being innovative increase.

2. Fostering Trust and Loyalty

- **Trust Building:** Transformational leaders seek to strengthen the foundation of the employer-employee relationship by establishing trust. This trust fosters extrasiveness among the employees and they do things that are beyond their contract or daily working understanding.
- **Organizational Loyalty:** In this context, transformational leaders ensure that the employees are committed to a particular organization and encourage them to work in the organization's interest by getting involved in OCB.

3. Empowerment and Ownership

- **Empowerment:** Delegation of power is another way through which transformational leaders influence recourses by involving subordinates in decision making processes. That is, when employees are empowered, then they will be motivated enough to engage in OCB since they take responsibility for the organization.
- **Sense of Responsibility:** From the above study, the sociological perspective of transformational leadership increases employee responsibility through the creation of a culture of employee and organizational trust and thus, encourages OCB.

In sum, this research findings show that transformational leadership substantially effects employee commitment and OCB. The concept of transformational leadership encourages followers to pursue the organization's goals through offering encouragement, motivation, and authorization to employees that are willing to work beyond their recognized contractual obligations. It addresses self-organizing, self-responsibility and personal mastery together with proactive and collaborative behaviors that are beneficial to the organization as a whole.

Impact of Transactional Leadership on Employee Engagement

Transactional leadership that includes exchange of rewards and control for non compliance impacts engagement and OCB. Transactional leaders rely on reward power, which entails the promise of tangible rewards in exchange for performance. This can increase participation for instance when the employees feel that they are getting something back in return. However, this form of engagement is normally extrinsically motivated where individuals engage in specific behaviors in order to gain specific rewards. Moreover, action can be active or passive when a transactional leader only becomes involved when there are problems. Active management may ensure that employees remain occupied and interested; on the other hand, passive management may create a culture of a reactive workplace, which may lower engagement. As for OCB, transactional leadership affects behavior through the reward system and setting specific expectations. By promoting additional performance, transactional leaders foster OCB, though tend to do this in a utilitarian way; that is, those behaviors are done in anticipation of rewards. Transactional leaders also promote OCB since they clearly communicate expectations and the role of such behaviors in attaining organizational goals. Nevertheless, OCB under transactional leadership can be contingent on the perceived fairness and consistency of the reward system. Therefore, although transactional leadership improves engagement that in turn goes a long way in facilitating OCB through its systematic method of operation and reward system, the kind of engagement and behaviours elicited are likely to be more extrinsically motivated.

Laissez-Faire Leadership Affect Employee Engagement and OCB

Laissez-faire leadership is autonomous type of leadership in which the leader offers very little support and direction, this tends to influence the level of disclosure and further more the OCB negatively in an organization.

1. Employee Engagement

- Lack of Guidance and Direction: In an organization where laissez-faire leadership is being adopted, employees end up being on their own, with little or no direction, this results in confusion amongst the employees due to the lack of guidelines as to what their responsibilities involve. Such vagueness may discourage the workers, making them lose focus on what needs to be done since they cannot identify the goals to aim at.
- Absence of Motivation: Employees may not put in the required efforts or effort that is willing to be exercised in the organization activities when there is no direct leadership involvement. This lack of direction and evaluation results in one failing to experience competent staff enthusiasm and more often there is low engagement levels among employees.
- Limited Opportunities for Development: With laissez-faire leaders, communication is usually scarce and assignments may offer little chance at improving skills or promotion. Such an attitude towards the management of personnel resources, which means the absence of active investment in staff development, can ultimately reduce motivation and deepen the problem of decreasing engagement rates.

2. Organizational Citizenship Behavior (OCB)

- Lack of Role Modeling: This type of leaders does not encourage the employees by being engaged in most of the organizational activities hence they set a very bad example by embracing laissez faire policies. Hypothesis 4: A lack of direction from a company's leaders may reduce the desire and/or willingness of employees to perform tasks beyond 'the call of duty', which enhance organisational performance.
- Decreased Sense of Responsibility: With less active leadership involvement, employees may not feel as obliged or responsible to drive organisational success. If the leaders do not spell down and assist the perception of the employees to see OCB as a compulsory tool in enhancing organizational growth, it comes as an option.
- Reduced Trust and Collaboration: The main weakness associated with laissez-faire leadership is that it is likely to cause decreased trust and limited cooperation between the team members as well the members of the entire organization. Through such excessive decentralization of decision-making processes, the employees may lose faith in the interest that the leadership is showing towards their work, thereby reducing the level of cooperation and going beyond mere statutory obligation.

In summary, lack of centralized authority can be disastrous to get the engagement of employees as well as their OCB due to lack of direction and motivation. If there is no strong leadership involvement and those espousing the behavioural change process, employees become easily disoriented and consequently could exhibit... organisational citizenship behaviours might reduce or fail to optimally function.

Employee Engagement Mediate the Relationship Between Different Leadership Styles

Self-organizing work affects OCB in reference to leadership styles and its engagement in employee performance. The present study provides valuable insights regarding leadership and OCB based on the notion of how subordinates' perceptions for all major leadership styles might affect employee engagement in organisations. In the current research article, we have only briefly touched on the mediating effect of employee engagement; thus, in this extended write-up, it will be crucial to expand on this concept. Further, we have also discussed how various leadership types proceed from transformational, transactional, and laissez-faire leadership impact both engagement as well as OCB.

Transformational Leadership: Leadership is distinguished into two categories, which are transformational leadership and transactional leadership. Transformational leadership

embraces three behavioural components, which are: charisma /vision appeal, innovation / intellectual encouragement and consideration of individual employee needs. These leaders encourage employees' active participation in their organizations promoting feelings of obligation and company loyalty. On this foundation, Scott & Bruce (1999) argue that transformational leadership has a positive relationship with engagement given that the latter results from the perception of employees' organisational value, motivation, and identification with the institution's purpose. Further, the role of mediating variable is there and that is 'Employee engagement' through which the relationship between transformational leadership and OCB takes place. HB: The first hypothesis is based on the assumption that by agreeing with the organizational values, the employees are more likely to embrace OCB since they would make extra efforts to support organizational success. It is thus pertinent to clarify that transformational leadership fosters trust, cooperation, and commitment, which in turn elicits inducements for organizational citizenship behaviors.

Transactional Leadership: Based on the findings it is clear that transactional leaders employ contingent rewards and manage by exception in order to foster motivation in employees. These give direction in terms of what is expected out of any worker, enumerate ways of rewarding good performers, and only get involved whenever there is a variance from the set performance standards. While transactional leadership style could help in improving engagement through clearly establishing the expectations as well as the rewards to be given, the engagement may be extrinsically motivated, in that the employees are motivated to engage with a view of gaining some form of reward. Moreover, this paper finds that employee engagement acting as the moderating variable between transactional leadership and organizational citizenship behaviour. organizational citizens will act in such a way by performing OCB when they are rewarded to support organization goals when they are engaged. However, OCB regarded under Transactional leadership portrays an instrumental view which hinders the creation of a positive organizational climate. This is because the desire toward practicing OCB maybe only for the purpose of accruing a certain type of reward or to avoid certain types of punishments and not the real organizational commitment.

Laissez-faire Leadership: Laissez-faire leaders do not offer direction and do not give assistance to workers and encourage them to make a decision on their own (Lewin et al. , 1939). The bank management sought autocratic leadership which leads to low employee involvement as many perceive that they lack the support, direction and interest from the management in doing their work (Skogstad et al. , 2007). Lack of motivation and accountability: When employees are not compelled to engage and work their hardest, their engagement levels might drop significantly – unless the leadership is actively involved. By doing so, it was possible to determine how employee engagement plays an intermediary role between laissez-faire leadership and OCB. Other reason is that employees who are disengaged at workplace are not likely to pay a lot of attention and display OCB. Laissez-faire style of leadership tends to give rise to unclear structures and employee demotivation not to mention the fact that it weakens employee commitment to performing tasks beyond their prescribed duties. Failure to provide leadership and encouragement to employees with regard to OCB can lead to employees feeling that it is not mandatory or inherently necessary for organizational achievement, as concluded by Podsakoff et al. (1996).

To summarize, this paper has shown that CSE employee engagement plays the role of a mediator on the relationship between leadership styles and OCB. It is in this light that transformational leadership bears an element of inspiration, empowerment, and when organization members are provided with individualized attention, they experience increased engagement that leads to OCB. As a downside, the usage of transactional leadership is also

beneficial in rewarding and defining responsibilities but harmfully contributes to the maximal use of instrumental OCB as a result of extrinsic motivation. Laissez-faire leadership is non-interference, and directive absence of support lead to low level of engagement, which also means that OCB will not be a priority for the employees. Leadership development should be focused on the training programs wherein transformational leadership practices can be encouraged to increase the voluntary behaviors at work among employees and organizational citizenship behavior.

Conclusion

The purpose of this study is to understand the nature of the interplay between leadership, employee commitment, and OCB. This study aims at identifying the impact of transformational, transactional, and laissez-faire leadership on engagement and OCB, in order to offer theoretical and practical contributions. The proposed model acknowledges that leadership styles have a positive impact on employee engagement and hence OCB. The anticipated intended consequences suggest that transformational leadership would lead to a highly motivated workforce and voluntary employee behaviors that improve organizational outcomes. It is expected that transactional leadership, with its emphasis on tangible recompenses and formal procedures, will increase engagement and OCB by a moderate amount. In contrast, engaging leadership will have a positive effect on engagement and increase OCB while laissez-faire leadership will have a negative impact in both aspects due to its passive approach. The expected outcomes of this study have implications for the following reasons. Theoretically, they will increase the knowledge of leadership relations and consequences for essential employee outcomes. In practical terms, it makes it possible for organizations to build leadership practices that would allow for the engagement of the employees and encourage citizenship behaviors which would in a way improve organizational performance. The use of leadership development programs that focus on both transformational and transactional aspects of leadership alongside Laissez-faire leadership with less harm can be a key business agenda. In this way, companies can build a motivated, committed, and high-performing workforce, which leads to business success in the long run. Consequently, the findings of this study reaffirm the significance of leadership in the promotion of positive attitudes and behaviours among employees. Thus, by paying attention to the relationship between leadership styles, engagement, and OCB, this study highlights practical recommendations to create a positive organizational climate. It is believed that the results of the study will be useful for expanding research in the field and improving best management practices to advance organizational leadership.

Recommendations for Future Related Studies

- Subsequent studies should incorporate longitudinal research designs that can capture the changes in leadership styles, employee engagement, and OCB patterns in the process. Thus, this approach can bring more light to how these relationships develop and the consequential effects of different leadership.
- These leadership styles are a subject of study for future scholars in terms of their impact in various industries and contexts. Comparisons can bring out key differences that may exist in different sectors, and how leadership strategies may need to vary depending on the circumstances.
- It would be beneficial for Future scholars to pay additional attention to the fact how cultural differences may influence the connection between leadership styles, employee engagement, and OCB. Future cross cultural research can further investigate the generalizability or the cultural dependency of these findings.

- Future Researchers should also look at other possible moderation in the leadership styles and OCB relationship including job satisfaction, organisational commitment and perceived organizational support.
- Subsequent researchers should pursue antecedent and contextual factors, including personal and dispositional factors (e. g. , personality), group characteristics, and organizational environment in which leadership styles are most productive.
- Subsequent researchers should endeavor to incorporate newly emerging leadership types; servant, ethical and authentic leadership, into the mix to broaden the coverage on their effect on the level of employee engagement and OCB.
- The future research should compare how teams perform under styles of mixed or partially transformational, mixed or partially transactional and laissez-faire leadership styles.

With regards to these areas, future research can establish a more elaborate synthesis of the impact of leadership styles concerning employee engagement and OCB hence enhancing organizational strategies and theories.

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