

**ENCOURAGING EMPLOYEES TO LOOK BEYOND THEIR OWN PERSONAL
INTEREST FOR THE BENEFIT OF THEIR ORGANIZATION: EVALUATING
A CENTRAL PREMISE OF TRANSFORMATIONAL LEADERSHIP THEORY**

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Abstract

The current dynamic and sometimes unpredictable business environment creates the need for flexibility and timely response from the organizations, which is enhanced only by the intervention of transformational leadership. Transformation leadership changes existing situations to preferred ones in an organization and transforms employees' perceptions and abilities towards realizing their goals simultaneously with the organization's goals.

Transformation leadership has an impact towards employee's behavior as it inspires employees to produce results beyond their own capacity. Specifically, transformational leadership influences the employee's selfless pro-organization behavior in the presence of organizational identification. This quantitative non-experimental research explored the effect of transformational leadership on employees' pro-organizational behaviors. The study also assessed the mediation of organization identification theory on the relationship between transformational leadership and selfless pro-organization behavior. The study used a quantitative research method to establish the relationship between employees' perceptions of the leaders' transformational leadership behavior and employees' selfless pro-organizational behavior. The study used a sample of 53 employees from a population of five companies located in the Southeastern United States. The study employed survey methodology for data collection purposes. The collected data was analyzed using SPSS and tests such as one-way ANOVA and regression analysis to establish the relationships between variables. The study used *F* and *P*-value statistics to generalize the results. The study findings indicated that most feasible characteristic of transformational leadership behavior was inspirational motivational. The transformational leadership subscale variables that significantly contributed to selfless pro-organization behaviors were

idealized influence behavior and intellectual stimulation. Organizational identification only serves as a moderator variable between transformational leadership and selfless pro-organization behavior. Transformational leaders, therefore, takes a role in motivating and inspiring employees to achieve more than they expect by being passionate towards the company. Moreover, leaders that convey inspirational motivation to the workforce are more likely to promote a harmonious working environment and thus entice employees to work hard and remain within the organization.

Dedication

This research is dedicated to my loving wife for her steadfast support, encouragement, and belief in me throughout the doctoral process. I also dedicate this study to my children, Javon, Jamilla, and Jamaal, who served as inspirations and the driving force during the research process. I would not have mustered the nerve to complete the dissertation were it not for your encouragement.

Similarly, it is with the utmost gratitude that I dedicate this dissertation to my mother Joyce Carter for her constant words of wisdom. I cannot fully express how thankful I am to her for always being there for me and providing encouragement when I needed it most. Moreover, thank you to members of my extended family for their support, guidance, and words of reassurance during my dissertation journey. I dedicate the study to all my family members. This is not only my victory, but also yours.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

Companies, both big and small, have goals that they seek to realize through their daily activities. To ensure that these goals are achieved management teams strive to ensure that employees are aware of the set goals. This helps in establishing a relationship between the employees and the company that is based on meeting the interests of both parties (Burke, 2008). Yet, despite their awareness of the company's goals, some employees tend to focus on their personal interest even if these are misaligned with those of the company. In some cases, pursuit of personal interests by some employees can even be detrimental for their company. According to Burke (2008), employees must be informed of their duties to avoid any activities that conflict with the benefits and interests of the company.

Most employees have a wide range of individual and communal interests (Rudman, 2013). These interests affect their dedication and commitment to the company. In some cases, pursuing personal interests can even prevent staff from fully fulfilling their duties and responsibilities. This creates a situation whereby individual interests of employees collide with those of the company. This affects the company's ability to deliver top quality products or services to the customers and can even undermine its sustainability in the market. According to Rudman (2013), individual interests can motivate employees to strive for their personal goals, irrespective of whether these can be achieved in their current company. Thus, Purcell (2009) recommended that management teams in companies ensure that employees look beyond their individual interests for the benefit of the company.

Background of the Study

In the current dynamic and sometimes unpredictable business environment that is characterized by increased competition, there is a need for flexibility and timely response from organizations. This can be made possible through transformational leadership that is capable of transforming the present situation into the preferred one by having a clear vision based on the premise that success, creativity, and excellence need constant adaptation to external changes (Penava & Sehic, 2014). Transformational leadership also ensures that employees believe in the vision and direct their efforts toward achieving it to the best of their ability (Zengtian & Xiuyuan, 2014).

A number of studies have been conducted to explore the effects of transformational leadership on organizations, with a small number of authors specifically addressing transformational leadership and selfless pro-organizational behavior. Recently, Effelsberg, Solga, and Gurt (2014) conducted a study to explore the ability of transformational leadership to elevate followers' desire to participate in self-sacrificing pro-organizational efforts. The study also explored the ethical behavior as an outcome of transformational leadership. Effelsberg et al. (2014) found that the correlation between transformational leadership and selfless pro-organizational behavior is fully mediated by organizational identification. However, the authors recommended that their findings be replicated in future studies using different samples in order to assess their generalizability.

Despite the significant role played by transformational leadership in the success of modern businesses, there is evident paucity of literature exploring the relationship between transformational leadership and selfless pro-organizational behavior. Extant studies on this

subject have a tendency to concentrate on the association between transformational leadership and other aspects of an organization. For instance, De Clercq, Bouckenoghe, Raja, and Matsyborska (2014) explored servant leadership and the contingency effects of leader-follower social capital, while Groves and LaRocca (2011) conducted an empirical study on leader ethical values, transformational leadership, and attitudes of followers towards corporate social responsibility. In a similar study, Penava and Sehic (2014) attempted to assess the significance of transformational leadership in influencing worker perceptions towards organizational transformation. The authors reported that transformational leadership affects employees' attitudes toward change, which can be positive or negative.

The quantitative nature of this study afforded the use of three different types of variables, which included independent, dependent and mediating variables. In this study, transformational leadership is the independent variable, which includes idealized influence (attributed), idealized influence (behavior), individualized consideration, inspirational motivation, and intellectual stimulation. Alternatively, selfless pro-organizational behavior is the dependent variable, with organizational identification serving as the mediating variable.

In the study conducted by Yu-Jia, Yi-Feng, and Islam (2010), transformational leadership exhibited by sales managers was related to their subordinates' behaviors both directly and indirectly. More specifically, the authors found that transformational leadership inspires employees to produce results beyond their own capacity because they believe in the company vision and were inspired by the leader. Leaders accomplish this through a shared vision, as well as by meeting the needs of their employees.

Transformational leaders strive to ensure that followers' needs were met through individualized consideration while keeping them stimulated intellectually. These charismatic leaders are enthusiastic and continually stimulate followers through both vision and inspiration. Transformational leaders take responsibility and interest in their followers by ensuring that they remain engaged in their work, believe in and support the vision, and remain inspired to realize it. These leaders also empower the workforce to achieve the vision by providing and making available the necessary resources, while also allowing their subordinates to develop their skills and expertise. By adopting this strategy, these leaders continually inspire and motivate their staff. Charismatic leaders provide examples and set high expectations for employees, and hold them accountable for meeting those standards (Dimaculangan & Aguilin, 2012). These leaders are well liked and respected by subordinates because of their consideration of the needs of others.

Individualized consideration is evident in a transformational leaders' desire to center on the development, growth, and performance needs of the workforce. This attitude is expressed through, for example, mentoring and coaching subordinates to meet their personal needs. Similarly, intellectual stimulation is expressed in a leader's desire and willingness to inspire creativity and innovation in his/her subordinates, in order to motivate them to strive for excellence. Transformational leaders adopt a value-based approach, inspiring followers through charisma and intellectual stimulation while considering the needs of their followers. Empirical evidence shows that female leaders exhibit more transformational leadership than do their male counterparts (Krüger, Rowold, Borgmann, Staufenbiel, & Heinitz, 2011).

Bennett (2009) found that both transformational and transactional leadership styles are instrumental in predicting subordinates' satisfaction with their leaders. In the study conducted by Abualrub and Alghamdi (2012), followers were satisfied with transactional leaders because of contingent rewards, which motivated them to exhibit required behaviors. Moreover, subordinates appreciated the leader's willingness to provide individualized consideration to all staff members.

The independent variables in this study will consist of employees' perspectives of the leaders' transformational leadership behaviors, to include idealized influence (attributed), idealized influence (behavior), individualized consideration, inspirational motivation, and intellectual stimulation. In the present study, employees' selfless pro-organizational behavior is treated as the dependent variable. The employee's organizational leadership will serve as a mediator variable.

Statement of the Problem

This study will fill the gap in extant knowledge on the relationship between transformational leadership and selfless pro-organizational behavior. Given the paucity of research on this subject, it is essential that more work be done to elucidate this important relationship for organizational success. Studies conducted by Effelsberg et al. (2014) and Penava and Sehic (2014) focused on a small number of employees across several corporations and thus have limited generalizability. This research addresses this limitation by exploring the phenomena of interest in the context of both for-profit and non-profit organizations.

Purpose of the Study

The purpose of this quantitative non-experimental research is to test the theory of transformational leadership, which posits that transformational leadership behaviors affect selfless pro-organizational behavior, while controlling for organizational identification. In this study, transformational leadership is the independent variable, and refers to the leadership style used by leaders, which entails charismatic leadership, intellectual stimulation, and individual consideration (Zengtian & Xiuyuan, 2014). Transformational leadership involves vision of individualized virtue and culture, dimensions of motivation, and charismatic leadership. Individuals that adopt the transformational leadership style have business ability, strong responsibility, and a sense of innovation. They are dedicated to work, and are open-minded (Wang, Chu, Huang, & Chen, 2010).

Conversely, selfless pro-organizational behavior is the dependent variable, and represents a tradeoff between acting in one's self-interest rather than pro-organizationally (Effelsberg et al., 2014). Individuals that exhibit selfless pro-organizational behavior consciously suppress their own individual desires for those of the organization. The relationship between leadership style and employee behavior is suggested in this work to be mediated by organizational identification, which entails demonstrating an organizational sense of belonging and a personal feeling that the employee is a part of an organization (Humphrey, 2012).

Organizational identification involves the need for self-classification or individual position in the society (Effelsberg & Solga, 2015) and includes self-promotion with the hope of becoming a member of the organization. Organizational identification theory is the social identity cognition in an organizational context (Humphrey, 2012), and emphasizes the individual

and issues involving the decision-making processes. Carmeli, Atwater, and Levi (2011) suggested that transformational leadership facilitates the quality of Leader-Member Exchange (LMX), which in turn enhances and promotes employees' organizational identification. Transformational leaders exhibit behaviors that convey individualized consideration, thus ensuring that employees are aware that their feelings matter and that they are cared about by the organization.

This research will evaluate transformational leadership's ability to increase employees' desires to participate in selfless pro-organizational behavior. The study focused on behaviors that benefit the organization. In other words, it is based on the premise that pursuing ones' own personal desires is unfavorable for organizational performance and the employees' standing in the organization. Further, the study shows that organizational identification mediates this relationship.

Rationale

When conducting studies, researchers tend to adopt a particular perspective or underpin their work by specific philosophical assumptions about the world, the nature of knowledge and beliefs, the role values play in the world, and how one approaches a particular problem or study phenomenon. The philosophical assumption used in this study is positivists. Positivists seek facts within relationships between variables and consider the world objectively (Swanson & Holton, 2005). When conducting research, they test or verify hypotheses, as well as assess and validate relationship consistency in similar conditions. Finally, positivists seek to generalize their results based on careful and selective sampling.

Creswell (2014) stated that quantitative researchers seek to determine relationship between variables. This study is a quantitative, non-experimental descriptive/correlation exploration aiming to investigate the relationship between employees' perception of the leaders' transformational leadership behaviors and the employees' selfless pro-organizational behavior. Quantitative research presenting information pertaining to relationships among variables belongs to the category of descriptive research designs. According to Creswell (2014), in such studies, multiple regression analyses are performed in order to reveal relationships among one dependent variable and two or more independent variables. In this research, a quantitative survey of organizational employees working in five firms in the Southeastern United States served as the data collection instrument.

The methodology chosen for this research was particular to the quantitative research design. This study examined relationships among independent and dependent variables that are identifiable, whereby a conclusion was derived from the results yielded by statistical analyses. Therefore, adopting a quantitative descriptive correlation design in order to discover whether a relationship exists between the employees' perception of the leaders' transformational leadership behaviors and employees' selfless pro-organizational behavior is the most appropriate method. The goal of the quantitative research is to decrease researcher bias by using statistical analysis to shape research conclusions (Osborne, 2007). The aforementioned objectives are formulated as research questions the study aims to address.

Research Questions

The research questions for this study were:

RQ1: How does transformational leadership theory explain the relationship between selfless pro-organizational behavior (dependent variable) and transformational leadership (independent variable), which consists of idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration? This research question facilitated the exploration of the relationship between transformational leadership and selfless pro-organizational behavior. The statistical model used to test the omnibus/overall hypothesis relies on subjecting a probability sample obtained by a probabilistic random method to multiple regression analyses.

RQ2: How does the employees' organizational identification theory mediate the relationship between transformational leadership (independent variable) and selfless pro-organizational behavior (dependent variable)? The statistical model used to test the omnibus/overall hypothesis is multiple regression analysis using a probability sample obtained by a non-probabilistic random method.

Significance of the Study

This research study has the potential to significantly contribute to the field of organization and management by exploring transformational leadership theory as it relates to the relationship between the leader's transformational leadership behavior and the employees' selfless pro-organizational behavior as mediated by organizational identification. By establishing the relationship between transformational leadership and selfless pro-organizational behavior, this study yielded findings that can assist organizations and leaders in executing

organizational change, as it will help them motivate their employees to embrace the leadership's vision. Below are key-terms used repeatedly in this study and are defined below.

Definition of Terms

The following are key terms and definitions used in the study:

Idealized influence (attributed) (IA): Relates to how leaders project themselves, whether they exhibit socialized charisma, power and confidence, high ethics, and/or integrity (Nawaz & Bodla, 2010). It thus refers to the actions of the leader being grounded in ethics, values, and mission centeredness (Nawaz & Bodla, 2010).

Idealized influence (behavior) (IB): Refers to the actions of the leader being grounded in ethics, values, and mission centeredness (Nawaz & Bodla, 2010).

Inspirational motivation (IM): Is conveyed through the methods leaders use to motivate and influence their employees by establishing and maintaining a demanding work environment (Nawaz & Bodla, 2010).

Intellectual stimulation (IS): Expressed through a leader's willingness and desire to inspire creativity and innovation in all employees, thus motivating them to perform to their best ability (Nawaz & Bodla, 2010).

Individualized consideration (IC): That aspect of transformational leadership, which conveys the desire to focus on the development, growth, and performance needs of the workforce. This is expressed through various actions and attitudes, such as mentoring and coaching subordinates to meet their personal needs (Nawaz & Bodla, 2010).

Organizational Identification (OID): *OID* evolved from social identity theory, which demonstrates that individuals have a need to belong to a group and strive to be accepted by its

members (Humphrey, 2012). Organizational identification involves the need for self-classification or individual position in the society (Effelsberg & Solga, 2015). It also includes self-promotion with the hope of becoming a member of the organization. In this study, it will serve as a mediating variable.

Selfless Pro-Organizational (SPB): *SPB* is defined as tradeoffs between acting in ones' own self-interest rather than pro-organizationally (Effelsberg et al., 2014).

Social Identity Theory (SIT): *SIT* focuses on the relationship between individuals and social groups. *SIT* is founded on the key hypothesis that individuals endeavor for a positive self-concept, which is partially attained through positive social identity (Niens, Cairns, Finchilescu, Foster, & Tredoux, 2003). One's self-concept is achieved through mediation between the self and the organization; the relative preponderance of each of these two indicates the significance that a person attaches to the influence of the organization on their self (Martin & Eitropaki, 2001).

Assumptions and Limitations

Theoretical Assumption

In conducting this study, certain assumptions must be noted. First, the researcher assumed that participants were reasonably familiar with the term used to describe the tenets of transformational leadership, and specifically understood the concepts of idealized influence (attributed), idealized influence (behavior), inspirational motivation, individualized considerations, and intellectual stimulation. Moreover, was assumed that they were able and willing to observe the tenets in their work environment. Finally, the researcher assumed that

participants comprehend their organizations' vision, goals, and ideas as communicated by its leaders.

Topical Assumption

Topical assumptions originate from the vast literature on transformational leadership theory, selfless pro-organizational behavior, and organizational identification and in this research serves as baseline point of reference for the study. The researcher assumed that previous conclusions on transformational leadership, selfless pro-organizational behavior, and organizational identification research were valid. Moreover, the study is based on the assumption that organizational identification, which is the mediating variable, affected the dependent variable only, i.e., it has no effect on transformational leadership behaviors as the independent variable.

Methodological Assumptions

In this context, it is noteworthy that the researcher assumed that, because of the small sample size, all employees working in the organizations that are included in this study would potentially participate in the survey. This assumption was also founded on the fact that participation in the study would be voluntary. A further assumption was that all participants would either have access to the Internet or a United States Postal Service mailbox to return the completed survey. In addition, the employees working for for-profit and non-profit organizations located in Southeastern United States would have enough information to determine the transformational leadership behaviors of their first-line supervisors.

Further, it was assumed that all study participants could assess objectively the leadership behaviors of their supervisors, and were able to understand the survey items to which they would

provide honest answers. The sample employed in this study was also assumed to accurately represent the desired population. The final assumption was that participation on a voluntary basis would not introduce self-selection bias into the study findings.

This research only captured the employees' perceptions of the leaders' transformational leadership behaviors, which was not captured directly. Hence, it is necessary to acknowledge a potential for bias. In addition, the small sample size may reduce generalizability of the results beyond this study.

As the employees that volunteered to participate in this study were asked to self-report on all items measured, this also had the potential to introduce bias due to misrepresentation of their responses, arbitrary response entries, and employees responding in favor of their own position. There was also the potential for employees to have someone else complete the survey on their behalf. It is likely the survey was not random; therefore, the results cannot be generalized to the larger population. This research did not seek to understand the causal nature of any relationship discovered between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification. Moreover, it must be noted that the present study did not include other factors, such as organizational commitment and job satisfaction, which can affect the relationship between transformational leadership behaviors and selfless pro-organizational behavior.

Nature of the Study

This study aimed to provide validity to the study conducted by Effelsberg et al. (2014), in which the authors focused on followers' selflessness for the benefit of their company, evaluating a key assumption of the transformational leadership theory. This research also extends the

research on transformational leadership theory and selfless pro-organizational behavior by attempting to explain how this relationship is mediated by organizational identification. The findings yielded by this research could help organizations gain a clearer understanding of which transformational leadership attributes are most effective and desirable in leaders when viewed from an employee perspective.

The study also adopted a quantitative multiple regression analysis design. This approach assists in obtaining findings that can help leaders ascertain the relationship between transformational leadership and selfless pro-organizational behavior. Elucidating this relationship helps to explain how leadership can influence subordinates to look past their individual interests for the benefit of their organization. The theory of transformational leadership was tested in order to compare transformational leadership behaviors to selfless pro-organizational behavior, by controlling for organizational identification. This approach helped to gain a deeper understanding of the role transformational leadership theory played in the connection between the leaders' attitudes and selfless pro-organizational behavior. This also helped explain how the employees' organizational identification mediates the connection between transformational leadership and selfless pro-organizational behavior. In conducting this study, the researcher assumed the participants were aware of their respective organizations' goals, vision, and ideas, and were conversant with the tenets of transformational leadership.

Effelsberg et al. (2014) created a model to visualize the relationships between transformational leadership, organizational identification, and selfless pro-organizational behavior (see Figure 1).

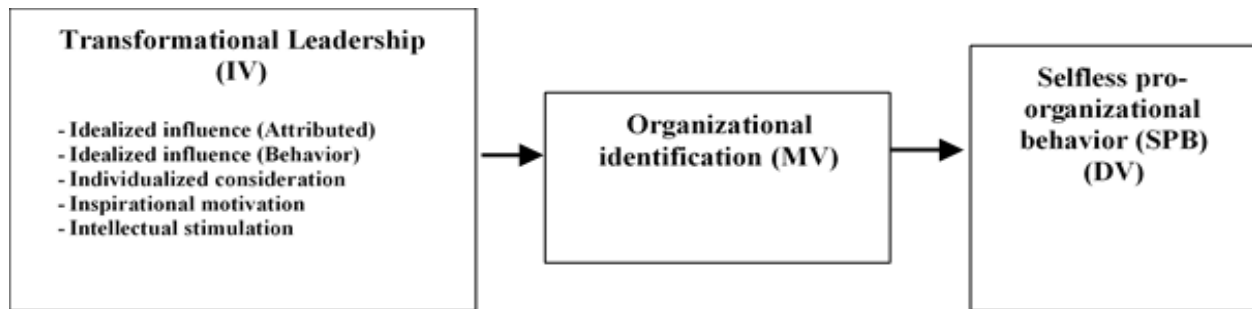


Figure 1: Theoretical framework and research model - partial (Effelsberg et al., 2014, p. 133)

From “Theoretical framework and research model: Transformational leadership behaviors, organizational identification, and selfless pro-organizational behavior,” by D. Effelsberg, M. Solga, and J. Gurt, 2014, *Journal of Business Psychology*, 29, p. 131-143. Copyright 2014 by Springer Science & Business Media B.V. Reprinted with permission.

Organization of the Remainder of the Study

This chapter provided an introduction for the remainder of this work by presenting the background to the study, providing a statement of the problem, as well as purpose of the study. This was followed by the research questions the study aims to answer, as well as assumptions and limitations, and nature of the study, which have bearing on the interpretation and generalizability of its findings. Chapter one established the foundation for the remainder of the study.

Chapter two presented a review of available literature pertinent to this study. The primary focus of literature review was on transformational leadership theory. The literature discussed in this chapter will also include selfless pro-organizational behavior and organizational identification, transformational leadership and organizational citizenship behavior, transformational leadership behavior and organizational identification, mediating roles of organizational identification, and transformational leadership and procedural justice.

Chapter three of this study focuses on research methodology. It provides a detailed discussion of the method employed by the researcher in carrying out this study. The topics covered included research design, sample, setting, instrumentation/measures, data collection, treatment/intervention, data analysis, validity and reliability, and ethical considerations. Chapter four presents the study results in relation to the research questions and hypotheses.

The study closes with Chapter five, which provides a discussion of the main study findings, along with implications for research and practice, and recommendations for future research in this field. When discussing the study findings, the researcher will refer to research questions and extant literature. This will provide justification for the recommendations made, as well as offer direction for future studies.

CHAPTER 2. LITERATURE REVIEW

Introduction

This chapter provides a review of extant literature pertinent to the research topic and focuses primarily on theoretical literature. In particular, a detailed review of transformational theory is presented. This is followed by an examination of literature concerning employees' selfless pro-organizational behaviors, and organizational identification theory.

Transformational Leadership Theory

Transformational leadership theory, also known as relationship theory, emphasizes the relationships between leaders and followers (Landis et al., 2014). Transformational leaders inspire their employees by assisting them to understand the significance and reward of accomplishing the assigned tasks. Such leaders mainly focus on employees' performance, and they need all group members to achieve their full potential (Besharov, 2014). Maloş (2012) indicated that leaders with a transformational leadership style have high moral and ethical values that enable them to improve employee performance. This theory of relationship leadership is commonly witnessed when leaders and their followers achieve higher levels of motivation and moral satisfaction (Maloş, 2012). Through the strength of leaders' and employees' personality traits, the former are able to motivate the latter and can change their expectations, motivations, and perceptions to work towards achieving common goals.

An underlying theme of transformational leadership, as professed by Schaubroeck, Lam, and Peng (2011), is that it encompasses more than just exchanging incentives for desired behavior, as it focuses on inspiring followers to transcend their own interest and strive towards a greater unified mission, vision, or purpose. This behavior extends the span of leadership beyond

just centering on corrective or constructive transactions. Schaubroeck et al. (2011) elucidated that transformational leadership is comprised of three conceptually distinct features: charisma, intellectual stimulation, and individualized consideration. These leaders focus on longer-term goals, place value and emphasis on formulating a vision and inspiring followers to pursue the vision, follow their vision rather than work within existing systems, and guide followers to take on increased responsibility for their own development, as well as the development of others.

Transformational leadership occurs when a leader involves the followers in the decision-making process. This allows both the leader and followers to improve performance and enhances morality, trust, and motivation (Irshad & Hashmi, 2014). According to Robertson and Barling (2012), transformational leaders are attuned to the needs of all the followers. The transformational leadership model identifies four behavioral components that are important for job satisfaction and high performance among team members: intellectual stimulation, individualized consideration, charisma influence, and motivation (Moriani et al., 2014; Varmaghani, 2013).

Irshad and Hashmi (2014) explained that charismatic leaders influence group members to believe in and support the morals, objectives, and principles encouraged by the organization's culture. The actions of a transformational leader encompass self-assurance, action-orientation, and motivating others. Hence, a leader exhibiting such behaviors motivates the subordinates and other employees to be loyal, involved, and committed to exerting extra effort to accomplish the assigned tasks (Irshad & Hashmi, 2014). Intellectual stimulation is also important in this endeavor, as it enhances the subordinates' problem-solving abilities and promotes problem

awareness. This, in turn, increases their self-efficacy, interpersonal control, and social self-confidence.

A qualitative study conducted by Tse and Chiu (2012) explored the connection between transformational leadership and social identity theory to explain their influences on creative behavior and organizational citizen behaviors. Transformational leadership transcends individual personal desires, allowing both the leader and followers to work toward the greater interest of the organization (Yu-Jia et al., 2010). Transformational leadership is most prominent in the field of sales (Jia et al., 2010), and is considered a fourth-generation leadership theory, developed by Burn in 1978, and significantly expanded by Bass in 1985. According to Bass, transformational leadership consists of four key elements: charisma, individualized consideration, inspiration, and intellectual stimulation (Besharov, 2014; Moriano, Molero, Topa, & Lévy Mangin, 2014). Yu-Jia et al. (2010) found both a direct and indirect relationship between the extent to which sales managers exhibited transformational leadership and job satisfaction and performance of their subordinates.

Transformational leadership inspires followers to produce beyond their capacity because they believe in the vision and are inspired by the leader. Leaders accomplish this through a shared vision, as well as by meeting the needs of their employees. Transformational leaders strive to ensure that their followers' needs are met through individualized consideration while keeping them stimulated intellectually. These charismatic leaders are enthusiastic and continually stimulate followers through both vision and inspiration. They take responsibility and interest in followers by ensuring that they remain engaged, buy into the vision, and remain inspired by the vision. These leaders also empower the workforce to achieve the vision by

providing and making available the necessary resources to achieve organization or team goals. Additionally, transformational leaders provide necessary support and training to ensure that employees can develop skills and expertise. Individuals often receive everything they need from the leader in the way of inspiration and motivation. Charismatic leaders set examples and high expectations for their followers and hold them accountable for meeting those standards (Dimaculangan & Aguilin, 2012). These leaders are well liked and respected by subordinates because they consider the needs of others above their own.

Individualized consideration is evident in a transformational leader's desire to focus on the development, growth, and performance needs of the workforce, expressed through acts, such as mentoring and coaching subordinates to meet their personal needs. Intellectual stimulation is expressed in a leader's desire and willingness to inspire creativity and innovation in trying to foster the most from each employee. Additionally, transformational leaders are value based in their approach, inspiring followers through charisma and intellectual stimulation while considering the needs of their subordinates. Empirical evidence shows that female leaders exhibit more transformational leadership than do their male counterparts (Krüger et al., 2011). Transformation leaders motivate the workforce to achieve visionary goals by providing the necessary resources. Research studies have established that transformational leadership entails five aspects: idealized influence (attributed), idealized influence (behavior), intellectual stimulation as manifested in leaders' desire and willingness to inspire innovation and creativity to the workforce, individual consideration, and inspirational motivation.

Transformational Leadership and Organizational Performance

Organizations aim to achieve some set goals through effective leadership. Ejere and Abasilim (2013) indicated that members or employees of an organization are influenced by the top management team or leaders. The leadership behaviors of leaders assist employees to contribute to accomplishing the preset goals and objectives; therefore, leadership is the core principle of influencing people in the organization to perform specific tasks through motivation. Recent studies have evaluated the effectiveness of the transformational leadership style with organizational performance and outcomes. A study conducted by Pradhan and Pradhan (2015) focused on transformational leadership, organizational commitment, and contextual performance and found that transformational leadership behaviors have a positive linkage with the performance of followers in the organization. This notion considers that there is a basic influence on an organization's performance caused by the leaders and followers, which is apparent when transformational leaders, develop a relationship with the employees and when they in turn are inspired.

With a high demand to achieve sustainable competitive advantage in organizations, the management teams in various organizations are moving towards flattened hierarchies and providing self-management to other team members. Chou, Lin, Chang, and Chuang (2013) explained that the management process in an organization is the key role in evaluating the performance of an organization. The process demonstrates the effectiveness of leadership style on the success of organizational projects. With the three psychological processes, transformational leadership influences performance management since it creates behaviors that foster collective decision-making benefits. This aligns with the information presented by

Moynihan, Pandey, and Wright (2011), who reported that transformational leadership focuses employees' collective outcomes, creating an environment where employees become creative enough to improve their performance.

Trmal, Umami Salwa Ahmad, and Mohamed (2015) conducted a study to evaluate the effects of transformational leadership on a high-performance workforce. The study showed that leaders with transformational leadership behaviors have the ability to transform and inspire followers to work beyond expectations. This is one of the most important factors of promoting team performance because leaders use their effort to ensure that followers are inspired to meet the company's goals and objectives. Creating a high-performance workforce in the organization is an important factor for all leaders. These leaders achieve high performance by using human talents in order to create a strong relationship with the workforce.

In addition, transformational leadership assists in the achievement of organizational goals while enhancing performance. Trmal et al. (2015) reported that transformational leaders assist in increasing the skills and abilities of employees. Transformational leaders participate in organizational activities and foster strong relationships among organizational members, which is effective in promoting job satisfaction since employees work beyond expectations. Employee job satisfaction is the mediator of organizational culture, which influences performance in the organization. When transformational leaders place emphasis on involvement in decision-making, they elevate job satisfaction among employees, which in turn promotes employee organizational identification. With such considerations, allowing employees to participate in the decision-making process and work closely with them improves employee job satisfaction.

Dwyer, Bono, Snyder, Nov, and Berson (2013) found that employees who work with transformational leaders have positive outcomes on organizational performance. Such employees feel happier and are more committed to their company. Employee motivation and job attitudes assist employees to engage in activities that allow them to rise above their self-interests for the improved performance of the organization. Engaging employees in organizational processes to promote performance and achieve the desired goals is the key factor of strong leadership. This results in turnover reduction among employees in the organization. Moreover, transformational leadership fosters employees' behaviors beyond their self-interest, predicting the selfless pro-organizational behavior of employees. A study conducted by Effelsberg and Solga (2015) showed that transformational leadership promotes the willingness of employees to participate in pro-organizational behaviors. This is achieved by strengthening organizational identification and aligning organizational values, goals, and interest. Thus, employees with high levels of organizational identification are less likely to engage in unethical pro-organizational behaviors. The employees are urged to look beyond their vested goals and endeavor to achieve the superordinate goals. Such a relationship between the leaders and the led assists in transforming followers into future leaders and leaders to role models in the organization.

Dwyer et al. (2013) reported that as transformational leaders create everyday activities in the organization, they enhance employees' commitments to organizational goals, which demonstrates that transformational leaders influence the work behaviors of followers, improving their commitment and transforming their commitments to extraordinary achievements. In recent studies conducted by Mert, Keskin, and Bas (2010), the findings showed that transformational leaders directly affect the commitment of employees by allowing their followers to achieve an

emotional attachment to the members of the organization, which contributes to employees identifying with the mission and vision of the firm. Concerning contextual performance in the organization, Pradhan and Pradhan (2015) found that employees engage in activities that are not part of their job description. These extra-job roles are contextual behaviors where transformational leaders inspire their employees to share the task or assist their peers who are lagging behind, resulting in the development of good working relationships and fostering an environment for successful completion of the job. Further, leaders with transformation leadership behaviors exhort employees to work beyond any selfish gains and act towards the larger interest of providing satisfying job results. In comparison with transactional leadership, transformational leaders are more productive in the fact that they focus on long-term organizational goals as well as the holistic development of employees.

Employees are motivated to focus on deep concerns about the growth of the organization instead of focusing on the achievement of their basic concerns or needs. Kelloway, Turner, Barling, and Loughin (2012) specified that organizational commitment is the antecedent of organization performance and that people who are organizationally committed possess a strong acceptance of organizational values. Hence, such individuals are willing to work for the organization, which contributes to improving the well-being of the organization. Employees committed to the goals of the organization engage in discretionary behaviors that lead to improving the overall efficiency and effectiveness of the organization.

Similarly, concerning the psychological process of inspirational motivation, Kelloway et al. (2012) realized that employees in the organization are encouraged by leaders instilling in them the strength to handle challenges they may encounter in the future. Pereira and Gomes

(2012) reported that leadership consistency assists followers in gaining awareness and obtaining a clear understanding on what is expected from them. Causal attribution is the main principle that allows the employees to attain expected results in the organization. In such a case, transformational leaders work in collaboration with the followers to ensure that the desired behaviors are achieved. To maintain organizational consistency with employee job satisfaction, leaders ensure that the cause-and-effect relationship is maintained through effective communication with employees.

Transformational leaders create a high-quality relationship with employees and provide them with individualized attention that persuades them to work in better ways with the purpose of achieving the set goals of the organization. Such leaders also express their transformational leadership behaviors in the context of personal dynamics as well as relational exchange. It is through creating a strong dyadic bond between the leaders and employees that the best performance in the organization is achieved. Jyoti and Bhau (2015) found that leaders that demonstrate relational identities to their employees show high motivation to followers, and this helps fulfil role expectations in the organization. Equally, followers with enough understanding of their relational identities with leaders have a high level of performance. This indicates that transformational leadership is effective in assisting employees to create relational identities with leaders.

Garcia-Morales, Llorens-Montes, and Verdu-Jover (2008) found that transformational leaders also assist employees in understanding the significance of their work and the importance of the desired outcomes to the organization. This helps followers in the organization set high standards of performance, which is likely to show a positive effect on organizational

performance and achievement. The major processes of knowledge management that assists leaders to motivate their employees are to create essential competencies that improve organization performance. As such, transformational leaders manage the organization's system where basic knowledge and information is shared among individuals in the company. The circulation of information among employees and the leaders provides a flow of knowledge, whereby transformational processes create essential competencies for the organization (Garcia-Morales et al., 2008).

Transformational Leadership Improves Organizational Trust

Trust in an organization depends on leadership behaviors and results in forming a cause-and-effect relationship that enhances job satisfaction to employees. Yi-Feng (2014) concluded that leadership trust in the organization is achieved when leaders demonstrate their support to the job needs of the employees. When leaders use their efforts to solve problems arising from the activities of the organization, the workforce is more willing to work with them since such leaders influence them to volunteer and work in collaboration. For instance, when leaders want the employees to feel that they are being treated fairly, they act in such a way that employees may feel like they are considered. This motivates followers to accept the goals of their leaders, which is impactful to job satisfaction and performance.

In a changing work environment, transformational leaders who focus on different perspectives concerning their leadership are open in the decision-making process. This assists them in giving adequate feedback concerning the opinions of employees, which in response strengthens the trust of the workforce. Givens (2008) discovered that in a transformational culture, leaders and followers have a common interest and a sense of shared goals and

interdependence that does not preclude an employee to work with the purpose of gaining their rewards, but more importantly to improve the productivity of the organization. The influence of transformational leaders in such an environment is depicted in the work of employees. When the leaders assist the subordinates to discover their roles in the organization, they facilitate the sense of developing trust, which increases the levels of commitment in the organization. This shows that transformational leadership has a positive effect on commitment and the mutual of interest of employees, which is essential for trust development.

Some studies have illustrated the importance of transformational leadership in organization trust, showing that the transformational leadership style in organizations promotes employee trust, which is a beneficial factor in any organization. Kelloway, Turner, Barling, and Loughin (2012) conducted a study to determine how transformational leadership mediates employee trust in the organization, showing that transformation leadership styles in organizations have a positive impact on the psychological well-being of employees, which is essential in mediating employee trust. Fair treatment of employees influences them to rise above their self-interest and work on organizational levels to meet the goals of an organization.

Transformational leadership behaviors improve the well-being of employees because they reduce the levels of stress and distress. Transformational leadership allows leaders in any organization to make decisions on what is right for the organization. Compassionate leaders with inspirational motivation encourage the employees to conquer psychological setbacks that might affect their trust in the organization.

With intellectual simulation, transformational leaders have behavioral integrity, which is important for trust development with employees. Zhu and Akhtar (2014b) explained that

transformational leadership is positively related to employee trust and performance. In this study, the research findings demonstrated that trust is the key factor in the transformational leadership process since it implies changing the status quo. Cognition and affect are the most important psychological processes of trust in relation to transformational leadership. In cognition-based trust, transformational leaders should not provide rational judgments to employees in terms of their competence and integrity. Rather, they should maintain socio-emotional attachment, which is an affect-based trust for social interactions.

Maintaining trust improves employees' behaviors and performance. Zhu and Akhtar (2014a) indicated that in the transformational leadership process, leaders mediate the roles of cognition and affect-based trust in their relationships with employees. Maintaining this relationship provides a clear representation of employees' job performance and satisfaction. Employee attitudes are improved in such cases, which show a strong connection between transformational leadership and organizational trust. Leaders with transformational leadership behaviors evoke the trust of employees through affective and cognition-based systems. Leaders create an emotional bond with followers through social interaction, and this improves the sense of organizational values and motives.

Zhu and Akhtar (2014b) reported that a long-term or open-social relationship between leaders and followers reflects a social relationship, which is the essence of creating an affect-based trust. Transformational leaders also empower employees and consider their personal needs. Consequently, leaders' behaviors towards their followers represent a way of expressing respect and consideration to the workforce. When employees feel that their leaders have care and concern towards them, they feel valued in the relationship. As such, they will respond by

forming a strong emotional attachment to them, hence creating affect-based trust towards their leaders.

In transformational leadership, leaders engage in management activities to develop a good image (Zhu & Akhtar, 2014a), and the trust from this process has a cognitive feature. The leaders invite employees to help make decisions, and this stimulates them to think creatively. Such behaviors show the attributes of leaders, which employees use to draw inferences about their reliability and integrity. Leaders can also create a devoted image by interacting with employees in a way that can easily convince them. Since transformational leaders are the role models, employees internalize their values and beliefs and acquire desired behaviors that assist them in moving towards achieving a common goal. In doing so, the employees get recognition from the leaders, which improves their self-worth, and through face-to-face communication, the workforce develops a strong trust towards the leader, which is crucial towards the fulfillment of organizational activities.

Moreover, transformational leaders instill a sense of obligation, which in turn improves employees' behaviors in the organization. Zhu and Akhtar (2014b) found that cognition-based trust is grounded on the personal attributes of transformational leaders. As such, followers or employees may expect to engage in helping behaviors of leaders that have positive attributes. This kind of trust assists the leaders to ensure that they do not engage in an unethical relationship that may affect their employees' trust. Social motivation from leaders mediates effect and cognition-based trust among the employees. The employees have an obligation to respond to the leader's motivation by working towards achieving the set goals and objectives for the organization.

Because leaders are able to act on social norms, employees may experience a high prosocial motivation, which most likely conforms to the affect-based trust. This aids the employees not in seeking personal benefits but in focusing their efforts towards the benefits of others or the organization. Asencio and Mujkic (2016) explained that transformational leadership is effective in building interpersonal trust in organizations. When leaders use the ethical behavior of idealized influence, they motivate the workforce, which in turn facilitates trust development. Leaders who persuade the workforce to view issues from a different perspective, such as using intellectual stimulation and coaching their employees, they demonstrate their commitment to building trust. When leaders show their concern for employees in terms of their welfare, they show that they are considerate, and this assists in creating trust with them.

Transformational Leadership and Work Engagement

Engagement in organizational practices increases employee interest. Cenkci and Özçelik (2015) argued that transformational leadership is highly associated with work engagement. The energizing efforts exhibited by transformational leaders encourage similar actions from employees. Such influences have implications in the workplace that enhance systematic and dynamic collaboration among the subordinates and leaders. This results in creating a common base knowledge for how to work on organizational activities. Leadership that enhances communication between leaders and employees and among employees themselves positively influences work engagement.

Transformational leadership is practical, as explained by Hoon-Song, Kolb, Hee-Lee, and Kyoung Kim (2012). It positively influences organizational innovation through employee empowerment as well as task-oriented commitment. This plays a significant role in the

development of a collaborative environment where subordinates or employees with mutual interest are self-determined to meet the organization's expectations (Hoon-Song et al., 2012). Transformational leadership behaviors among managers or leaders are also effective in creating a supportive environment. Cenkci and Özçelik (2015) provided three key components of work engagement, which include having enough energy and resilience towards the job (vigor), a sense of enthusiasm or dedication, and totally concentrating at work. With these three dimensions, transformational leadership style is effective in facilitating the work engagement among employees. Behavior patterns used by transformational leaders while interacting with subordinates foster a high level of commitment, since it influences the feelings of employees regarding work engagement in the organization. When leaders are more receptive to receive feedback from employees, they increase the levels of work engagement, which increases the compliance of employees with the work motivation and requirements of leaders. When transformational leaders allow employees to express their views, they influence the development of high levels of engagement. Since the transformational leadership style involves obedience and trust, the employees are empowered to provide their suggestions concerning organizational improvements, which are most likely to enhance feelings of ownership by the subordinates towards the organization's activities. Cenkci and Özçelik (2015) found that transformational leadership is a motivational leadership style that places emphasizes on the well-being of employees in order to accomplish the organization's set goals. As such, this type of leadership is essential since it assists the organization to gain its competitive advantage through the work of the employees.

Gözükara and Üimúek (2015) explained that since leaders empower the self-esteem and self-determination of followers, they improve work performance because the employees are willing to work. This is because employees are intrinsically inspired by the behaviors displayed by the leaders. Transformational leaders that give employees substantial freedom or independence in the work environment instill a positive effect of transformational leadership to the employee work engagement. This is because freedom provides the workforce with an opportunity to go beyond the leader's expectations and create best solutions that are effective in organizational projects and processes. When employees are afforded the opportunity for personal development, they feel like a more motivated workforce contributor that enhances the growth of the organization. Further, charismatic leaders offer an extent of job autonomy that encourages followers in the work environment. Provision of job autonomy, i.e. the extent to which the employees get substantial freedom and independence during their work schedule in the organization, enhances the usefulness of transformational leaders on employees' work engagement (Gözükara & Üimúek, 2015). According to Lan and Chong (2014), transformational leadership is highly linked to psychological empowerment, which improves employee work attitudes. The psychological empowerment of employees by transformational leaders influences employee work attitude, which has a significant impact on work engagement.

When transformational leaders create a vision, they assist subordinates to realize the value of their work in the organization and thus encourage them to work effectively. Through the passion of leaders, employees are motivated to understand the significance of work performance to the organization, and this assists in improving self-efficacy and confidence levels among employees. Lan and Chong (2014) found that through psychological empowerment,

leaders assist employees in challenging their thinking capacity, imagination, and creativity. They also influence them to apply effective and creative decision-making practices while solving problems. Employees who are empowered by the behaviors of their leaders are more energetic, more active, and have higher levels of job satisfaction. They also demonstrate more positive work experience and work commitment, which influences work engagement. Leaders also do not use work pressure to persuade employees to engage in activities. Rather, they consider the beneficial factors of psychological empowerment, which improves employee effectiveness with respect to organizational activities. Lan and Chong (2014) found that charisma influences employees to feel satisfied in the work environment. As such, they engage in the work assigned to them and ensure that they are committed to achieving the expected results. The empowering process mediates the role of leaders and assists them to be committed to the organizational task. As such, the employees show individual considerations to the employees, which has a significant effect on enhancing job commitment.

Since transformational leadership is a mediating mechanism to work engagement, Kovjanic, Schuh, and Jonas (2013) found that transformational leaders assist employees to feel autonomous and work together in the workplace, providing essential motivation to employees who concentrate and persist on satisfying leaders' expectations. Through the inspiration and support the employees receive from their leaders, they become optimistic about the future of the organization and act in a manner that is appealing. The relationship developed by the transformational leaders and employees mediates work engagement; employees meet satisfaction that enhances their feelings in working towards the common goal. When employees experience a high level of inspiration from the leaders and use the available resources to come up with

suitable problem-solving strategies, they heighten their energy, which is linked to engagement at work. The findings of the study demonstrate that transformational leaders influence employee satisfaction, which is vital to work engagement. Transformational leadership behaviors induce satisfaction of needs for job autonomy, competence, and relatedness (Kovjanic et al., 2013).

Hayati, Charkhabi, and Naami (2014) purported that leaders have direct contact with employees. This, in turn, facilitates communication with them and allows the employees to stay motivated and engaged in their assigned activities. Strength is the major aspect of work engagement. Transformational leadership in some cases assist employees to effectively coordinate with one another, which improves the satisfaction levels of all employees. Since transformational leaders are said to exhibit superior leadership performance, as explained by Hayati et al. (2014), it elevates the power of employees to work effectively. It assists them to go above their individual desires for the greater good of the organization. Employees are encouraged by their transformational leaders to use novel methods while working to reduce problems or risks that may arise in their working environment. Transformational leadership reduce job turnover rates and withdrawal behaviors among employees, allowing the employees to use their energy for high productivity in the organization. Coaching presented to employees is also associated with employee work engagement, and when leaders provide enough coaching to the workforce while carrying out some organization activities, they assist them to understand the organization's desires and expectations. Consequently, they place extra effort to ensure that they follow the standards of the organization to meet such expectations. When leaders are able to increase the optimism of employees through transformational leadership, employees become engaged, which is considered to have a positive impact on work performance (Hayati et al.,

2014). Leaders' empowerment assists the workforce to fully contribute towards achieving satisfaction from their work, which is an important factor for organizational success.

Bezuidenhout and Schultz (2013) purported that transformational leaders provide affective and charismatic elements of leadership that are essential in improving the work efforts of employees. In organizations where there is a high level of competition, transformational leaders empower the employees to achieve greater results. Transformational leaders attempt to reduce the incidence of uncertainty among employees and propose effective change that guides them in attaining the occupational goals and objectives. Such leaders show affection toward their employees, and they create a work environment that meets organizational and individual needs. Transformational leaders remain sensitive to the work experience of employees, and this ensures that the productivity of the organization is emphasized. Bezuidenhout and Schultz (2013) surmised that in transformational leadership, leaders use interpersonal and affective elements that are necessary for the organization to succeed in the indecisive activities. Therefore, transformational leaders are able to align employees' goals and work objectives. When employees feel inspired, they develop a sense of organization and objective ownership that assists in achieving the organizational goals. The employees create a common level of understanding, which increases their levels of motivation. The research findings show that charisma, contingent reward, and effective communication influence work engagement among employees. The employees accept any challenge they may encounter in their workplace because they feel that the motivational efforts provided by their leaders assist in creating innovative ways to accomplish their objectives.

Hayati et al. (2014) expressed that transformational leaders shape the functions of human resources. Consequently, when they provide feedback on the work accomplished by employees, they inspire them to feel valued and develop the attitude of following leaders' behaviors. Transformational leaders develop a link with their employees, which create an ideal quality of effective and active work engagement. With different work experiences from the leaders, they ensure that employees expose their professional skills for organizational development. Employees are provided with feedback concerning their work, which assists in improving their work behavior.

Selfless Pro-Organizational Behavior

Selfless pro-organizational behavior results from employees' self-sacrificing behavior that benefits the organization. When employees exhibit selfless pro-organization behavior, it places the organization in a better position and postures the company for success. Selfless pro-organizational behavior is organization agnostic and is not limited to any particular group or industry. Selfless pro-organizational behavior arises when individuals perform acts that contribute to the company's success while depriving their own goals and desires for achievement in a secondary position (Effelsberg, Solga, & Gurt, 2014). It is believed to be the tradeoff between self-serving and pro-organizationally. In addition, selfless pro-organizational behavior involves the engagement of an individual in unethical acts for a company's success. Selfless pro-organizational behavior arises when individuals take actions contrary to the societal norms thereby termed as illegal (Ilie, 2012). The behaviors involve discretionary acts that are not part of job requirements, although they contribute to the organization operations. The selfless pro-

organization behavior, also known as unethical pro-organizations, consists of both unlawful acts as well as violating societal norms.

Employees who engage in unethical behaviors indicate that they violate the societal norms for the benefit of the company. They tend to cover the crimes that their bosses and other employees have committed that aid the company but deprive their role of acting ethically (Liu & Qiu, 2015). Most of the violated codes of ethics carried out by the workers of a company are dishonest forms such as fraud and theft among others. Most of these immoral behaviors are regularly used by employees in accordance with the benefit of the company. Selfless pro-organizational behavior involves two parts: committing immoral or unethical deeds and engaging in behavior that is conducive to the company (Liu & Qiu, 2015). As such, it involves individuals' self-interests, and the individuals involved in the unethical behaviors do not benefit from it.

The unethical behaviors may also be viewed as analysts manipulating numbers in accounts to boost projections for the benefit of the company. The selfless pro-organizational behavior neglects the unethical actions that benefit individuals. Individuals may negligently engage in unethical behaviors that benefit themselves. As such, these behaviors are not termed as selfless pro-organizational (Umphress, Bingham, & Mitchell, 2010). The organizational identification of an individual significantly contributes to the engagement of unethical behaviors. Individuals with strong self-identity opt to disregard personal morals in order to engage in acts that favor the organization (Umphress et al., 2010). However, some other studies indicate a partial relationship between organizational identification and selfless pro-organizational

behavior. The individuals with higher levels of moral identity are less likely to engage in unethical behaviors (Tsiavia, 2016).

Furthermore, the moral reasoning of an individual determines his/her moral behavior while moral identity is a mechanism by which an individual defines him/herself as a moral person. The moral identity of an individual identifies the individual's moral ideals, which are considered congruent with the individual's personal identity (Matherne & Litchfield, 2012). The personal identity is significant, as it identifies certain behaviors of an individual that agree with self-defining attributes that determine an individual's maintenance of their identity. This indicates that strong moral identity is related to moral behavior. Thus, moral identity negatively relates to selfless pro-organizational behavior, where individuals with high moral levels are less likely to engage in selfless pro-organizational behavior (Matherne & Litchfield, 2012). Similarly, individuals with lower levels of moral identity are likely to engage in selfless pro-organizational identity. As such, higher levels of moral identity are likely to reduce the positive relationship between employees' selfless pro-organizational behaviors. Hence, organizational identification acts as a moderator of the selfless pro-organizational behavior of an employee (Tsiavia, 2016).

The work environment significantly determines the employees' engagement in selfless pro-organizational behavior. The actions of unethical behaviors depend on the social exchange and norms of reciprocity. In such a scenario, individuals who are regularly treated well by authorities in an organization simultaneously reciprocate favors to the supervisors involved (Matherne & Litchfield, 2012). In addition, employees' commitment to an organization predicts the engagement of the individual in selfless pro-organizational behavior. Specifically, the

affective commitment that entails the emotional attachment of an individual to an organization determines the employees' engagement in selfless pro-organizational behavior (Matherne & Litchfield, 2012). The organizational commitment has been widely used by researchers to investigate its contribution in predicting employees' citizenship behavior, job satisfaction, and turnover rate. Effective commitment to an organization entails belonging to an organization and feeling the organization's problems (Jaros, 2007).

Organizational commitment involves the attachment of personality attributes to social systems, which is often perceived as self-expressive. It entails motivation to work, spontaneous contribution, and increased performance (Dixit & Bhati, 2012). The goals of an individual become increasingly similar and related to the organizational goals. In addition, effective commitment entails the strength of individual contributions to an organization. The individual becomes integrated with the organization's operations. The organizational identity is thus created from constant interaction with the organization. Individuals with high organizational identity engage more in unethical behaviors compared to individuals with low organizational identity (Kim, Miao, & Park, 2015).

The normative commitment of an individual also influences employees' behavior, which includes an individual's moral obligation to remain in an organization irrespective of the status improvement the company has rendered to the employee (Dixit & Bhati, 2012). In addition, improved relationships between an employer and employee in an organization increases the individual's obligation to be committed to organizational development. As much as the employee should be committed to an organization, the organization itself should also create a competitive commitment workforce (Muhammad, 2012). Employees characterized by high

normative commitment believe that they have the duty to work to the current. The individuals are experienced with the obligation and adjust in social positions for the purpose of conforming to the requirements of one's social positions. In addition, altruism is the aspect of an employee helping a co-worker by going beyond the job requirements in order to improve the employee's selflessness in an organization (Muhammad, 2012). The individuals who engage in these activities help their colleagues who are absent from work, minding the other employees own behavior as well as providing support for the purpose of the work environment. The individuals engaging in altruism put aside their individual concerns and take their time in order to assist the workers to achieve their tasks (Muhammad, 2012). As such, teamwork is enhanced, thereby contributing to organization success.

Selfless pro-organizational behavior can also arise in the form of employee motivation, which sometimes can be termed as organizational misbehavior. This concept involves the actions taken by organizational members that are contrary to societal norms and core organization. The selfless pro-organizational behaviors involve breaking societal norms regardless of whether they are coherent or not to the organizational expectations (Tsiavia, 2016). However, there are various forms of organizational misbehavior, and some of them include behaviors affecting external environments while others are internalized (Matherne & Litchfield, 2012). The focus of the study is internalization, where such organizational misbehaviors are classified as normative behaviors; the behaviors involve violating societal norms instead of organizational norms, thus benefiting the company.

The majority of the affected individuals with selfless pro-organizational behaviors are subordinates. Ethical leadership should also understand the importance of unethical behaviors in

promoting the success of an organization. Employees working under moderate ethical leadership experience greater selfless pro-organizational behavior as compared to employees working under high or low ethical leadership (Miao, Newman, Yu, & Lu, 2013). Moderate ethical leadership enables a mutual relationship between subordinates and their leaders based on the common interest of the organization. As such, these leaders exchange heavy social contacts with the moderate subordinates as compared to low- or high-leveled ethical leadership.

The unethical actions of the organizations have a two-way effect. The unethical actions can at times damage an organization while at the same time contribute to its achievement. The management has no option other than to allow the unethical behaviors that benefit the company to progress (Shu, 2015). Leadership styles also influence selfless pro-organizational behaviors such as transformational leadership. In addition, group identities of an organization are willing to cover up injustices of an individual for the sake of the organization's positive image. Most employees are encouraged to engage in unethical behaviors by their managers (Shu, 2015). Organizational Citizenship Behavior was the forerunner of Selfless Pro-Organizational Behavior and is responsible for setting established standards of acceptable levels of performance and behavior in organizations across the globe.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) enhances organizational performance. Humphrey (2012) explained that organizational citizenship behavior improves team performance, since such behaviors help people work in collaboration. Employees who assist each other do not require supervision, and they leave their team leaders to conduct important tasks within the firm (Lian & Tui, 2012). OCB also assists in coordinating activities between

group members and across different teams, and research conducted by Varmaghani (2013) indicates that citizenship behaviors are highly related to perceived awareness, job satisfaction, leader supportiveness, and organizational commitment. In service-oriented industries, OCB also results in customer satisfaction. Given its significance, it is important to evaluate the link between OCB and organizational performance.

Irshad and Hashmi (2014) argued that job satisfaction is one of the predictors of OCB in organizations. Job satisfaction has a direct impact on philanthropic behaviors. Some studies have also demonstrated that good work-life balance is one of the main predictors of OCB (Wang et al., 2010). On the other hand, supervision awareness serves a fundamental role in facilitating organization behavior, as it demonstrates leader involvement in the work and career of the subordinates, thus directly affecting their job satisfaction (Wang et al., 2010).

Lian and Tui (2012) went further to note that, when supervision awareness is alienated from job satisfaction, organizational citizenship behavior is directly correlated to employee-supervisor interpersonal respect and trust. Fairness is a trust-building element that is highly related to employee courtesy, altruism, and conscientiousness (Humphrey, 2012). Similarly, providing employees with the level of autonomy in their work organization helps convey respect and trust. In other words, when employees engage in the decision-making process, they demonstrate more organization citizenship behaviors, as they perceive this as a supervisory support to improve personal performance within the firm (Humphrey, 2012).

Transformational leadership improves both the leaders' and employees' morale and motivation. This form of leadership is associated with intellectual stimulation, individualized consideration, charisma influence, and motivation. These aspects influence employees' behavior

and commitment to the organization. As shown in the studies reviewed above, Organization Citizenship Behavior (OCB) is among the key factors that enhance organizational performance, as it improves collaboration and teamwork in organizations. OCB is also positively correlated to job satisfaction, leader supportiveness, and organizational commitment.

Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership is most successful in situations characterized by high levels of organizational change that call for self-confidence in one's actions and skills, which in turn promotes OCB in the followers (Lian & Tui, 2012). Humphrey (2012) indicated that high levels of feminine traits, nurturance, pragmatism, reduced levels of aggression, and criticalness are highly associated with transformational leadership. Transformational leadership is positively correlated with organizational performance when working environments for employees are volatile and uncertain.

Transformational Leadership and Organization Performance

Transformational leadership has a significant relationship with employee performance. Irshad and Hashmi (2014) stated that subordinates' job satisfaction is highly related to the extent to which their leaders exhibit transformational leadership, as leaders that are capable of conveying their vision are more likely to evoke positive employee attitudes. In other words, transformational leadership enhances conscientiousness of employees. Wang et al. (2010) suggested that transformational leaders are attuned to the most enduring values and pressing needs of their followers.

Transformational leadership creates substantive changes in employees' attitudes, moral elevation, and organization direction (Robertson & Barling, 2012). When followers adopt the

core values of transformational leaders, they are more likely to embrace changes in goals, beliefs, and attitudes. Varmaghani (2013) argued that by elevating their sense of purpose and motivation, leaders motivate their employees to work together to improve organizational performance. When leaders motivate employees to strive for common, rather than personal, goals, the company can achieve greater success. According to Lian and Tui (2012), transformational leadership is of great importance because it is consistently linked to superior performance, self-efficacy, and affective commitment. Humphrey (2012) stated that the popularity of transformational leadership style derives from its ability to evoke increased intrinsic motivation and trust among staff members. Its positive association with organizational, individual, and group performance has also been reported. Such impacts reveal that leaders' behaviors can prompt the followers to adopt basic attitudes, values, and beliefs that are related to collective organizational interests (Graham, Ziegert, & Capitano, 2013).

Employee Competence

Competency is associated with the ability and willingness to complete assigned tasks and take on challenges. According to Graham et al. (2013), competent employees exhibit high levels of performance, therefore improving the effectiveness of the organization. Competence is also strongly related with intelligence and is thus a significant predictor of individual and organizational performance (Lian & Tui, 2012). Competence pertains to behavioral and psychological attributes associated with successful task outcomes. According to Humphrey (2012), employee competencies can be used in performance assessments to distinguish exemplary employees from other staff within the organization. This illustrates that competence

does not only pertain to the employee's ability to perform assigned tasks but also the way they perceive themselves, as well as their value to the organization (Humphrey, 2012).

Transformational Leadership Styles and Influential Tactics

All companies ultimately aim to improve their performance and rely on transformational leaders to inspire their followers' ideals and raise their moral consciousness. Varmaghani (2013) demonstrated that a leader with a strong transformational leadership style heightens the motivation of employees to meet the company goals. By instilling in them confidence and pride, and through inspiration, leaders also motivate their followers to exceed expectations and be more proactive. A transformational leader inspires and motivates subordinates and other employees to perform beyond their ability by prompting them to gain new skills and be innovative. Such a leader employs personal tactics, such as ingratiation, inspirational appeals, and consultation (Lian & Tui, 2012).

Lian and Tui (2012) further explained that inspirational appeals are effective means of raising employees' enthusiasm. Therefore, this strategy is often adopted by transformational leaders, who commonly interact with vivid symbols and imagery in a way that improves enthusiasm. A leader with a transformational leadership style is more likely to influence the employees by engaging them personally to get involved and be committed to a project through consultation. This can be achieved through encouraging the workforce to contribute to decision making (Humphrey, 2012). The most successful transformational leaders strive to enhance employee motivation and commitment by engaging with the value systems of employees and prompting them to strive for excellence. Humphrey (2012) argued that, when employees' value systems are aligned with the goals of an organization, they are the most productive.

As was noted in the extant literature, transformational leadership significantly influences organizational citizenship behaviors, employee performance, and job satisfaction.

Transformational leaders positively influence employee attitudes, values, and organizational direction. These leaders inspire employees to reach their maximum potential by improving their motivation and sense of direction. Transformational leaders also seek to improve the capabilities of their followers.

Transformational Leadership and Subordinates' Pro-Organizational Behaviors.

Graham et al. (2013) noted that the provision of harmonious environment evokes positive emotions in employees, which motivates them to exhibit pro-organizational behaviors (Lian & Tui, 2012). Through moral commitment to the organization's environment, characterized by idealized influence, the environmentally specific leaders have the potential to elicit followers' commitment to their job, their immediate team, and the organization as a whole (Miao, Newman, Yu, & Xu, 2013). Employees are likely to be passionate about the organization when they feel that they have social importance and are valued by their colleagues. By persuading followers to invest more effort into their work, leaders are performing an important role, since their encouragement can inspire the employees to achieve more than they expect (Miao et al., 2013).

In addition, leaders that convey inspirational motivation to the workforce are more likely to promote a harmonious working environment and thus entice employees to work hard and remain within the organization. Gilmore, Hu, Wei, Tetrick, and Zaccaro (2013) argued that inspirational motivation creates optimism, which enhances individual contribution to the pro-organization's environmental sustainability, therefore igniting the passion of employees.

Providing sufficient intellectual stimulation, persuading the workforce to think about

organizational environment in positive ways, and prompting them to align personal behaviors with the needs of their team and the company all enhance passion and motivation (Gilmore et al., 2013). Such interpersonal behaviors are consistent with individualized considerations, such as mentoring and caring, thus creating an interpersonal relationship whereby employees become more amenable to the influence of their leaders (Robertson & Barling, 2012).

Leader's and Subordinates' Pro-Organizational Behaviors.

Descriptive norms of transformational leaders motivate behaviors of subordinates by expressing significant social information on adaptive and effective behaviors. Robertson and Barling (2012) explained that individuals who follow the lead of other people promote the decision-making process, saving both time and mental effort. In the organizational context, descriptive norms convey that pro-organizational behaviors are beneficial and have powerful effects on employees' behaviors (Youli, Xixi, & Xi, 2014). As such, environmental descriptive behaviors influence transformational leaders to participate in pro-environmental behaviors that, in turn, impact the behaviors of their subordinates. According to Youli et al. (2014), transformational leaders convey an organization's culture to workers through demonstration. The leaders, being the role models, influence moral and ethical conduct, as well as pro-social behaviors of employees (Youli et al., 2014). Organizational leaders with a transformational leadership style are essential to organizations success, as their status, power, and position makes them ideal role models for their subordinates (Effelsberg & Solga, 2015).

Graham et al. (2013) explained that by demonstrating their persistent pattern of pro-organizational behaviors, transformational leaders inform the workers that such behaviors are desired and expected within the work environment. Subsequently, employees become aware that

exhibiting such behaviors will result in favorable consequences and will be inspired to adopt those (Graham et al., 2013). Transformational leaders ideally exhibit workplace pro-organizational behaviors because these are aligned with their values, rather than for the sole purpose of influencing others. When employees or subordinates observe workplace pro-organizational behaviors of their leaders, they are more likely to understand that such behaviors are necessary, desired, and rewarded (Youli et al., 2014). They are also more likely to adopt similar attitudes, as they value their leader and his/her effort to create a harmonious working environment (Robertson & Barling, 2012).

Zengtian and Xiuyuan (2014) stated that subordinates' passion for creating a harmonious workplace environment leads to the desired behaviors. Experiencing harmonious passion among employees is energizing and motivates others to make changes in their practices (Graham et al., 2013). Harmonious organizational passion involves engaging in organizational behaviors that improve working conditions in the firm. In addition, having positive emotions enhances one's desire to exhibit workplace pro-environmental behaviors (Zengtian & Xiuyuan, 2014).

Behaviors adopted by the leader influence and motivate subordinates' behaviors. Transformational leaders adopt pro-environmental behaviors and create a culture that encourages employees to engage in pro-social behaviors. The leaders act as role models and endorse pro-organizational behaviors, creating harmonious passion among all employees.

Transformational Leadership and Employee Pro-Social Rule Breaking.

Transformational leadership is the most popular approach for understanding the effectiveness of leaders. Miao et al. (2013) noted that the theory of transformational leadership rests on the premise that some leaders' behaviors assist employees in engaging in high levels of

critical thinking. By appealing to the values and ideals of employees, transformational leaders support commitment and inspire their subordinates to create innovative ways of thinking concerning any problem that might arise (Graham et al., 2013). Transformational leaders also provide helpful feedback to employees, convincing them to invest added effort and reflect innovatively about complex issues (Gilmore et al., 2013). As a result, employees tend to adopt behaviors that enhance their pro-social performance. Transformational leaders also perform crucial roles in encouraging innovational organizational environments, which enables their subordinates and other employees to explore new ways of performing specific tasks without any fear or doubt (Miao et al., 2013). Thus, transformational leaders motivate innovative and creative employees, as they encourage the subordinates to believe that they can use new ideas and deviate from the existing organizational rules in order to maximize their performance and provide the greatest value to the team and the organization as a whole. This suggests that transformational leadership is positively associated with pro-social rule breaking among the employees.

Job Autonomy

Employees' perceptions of their role and its importance to the company are highly dependent on structural factors of the individual's job description, and transformational leaders encourage such views by their behaviors. Miao et al. (2013) suggested that transformational leaders frame the employee's work experience to develop an innovative point of reference for employees to understand the daily flow of their jobs. In addition, the transformational patterns of leaders' behaviors have a direct impact on how their subordinates will perceive their job's core characteristics (Robertson & Barling, 2012). Employees are intrinsically inspired and

motivated when conducting the assigned task. Robertson and Barling (2012) argued that organizations encourage positive work mindsets and improved job quality by allowing employees substantial freedom and autonomy wherever possible. Leaders who use intellectual stimulation by creating innovative ways to complete tasks increase employee views of job autonomy (Wang et al., 2010). Transformational leaders who also engage in individualized care behaviors will prompt their followers to see feedback as a means of enhancing their performance and job satisfaction. Job autonomy is positively associated with pro-social organizational behavior.

Wang et al. (2010) indicated that enhanced job autonomy is highly related to higher levels of internal motivation. When subordinates experience job autonomy, they are most likely to demonstrate expanded-role behaviors (Youli et al., 2014). When employees have more independence in conducting working processes, this might raise their sense of control. This, in turn, encourages employees to depart from the standing guidelines of the firm and adopt new ways of performing tasks if this will lead to improved outcomes (Youli et al., 2014).

Robertson and Barling (2012) suggested that transformational leaders seek to assign jobs that have characteristics to which employees can relate based on their social interactions during and after working hours. Job autonomy offers intrinsic motivation that enhances employees' self-efficacy while strengthening the consciousness of self-control to complete the assigned jobs (Effelsberg & Solga, 2015). Job autonomy also enhances the potential for pro-social rule breaking and thus serves as a mediator that enhances the impact of transformational leadership on favorable pro-social behaviors (Graham et al., 2013).

Lian and Tui (2012) explained that employees working with transformational leaders have high potential for increased job autonomy because they have positive perceptions of the assigned tasks. Happy workers are highly driven to display their pro-social identity in the workplace. Therefore, job autonomy is an important linkage that improves the association of transformational leadership and pro-organizational behaviors (Youli et al., 2014).

As can be seen, extant literature on transformational leadership and employee pro-social rule breaking indicates that these are positively correlated. Transformational leadership prompts employees to think critically and creatively. This encourages innovation and development of new ways of achieving organizational goals. This form of leadership also influences job autonomy by encouraging employees to adopt positive work mindsets and explore their intellectual stimulation. This leads to high levels of internal motivation and self-efficacy among employees.

Organizational Identification

The rapid change in science and technology has made the models previously used to shape individual identity in organization obsolete. These changes have caused individuals to reevaluate the way they identify with their organization. The increasing mobility of people, both socially and geographically, has made it challenging to identify with friends, family, or location. The institutionalization of technology has driven the rapid obsolescence of a plethora of skills. This institutionalization has altered the social values of these skills.

Organizational identification is an important new target for members to develop a sense of identity. Organizational identification implies a sense of belonging, dedication, and shared behaviors and is defined as the amount of an individual's sense of belonging or personal

identification/affiliation with the organization (Lee, 1971). “The perceived oneness with an organization and the experience of the organization’s successes and failures as one’s own” (Maal & Ashforth, 1992, p. 103). In other words, organizational identification occurs when an employee “sees [the organization’s] values or interests as germane to the evaluation of alternate choices” (Tompkins & Cheney, 1983, p. 144). Organizational identification shapes how individuals view their organizations (Yi, 2006). Yi (2006) defined organizational identification as whether the employee believes they are part of the organization; whether he/she identifies with the mission, vision, and goals; and if these are taken into consideration when making decision.

Organizational identification is concerned with the psychological connection of an individual’s identity with the organization’s identity. The concept of organizational identification is widely recognized by sociologists to affect the social behavior of an employee (Cole & Bruch, 2006). Organizational identification is embedded in social identity theory, which focuses on the way employees define their membership in the organization. Organization identification is the key factor that enhances good communication within an organization, planning of events, interrelationships among workers, and effective leadership (Cole & Bruch, 2006). Social groups are formed within organizations through hierarchical levels and define the individual’s social identity, which conversely affects the employees’ organization identification. Social identity indicates the achievements realized as a group in an organization. The social identification can elaborate on the individual’s characteristics, thereby indicating who they are within the organization (Basar & Basim, 2015). Social identification helps explain the connection among members with shared interests and leads to self-categorization and identity,

where group members share a common identity (Cummins & O'Boyle, 2014). This shared social identity leads to the individuals agreeing on issues pertaining to mutual characteristics.

Social Identity Theory

According to Tahfel and Turner (1979), social identity theory emerged in the late 1970s as a social psychology theory that was used to describe intergroup conflict and discrimination in the work environment. The theory explains the collective association between the individual and the group. Social identity theory elaborates on the principle of individuals defining themselves based on their organization affiliation. In addition, it enables individuals to create a social environment where they are able to create a distinction between themselves and others (Fuller, Marler, Hester, Frey, & Relyea, 2006). According to Niens et al. (2003), the theory is founded on the premise that individuals seek a positive self-concept that is partly achieved through positive social identity. One's self-concept is achieved through mediation between the self and the organization; the relative preponderance of each of these two indicates the significance that a person attaches to the influence of the organization on their self (Martin & Epitropaki, 2001).

Social identity approach (Haslam, 2001; Wagner & Zick, 1990) consists of two very similar theories: social identify theory (Tajfel & Turner, 1979, 1986) and self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Social identify approach helps shape individual perception within firms and is an important element in the development of organizational identification. This approach serves as a theoretical basis as individuals cultivate organizational identification and for understanding work-related attitudes and behaviors. Individuals strive to cultivate identification with a particular group, whether in a social setting or as members of a work group. Self-categorization theory (SCT) is concerned with how

individuals categorize themselves with a group. John Turner stated that SCT was mainly concerned with processes within groups and specifically contextual effects on identification (Dick, 2005).

Identification plays a significant role in the operation and development of organizations. Identification in an organization occurs when individual interests overlap and become intertwined with the interest of the organization, leading the employees to define themselves in terms of the organization and gain rank and membership within the organization (Besharov, 2014). Equally, organizational identification results from behaviors that help a company accomplish its objectives (Besharov, 2014). Organizational identification indicates the distinctive nature of an organization from other organizations. The aspect of transition best helps to manage the distinct beliefs among the members (Besharov, 2014).

Organizational identification, which is manifested in the employees' perception of oneness and a sense of belonging to the organization, may positively influence the employees' productivity. Further, organizational identification influences employees' performance, decreases their desire to leave the organization, and positively effects the level of commitment to work (Cuce, Ekmekci, & Guney, 2016). Organizational identification is comprised of individuals with higher levels of identification that are willing to contribute towards the interests of the company while also aiding organizational members in the accomplishment of organizational duties. Organizational identification is concerned with social identity. Those organizational members with high affiliation toward their organizations see their identity as a secondary priority compared to the goals and interests of the organizations (Galvin, Lange, & Ashforth, 2015).

Additionally, these individuals engage in questionable behaviors for the sake of the organization's identity. To some extent, other employees manifests "over-identification," where their self-identity is limited and may engage in blind behaviors such as immorality, which undermines the true long-term benefits to the organization (Galvin et al., 2015). The increased sense of belonging and emotional attachments towards a certain group constitutes identification, and individuals that identify themselves with a group expect the group membership to govern their attitudes and behaviors. Organization identification represents a form of social identity where members of certain organizations express their membership or self-concept in a cognitive and emotional manner (Cuce et al., 2016). As such, the employees internalize the organizational values and create interrelationships that contribute to working as a team, group, or work unit.

Organizational identification is directly related to trust. Through the concept of social identity theory, individuals desire to socialize and interact with trustworthy members or organizations. As such, association with honest organizations increases their worthiness and self-esteem (Cuce et al., 2016). Managers and supervisors take part in building trust among their employees, which increases their value and self-identity within the organization. Socialization in an organization plays significant roles in employees' self-identity. Organizational employees may derive social identities from a variety of dimensions such as age, gender, race, profession, or the individual company (Cho, Lee, & Kim, 2014). Organization identity influences the employees' work-related behaviors and attitudes. It mediates the relationship between the organization and individual behavior. The identification plays the role of influencing employees' behavior to be in accordance with the organization's role (Cho et al., 2014).

Organization identification affords employees a voice to participate in the general activities of an organization. Employee voice can affect organizational change by providing constructive suggestions that lead to innovative solutions and promote positive organizational change (Wu, Tang, Dong, & Liu, 2015). Employee voice is influenced by organization socialization, where positive personality and leadership are applied to mentor and encourage members to think and act in the best interest of the organization. Employees are thus able to identify other extra-role behaviors that benefit the organization (Wu et al., 2015).

Employees that identify with their organization have higher job satisfaction, are more engaged, and tend to perform beyond expectations (Basar & Basim, 2015). The longer an employee remains with the organization, the more the employee assumes the identity of the organization (Basar & Basim, 2015). A mutual identification of self and the organization is created; the concept of solidarity prevails in an organization when there is mutuality and equality in the workplace. The fair opportunities provided for promotion in an organization increases the need to be associated with the organization. Therefore, equality in citizenship behaviors of employees leads to increased self-identity and hence job satisfaction. Organizational identification exists in various forms: narcissistic identification and conventional identification.

Narcissistic Organization Identification

Narcissistic organization identification exists in situations where there is a domination of individual identity over organization identity (Galvin et al., 2015). Individuals characterized by narcissistic organizational identification prioritize their personal interests over the organization's interests. Individuals with narcissistic organizational identification have the feeling of oneness, which contributes to the organization's identification. Narcissism is depicted by the

characteristic of self-love, interpersonal relationships, uniqueness, desire for power, and positivity (Griffeth, 2011). Narcissism also entails the low levels of empathy and shallow relationships that can be manipulative. Narcissism enhances superiority in leadership, effective leadership, charismatic leadership, and transformational leadership qualities. However, narcissism leads to leaders behaving unethically as they engage in personal interests more often than they engage in organizational interests. The exploitative nature of narcissistic individuals leads to damaged relationships that contribute to low levels of job performances (Griffeth, 2015).

Narcissism is known for the prediction of conflicts and bullying in the workplace. Narcissism contributes to negative organization citizenship behaviors and damages the relationships among workers, as there are low levels of forgiveness (Griffeth, 2015). Narcissism contributes to high employee turnover and low levels of productivity of a firm as well as lower satisfaction among the employees. The long-term effect of narcissism is the inability of leaders to develop a cohesive team. Narcissistic leaders concentrate more on organizational politics, thereby forgetting their role of effectively leading other members, which consequently results in lowering the company's productivity (O'Reilly, Doerr, Caldwell, & Chatman, 2013). Thus, narcissistic individuals focus on individuals' personalities rather than organizational development.

Conventional Organization Identification

Conventional organizational identification involves the overlapping and equality of self-identity and organization identity. The organization identity is central to the individual's self-interest, and conventional organizational identification involves the internalization of organizational identity incorporated into an individual's identity (Galvin et al., 2015).

Additionally, organizational identification involves the coordination of an individual's behaviors in order to align with the organization's identity. Individuals are expected to behave in such a way that they accept organizational decision statements (Yildiz, 2013). Individuals accept those statements that are similar to their own values and align them with the aims of the organization, thus the expression of organizational identification satisfies the holistic needs of an individual.

Organizational identification includes the need for self-classification or individual's position in the society (Effelsberg & Solga, 2015) and includes self-promotion with the hope of becoming a member of the organization. Organizational identity is the social identity cognition in an organization (Humphrey, 2012). It emphasizes the individual and issues involving decision-making processes. Carmeli, Atwater, and Levi (2011) posit that transformational leadership facilitates the quality of leader-member exchange (LMX), which in turn enhances and promotes an employee's organizational identification. Thus, leadership and organizational identification contribute to the existence of increased employees' selfless pro-organizational behavior.

Transformational Leadership Behavior and Organizational Identification

Transformational leadership has a positive influence on employee behavior through mediating effects of organizational identification by the employees. In addition, empirical evidence shows that procedural justice controls positive influence of transformational leadership on employees' organizational identification (Graham et al., 2013; Liu, Loi, & Lam, 2011). In other words, higher procedural justice creates a strong positive association between transformational leadership and employee organizational identification.

Humphrey (2012) argued that, due to the working environment becoming increasingly competitive, organizations and their leaders cannot simply work with the existing systems, but must change to respond to the internal and external changes and demands. Thus, each organization has to depend upon the joint efforts of both leaders and employees in order to remain competitive. This is achieved most effectively when all members of the organization put forward their proposals to solve any developmental problems in the firm (Lian & Tui, 2012). However, this requires that employees develop a strong sense of organizational identification and commitment (Liu et al., 2011; Zengtian & Xiuyuan, 2014, Zhu, Sosik, Riggio, & Yang, 2012). The employee's status in the firm is an additional factor that affects subordinates' organizational identity. As such, organizational identification is an essential source of employee motivation (Liu et al., 2011; Gilmore et al., 2013; Zhu et al., 2012). Transformational leadership is maintained through the identification of employees with the company vision and goals. It motivates employees to sacrifice their interests and work toward common goals (Irshad & Hashmi, 2014).

Organizational justice is also an important factor in this commitment to organizational vision and aims. It is based on developing and implementing methods and procedures that are aligned with employees' values and respect their integrity, while also promoting consistency, involvement, rationality, and impartiality (Youli et al., 2014). Transformational leadership positively mediates organizational identification among employees. This form of leadership is associated with procedural justice, which consequently influences employee organizational identification. Transformational leadership also boosts organizational identification by enhancing teamwork and collaboration. This is achieved through identification with a common

vision and goals. The next section explores the effect of transformational leadership on employee workplace behavior.

Effects of Transformational Leadership on Employee Workplace Behavior

Transformational leadership is often used as synonymous with charismatic leadership, and requires intellectual stimulation and individual consideration of all subordinates. This is important because only employees that feel respected and motivated can maximize their potential to attain the highest levels of performance (Zengtian & Xiuyuan, 2014). Transformational leadership involves vision of individualized virtue and culture, dimensions of motivation, and charismatic leadership. Charismatic leaders who have business aptitude, strong responsibility, and a sense of innovation are dedicated to work and are open-minded and attuned to the needs of others (Wang et al., 2010). All these factors result in employees pursuing their own high standard of work to meet organization expectations. Transformational leaders readily accept any change and promote proactive behaviors among employees.

Transformational leadership especially that achieved through motivation enables subordinates to work beyond organizational rules and create problem-solving approaches to achieve any change (Zengtian & Xiuyuan, 2014). Focusing on specific transformational leadership behaviors, charisma, enthusiasm, intellectual stimulation, and individualized care, enhances employees' motivation to exhibit pro-social behaviors. Effelsberg and Solga (2015) suggested that charisma evokes strong emotional bond between leaders and followers, and can thus improve organizational performance, since leaders are willing to engage in actions that support employee performance.

Charismatic leaders provide clear and inspirational vision and put high expectations on employees, thus motivating them to work with enthusiasm (Effelsberg & Solga, 2015). They also inspire employees to meet organizational goals and vision. Humphrey (2012) explained that individualized considerations reflect that transformational leaders with charismatic leadership can take initiative to listen to the voice of the subordinates. They are also compassionate, and appreciate hard work of the employees, while also striving to accommodate their unique interests and skills. They reward achievement of employees, and foster a culture that is open to two-way communication that assists in stimulating both leaders and employees (Lian & Tui, 2012). Leaders that exhibit intellectual stimulation behaviors encourage employees to gain new knowledge and skills. This suggests that transformational leadership has a significant positive impact on employee pro-social behavior, as it enhances the organizational identification through employee behaviors and performance (Effelsberg & Solga, 2015).

The extant literature focusing on transformational leadership behavior and organizational identification revealed that it promotes employees' voice behaviors. This is achieved through charismatic leadership, intellectual stimulation, and individual consideration. These factors prompt employees to maintain high working standards that exceed organizational expectations. Leaders also inspire employees to achieve the set goals while striving to find new ways to solve problems and accomplish tasks. Employees also adopt problem-solving approaches on their own initiative. Additionally, transformational leaders encourage employees to exhibit favorable behaviors by adopting measures for improving employee performance. The next section focuses on transformational leadership and procedural justice, along with the mediating role of organizational identification.

Mediating Role of Organizational Identification

Humphrey (2012) maintained that organizational identification evolves from social identity theory, which demonstrates that individuals strive to develop a sense of belonging to organizational groups. Organizational identification rests on the need for self-classification or individual position in the society (Effelsberg & Solga, 2015). It also includes self-promotion, with the hope of becoming a member of the organization. Organizational identification is the social identity cognition in an organization (Humphrey, 2012). It puts emphasis on individuals and issues involving decision-making process. Transformational leadership improves intrinsic value behaviors that are associated with goal realization among employees. It emphasizes employee relationships, with efforts required to reach leadership goals and develop a common mission, vision, and objectives (Zengtian & Xiuyuan, 2014).

Transformational leaders encourage employees to develop critical thinking and use innovative procedures when completing their tasks. This leads to a sense of appreciation and recognition that, in turn, typically increases organizational commitment (Youli et al., 2014). Transformational leaders encourage employees to develop new problem-solving methods and promote greater involvement in the decision-making, aiming to enhance their organizational commitment. As such, transformational leaders motivate, inspire, and assist subordinates, making them feel valued by the organization. This illustrates that transformational leadership enhances employees' organizational identity (Gilmore et al., 2013). Such a positive association of subordinate organizational identification mediates employee pro-social behavior and transformational leadership behavior. Organizational identification creates a sense of belonging among employees. Transformational leadership enhances the employees' social identity in

organizations by aligning them to common goals and objectives. Organizational identification among employees is also improved through employee empowerment and development, as well as appreciation and recognition.

Transformational Leadership and Procedural Justice

Employee performance is based on specific leadership behaviors that convey procedural justice, which leads to greater employee job satisfaction and improved performance while also enhancing organizational trust and commitment (Gilmore et al., 2013; Song, Kang, Shin, & Kim, 2012). Procedural justice hinders adverse employee reactions. In particular, legitimacy of leadership and authority has positive effects on employee attitudes and behaviors. Humphrey (2012) argued that procedural justice affects subordinate recognition of transformational leadership and helps employees recognize and accept transformational leadership behavior. This might either strengthen or weaken the effects of transformational leadership on subordinate organizational identification (Zengtian & Xiuyuan, 2014). This high level of organizational identification and trust makes the employees more likely to respond positively to the leadership.

Procedural justice might affect the sense of identity among the employees, and this shapes employees' attitudes, behaviors, and emotions (Humphrey, 2012). The feeling of justice among the staff members also directly or indirectly influences positive responses to leadership norms and attitudes. High response to procedural justice produces strong relationships between the leader and his/her subordinates, hence maintaining a high level of organizational identification (Effelsberg & Solga, 2015). When employees are willing to accept the impact of transformational leadership, they develop a greater sense of organizational identification (Lian & Tui, 2012; Song et al., 2012).

Transformational leadership is related to employee procedural justice, as when employees accept the transformational leadership they are bound to meet organizational vision and accept the organizational goals, thereby enhancing organizational identification (Effelsberg & Solga, 2015). Therefore, it can be concluded that procedural justice has a positive mediating role in the link between transformational leadership behavior and employee identity. Moreover, a higher level of procedural justice contributes to strong relationships between employee pro-social behaviors and transformational leadership.

Job satisfaction, job performance, and organizational trust and commitment are the key characteristics of procedural justice. Procedural justice minimizes negative employee's reactions and influences the acceptability of transformational leadership in organizations. The relationship between transformational leadership and procedural justice is also influenced by organizational identification and the trust levels among employees. Procedural justice determines employees' attitudes, behaviors, and emotions. Finally, employees' acceptance of transformational leadership enhances procedural justice and motivates them to pursue the set goals.

Chapter Summary

This chapter presented a review of available literature related to the research topic. The literature reviewed above demonstrates that transformational leadership positively influences the employees' inclination to participate in pro-organizational behaviors. This form of leadership invokes the employees' passion to pursue personal and organizational goals and enhances their moral commitment to commonly agreed goals. The sources discussed in the preceding sections revealed the presence of transformational theory. The review also included pertinent literature

sources that examined the link between selfless pro-organizational behavior and organizational identification. The next chapter will present the research methodology adopted in this study.

CHAPTER 3. METHODOLOGY

Introduction

The purpose of this study is to test the relationship between transformational leadership and selfless pro-organizational behavior and to determine if that relationship is mitigated by organizational identification. This quantitative non-experimental research was designed to test the theory of transformational leadership by comparing transformational leadership (independent variable) to selfless pro-organizational behavior (dependent variable), while controlling for organizational identification (mediator variable). This chapter will focus on the research methodology, highlighting the adopted research design, study sample, study setting, data collection, data analysis, validity and reliability, and ethical considerations in the study.

The independent variable in this study is transformational leadership, which is a style used by leaders that entails charismatic leadership, intellectual stimulation, and individual consideration (Zengtian & Xiuyuan, 2014). Five independent subscale variables—idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration—encompass the elements of transformational leadership behavior. Transformational leadership involves a vision of individualized virtue and culture, dimensions of motivation, and charismatic leadership (Wang, Chu, Huang, & Chen, 2010).

The dependent variable is selfless pro-organizational behavior, which is a tradeoff between acting in one's own self-interest versus the interest of the organization (Effelsberg et al., 2014). In selfless pro-organizational behavior, employees consciously suppress their own individual desires for those of the organization. This behavior is exercised for the benefit of the

organization and through these efforts; employees experienced a greater willingness to continue such behaviors for the good of the organization.

The mediating variable—that which explains the relationship between transformational leadership and selfless pro-organizational behavior—is organizational identification, which entails demonstrating an organizational sense of belonging and a personal feeling that they are part of an organization (Humphrey, 2012). Organizational Identification includes the need for self-classification or individual position in the society (Effelsberg & Solga, 2015) and includes self-promotion with the hope of becoming a member of the organization. Organizational identity is the social identity cognition in an organization (Humphrey, 2012), and emphasizes the individual and issues involving decision-making processes. Carmeli, Atwater, and Levi (2011) posit that transformational leadership facilitates the quality of Leader-Member Exchange (LMX), which in turn enhances and promotes an employee's organizational identification.

The study is non-experimental because the researcher did not manipulate the independent variable. Therefore, causation cannot be determined, but rather the relationship between transformational leadership and selfless pro-organizational behavior is examined. This research will include an evaluation of transformational leadership's effect on employees' desires to engage in selfless pro-organizational behavior. The study focused on behavior that benefits the organization but is simultaneously incongruous with an employee's personal desires and is carried out regardless of personal cost.

Research Questions

The research questions for this study were based on Effelsberg et al.'s (2014) study on the relationship between transformational leadership and selfless pro-organizational behavior as

mediated by organizational identification. The questions facilitated exploring the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification.

RQ 1: How does transformational leadership theory explain the relationship between selfless pro-organizational behavior and transformational leadership, which consists of idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration?

RQ 2: How does the employees' organizational identification mediate the relationship between transformational leadership and selfless pro-organizational behavior?

Research Hypotheses

The research hypotheses were based on Effelsberg et al.'s (2014) study.

Research Hypothesis 1

Ho1: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Ha1: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Research Hypothesis 2

Ho2: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Ha2: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Research Hypothesis 3

Ho3: There will be no significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Ha3: There will be a significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Research Hypothesis 4

Ho4: There will be no significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Ha4: There will be a significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Research Hypothesis 5

Ho5: There will be no significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Ha5: There will be a significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Research Hypothesis 6

Ho6: There will be no significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

Ha6: There will be a significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

Research Hypothesis 7

Ho7: Employees' organizational identification will not significantly mediate the positive correlation between selfless pro-organizational behavior and transformational leadership.

Ha7: Employees' organizational identification will significantly mediate the positive correlation between selfless pro-organizational behavior and transformational leadership.

Research Design

This research used a quantitative simple regression analysis design, which is appropriate based on the study's stated purpose: to examine the relationship between employees' views of the leaders' transformational leadership and the employees' selfless pro-organizational behavior. Organizational leadership is the theoretical framework used in this study and the constructs are transformational leadership, selfless pro-organizational behavior, and organizational identification. A simple regression design is appropriate where there are multiple independent variables to predict one dependent variable (Creswell, 2014).

The research instrument—a survey— consisted of five sections: demographic questions were used to capture employees' personal information such as age, employment tenure, and gender, the Multifactor Leadership Questionnaire (Bass & Avolio, 1995) measured employees' perceptions regarding the transformational leadership of their first-line supervisors, Ashton and Lee's (2009) Honesty/Humility scale assessed employees' honesty and humility, Mael and Ashforth's (1992) organizational identification scale measured the employees' organizational identification, and the Perceived Value of a Free Business Campaign measured the employees' selfless pro-organizational behavior (Effelsberg et al., 2014). The quantitative survey included employees working for five organizations in the Southeastern United States. The measurements

were used to evaluate what association, if any, existed between transformational leadership and selfless pro-organizational behavior and to determine whether organizational identification acted as a mediator in the relationship.

The underlying research assumption was that variables representing the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification could be analyzed using quantifiable data. The goal of the quantitative researcher was to decrease researcher bias by using statistical analysis to shape research conclusions. Therefore, a quantitative simple regression analysis design with the intention to gather information to explore was appropriate. Simple regression was used to identify the equation that most accurately explained the dependent (Y) variable selfless pro-organizational behavior as a linear function of the five independent subscale (X) variables—idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration. In addition, simple regression was conducted to determine how much variance these five behaviors accounted for in selfless pro-organizational behavior and the five transformational leadership subscale variables summed to form an overall transformational leadership scale. From the discussion, it is clear that quantitative simple regression analysis design is appropriate in examining the correlation between employees' views of the leaders' transformational leadership and the employees' selfless pro-organizational behavior. The next section explains the population and sample used in this study.

Population and Sample

The sample encompassed employees from the five organizations based on researcher criteria, which stated that participants must: (a) be employees of one of the organizations, (b) be at least 18 years old and working in one of the five organizations, and (c) were not considered seasonal or temporary employees. The researcher determined the minimum sample size by identifying the number of independent (predictor) variables in the model along with the anticipated effect size and desired statistical power level and probability level. Kelley and Maxwell (2012) stated that the power analytical approach is appropriate when determining whether an effect exists and, to a lesser degree, the direction of the effect. This research used the power analytic approach to determine sample size for this study. The expectation was that the effect is standardized and linear transformation scaling of variable(s) will not be required. If linear transformation scaling were required, it would be used to change the value of the effect size (Kelley & Maxwell, 2012).

The sample size for this research was based on the total population of five companies located in the Southeastern United States. Four of the organizations are for-profit and one is a non-profit organization with a combined total of 159 employees. The total sample required was calculated using G*Power 3 based on a one-tailed analysis of the independent variable. Effect size was calculated as .09042050 with power of .90; the degree of freedom was calculated as 51. The minimum sample size for this study was 53. The elements were combined and used to calculate the optimal sample size for regression analysis to arrive at the sample size (Bluman, 2010; Siegle, n.d.). The final recommended sample size for this research was 53.

The populations from the different organizations were analyzed using the one-way ANOVA, which was used to analyze as many groups as possible (Boone & Boone, 2012). For example, in experiments with several independent groups, the participants are arranged in groups to satisfy the assumption that the groups are independent (Boone & Boone, 2012). After this, the groups are treated differently depending on the type of variable, i.e., independent or dependent variable. However, it is not necessary for two combined populations to be similar for them to form a normal population (Barua, 2013). Past research has employed similar strategies based on different organizations such as the production industry, financial service, health care, and public administration (Norman, 2010). Effelsberg et al. (2014) believed that the heterogeneous makeup of an organization promotes the generalizability of data and therefore the use of measurement scales can be very important in such cases.

The sample size in this dissertation is vital when drawing conclusions regarding the sample and generalizing the results to the larger population. Determining the correct sample size for this dissertation was based on a number of assumptions. The sample size must be large enough to diminish the probability of common errors and to be able to make implications from a smaller sample about the larger group (Bernard, 2013). The size of the sample also needed to be large enough to generate beneficial outcomes without wasting the time of the researcher, participants, and others involved in the study, while simultaneously being small enough to make it feasible (Fowler, 2009).

Setting

The population involved employees working for five organizations in the Southeastern United States. The organizations are for-profit and non-profit organizations. The companies consisted of four for-profit organizations and one non-profit organization.

Instrumentation/Measures

The study adopted one instrument with five sections for data collection purposes. The survey facilitated the collection of information from employees to assess the relationship between employees' perception of the leaders' transformational leadership behaviors and selfless pro-organizational behavior. The first section of the survey focused on demographic information, section two was the MLQ Standard by Bass and Avolio in 1995. The MLQ 5x measured the independent variable transformational leadership, which consisted of five subscale independent variables of idealized influence (attributed), idealized influence (behavior), intellectual stimulation, inspirational motivation, and individual consideration. Likert scales were also adopted within the study. A 10-item scale developed by Ashton and Lee (2009) measured participants' Honesty/Humility pro-social disposition while organizational identification was assessed using Mael and Ashforth's (1992) 6-item scale, and finally, perceived value of a free business campaign by Effelsberg et al. (2014) measured the dependent variable, selfless pro-organizational behavior.

MLQ 5x Short

Section 2 of the survey was the Multifactor Leadership Questionnaire 5x Short or MLQ Standard created by Bass and Avolio in 1995 and updated through extensive research (Mind Garden, 2011). This questionnaire has been used to assess perceived transformational leadership

in a number of organizations (Nawaz & Bodla, 2010; McFadden, Henagan, & Gowen III, 2009; Rowold & Rohmann, 2009; Yau-De, Chyan, & Kuei-Ying, 2012; Yin-Fah, Foon, Chee-Leong, & Osman, 2010). Participants used a 5-point rating scale (1 = *never*, 5 = *almost always*) to complete the survey regarding their first-line supervisor. The MLQ 5x is the most frequently used instrument to measure leadership behaviors in organizations; the questionnaire's validity and reliability have been extensively investigated and found to measure the leadership factors it was created to assess (Mind Garden, 2011). The methods used to assess the questionnaire for construct validity, using confirmatory factors analysis, was illustrated in extreme detail in the current MLQ manual (Mind Garden, 2011).

The scales used in this research were Likert scales used to measure participants' responses. Likert scales are very effective when doing a research on belief, behavior, or attitude related topics. A Likert scale is unique in that it measures respondents' attitudes by asking for their opinions and answers on particular questions and statements (Brown, 2011). However, the use of Likert scales in market and research has often generated debate because of the number of scale points it has (Munshi, 2014). The Likert scale is often used to enable the respondents to express the strength of their opinions about a given question or statement (Effelsberg et al., 2014). The validity of the Likert scale has also been a contentious issue for the past century (Allen & Seaman, 2007). This is because of its one-dimensional nature, i.e., the Likert scale only consists of a maximum of seven choices with unequal distances between them, thus cannot measure the true attitudes of respondents (Barua, 2013). There is also the likelihood of individuals avoiding both extremes because of negative perception (Effelsberg et al., 2014).

Others argue against its use, but most researchers believe that the Likert scale is still a very important tool for research (Allen & Seaman, 2007).

Every question in the Likert scale can be analyzed separately or combined with related items to create a general score for a group of selected statements. The responses are treated as ordinal data because there is no assumption that the participants see the difference between adjacent stages to be the same (Brown, 2011). However, researchers normally treat this data as interval data despite the high likelihood of misinterpretation (Brown, 2011). After the Likert scale responses have been summed up, parametric statistical tests such as the ANOVA and the Mann-Whitney U test can be carried out on the data, assuming it is a five-point or higher scale (Norman, 2010).

Honesty/Humility

The third section of the survey measured honesty/humility in order to control for a participant's pro-social disposition. Candidates responded to 5-point rating scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The instrument was deemed valid based on the results of an exploratory factor analysis (Sohn & Lee, 2012). Equally, reliability of the instrument to determine internal consistency was substantiated through Cronbach's α reliability coefficient in order to examine the stability, the consistency, and the predictability of each factor (Sohn & Lee, 2012). The honesty/humility scale was used to measure the dependent variable selfless pro-organizational behavior.

Organizational Identification

The fourth section of the survey measured organizational identification using Mael and Ashforth's (1992) 6-item scale, where participants used a 5-point Likert scale with 1 = *strongly*

disagree and 5 = *strongly agree*. The results of the Cronbach's alpha for this scale was .88.

Confirmatory factor analysis was also performed to determine internal validity. The researcher used this scale to measure the mediator variable organizational identification.

Free Business Campaign

The fifth and final section of the survey utilized Effelsberg et al.'s (2014) conclusions to measure the employees' perceived value of a free business campaign for their company. This research will use this measure to determine the participants' perceived value of a business campaign. The perceived value of a free business campaign was used to measure the dependent variable selfless pro-organizational behavior. Internal validity was measured with a distribution task. The next section focuses on the data collection procedures that will be adopted in the study.

Data Collection

Study participants were selected randomly based on their employment with one of the five organizations participating in the survey. Random samples are chosen by using chance methods, in which case each member of the particular population is known and listed to eliminate bias (Bluman, 2010). In order to mitigate the potential introduction of bias, the researcher worked directly with the human resource office or administrative office of the respective organizations.

The President or chief executive officer of the five organizations granted permission for the study and served as facilitators between the researcher and potential participants. Candidates received an introductory notification explaining the purpose of the study, privacy/confidentiality procedures, and described the level of involvement required. This notification also contained a

personal note to participants thanking them in advance for their support and participation in the research. Additionally, the initial notification contained detailed information with regard to the data collection instrument, i.e., the survey.

Participants were informed of the voluntary, confidential, and anonymous nature of study. They were also told about the informed consent form that was required to comply with IRB requirements. The consent form identified the nature of research, the risk and benefits to participants, and the approximate amount of time required to complete the survey (10-15 minutes).

The data was collected from a sample of workers employed in each of the five participating organizations. The research used one instrument consisting of five sections: one measured employees' perceptions regarding the transformational leadership behaviors of their first-line supervisors, the second measured the effect of organizational identification on the relationship between transformational leadership and selfless pro-organizational behavior. Additionally, the honesty/humility survey was used measure employees' truthfulness and humbleness. Finally, the free business campaign task to measure the employees' selfless pro-organizational behavior. The researcher used three modalities to collect data for this research, which were electronic, in-person with the research performing the data collection, and in-person using a contact representative. In order to mitigate the potential introduction of bias the researcher worked directly with the human resource office or administrative office of the respective organizations.

For those participants completing the survey electronically, the research design allowed for full participant privacy and confidentiality in an online setting. Employees received a

personal email announcing the study and the study's rationale. Additionally, the email described the level of involvement required of participants, and a personal invitation to participate. To collect data for this research, participants completing the survey electronically were provided a unique access code to the SurveyMonkey.com site. The survey instrument was only accessible to those participants with valid login credentials.

Those organizations whose employees required access to a computer as part of their duties received the survey electronically. The researcher provided explicit instructions to the facilitator that outlined procedures for preparing the blind email (no addressees are identified in the "To" field of the email) that was forwarded to all organizational employees. The invitation email emphasized the voluntary nature of participation and included a statement indicating that they were in no way obligated to participate in the research. The researcher worked directly with the President/CEO of each organization participating in the study rather than relying on past contacts or personnel relationships. While the blind email was sent using the organization's internal email system, sending a blind email also prevented identification by other organizational members. The human resource office, administrative office, nor the President/CEO had any way of identifying organizational members that elected or declined participation.

In-person using a research contact in organization. A package containing instructions and guidelines about the survey, an introductory/cover letter to potential participants, Capella University Informed Consent Form, and the research questionnaire for participants was overnighted to the researcher's contact. The researcher's contact distributed the survey documents per the instructions. Upon completion, the contact gathered the material and placed it in an envelope, then sealed and returned it to the researcher.

In-person where researcher performed data collection in the organization. The researcher distributed a package to all employees containing instructions and guidelines about the survey, an introductory/cover letter to potential participants, Capella University Informed Consent Form, and the research questionnaire for participants. Upon completion, the surveys were gathered and placed in an envelope by the researcher.

Informed consent was collected from all participants. Informed consent for this research was obtained through two methods: For those participants completing the survey electronically, informed consent was implied based on their continuance to the survey. Those employees completing the survey in-person signed and returned the informed consent form to the researcher.

A generic introduction letter was distributed to employees through the research's contact about 1 or 2 weeks in advance of the scheduled survey. The letter explained the survey, the reason for the research, how it will advance scholarly knowledge, and the importance of returning the completed questionnaire on time for evaluation.

Upon completion of data collection, each survey was validated by the researcher to ensure all questions were answered and those surveys that were partially completed were eliminated from the study. Once the data was compiled, the researcher performed an initial assessment to determine what the data looked like. The data was displayed both in tables and graphically in order for the researcher to view the entire range of the information. This initial review of the data provided a general assessment on the type and amount of information as well as noted problem areas in the data such as outliers, missing data, and a first look at the distribution of key variables. The researcher reviewed the distribution of the data to determine

the shape of the data. The researcher determined where most of the values fell. Those that were properly and completely filled in were consolidated in electronic form on the SurveyMonkey.com website. The data compilation was then downloaded to the researchers' computer for further analysis prior to uploading the data into SPSS.

Data Analysis

Data analysis involved procedures of examining, converting, cleansing, and modeling data with the aim of realizing beneficial information in answering research questions. According to Jha (2008), data analysis has numerous approaches and facets, encompassing different techniques under a range of names, in various scientific, business, and social science domains. This section provides a discussion about data analysis procedures that were used in this study.

General Approach

Inferential and descriptive statistics were used in the data analysis. Descriptive statistics were conducted to summarize the data. Measures of central tendency were used—specifically mean, mode, and standard deviation (Ho & Carol, 2015). Inferential statistics entailed using probability theory to extract underlying relationships between variables in a data set before the analysis data was cleaned for missing variables and outliers. Statistical Package for Social Scientists (SPSS) version 22 was used in the data analysis.

A simple linear regression was conducted with the research intent and was the suitable choice for this research study's analysis. The independent variable, transformational leadership, was the predictive variable in the regression analysis, measured in the relationship to the dependent variable, selfless pro-organizational behavior. Regression analysis models are used in predicting a continuous dependent variable from a number of independent variables (Patten,

2012), which was the case in this research. The dependent variable, selfless pro-organizational behavior, was measured by the distribution survey.

The regression coefficient represented the degree of variation among the dependent variable, selfless pro-organizational behavior and the independent variable, the transformational leadership and organizational identification. The coefficient of determination (R^2) measures the amount of adjustment in the dependent variable that can be explained by the independent variable. The value of R^2 is measured on a scale between 0 and 1. If the value is close to 0, the independent variable is explaining virtually none of the variance of the dependent variable. This is an indication of a very weak linear relationship. If the value is close to 1, the independent variable is explaining virtually some of the variance of the dependent variable. This is an indication of a very strong linear relationship (Patten, 2012). R^2 values can lie anywhere on the 0 to 1 scale with the interpretation of the strength of a given value being a relative judgement given the research context. Assumptions in this model include: 1) linear parameters, 2) errors are normally distributed, 3) predictor variables are not correlated (Patten, 2012). This analysis was consistent with Effelsberg et al. (2014).

Operational Definitions

Independent variable. Transformational leadership emphasizes the relationships between the leaders and followers and follower performance (Besharov, 2014; Maloş, 2012).

Subscale-independent variables:

- Idealized influence (attributed) (IA) relates to how leaders project themselves, whether they exhibit socialized charisma, power and confidence, high ethics, and/or integrity (Nawaz & Bodla, 2010).

- Idealized influence (behavior) (IB) refers to the actions of the leader being grounded in ethics, values, and mission centeredness (Nawaz & Bodla, 2010).
- Inspirational motivation (IM) is conveyed through the methods leaders use to motivate and influence their employees by establishing and maintaining a demanding work environment (Nawaz & Bodla, 2010).
- Intellectual stimulation (IS) is expressed through a leader's willingness and desire to inspire creativity and innovation in all employees, thus motivating them to perform to their best ability (Nawaz & Bodla, 2010).
- Individualized consideration (IC) refers and conveys desire to focus on the development, growth, and performance needs of the workforce. This is expressed through various actions and attitudes, acts such as mentoring and coaching subordinates to meet their personal needs (Nawaz & Bodla, 2010).

Dependent variable. Selfless pro-organizational behavior involves tradeoffs between acting in ones' own self-interest and pro-organizationally (Effelsberg et al., 2014).

Mediator variable. Organizational identification involves the need for self-classification or individual position in the society (Effelsberg & Solga, 2015; Humphrey, 2012).

- Age represents the years of life of individual participants and was captured in the following seven categories: 18-24, 25-34, 35-44, 45-54, 55-64, 65-74, and 75-older.
- Honesty/Humility encompasses one's genuineness, impartiality, greed avoidance, and modesty (Ashton & Lee, 2009).

Descriptive analysis. The first step in the analysis process was to score and record each survey statement, based on the five-section questionnaire score key. Specific statements and

scores in the survey were assigned to the transformational leadership subscale variables, IA, IB, IM, IS, and IC, as are statements and scores assigned to organizational identification, Honesty/Humility, and selfless pro-organizational behavior. Scores for transformational leadership, selfless pro-organizational behavior, and organizational identification, honesty/humility based on participant responses, were tallied, summarized, averaged, and then combined to identify overall indicators in the SPSS program. Variables were then calculated through a linear combination of select items, from the survey instrument.

Descriptive Statistics

RQ1: How does transformational leadership theory explain the relationship between selfless pro-organizational behavior (dependent variable) and transformational leadership (independent variable), which consists of idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration?

RQ2: How does the employees' organizational identification mediate the relationship between transformational leadership (independent variable) and selfless pro-organizational behavior (dependent variable)?

Descriptive Analysis

The variables were generated from Effelsberg et al. (2014). For this study, the single dependent (Y) variable was selfless pro-organizational behavior. There are five independent subscale (X) variables of transformational leadership for this study: idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration. These subscale variables measured five distinct transformational leadership dimensions. A simple regression was conducted to determine how much variance

these five transformational leadership subscale variables explain about selfless pro-organizational behavior. In addition, the five transformational leadership subscale variables were combined to form an overall transformational leadership scale. A simple regression was conducted to determine how much variance the overall transformational leadership scale explains about selfless pro-organizational behavior. The mediating variable for this study was organizational identification. Therefore, organizational identification was entered first in each regression analysis to control its effect in the overall regression model. Simple regression was used to identify the equation that most accurately explained the dependent (Y) variable selfless pro-organizational behavior as a linear function of the five independent subscale (X) variables idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration.

All hypotheses were tested at an alpha level of .05. The alpha level is the likelihood of rejecting the null hypothesis when it is true. An alpha of .05, for example, means that you want a *P*-value of .05 or less in order to assume that your results differ from chance (Bluman, 2010). The smaller the *P*-value, the more probable the outcomes do mirror reality and is not simply a coincidental observation. The testing criterion is that the null hypothesis is rejected when *P* value is less than the alpha level.

The null hypotheses for all regression analyses were tested using the *F* probability distribution. For each null hypothesis, the *F*-test provided a ratio of the variance explained of the dependent variable by each independent subscale variable (or set of independent variables) over the variance left unexplained. The probability of this ratio under the null condition is then determined from the *F* probability distribution.

Simple regression assumptions. The researcher tested for six underlying assumptions regarding the variables used in this research in order to determine trustworthiness of the results. The researcher ensured data can be measured at a continuous level. The ordinal variables were placed into categories such as “*strongly agree*” for the positive high, “falling in the middle,” and “*strongly disagree*” for the low. The second assumption required the researcher to verify that a linear relationship existed between the transformational leadership and selfless pro-organizational behavior. The researcher created a scatterplot that plotted the dependent variable, selfless pro-organizational behavior, against the independent subscale variables, idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, individual consideration, and visually inspected the scatterplot to validate that linearity existed.

Williams et al. (2013) mandated independence of observations, which can be checked using the Durbin-Watson statistic. Violation of this assumption leads to an inflated goodness of fit test and higher Type I error levels. Finally, the researcher created a histogram to ensure the data was normally distributed (Graham, 2013; Triola, 2006).

Validity and Reliability

MLQ 5x Short

The survey facilitated the collection of information from employees to assess the relationship between employees’ perception of the leaders’ transformational leadership and selfless pro-organizational behavior. The study included one survey instrument consisting of five sections. The Multifactor Leadership Questionnaire 5x Short or MLQ Standard was created by Bass and Avolio in 1995 and updated through extensive research by Mind Garden (Mind

Garden, 2011). This survey has been used to assess perceived transformational leadership in a number of organizations (Nawaz & Bodla, 2010; McFadden, Henagan, & Gowen Iii, 2009; Rowold & Rohmann, 2009; Yau-De, Chyan, & Kuei-Ying, 2012; Yin-Fah, Foon, Chee-Leong, & Osman, 2010). The MLQ 5x is the most frequently used instrument to measure leadership behaviors in organizations; the instrument's validity and reliability have been extensively investigated and found to measure the leadership factors it was created to assess (Mind Garden, 2011). The methods used to assess the instrument for construct validity, using confirmatory factors analysis, was illustrated in detail in the current MLQ manual (Mind Garden, 2011). The MLQ 5x was used to measure the independent variable, transformational leadership behaviors.

Honesty/Humility

Further, the researcher measured honesty/humility as a way to control for participant's pro-social disposition. The instrument was deemed valid based on the results of an exploratory factor analysis (Sohn & Lee, 2012). Equally, reliability of the instrument to determine internal consistency was verified through Cronbach's α reliability coefficient in order to examine the stability, the consistency, and the predictability of each factor (Sohn & Lee, 2012). The honesty/humility scale was used to measure the dependent variable selfless pro-organizational behavior.

Organizational Identification

Organizational identification was measured using Mael and Ashforth's (1992) 6-item scale. The results of the Cronbach's α for this scale is .88. Confirmatory factor analysis was also performed to determine internal validity. The researcher used this scale to measure the independent variable organizational identification.

Free Business Campaign

Effelsberg et al. (2014) measured employees' perceived value of a free business campaign for their company. This measure determined the participants' perceived value of a business campaign. The perceived value of a free business campaign was used to measure the dependent variable selfless pro-organizational behavior. Internal validity was measured with a distribution task.

Ethical Considerations

This study adhered to the basic ethical principles for performing research, which include affording participants the utmost respect, benefit (do not harm and strive for maximum benefit and minimize possible harm), and justice for ensuring participants equal treatment. Survey participants did not directly benefit from participating, there is the possibility that, because of this study, organizations could use the results to improve or enhance the transformational leadership behaviors of supervisors and managers in both for profit and non-profit organizations.

Conversely, the risks regarding the completion of this survey are minimal, such as the length of time required to complete the survey or experience of discomfort about disclosing individual leadership behaviors while serving in key organizational leadership positions.

Participants were informed of the purpose of the research, the level of effort required of the participants, and any possible risks or benefits of the study before deciding to participate.

Based on the principles set forth in the Belmont Report (2001), this study adhered to the strictest guidelines and awareness of the individuals' privacy rights, confidentiality, and that any discomfort would be kept to a minimum or eliminated. The researcher ensured the utmost care to guarantee the privacy rights and confidentiality were maintained for each participant.

Additionally, participant privacy and confidentiality of responses was another consideration in the research. The questions asked in the research were not controversial and did not require participants to reveal sensitive personal information.

The researcher ensured that adequate space existed between individual survey participants for those completing the survey in-person to ensure responses remained confidential. Each survey question was analyzed to minimize risk to any of the participants. The researcher also provided a list of the terms used in the survey along with a definition to ensure a common level of understanding among participants. To the utmost of the researchers' ability, any potential situation that could cause physical or psychological anxiety or harm was eliminated. Secondly, each employee received a personal follow-up email five and ten business days after the initial notification, thanking them for their consideration in completing the survey.

The researcher offered no incentive to survey candidates and participation was on a random and voluntary basis. The survey, once approved for the study, remained intact and unchanged; items were not added or eliminated once the study was initiated. Participants were not required to agree to any condition that put them in an unfair position, ask them to forfeit their civil or human rights, or request they agree to unequal conditions during the data collection period. There is one set of guidelines for data collection that all participants followed to ensure no individual or group was placed under undue burden or benefit. The study was designed to afford maximum privacy and confidentiality to each participant in both an online environment and in-person. The survey did not query for information that would reveal participant identification, individually or in aggregate.

Each participant received notification announcing the study and its rationale. Additionally, the notification described the level of involvement required of participants and a personal invitation to participate. To collect data for this research, participants completing the survey electronically were informed of the study when the survey was emailed to them with a unique access code to the survey via SurveyMonkey.com website.

The survey instrument was only accessible to those individual participants with valid login credentials. Questions, both demographic and leadership behavior related were phrased in a way, which affords the greatest participant anonymity. The researcher ensured that responses obtained in aggregate did not reveal information about the participant to determine individual identification.

The researcher is affiliated with two of the organizations both through personal and professional means. Additionally, the researcher has a family member who works for the second organization. In order to mitigate the potential introduction of bias, the researcher worked directly with the human resource office or administrative office of the respective organizations. The researcher provided explicit instructions that outlined procedures for preparing a blind email (no addressee are identified in the "To" field of the email) that will be forwarded to all organizational employees. The invitation email emphasized the voluntary nature of their participation. The email also included a statement indicating that they are in no way obligated to participate in the research. The researcher worked directly with the President/CEO of each organization participating in the study rather than relying on past contact or personnel relationships. While the blind email was sent through each organizations internal email system, sending a blind email prevented identification by other organizational members. The human

resource office, administrative office, and the President/CEO had no way of identifying organizational members that elected or declined participation.

In addition, the research used random selection, where the human resources office or administrative office administered the survey to the prospective employee populations of the five organizations. Researchers are required to adhere to various ethical principles including the principle of no maleficence and principle of justice. The researcher obtained informed consent from the participants and observed the participants' right to privacy and confidentiality.

Chapter Summary

This chapter focused on research methodology. The study adopted a quantitative, non-experimental regression analysis design. The design facilitated exploration of the relationship between employees' perceptions of the leaders' transformational leadership behaviors and the employees' selfless pro-organizational behavior. The study population included 159 employees from five organizations in Southeastern United States. A sample of 53 participants was selected from this population. Data was collected using one instrument consisting of five sections, the MLQ 5x, Mael and Ashforth's (1992) 6-item scale, a 10-item scale developed by Ashton and Lee (2009), and perceived value of a free business campaign by Effelsberg et al. (2014). Data analysis was achieved through descriptive and inferential analysis. Simple regression was used to test the hypotheses. The researcher observed different ethical considerations during the research process including the principle of justice, principle of no maleficence, and the participants' right to privacy and confidentiality.

CHAPTER 4. RESULTS

Introduction

The researcher conducted a quantitative study to examine the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification of employees in five organizations location in the Southeastern United States. The intent of the study was to determine if a statistically significant relationship existed between transformational leadership and selfless pro-organizational behavior using one instrument composed of five sections. Based on the data analysis, the researcher rejected or failed to reject the following null hypotheses.

Ho1: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Ha1: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Ho2: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Ha2: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Ho3: There will be no significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Ha3: There will be a significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Ho4: There will be no significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Ha4: There will be a significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Ho5: There will be no significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Ha5: There will be a significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Ho6: There will be no significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

Ha6: There will be a significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

Ho7: Employees' organizational identification will not significantly mediate the positive correlation between selfless pro-organizational behavior and transformational leadership.

Ha7: Employees' organizational identification will significantly mediate the positive correlation between selfless pro-organizational behavior and transformational leadership.

Description of Population and Sample

This study was composed of five organizations located in Southeastern United States. These settings were suitable for this study since the headquarters of the for-profit and non-profit organizations were in the same cities and states. This made it possible for the researcher to reach out to employees working for non-profit and for-profit organizations, who were the target population in this study. The target population was identified by the following demographics:

employees who were 18-100 years of age, working in one of the organizations, and not a seasonal or temporary employee.

Data Collection

Three of the participating organizations completed the survey electronically. The recruitment email with a link to the consent form and questionnaire were distributed through the organization's internal email services. Electronic data were collected through SurveyMonkey.com and saved on a secure server using industry-standard SSL encryption. Access to the data was limited through Survey Monkey's additional security measures. The researcher was granted permission to access the data using a personalized encrypted password that was viewable in a .csv data file. The researcher initially purchased 101 licenses for the MLQ 5x Short portion of the questionnaire from Mind Garden with the option to purchase additional licenses as required. The initial email was sent on December 13, 2015, with reminder emails sent on January 5, 2016, and January 10, 2016.

The electronic version of the survey allowed for full participant privacy and confidentiality in an online setting. Employees received a personal email announcing the study and its rationale. Additionally, the email described the level of involvement required of participants, and a personal invitation to participate. To collect data for this research, participants completing the survey electronically were provided a unique access code to the SurveyMonkey.com website. The survey instrument was only accessible to those individuals with valid login credentials.

The organizations whose employees required daily access to computers were administered the survey electronically. The researcher provided explicit instructions that

outlined procedures for preparing a blind email (no addressees are identified in the "To" field of the email) that was forwarded to all organizational employees. The invitation email emphasized the voluntary nature of participation. The email also included a statement indicating that they were in no way obligated to participate in the research. The researcher worked directly with the President/CEO of each organization participating in the study rather than relying on past contacts or personnel relationships. While the blind email was sent through each organization's internal email system, sending a blind email also prevented identification by other organizational members. The human resource office, administrative office, and the President/CEO had no way of identifying organizational members that elected or declined participation.

In-person using a research contact in organization. A recruitment package was delivered containing instructions and guidelines about the survey, an introductory/cover letter to potential participants, Capella University Informed Consent Form, research questionnaire, and a prepaid stamped return envelope to return the completed questionnaire. The research package was sent using an overnight express courier directly to reach the researcher's contact. The researcher's contact distributed the survey documents per the instructions. Upon completion, the surveys were placed in an envelope, sealed, and returned to the researcher.

In-person where researcher performed data collection in the organization. A recruitment package was distributed to all employees containing instructions and guidelines about the survey, an introductory/cover letter to potential participants, Capella University Informed Consent Form, and the research questionnaire for participants. Upon completion, the surveys were gathered and placed in an envelope by the researcher.

Sample Description

The total sample required was calculated using G*Power 3 based on a one-tailed analysis of the independent variable. Effect size was calculated as .09042050 with power of .90; the degree of freedom was calculated as 51. The minimum sample size for this study was 53. A total of 66 participants completed the survey; however, one was dropped because a couple responses were identified as outliers. Only the data from 65 respondents were used. With the minimum sample size achieved, the survey was closed on January 15, 2016.

Data were collected on 66 participants who completed the survey that was made available to 159 participants that received either an electronic e-mail or an in-person letter. Based on data results, one participant's responses were removed as an outlier on one of the independent variable scales. To determine outliers, standardized scores were calculated for each participant's scores of interests. Standardized scores signify the number of standard deviations an individual's score is from the sample's mean on that score. The sample contained 65 employees from five organizations located in Southeastern United States. A large number of the sampled employees were in the age ranges of 18-24, 25-34, or 35-44. The sample was mostly females (65% of participants). The majority of the participants had been with their organization from 6 months to 1 year, 1-2 years, or more than 2 years. Frequencies and percentages for sample demographics are provided in Table 1 below.

Table 1: *Demographics for Organizational Employee Participants*

| Variable | <i>n</i> | % |
|--------------------|----------|----|
| Age | | |
| 18-24 | 14 | 22 |
| 25-34 | 18 | 28 |
| 35-44 | 13 | 20 |
| 45-54 | 13 | 20 |
| 55-64 | 5 | 7 |
| 65-74 | 2 | 3 |
| Job tenure | | |
| Less than 6 months | 4 | 6 |
| 6 months-1 year | 7 | 11 |
| 1-2 years | 15 | 23 |
| More than 2 years | 39 | 60 |
| Gender | | |
| Female | 42 | 64 |
| Male | 23 | 35 |

Summary of Results

Based on the data collected from the 66 participants, the researcher answered the following research questions.

Research Question 1

RQ1: How does transformational leadership theory explain the relationship between selfless pro-organizational behavior (dependent variable) and transformational leadership

(independent variable), which consists of idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration?

Research Question 2

RQ2: How does the employees' organizational identification mediate the relationship between transformational leadership (independent variable) and selfless pro-organizational behavior (dependent variable)?

Details of Analysis and Results

Descriptive Statistics

Prior to the analysis, the means and standard deviations for the independent variable, and its subscales, the dependent variable and the mediator variable were calculated. The descriptive statistics are presented in Table 2 below. They were examined for reasonableness relative to levels in related research analyses. For example, the lowest average leadership score in the sample was Individual Consideration. Participants tended to score highest on the Inspirational Motivation.

Table 2: Mean and Standard Deviation Statistical Information for (IV) Transformational Leadership, (DV) Selfless Pro-Organizational Behavior, and (MV) Organizational Identification

Variables

| Variables | Mean | Std. Dev. |
|--------------------------------------|-------|-----------|
| (IV) | | |
| Transformational Leadership | 80.59 | 14.94 |
| Idealized Influence (attributed) | 16.43 | 3.14 |
| Idealized Influence (behavior) | 15.96 | 2.99 |
| Inspirational Motivation | 16.45 | 3.12 |
| Intellectual Stimulation | 15.98 | 3.60 |
| Individual Consideration | 15.74 | 3.27 |
| (DV) | | |
| Selfless Pro-Organizational Behavior | 8.87 | 24.81 |
| (MV) | | |
| Organizational Identification | 11.74 | 3.95 |

Hypotheses for Research Question 1

Ho1: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Ha1: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed).

Ho2: There will be no significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Ha2: There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior).

Ho3: There will be no significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Ha3: There will be a significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation.

Ho4: There will be no significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Ha4: There will be a significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation.

Ho5: There will be no significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Ha5: There will be a significant positive correlation between employees' selfless pro-organizational behavior and individual consideration.

Ho6: There will be no significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

Ha6: There will be a significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership.

To address hypotheses 1 – 5, a simple regression analysis was conducted for each Transformational Leadership subscale as a predictor of Selfless Pro-Organizational Behavior. The results of these analyses are presented in Table 3. As the table shows, all of the subscales explained a significant proportion of variance of Selfless Pro-Organizational Behavior except Idealized Influence (Behavior). Intellectual Stimulation explained the most variance of Selfless

Pro-Organizational Behavior (21%) followed by Individual Consideration (16%), Idealized Influence (Attributed) (15%) and Inspirational Motivation (14%).

Table 3: *Simple Regressions of Transformational Leadership Sub-Scales on Selfless Pro-Organizational Behavior*

| Independent Variable Subscales | <i>R</i> | <i>R</i> Square | <i>F</i> | <i>Sig.</i> |
|-------------------------------------|----------|-----------------|----------|-------------|
| Idealized Influence (Attributed) | .382 | .146 | 11.075 | .001 |
| Idealized Influence (Behavior) | .224 | .050 | 3.431 | .069 |
| Inspirational Motivation | .374 | .140 | 10.553 | .002 |
| Intellectual Stimulation | .457 | .209 | 16.906 | .000 |
| Individual Consideration | .404 | .163 | 12.479 | .001 |

To address hypothesis 6, a simple regression was then conducted by regressing the (IV) Transformational leadership (aggregated with the five subscales) on the (DV) Selfless Pro-Organizational Behavior. The results of this regression are shown in Table 4. The results show that Transformational leadership explained approximately 19% of the variance of selfless pro-organizational behavior. This *R* Square value is significant at the .01 level.

Table 4: *Simple Linear Regression Model Summary results for (DV) Selfless Pro-Organizational Behavior with Transformational Leadership*

| Independent Variable | <i>R</i> | <i>R</i> Square | <i>F</i> | <i>Sig.</i> |
|---|----------|-----------------|----------|-------------|
| Transformational Leadership (Aggregated) | .439 | .192 | 15.238 | .000 |

Findings indicated that selfless pro-organizational behavior is positively affected by transformational leadership. In support of hypothesis 6, a mediation model was conducted in which Transformational Leadership was regressed on Selfless Pro-Organizational Behavior controlling for Age and Honesty/Humility. The results in Table 5 show that when controlling for Age and Honesty/Humility, Transformational Leadership still explains a significant proportion of the variance of Selfless Pro-Organizational Behavior (18%).

Table 5: *Mediation Model: Effect of Transformational Leadership on Selfless Pro-Organizational Behavior Controlling for Age and Honesty*

| Regression Model | <i>R</i> | <i>R</i> Square | <i>F</i> | <i>Sig.</i> |
|--|----------|--|----------|-------------|
| Predictors | | | | |
| Model 1: Age, Honesty | .279 | .078 | 2.626 | .080 |
| Model 2: Age, Honesty, Transformational Leadership | .510 | .260 | 7.045 | .000 |
| | | <i>R</i> Square Change Due to Transformational Leadership = .182 | 14.915 | .000 |

Note. Dependent Variable: Selfless Pro-Organizational Behavior

Hypotheses for Research Question 2

Ho7: Employees' Organizational Identification will not significantly mediate the positive correlation between Selfless Pro-Organizational Behavior and Transformational leadership.

Ha7: Employees' Organizational Identification will significantly mediate the positive correlation between Selfless Pro-Organizational behavior and Transformational leadership.

The first step in analyzing RQ 2 was to explore the bivariate correlations between Organizational Identification, Transformational Leadership, and Selfless Pro-Organizational Behavior pairs. Table 6 below shows the results of this analysis.

Table 6: *Bivariate Correlation Coefficients between Transformational Leadership, Selfless Pro-Organizational Behavior, and Organizational Identification*

| | Selfless Pro-Organizational Behavior | Transformational Leadership | Organizational Identification |
|--------------------------------------|---|------------------------------------|--------------------------------------|
| Selfless Pro-Organizational Behavior | . | .439(**) | .319(**) |
| Transformational Leadership | .439(**) | . | .430(**) |
| Organizational Identification | .319(**) | .430(**) | . |

Note. (**) $p < .01$

Table 6 shows that all of the bivariate correlation pairs between Transformational Leadership (IV), Selfless Pro-Organizational Behavior (DV), and Organizational Identification (Mediator Variable) are significant at the .01 level. Significant bivariate correlations between IV, DV, and Mediator Variable pairs are a requirement for evaluating the effect of a mediator variable. For this study, an analysis was then conducted to determine to what extent the variable Organizational Identification mediated the relationship between Selfless Pro-Organizational Behavior and Transformational Leadership. This was accomplished by conducting a regression analysis in which Organizational Identification and Transformational Leadership were regressed on Selfless Pro-Organizational Behavior. Since Organizational Identification was entered as the first predictor in the model, its unique contribution (over and above Transformational

Leadership) to explain the variance of Selfless Pro-Organizational Behavior could be determined. Table 7 below shows the results of this analysis.

Table 7: *Linear Regression Models Summary results for (DV) Selfless Pro-Organizational Behavior with Organizational Identification and Transformational Leadership*

| Regression Model Predictors | <i>R</i> | <i>R</i> Square | <i>F</i> | <i>Sig.</i> |
|--|----------|--|----------|-------------|
| Model 1: Organizational Identification | .348 | .121 | 8.659 | .005 |
| Model 2: Organizational Identification & Transformational Leadership | .463 | .214 | 8.459 | .001 |
| | | <i>R</i> Square Change due to Transformational Leadership = .094 | 7.38 | .009 |

Note. Dependent Variable: Selfless Pro-Organizational Behavior

Table 7 shows that, when entered alone into the regression model, Organizational Identification explains approximately 12% (*R* Square) of the variance of Selfless Pro-Organizational Behavior. When Organizational Identification and Transformational Leadership are entered together, they explain approximately 21% of the variance. This means that Transformational Leadership uniquely explains approximately 9% (*R* Square Change) of the variance of Selfless Pro-Organizational Behavior having controlled for Organizational Identification. This is in comparison to the 19% of variance (Table 4) uniquely explained by Transformation Leadership without controlling for Organizational Identification. This data demonstrates that Organizational Identification only partially accounts for the relation between

Transformational leadership and Selfless Pro-Organizational Behavior and therefore serves only as a moderately effective mediator.

In support of hypothesis 7, two mediation regression models were conducted. In the first, Transformational leadership was regressed on Organizational identification controlling for Age and Honesty/Humility. The results in Table 8 show that when controlling for Age and Honesty/Humility, Transformational leadership still explains a significant proportion of the variance of Organizational identification (17%).

Table 8: *Mediation Model: Effect of Transformational Leadership on Organizational Identification Controlling for Age and Honesty*

| Model Predictors | R | R Square | F | Sig. |
|--|------|--|--------|------|
| Model 1: Age, Honesty | .273 | .075 | 2.455 | .094 |
| Model 2: Age, Honesty, Transformational Leadership | .499 | .249 | 6.510 | .001 |
| | | R Square Change due to Transformational Leadership = | 13.264 | .001 |
| | | .174 | | |

Note. Dependent Variable: Organizational Identification

Also in support of hypothesis 7, another mediation model was conducted in which Organizational Identification was regressed on Selfless Pro-Organizational Behavior controlling for Age and Honesty/Humility. The results in Table 9 show that when controlling for Age and Honesty/Humility, Organizational Identification still explains a significant proportion of the

variance of Selfless Pro-Organizational Behavior (6%).

Table 9: *Mediation Model: Effect of Organizational Identification on Selfless Pro-Organizational Behavior Controlling for Age and Honesty*

| Model Predictors | R | R Square | F | Sig. |
|--|------|--|-------|------|
| Model 1: Age, Honesty | .279 | .078 | 2.626 | .080 |
| Model 2: Age, Honesty, Organizational Identification | .368 | .135 | 3.133 | .032 |
| | | R Square Change due to Organizational Identification =.057 | 4.080 | .048 |

Note. Dependent Variable: Selfless Pro-Organizational Behavior

The importance and implications of these results are further discussed in Chapter 5. The limitations of the study are also presented together with recommendations for additional research.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Introduction

As the final chapter of this study, Chapter 5 accentuates the purpose of the study. A summary and discussion of the results is also addressed in this chapter, along with the significance of the study. The researcher also highlights seminal work that focused on Transformational Leadership, Selfless Pro-Organizational Behavior, and Organizational Identification that provided the theoretical base for the study. Limitations encountered with this research and recommendations for further research are also included in this chapter. The researcher closes the chapter with a statement addressing the study's contribution to the field of organization and management.

The purpose of this study was to evaluate the theory of transformational leadership, which posits that transformational leadership behaviors affect selfless pro-organizational behavior, while controlling for organizational identification in five organizations across the Southeastern United States. The purpose of this quantitative non-experimental research was to test the theory of transformational leadership. The independent variable was transformational leadership, which is a style used by leaders. The dependent variable was selfless pro-organizational behavior, which is a tradeoff between acting in one's own self-interest and the interest of one's organization. The mediating variable was organizational identification, which involves demonstrating an organizational sense of belonging and a personal feeling that they are part of an organization.

Summary of Results

This quantitative non-experimental study was based on Effelsberg et al.'s (2014) study on the relationship between transformational leadership's effects on increasing followers' desire to participate in self-sacrificing selfless pro-organizational behavior. This study also explored the ethical behavior as an outcome of transformational leadership. The researcher found that the correlation between transformational leadership and selfless pro-organizational behavior is moderately mediated by organizational identification. The target population of this study was encouraged by Effelsberg et al.'s (2014) recommendation for future research to replicate their findings with other heterogeneous samples.

Discussion of Results

To test the hypotheses and answer the research questions, six simple linear regression analyses were conducted. Transformational leadership consisted of the aggregation of the subscale variables Idealized Influence (attributed), Idealized Influence (behavior), Inspirational Motivation, Intellectual Stimulation, and Individual Consideration. Selfless Pro-Organizational Behavior was the dependent variable, which represented employees' inclination to participate in self-sacrificing behavior for the benefit of the organization. The model summary results suggested a significant statistical relationship existed between four of the five predictor subscale variables in the transformational leadership style and the dependent variables in employees' selfless pro-organizational behavior. The study's results indicated that the overall transformational leadership style demonstrated a predictive relationship with the dependent variable, selfless pro-organizational behavior. Therefore, the null hypothesis 1, 3, 4, 5, and 6 were rejected.

The regression coefficients represent the extent to which the independent variables explain the variance of the dependent variable. Results indicated that the amount of variance explained of selfless pro-organizational behavior by the subscale intellectual stimulation was statistically significant. This indicates the presence of leaders who expresses a willingness and desire to inspire creativity and innovation in all employees, thus motivating them to perform to their best ability. The subscale variable individual consideration explained a significant proportion of the variance of selfless pro-organizational behavior, which indicates a relevant number of survey respondents valued a leader's critical thinking skills in the context of organizational success.

Independent subscale variable idealized influence (attributed) explained a significant proportion of the variance of selfless pro-organizational behavior. Survey participants reported that highly influential leaders motivate and influence their employees by establishing and maintaining a demanding work environment. Independent subscale variable inspirational motivation also explained a significant proportion of variance of selfless pro-organizational behavior. This relationship is conveyed through the methods leaders use to motivate and influence their employees by establishing and maintaining a demanding work environment. However, the degree of variance between subscale variable, idealized influence (behavior) and selfless pro-organizational behavior was not significant.

The aggregated independent variable transformational leadership explained a significant proportion of the variance of selfless pro-organizational behavior. When organizational identification was used to mediate this relationship, transformational leadership still explained a significant proportion of variance (although reduced) of selfless pro-organizational behavior.

This indicates that organizational identification only serves as a moderately effective mediator of this relationship.

Summary of Findings

The table below summarizes the hypotheses of the study and describes which hypotheses were accepted as well as those that were rejected. The information propose that the primary research questions can be answered with a reasonable degree of accuracy. The results of the given hypotheses are presented in Table 10.

Table 10: *Hypotheses Findings*

| Hypothesis | Findings |
|---|---|
| 1. There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (attributed). | Supported - The results indicate the existence of an association between employees' selfless pro-organizational behavior and idealized influence (attributed). Idealized influence (attributed) explained 15% of variation of selfless pro-organizational behavior. |
| 2. There will be a significant positive correlation between employees' selfless pro-organizational behavior and idealized influence (behavior). | Not Supported – Result revealed idealized influence (behavior) does not significantly contribute to selfless pro-organizational behavior and hence no association exists between the two. |

Table 10 Continued

| | |
|---|--|
| 3. There will be a significant positive correlation between employees' selfless pro-organizational behavior and inspirational motivation. | Supported - The results illustrate a positive correlation between employees' selfless pro-organizational behavior and inspirational motivation exists. Inspiration motivation explains 14% of the total variation of selfless pro-organizational behavior. |
| 4. There will be a significant positive correlation between employees' selfless pro-organizational behavior and intellectual stimulation. | Supported - The results indicate that intellectual stimulation significantly contributes to employees' selfless pro-organizational behavior. Intellectual stimulation explains the most variation (21%) of the selfless pro-organizational behavior. |
| 5. There will be a significant positive correlation between employees' selfless pro-organizational behavior and individual consideration. | Supported - The results indicate that individual consideration significantly contributes to selfless pro-organizational behavior. Individual consideration explains 16% of the total variation of selfless pro-organizational behavior. |

Table 10 Continued

| | |
|---|--|
| 6. There will be a significant positive correlation between employees' selfless pro-organizational behavior and transformational leadership. | Supported - Results indicate a relationship between employees' selfless pro-organizational behavior and transformational leadership. Transformational leadership explains 19% of the total variation of selfless pro-organizational behavior. |
| 7. Employees' organizational identification will significantly mediate the positive correlation between selfless pro-organizational behavior and transformational leadership. | Partial - The results indicate that organizational identification (mediator variable) partially accounts for the relation between transformational leadership and selfless pro-organizational behavior thereby, serving as a moderately effective mediator. Transformational leadership only explains 9% of total variation of selfless pro-organizational behavior when organizational identification serves as a control variable. |

The findings of this study suggest the importance of leadership to the workforce and that heterogeneous groups respond positively to the transformational leadership style. The findings of this study shown in Table 10 summarize the researcher's data and suggest that

transformational leadership does influence the level of motivation employees have toward the organization and that this relationship is aided to a lesser extent by organizational identification. Leaders that understand this can put mechanisms in place, which include leader training and employee awareness to influence the relationship between transformational leadership and selfless pro-organizational behavior.

Selfless pro-organizational behavior results from the employees' self-sacrificing behavior that benefits the organization. When employees exhibit selfless pro-organizational behavior it places the organization in a better position and postures the company for success. Selfless pro-organizational behavior is organization agnostic and is not limited to any particular group or industry.

From the findings, idealized influence (attributed) directly affects employees' selfless pro-organizational behavior. Leaders who exhibit power and confidence are able to control the behaviors of employees for the benefit of the company. Leaders accomplish this by clearly communicating the goals, missions, and objectives of the company, supervising the employees, and implementing rules to be followed in the organization. Practicing leadership roles with integrity will affect employees' perspectives on the company's interest by contributing to the employees engaging in company activities rather than dwelling on personal interests. Leaders authoritatively accomplish tasks for the benefit of the company, resulting in good relationships with the members or employees that are characterized by trust, respect, and confidence (Maloş, 2012). The stipulated attributes of a leader determine favorableness within an organization where most tasks are made achievable, thereby increasing performance with a high level of control. Leaders with high standards, goals, and clear directions support the employees in

accomplishing their tasks and encourage the employees to be more productive and motivated members of the firm (Maloş, 2012). As such, employees will be more directed to consider the achievements of a company and strive for the success of the company.

Leadership behaviors such as mission adherence, task description, and integrating ethics in the workforce enable employees to be more productive. Leader behavior that is in line with a given environment significantly motivates employees to work towards achieving the organizational goals. Employee motivation directly affects levels of pro-organizational behavior. According to Landrum and Daily (2012), the leaders who consider their workforce in decision-making often make the employees feel more satisfied. The leaders who reward employees who meet firm performance goals create a perfect relationship with the workforce, which contributes to the success of the organization. Leaders who exhibit idealized influence (behavior) encourage employees to go beyond their own interests and thus, strive towards a higher collective purpose, vision, or mission. The behaviors of action orientation and stimulating others are the significant components of a leader who influences the employees and subordinates to be loyal and diligent in their assigned tasks. Inspiring leaders who convey their visions easily are likely to instill positive employee attitudes, which affect an organization's performance (Irshad & Hashmi, 2014). Employees who are always inspired and motivated significantly, feels secure with their job positions and are always satisfied. Yu-Jia et al. (2010) observed a direct relationship between job satisfaction and performance of the employees. Transformational leaders strive to ensure that their followers' needs are met through individual consideration while keeping them stimulated intellectually. Thus, inspirational motivation is crucial in leadership as employees receive everything they need.

The aspect of leaders instilling motivation and inspiration to the employees enhances their performance, which contributes to organizational performance. A significant relationship between employees' intellectual stimulation and employee's performance has been established by the study results. The leaders' willingness to input changes on employees is a factor of consideration in improving work performances among the employees. Schaubroeck et al. (2011) indicated that transformational leadership is comprised of three conceptually distinct features, which include charisma, intellectual stimulation, and individualized consideration. Leaders inspire employees to achieve the set vision in addition to their own individualized vision. Additionally, employees are empowered to achieve their own development as well as the development of the firm. Irshad and Hashmi (2014) indicated that intellectual stimulation is an important aspect in an organization's performance as well as individual success, as it enhances the subordinates' problem-solving abilities and promotes problem awareness. As such, interpersonal control and self-efficacy among the employees are enhanced. The desire and willingness of leaders to instill creativity and innovation significantly increases the performance of the workforce. Transformational leaders also motivate the employees and subordinates to work beyond their capability by instilling innovative skills as well as promoting the employees. Leaders must use inspirational appeal and consultation to enhance employee performance, which contributes to organization success and the achievement of set goals (Lian & Tui, 2012).

Individual consideration directly influences the selfless pro-organizational behaviors of the employees. Individual consideration expressed through the actions of coaching and mentoring enables individuals in the workforce to meet their personal needs as well as the organizational achievements. Transformational leaders offer the necessary resources for the

workforce to be successful individually and the achievement of organizational success. The necessary training and skills are provided to the workforce by transformation leaders. These enhanced skills are used for the benefit of the organization's accomplishments as well as individual fulfillment. In addition, Dimaculangan and Aguilin (2012) indicated that charismatic leaders set examples and high expectations for their followers and hold them accountable for meeting those standards. Subordinates respect transformational leaders because they consider the needs of others above their own. Transformational leaders exhibit individual consideration through the desire to focus on the development, growth, and performance needs of the workforce. In most workplaces, female leaders exhibit more transformational leadership than their male counterparts (Krüger et al., 2011). The team leaders handle the most important tasks in the organization, leaving the group members to assist each other on smaller tasks. The enhancement of leaders in including employees in decision-making empowers the subordinates while simultaneously contributing to the achievement of the organization's objectives. Mentoring and showing care towards employees enhances interpersonal relationships where the leaders persuade the workforce to think about the organizational environment in positive ways. The employees are able to align their personal behaviors with organizational success.

Transformational leadership significantly influences employees' selfless pro-organizational behaviors. Organizations will be able to achieve their goals through the integration of leaders with high levels of motivation and moral support towards their employees. Transformation leadership takes place when a leader involves the followers into the decision-making process, thereby enabling both the leader and followers to improve performance. Transformational leadership also enhances morality, trust, and motivation. The results align with

the study of Irshad and Hashmi (2014), who indicated that charismatic leaders influence group members to believe in and support the beliefs, objectives, and principles endorsed by the organizational culture. The inspiration and motivation in the workplace created by transformational leaders lead to a harmonious working environment. This enables employees to work hard and remain in the organization. Transformational leadership through the process of inspirational motivation creates individual awareness, which results in the employee thinking about the work environment in positive ways. As such, the employee enhances pro-organizational environment sustainability. The transformational leadership summons the employees' passion to pursue personal and organizational goals and enhances the moral commitment to realize commonly agreed goals. In addition, Youli et al. (2014) indicated that transformational leadership models organization culture through the act of leaders being role models as well as influencing the ethical and moral conduct and employees' pro-social behaviors.

The employees' organizational identification partially mediates the relationship between transformational leadership and employee's selfless pro-organization behavior. Organizational identification depicts the amount of self-belonging towards the organization. The results align with the study of Graham et al. (2013), who observed the mediation between transformational leadership and employees' organization identification towards the achievement of organizational goals. Organizational identification is a source of employee motivation, which influences employee's status in the company. Transformational leadership is maintained through the identification of employees with the company vision and goals. Transformational leaders motivate employees to sacrifice their interests and work towards common goals (Irshad &

Hashmi, 2014). In addition, the collaboration and teamwork present in transformational leadership influences the employee's identification and achievement through the identification with common goals and achievements. Leaders' exercising attributes such as honesty, integrity, and motivation in workplaces increases the sense of employee belonging, thus leading to the achievement of the organization's goals.

The charismatic leadership element creates inspiration and raises expectations among the employees, motivating them to work with enthusiasm. Organizational identification enhances an employee's sense of belonging, which motivates them to work harder for the realization of organization's goals as well as personal goals. Lian and Tui (2012) indicated that charismatic leadership, a dimension of transformational leaders, takes the initiative to listen to subordinates while also ensuring compassion and appreciation of the employees' hard work. Organizational identification builds trust between the leaders and employees, which promotes harmony and contributes to the achievement of common goals and organizational success.

Transformational leadership as a leadership style has been observed to positively affect employees' selfless pro-organizational behavior. The charisma element present in transformational leadership enhances motivation among the employees. In addition, charismatic leadership increases the chances of self-belonging of an employee towards an organization. As a result, the employee is dedicated to contribute to the achievement of the organization's goals. Similarly, the employees are able to achieve their personal goals. Inspirational motivation encourages the employees to work hard through constant rewarding of employees as well as engagement in the decision-making processes. These practices increase the self-belonging of an employee. Engagement in decision-making between the employees and leaders creates strong

bonds that often lead to increased trust and completion of complex tasks. The employees are able to solve challenges with ease as well as regularly engage in the organization's activities. The employees are also able to accept and align themselves with the organization's mission and vision. Individual consideration involves the process of identifying innovative opportunities and encouraging employees to engage in the organizations activities. Through stimulation, the employees are able to succeed in numerous innovative tasks that contribute to the success of the organization. In addition, stimulated employees engage in teamwork to complete tasks efficiently. The employees are also able to identify tasks that suit their skills. In the long run, their skills also develop. Thus, organizational identification and transformational leadership are important aspects of both the individual's and organization's success.

Implications of Study Results

Based on these results, if the organization is looking to capitalize on the qualities that transformational leadership affords them, perhaps investing in leadership training would prove beneficial for existing and future leaders. The results of this study showed that transformational leadership significantly influenced selfless pro-organizational behavior as mediated by organizational identification. Transformational leadership accounted for approximately 9% and 12% of the variance in selfless pro-organizational behavior and organizational identification, respectively. It was clear that transformational leadership, especially idealized influence (attributed), positively affects followers' selfless pro-organizational behavior and that organizational identification more broadly affected followers' behaviors.

Identifying the transformational leadership subscale variables that influence selfless pro-organizational behavior in organizations will provide managers, practitioners, and researchers

with necessary, meaningful information to make intelligent decisions regarding increased profitability, productivity, and competitive edge.

Limitations

Limitations with this study were related to the quantitative methodology, response rate, survey distribution, and participants. Understanding the differences between participating organizations (such as manufacturing, retail, service, financial, etc.) will provide further insight into the relationship between transformational leadership and selfless pro-organizational behavior. In addition, it would be beneficial to find a single organization large enough to provide enough personnel to allow for generalization of findings, specifically from a single industry such as manufacturing, supply chain management, retail, service, or financial management. The researcher had no guarantee that the participants were honest and truthful in their responses. The nature of the population composition limited the ability to generalize the results because there was no way of identifying an exact representation of the population by industry.

This research only captured the employees' perception of the leaders' transformational leadership behaviors and did not directly capture the leaders' transformational leadership behaviors; therefore, a potential for bias may exist. The small sample size may reduce generalizability of the results beyond this study. Employees were asked to self-report, which may have introduced bias due to misrepresentation of their responses, arbitrary response entries, and employees responding in favor of their own position. There was also the potential for employees to have someone else complete the survey for them. This research did not seek to understand the causal nature of any relationship discovered between transformational leadership and selfless

pro-organizational behaviors as mediated by organizational identification. The study did not include other factors such as organizational commitment and job satisfaction, which can affect the relationship between transformational leadership behaviors and selfless pro-organizational behavior.

Response Rate

A moderate rate of survey participation added to the study's limitations. The survey instrument was disseminated electronically and in-person using each organizations electronic mail system with an introductory letter with a link to access the consent form and questionnaire for those completing the survey electronically. The hard-copy survey instrument was disseminated by the researcher and researcher's contact person. The package contained an introductory letter, the informed consent, survey, and a prepaid stamped return envelope to return the completed questionnaire. The survey link remained active for approximately 30 days—December 15, 2015 to January 15, 2016. Two reminder emails were sent on January 5, 2016, and January 10, 2016. One factor contributing to the moderate response rate were the time the survey was initiated (during the holiday season).

Survey Distribution

The survey was distributed electronically and in-person by the researcher and a research point of contact. The human resource manager compiled the list of electronic recipients or administrative office for each of the respective organizations, therefore the researcher could not verify that the email went out to every employee. The same is true for those organizations that used the researcher's contact to distribute the research packages. The researcher could not verify that all employees were afforded the opportunity to participant.

Recommendations for Further Research

Future researchers exploring relationships among multiple industry employees must identify if there is a statistical relationship between transformational leadership behaviors and selfless pro-organizational behavior by comparing employee selfless pro-organizational behaviors by industry. Future researchers can also perform this same comparison by gender in order to understand the differences by gender and by industry. Future researchers would benefit from using a 360-degree assessment approach that includes information from peers, supervisors, and followers, in addition to the employee's assessment of the leader.

Participants must consist of employees at various levels in the organization (CEO, directors, middle management, first-line supervisors, and employees working day-to-day tasks). The various levels of raters could assist in providing data related to transformational leadership behaviors and selfless pro-organizational behavior as mediated by organizational identification. Future research might explore if transformational leadership behaviors and selfless pro-organizational behavior are viewed differently by followers at different levels in the organizational structure or levels of leadership between industry executives and followers.

This research did not center on examining transformational leadership in relation to various demographic variables such as age, gender, and job tenure, but instead concentrated on the correlation between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification. Future research must analyze the relationship between the various dimensions of transformational leadership and demographic variables in order to have more detailed descriptive knowledge on organizational leadership. This study found that transformational leadership was effective in engendering positive selfless pro-

organizational behavior, showing that coupling positive follower organizational identification mediated this relationship.

Transformational leadership, selfless pro-organizational behavior, and organizational identification are the core areas of study for this research and in combination open up a wealth of possibilities for future researchers. While the current study focused solely on transformational leadership in five organizations in Southeastern United States, perhaps expanding the research to national and international levels could yield valuable information to improve the competitive advantage of organizations. Perhaps a phenomenological study on new employees entering an organization and tracking them throughout their employment with the organization to see the effects of the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification.

The internet fostered the ability to execute business transactions between individuals located on different continents instantaneously, the field of leadership would benefit from understand the effect of transformational leadership on the positive execution of these business transactions. Dynamic changes in the market such as solid demand for leadership teams and information technology development, in addition to proficient planning mechanisms, impact organization leadership in a pervasive way.

Organizations might benefit from further study of the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification in organizations where the workforce is formed primarily by telecommuters. A deeper understanding of the relationship may decrease turnover while simultaneously increasing productivity. Leaders of a complete or partially remote workforce

may find the opportune time when employees are most productive. Additionally, organizations whose workforce operates primarily through the electronic medium is area ready for deeper exploration.

Future studies should explore the criteria that enables transformational leaders to change individual decisions made within the business and link it towards the achievement of organizational goals highlighted by selfless pro-organizational behavior as mediated by organizational identification. Transformational leadership is fundamentally the spirit within any organization that motivates employees to perform acts, which benefit the organization over those, that benefits themselves. Filling the literature gap that exists related to the influence organizational identification has on the workforce can significantly benefit the organization.

Future researchers should explore the relationship between transformational leadership and selfless pro-organizational behavior to understand the effect on dismissals, retentions, and promotions resolutions with heterogeneous organizations. Insufficient leadership in an organization is the reason for the sub-optimal operation of the firm making it deteriorate, thus leading to the loss of organizational goals. Gaining a deeper understanding of this relationship can assist organizations in creating a stable workforce of highly motivated employees dedicated to the vision and goals of the organization.

The increasing requirement for global and international commerce has brought about a huge demand for leaders who are vastly skilled in international management, as well as the ability to work collectively with individuals from different backgrounds and from various countries. Further understanding of the relationship between transformational leadership and selfless pro-organizational behavior in global organizations can help increase productivity, profit

margins, and global reach. Organizational leaders should strive to gain a deeper understanding of the impact organizational identification has on employees operating in international markets.

Diversity in organizations is now the norm with most being composed of a conglomerate of individuals representing a plethora of ethnicity, culture, sex, and age groups. Future research may benefit from exploring the effects of diversity on the relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification. Understanding diversity as it relates to the five dimensions of transformational leadership, which include idealized influence (attributed), idealized influence (behavior), intellectual stimulation, individual consideration, and inspirational motivation.

Additionally, an area recommended for further study pertains to the military and the effects of relationship between transformational leadership and selfless pro-organizational behavior as mediated by organizational identification. In the military environment employees learn about core values, vision, mission, and goals from the time they enter the service. Identifying with ones' organization is an important aspect of service and a service member's identity. Organizational identification combined with selfless pro-organizational behavior, or more clearly service before self (selflessness) is a key ingredient for successful service. Through the tools associated with this leadership model, leaders have the ability to motivate, coach and influence opportunities. The outcome is targeted, dynamic, and drives desired positive attitude towards the organization. Future researchers must explore the connection between transformational leadership and selfless service as mediated by organizational identification in military organizations. This research can assist in the development of future military leaders as well as more effective military organizations.

Recommendation for future research the effects transformational leadership and selfless pro-organizational behavior as mediated by organizational identification on employee decision making and enhancing a sense of belonging within the organization. Transformational leadership theory contributes to better performance, increased morale among followers and improved participation by team followers. Leaders practicing this approach often motivate their followers to participate in various important decision-making by supporting their ideas and opinions. This promotes creativity and engagement among team players actively participating. The recommended future research might contribute to the present body of knowledge of organizational management with a focus on transformational leadership in various industries.

Conclusion

This research aimed to establish the correlation that exists among leaders' transformational leadership behaviors and employees' selfless pro-organizational behavior. The relationship was further extended by the use of a mediator variable organization identification. The employees' dedication to their personal interests, which do not align with company's goals, hinders the employees from performing their roles and duties responsibly. As such, the company is unable to provide consistent high-quality services and products to its clients. The management team must take the opportunity of ensuring employees look beyond their individual interests for the benefit of the company.

The increased competition in the business environment needs to be addressed in flexibility and a timely response. Transformational leadership addresses the challenges of employees focusing on their personal interests by changing the current scenarios to events of having clear visions leading to success, creativity, and excellence. Studies have been conducted

to explore the effects of transformational leadership on organizations, specifically selfless pro-organizational behavior. One of the previous studies that focused on the correlation between transformational leadership and selfless pro-organizational behavior mediated by organizational identification was limited by factors such as small sample size. The sample size limited the generalizability of the study's findings. Therefore, this study addressed the gap in the literature by exploring the relationship between transformational leadership and selfless pro-organizational behavior. The study also focused on the mediating role of organizational identification theory in the correlation between transformational leadership and selfless pro-organizational behavior.

Transformational leaders motivate the workforce through empowering them to achieve visionary goals by providing the necessary resources. Research studies have established that transformational leadership entails five aspects; intellectual stimulation as manifested in leaders' desire and willingness to inspire innovation and creativity to the workforce, individualized consideration, inspirational motivation, idealized influence (behavior) and idealized influence (attributed). The transformational leadership was the independent variable; selfless pro-organizational behavior was the dependent variable, while organizational identification was the moderator variable that mediated the relationship between transformational leadership and selfless pro-organizational behavior. Organizational identification is the employee's sense of belonging and the personal feeling that employees adopt as part of the company.

The study addressed the hypotheses that; there exists a positive relationship between transformational leadership attribute and selfless pro-organizational behavior and the organizational identification of an employee moderately mediated the relationship between transformational leadership and selfless pro-organizational behavior. The study used a

quantitative research method. Specifically, a descriptive/correlation design was employed. The study aimed at exploring the correlations of different levels of transformational leadership behaviors with the selfless pro-organizational behaviors. The descriptive design played the role of describing the relationship existing between the independent and dependent variables.

The researcher used survey methodology to conduct the study. The employees from five for profit and not for profit organizations were selected to participate in the study. Numerous statistical tests were executed to generalize the study. Regression analysis was used to construct the correlation relationship among the variables. *F*-tests were used in the conclusions of the obtained analysis. The study filled the existing gap by using a larger number of employees to generalize the findings. The most significant variables associated with transformational leadership are the inspirational motivation and the idealized influence (attributed). The information aligns with Irshad and Hasmi (2014) study indicating the model components of transformational leadership behaviors. As such, leaders that exhibit these behaviors motivate the workforce and subordinates to be loyal, involved, and committed to putting forth extra effort to accomplish the assigned tasks.

The study indicated that the intellectual stimulation, idealized influence (attributed), and inspirational motivation positively contribute to selfless pro-organization behaviors. The intellectual motivation greatly contributes to the selfless pro-organizational behaviors. The results align with studies by Besharov, (2014) and Moriano et al. (2014) that indicated the components of transformational leadership do positively effects employee selfless pro-organizational behavior. By greatly influencing the selfless pro-organizational behaviors, intellectual stimulation enhances the subordinate's problem solving abilities and promotes

problem awareness. As such, leaders engaging in this kind of attribute often lead to increased chances of self-efficacy, social self-confidence, and interpersonal control among the workforce and subordinates as a whole.

However, idealized influence (behaviors) and individual considerations negatively correlate with the selfless pro-organization behaviors. Individual consideration evident in transformational leadership involves the leaders' desire to focus on the development growth, and performance needs of the workforce, expressed through acts, such as mentoring the workforce to meet their personal needs. As such, the workforce and the subordinates are unable to balance their personal needs and the organizational needs. The selfless pro-organizational behavior influence is not achievable where the workforce tends to depend heavily on one side of pursuing goals leading to company's inability to deliver products and services efficiently.

The study also focused on assessing the contribution of organization identification in mediating the relationship between the leaders' transformational leadership behaviors and the employees' selfless pro-organization behaviors. The process was achievable by first determining the bivariate correlation pairs between the dependent, independent, and mediator variables, which was necessary for evaluating the mediator variable. The results obtained indicated that organizational identification only partially accounts for the relationship between transformational leadership and selfless pro-organizational behavior and, therefore, serves only as a moderate mediator. Since organization identification involves the sense of belongingness, dedication, and shared behaviors, organizational leaders must understand the employees' perceptions about their company and shape their thinking to align their personal goals with the organizational goals.

Transformational leadership must motivate employees to sacrifice their own personal interests and work toward the common goals of the organization.

Transformational leaders, therefore, must take a role in motivating and inspiring employees to achieve more than they expect by being passionate towards the organization. Moreover, leaders that convey inspirational motivation to the workforce are more likely to promote a harmonious working environment and thus entice employees to work hard and remain within the organization. Leaders involved in persuading the workforce to think about the organizational environment in positive ways, and prompting them to align personal behaviors with the needs of their team and the company all enhances passion and motivation and facilitate company's success through the provision of quality and appealing products and services. The study findings are, therefore, of importance to organizations and leaders as they provide insights into the need for transformational leadership within the organizational settings. This form of leadership can assist organizations to align the personal visions of individual employees with the organizational vision.

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