THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, EMPLOYEE ENGAGEMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITHIN A SUPPORT SERVICES ENVIRONMENT

by

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Abstract

The present study examined relationships between leadership, employee engagement, and organizational citizenship among support services personnel working in the United States. The full range leadership style index was used to differentiate between different leadership styles as previous studies had linked transformational, transactional, and laissez-fair leadership with different types of pro-social employee behaviors. Specifically, the present study's research question asked, To what extent transformational leadership, transactional leadership, laissez-faire leadership, and employee engagement explain organizational citizenship among support services personnel? A quantitative explanatory research design was used to conduct the study, and a cross-sectional survey instrument was used to collect the data. The target population consisted of U.S. support services personnel, and the third-party facilitator, Qualtrics, provided a representative sample of 114 individuals. A multiple regression analysis was conducted to test the study's hypotheses and determine the relationships between the three leadership styles and employee engagement and organizational citizenship behavior. The study's findings indicated that none of the three leadership styles had significant explanatory relationships with organizational citizenship behavior. Conversely, the explanatory relationship between employee engagement and organizational citizenship behavior was significant. As employee engagement increased, participants became more likely to exhibit organizational citizenship behaviors. Based on the findings, organizational leaders seeking to promote organizational citizenship behavior should focus on supporting the development of pro-social behaviors through increased employee engagement rather than through the use of transformational, transactional, or laissez-faire leadership styles.

Dedication

I dedicate this work to God, through whom all things are possible, and my wonderful son Luke Manuel Hilbrandt-Saez and the Hilbrandt family. Additionally, this work is dedicated to my family and friends that supported me throughout this process, especially my dear friends Candido Rosario, Louis Iglhaut, and the Junco family.

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CHAPTER 1. INTRODUCTION

Organizational citizenship behavior promotes favorable attitudes and actions among employees and also results in higher levels of performance by personnel and work teams (Mekpor & Dartey-Baah, 2017). Additionally, organizational citizenship behavior supports the beneficial outcomes of employees, serves as a practical approach for the effective planning of team tasks and cohesion, and improves unity and the ability of the organization to introduce new ideas and skills (Mekpor & Dartey-Baah, 2017). For these reasons, organizational leaders often encourage organizational citizenship, but the relationships between leadership styles, employee engagement, and extra-role behaviors remain unclear. The present study documents an examination of the relationships between full range leadership style indexes, employee engagement, and organizational citizenship behavior.

Chapter 1 contains a discussion of the background of the problem on full range leadership, employee engagement, and organizational citizenship behavior and its applicability to support services personnel. Chapter 1 also presents information on the problem statement, the purpose of the study, and the significance. Additionally, this chapter identifies the research questions, definitions of key terms used in the study, and the study's research design. The chapter concludes with information on the study's assumptions and limitations and the organization of the remaining four chapters.

Background of the Problem

The present study was designed to determine the extent to which different leadership styles and employee engagement can be used to explain organizational citizenship behaviors. Organ and Ryan (1995) described organizational citizenship behavior as the extra-role behaviors

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or actions taken by personnel that go beyond job duty requirements. As discretionary behavior that is not an enforceable requirement of the assigned role, organizational citizenship behavior is a matter of personal choice (Han, Seo, Yoon, & Yoon, 2016). Organizational citizenship behaviors are flexible, job-related actions that (a) fall outside employees' functional job requirements and (b) are not acknowledged by formal recognition or reward programs.

The persistent practical and academic interest in organizational citizenship behavior derives from the benefits associated with improved organizational performance, effectiveness, and satisfaction and the reduction of unfavorable personnel conduct (Al Sahi, Ahmad, & Hossan, 2016). Employees that exhibit organizational citizenship behaviors do not concern themselves with personal rewards and accolades but instead exhibit a higher level of occupational contribution. These extra-role behaviors are sometimes used to enhance overall organizational performance and support substantial business advantages.

Competitive pressures in modern business environments require that leaders think and acquire effective interpersonal skills to influence staff to perform beyond their regular duties (Lian & Tui, 2012). The modern business environment allows for information to be more readily available to personnel, prompting leaders to exercise more creative and persuasive approaches to enhance favorable employee behavior. Leaders who display role-modeling behaviors promote communal accords, set high expectations for followers, and express confidence that followers can achieve expectations (Anderson & Sun, 2017). Leaders who deliver creative approaches and support employee confidence put themselves and their organizations in a position to benefit from organizational citizenship behavior, which provides additional advantages that support positive operational outcomes.

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Organizational leaders seeking ways to develop competitive advantages can encourage engaged employees to produce favorable behaviors, and the result can be enhanced extra-role performance (Prathiba & Balakrishnan, 2017). Researchers have linked leadership style with organizational citizenship in some instances, and the most commonly studied leadership styles are the styles comprising full range leadership (i.e., transformational, transactional, and laissez-faire; Bass & Avolio, 2002). In the Pakistani telecom industry, both transformational and transactional leadership styles influenced personnel to exhibit organizational citizenship behavior (Mekpor & Dartey-Baah, 2017). Transformational leadership was found to support organizational citizenship behavior (Humphrey, 2012). Research has also indicated that personnel with less job experience find that laissez-faire leadership has a faint impact on organizational citizenship behavior (Malik, Saleem, & Naeem, 2016). Leaders with the understanding and appreciation of support service members can benefit from the knowledge that explains the relationships between leadership styles, employee engagement, and organizational citizenship behavior.

Employee engagement is another management consideration linked to organizational citizenship behavior. Various studies have demonstrated that employee engagement is the result of multiple antecedents. Xu and Cooper Thomas (2011) concluded that employee development and team support were predictors of employee engagement. Cheema, Akram, and Javed (2015) established that employee engagement is significantly related to employees' ability to embrace a vision as well as customer and employee satisfaction. Evidence also suggests that employee engagement positively relates to employee autonomy (Christian, Garza, & Slaughter, 2011). Leaders who fail to establish set expectations and understand engagement leave followers with a

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muddled sense of direction and imprecise duties (Galpin & Whittington, 2012). Employee engagement is an interesting facet of the daily approach on the part of support services personnel and their connection with job duties and organizational contribution.

In the present study, the primary interest was to focus on the components of full range leadership and employee engagement with an explicit effort to explain organizational citizenship behavior. Research supports that organizational citizenship behavior is critical for the productive and successful performance of an organization (Malik et al., 2016). Organizational citizenship behavior has the potential to serve as a compelling catalyst to improve overall performance. Limited information exists between the roles of full leadership styles, employee engagement, and the extent to which these constructs can explain organizational citizenship behavior in various industries and specifically in the context of supporting service personnel.

The theoretical foundation for this research study was full range leadership theory (Bass & Avolio, 2002). Leadership implies the ability of a leader to influence the attitudes, abilities, and behaviors of followers (Bass, 1960). Leadership is also the ability to influence followers in particular scenarios with the common intention to accomplish a result (Bass, 1981). Leaders influence followers to accomplish tasks and goals through directives and behaviors that support the goals. Leader-follower relationships provide a critical foundation for the exchanges between individuals and groups that align behaviors, resources, and activities to meet organizational objectives (Bass & Avolio, 2002). Full range leadership theory has been the basis for the development and evolution of more elaborate leadership theories involving traits, behavioral, situational, and contingency related considerations (Dartey-Baah, 2015). The primary focus of

the present study was to examine the extent to which leadership styles and employee engagement can explain organizational citizenship behavior.

Statement of the Problem

Organizational citizenship behavior has been the subject of significant amounts of empirical research (Bizri, 2018; Bottomley, Mostafa, Gould-Williams, & León-Cázares, 2016; Han et al., 2016; Malik et al., 2016; Sahi, Sudan, & Singh, 2017). The mediating role of trust with a supervisor between procedural justice and organizational citizenship behavior suggests that organizational citizenship behaviors occur in the context of social exchange that characterizes the value of the leader-follower relationship (Konovsky & Pugh, 1994). Bottomley et al. (2016) concluded that the effects of transformational leadership on followers' organizational citizenship behavior were contingent on the followers' levels of public service motivation. Ölçer, Florescu, and Nastase (2014) focused on the manufacturing industry and found after separate regression analyses that transformational leadership had no significant effect on the dimensions of organizational citizenship behavior, and all models for explaining the aspects of organizational citizenship behavior were insignificant. Iqbal, Shabbir, Zameer, Khan, and Sandhu (2017) noted that employee engagement is significantly associated with organizational citizenship behavior in the Pakistani corporate sector. In a study on the IT industry, Saradha and Patrick (2011) concluded that no meaningful relationship existed between employee engagement and organizational citizenship behavior.

The following research literature suggested that characteristics of leadership styles and employee engagement can influence the relationships between leadership constructs and organizational citizenship behavior. Transformational leadership was positively associated with

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organizational citizenship behavior in a study by Humphrey (2012). Literature also indicated that in the Ghanaian banking industry, both transformational and transactional leadership can influence personnel to exhibit organizational citizenship behavior (Mekpor & Dartey-Baah, 2017). Babcock-Roberson and Strickland (2010) reported a significant correlation between charismatic leadership, work engagement, and organizational citizenship behavior.

Employee engagement also had a clear and positive correlation with employees exhibiting organizational citizenship behavior (Prathiba & Balakrishnan, 2017). Work engagement, characterized by vigor, dedication, and absorption, proved to be positively related to organizational citizenship behavior (Babcock-Roberson & Strickland, 2010). Sahi et al. (2017) explored the consequence of engaged personnel who demonstrate a willingness to go beyond their role and display organizational citizenship behaviors. However, in the existing literature, it is not known to what extent transformational, transactional, and laissez-faire leadership styles and employee engagement can explain organizational citizenship behavior in support service environments with generalizable evidence. The lack of empirical evidence alludes to an existing gap relative to leadership styles and employee engagement in general industries where support services personnel are employed.

Purpose of the Study

The purpose of this quantitative explanatory study was to assess the extent to which the relationships between the different leadership styles indexes (IV), employee engagement (IV), and organizational citizenship behavior (DV) within support services personnel were evident. Organizational citizenship behavior involves enhancing staff members through noble acts that promote cooperative social exchanges; such behaviors are not usually motivated by self-

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benefitting desires or rewards (Turner & Chinta, 2013). The current literature does not address the extent to which transformational, transactional, and laissez-faire indexes and employee engagement can explain organizational citizenship behavior in support service environments across various domestic industries.

Organizational citizenship behavior is an essential byproduct of leadership as employees that engage in extra-role behaviors benefit the organization (El Khouly, Mohammad, & El Hady, 2015; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). A study conducted in the manufacturing industry concluded after five separate regression analyses that transformational leadership had no significant effect on altruism, courtesy, sportsmanship, conscientiousness, and civic virtue, which are dimensions of organizational citizenship (Ölçer et al., 2014). In related research, Bottomley et al. (2016) concluded that public service motivations mediated the impact of transformational leadership. Bottomley et al. found that the relationship between transformational leadership and organizational citizenship behavior was dependent upon followers' levels of public service motivation. Followers with higher levels of public service motivation were less affected by transformational leadership than followers with lower levels of public service motivation.

A study conducted by Mekpor and Dartey-Baah (2017) in the Ghanaian banking industry concluded that transformational and transactional leadership could influence personnel to exhibit organizational citizenship behavior. Mekpor and Dartey-Baah also reported that leadership style affected counterproductive workplace behaviors. Malik et al. (2016) examined leadership styles and organizational citizenship behavior in Pakistan's telecom sector and concluded that democratic leadership had a positive relationship with organizational citizenship behavior,

autocratic leadership had a negative relationship with organizational citizenship behavior, and laissez-faire leadership proved a weak relationship with organizational citizenship behavior. However, Yang (2015) suggested that laissez-faire leadership supports employee autonomy and provides positive outcomes. These leadership studies used multiple leadership constructs, single industries, and diverse variables, but they did not account for the extent to which leadership and its construct indexes explain the sole dependent variable of organizational citizenship behavior across different industries.

Iqbal et al. (2017) concluded that in Pakistan's corporate sector, employee engagement had a significant association with organizational citizenship behavior. In contrast, a study by Saradha and Patrick (2011) that focused on the IT industry produced no evidence of a significant relationship between organizational citizenship behavior and employee engagement. The present research addressed the gap in the body of knowledge by using an approach that spanned multiple industries and analyzed the extent to which explanatory relationships exist between the transformational leadership style index, the transactional leadership style index, the laissez-faire leadership style index, employee engagement, and organizational citizenship behavior. Previous studies have analyzed the use of mediating variables, individual but not collective components of all the leadership constructs, single-industry studies abroad, employee engagement, and leadership styles. The previous studies resulted in inconsistent findings with results that were not generalizable across industries.

The present study focused on the overall index of each leadership construct, employee engagement, and organizational citizenship behavior within multiple industries. A multifaceted industry approach was required to analyze and obtain generalizable evidence on the exploratory

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relationship between the independent variables of transformational leadership, transactional leadership, laissez-faire leadership, employee engagement, and the dependent variable of organizational citizenship. The present quantitative explanatory study used randomly selected participants from a sample frame that contained support services personnel working in multiple industries. The study used multiple regression to assess the explanatory relationship between the independent variables of transformational leadership index, transformational leadership index, laissez-faire leadership index, and employee engagement, and the dependent variable of organizational citizenship behavior.

Significance of the Study

Leadership affects organizational citizenship behavior by promoting behavior beneficial to the organization (El Khouly et al., 2015). The results of the present study provided knowledge used to craft leadership training and development programs. Increased levels of organizational citizenship behavior correlate with the reduction in voluntary turnover, which is critical because turnover can result in loss of productivity and increased cost (Becton, Carr, Mossholder, & Walker, 2017). Organizational citizenship behavior also showed general functional effects on organizational efficiency and reduced cost (Podsakoff, Whiting, Podsakoff, & Blume, 2009). These results become critically important for organizational leaders to consider as retaining quality individuals and encouraging organizational citizenship behaviors reduces operational cost and supports improved performance (Podsakoff et al., 2009). Organizations seek to maintain competitive advantages through elevated employee performance and reduced operational costs. Gaining insights from the results of this study can foster the use of these findings by general industry leaders responsible for operations and increase support services personnel performance.

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Knowledge gained from the present study can potentially support strategic approaches such as group and team enhancement, individual coaching, developmental staff tactics, and the communication of performance feedback with support services personnel to design strategic development plans that support the desired outcomes. Previous research concluded that transformational leadership has a positive relationship with organizational citizenship behavior, prompting specific training to improve transformational leadership behaviors and encourage organizational citizenship behavior (Khalili, 2017). Khalili's (2017) findings furnished insight into employees' responses to transformational leadership. The evidence generated from a broader empirical approach provides insights into multiple leadership styles and employee engagement, which adds to the knowledge of the antecedents of organizational citizenship behavior.

Understanding leadership styles and employee engagement as antecedents of organizational citizenship across industries also expanded the theoretical knowledge base. The components of leadership are (a) transformational leadership, designed to consider the individual aspects of followers; (b) transactional leadership, designed to review performance; and (c) laissez-faire leadership, considered nonleadership. The empirical results of the present study identified the leadership styles that best explain organizational citizenship behavior by identifying which leadership indexes have a more significant relationship with prosocial, extra-role behaviors. Supporting and expanding leadership theory adds to the ability to explain organizational citizenship and is a considerable expansion of theoretical knowledge because citizenship behavior is extra-role behavior, outside an employee's regular job duties. Information on leadership styles that explain organizational citizenship behavior can guide organizational strategies and contribute to developmental programs for leaders.

Blended use of both transformational and transactional leadership styles represents a collaborative application of leadership (Lilly & Virick, 2013). Two parties that have mutual exchanges based on shared goals can achieve beneficially supportive outcomes (Lilly & Virick, 2013). Providing specific empirical information relative to each relationship between the independent variables and organizational citizenship behavior provides crucial insights that shape the understanding and adjustment of work-related behaviors. As the present study included support services personnel across various industries, the use of a heterogeneous sample allowed for broader generalizability.

Research Questions

The purpose of this quantitative explanatory study was to assess the extent to which the relationship between the different leadership styles indices, employee engagement, and organizational citizenship behavior can be explained within a population of support services personnel. The following research questions were developed in support of achieving the research purpose.

RQ1. To what extent does the transformational leadership style index explain organizational citizenship behavior within support services personnel?

RQ2. To what extent does the transactional leadership style index explain organizational citizenship behavior within support services personnel?

RQ3. To what extent does the laissez-faire leadership style index explain organizational citizenship behavior within support services personnel?

RQ4. To what extent does employee engagement explain organizational citizenship behavior within support services personnel?

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Definition of Terms

Employee engagement. Conceptually, engaged employees harness their work roles, expressing themselves physically, cognitively, and emotionally during role performance (Kahn, 1990). The variable employee engagement is the extent to which an employee expresses vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Operationally the variable employee engagement is the average of the nine items of the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2006).

Full range leadership. Full range leadership consists of three primary leadership constructs: transformational leadership, transactional leadership, and laissez-faire leadership (Bass & Avolio, 2002).

Laissez-faire leadership. Conceptually, laissez-faire leadership is a style of leadership that manifests itself as non-leadership behavior with a tendency toward avoiding responsibility (Ryan & Tipu, 2013). The variable laissez-faire leadership index represents the extent to which leaders tend to avoid liability and lack leadership qualities and abilities to direct and make decisions (Malik et al., 2016). Operationally the variable laissez-faire leadership index involves the average of seven items that relate to a leader's lack of involvement in leadership operations measured with the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 2002).

Leadership. Leadership refers to the process of influencing others and causing followers to enthusiastically understand and agree on what needs to be done and engage in a collective effort to accomplish shared objectives (Yukl, 1989).

Organizational citizenship behavior. Conceptually, organizational citizenship behavior refers to employee behavior that is discretionary and not recognized by any formal reward

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system but that promotes the efficient and useful functions of the organizations (Organ, 1988). Organizational citizenship behavior, as a variable, measures employees' behavioral displays of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Operationally the variable organizational citizenship behavior was calculated using the 24-item instrument Organizational Citizenship Behavior Scale (Podsakoff et al., 1990).

Support services personnel. For this research, support services personnel included individuals working in environmental service, food service, security service, and customer service positions, providing critical non-licensed support to organizational operations (Orr, 2010).

Transactional leadership. Conceptually, the transactional leadership style is less considerate of individual needs than transformational leadership, and the exchange in transactional leadership corresponds to the discussion of the rewards that a follower will receive if they obey the leader's orders (Yahaya & Ebrahim, 2016). The variable transactional leadership index has two components that measure the extent to which followers perceive their leadership, where expectations are set, and achievement dependent rewards or corrective actions are taken based on performance expectations (Anderson & Sun, 2017). Operationally the variable transactional leadership index represented the average of seven items that relate to contingent reward and active management by exception. The instrument used to calculate the index was the MLQ (Bass & Avolio, 2002).

Transformational leadership. Conceptually, the transformational leadership style refers to leaders who take specific consideration of the needs of followers. Specifically,

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transformational leaders focus on higher-order needs that include self-esteem, self-actualization, motivation, self-sacrifice, and personal and organizational goals (Ryan & Tipu, 2013). Operationally the variable transformational leadership index is the average of twenty items related to idealized influence, inspirational motivation, intellectual stimulation, and individual consideration measured by the MLQ (Bass & Avolio, 2002).

Research Design

The research design used in the present study was a quantitative explanatory design that relied on a positivistic philosophy. Studies with a positivistic approach objectively reflect the need to ascertain and measure the causes that influence outcomes (Creswell, 2014). The study examined the relationship between full range leadership style indexes, employee engagement, and organizational citizenship behavior in support services environments. The independent variables were transformational leadership index, transactional leadership index, laissez-faire leadership index, and employee engagement. The dependent variable was organizational citizenship behavior. A quantitative explanatory research design was chosen, and the statistical method used was multiple regression. Regression models support a more elaborate analysis of the relationships between predictor variables and dependent variables. The regression approach was best suited for answering the research questions for this study.

Qualtrics, a third-party vendor, provided access to participants via their Audience Panel and aided in randomly selecting participants from support service roles in various industries. The target sampling of participants selected for the study was support services personnel that interact directly with consumers or support daily operational services in an organization. The Bureau of Labor Statistics (2020) reported that the support service sector employed approximately 9

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million workers amongst various industries. The number included individuals working in the hospitality, healthcare, higher education, and airline industries.

Assumptions and Limitations

Assumptions

Various assumptions supported the foundation of this study. It was assumed that the population was relevant to the study as the focus was to investigate the extent to which full range leadership styles and employee engagement can explain organizational citizenship behavior. It was also assumed that the selected sampling approach was an efficient and effective method of data collection. Specifically, it was assumed that the use of electronic surveys and the assistance of third-party survey vendor support encouraged participants to provided honest and unbiased responses after completing the screener questions. The use of a linear regression analysis was also assumed to be the best method for data analysis as this approach would answer the research questions and formulated hypotheses.

The ontological assumptions associated with postpositivism supported the belief that researchers define reality using objective measures. Thus, a quantitative approach to measuring the ability of full range leadership styles and employee engagement to explain organizational citizenship behavior was appropriate. The epistemological assumption was that an objectivist approach best suited the research. When using such an approach, measurable results support a clearer perspective of the variables and their relationships.

The theoretical foundation for this research study was the full range leadership theory (Bass & Avolio, 2002). Full range leadership assumes that transformational leadership, transactional leadership, and laissez-faire leadership cover a full range of leadership scenarios.

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Full range leadership attempts to depict the whole range of leadership styles from non-leadership to transformational leadership (Kirkbride, 2006). Leadership is the ability to influence followers in particular scenarios with the collective intention to accomplish a result (Bass, 1981). It was assumed that full range leadership theory was appropriate to guide the research because this theory encompasses various leadership styles, and support services personnel could potentially identify the influential leadership style of their direct supervisor from a range of choices.

Limitations

The results of the present study only addressed the perspective of frontline employees, and management perspectives were not included. Staff acknowledged their perceptions of their direct supervisors' leadership style, their level of employee engagement, and their organizational citizenship behavior. The study was not longitudinal, and as a result, potential changes in employee or supervisor behavior that occurred over time were not captured as a part of this study. Finally, this study focused on private industry, and the results may not apply to public service settings.

<center>**Organization of the Remainder of the Study**</center>

The purpose of this quantitative explanatory study was to assess the extent to which the relationships between the different full range leadership style indexes (IV), employee engagement (IV), and organizational citizenship behavior (DV) within support services personnel are evident. Full range leadership theory served as the study's theoretical framework, and the main objective of the research was to understand the extent to which organizational citizenship behavior could be explained in a support services environment. This research includes five chapters. Chapter 1 introduced the study and provided critical background

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information. Chapter 2 contains a review of the literature relevant to the research. Chapter 3 includes a description of the research methodology and highlights the research design, sample and population, survey instruments, and regression analysis procedures. Chapter 4 includes a review of the result of the data analysis and reports the results of the hypothesis testing. Chapter 5 provides a discussion of the results and an in-depth analysis of the implications, conclusions, and limitations of this study as well as final recommendations for future studies.

CHAPTER 2. LITERATURE REVIEW

This chapter contains a literature review of associated articles on the topic of the relationships between leadership style indexes, employee engagement, and organizational citizenship behavior. The specific focus of the present study was full range leadership theory, composed of transformational leadership, transactional leadership, and laissez-faire leadership. The literature on those leadership styles in relation to employee engagement and organizational citizenship behaviors are included in this literature review. Chapter 2 begins with a description of the methods used to search for, locate, and filter sources for the review. This chapter also includes a description of the theoretical orientation of the study, a review of the scholarly literature, a synthesis of findings, a critique of the methodologies used in previous research, and a summary.

Methods of Searching

The collection of resources for the literature review involved the use of several university accessible databases, including *ABI / INFORM, Business Source Complete, IBIS World, Academic Search Premier, Google Scholar, ProQuest, Psych Info,* and *Psych Articles*. Scholarly articles were collected via these databases, and during the data mining process, scholarly journals were reviewed independently for relevant resources. Journals searched independently as part of the review included but were not limited to the *Journal of Business Research, Journal of Applied Management and Entrepreneurship, International Journal Business and Management Science, Journal of Management Development, Journal of Business Studies, Journal of Managerial Issues,* and *Journal of Business Strategies*.

Keywords were used to filter the articles during the search for sources. The keywords used during the search included *full range leadership*, *transformational leadership*, *transactional leadership*, *laissez-faire leaders*, *employee engagement*, *organizational citizenship behavior*, *social exchange*, *leadership styles*, *support service*, *employee motivation*, *employee performance*, *extra-effort behaviors*, *leadership influence*, *employee tenure*, *healthcare leadership*, and *hospitality leadership*. The Psych Test and Google Scholar databases were also used to search for the instruments used to measure the variables and test the study's hypotheses. The principle constructs of this study were the full range leadership style indexes, employee engagement, and organizational citizenship behavior. Chapter 3 provides additional information on the instruments chosen for the study. The databases and sources listed were utilized in efforts to obtain the most current content relative to the topic described.

Theoretical Orientation for the Study

The present study's theoretical orientation was based on full range leadership theory. Leadership is the ability to influence followers in particular scenarios with the collective intention to accomplish a result (Bass, 1981). Leadership styles are an incredibly important variable in influencing how employees perform within an organization (Wu, 2009). Full range leadership theory was selected as the theoretical lens for the present study as the theory is frequently used by scholars to explain the hypothesized relationships between leadership and organizational citizenship behavior. In the present study, the full range leadership indexes and employee engagement were evaluated to determine whether they significantly explain organizational citizenship behavior among support services personnel.

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In the present study, full range leadership theory provided a theoretical orientation to develop a better scholarly understanding of organizational citizenship behavior and explain how individual leadership style indexes explain prosocial, extra-role behaviors. Employees voluntarily engage in organizational citizenship behaviors, and typically, these actions are neither recognized as part of a job role nor included in organizational reward structures that support employee performance (Babcock-Roberson & Strickland, 2010; Organ, 1988). Despite being voluntary, organizational citizenship behaviors are critical to promoting the efficient and effective functions of an organization (Babcock-Roberson & Strickland, 2010; Organ, 1988). Effective leadership styles can stimulate work environments in which followers feel positive and go beyond their role; these extra-role behaviors constitute organizational citizenship behavior (Bottomley et al., 2016). Full range leadership styles represent a wide range of leadership approaches that potentially boost the influential perceptions of followers.

Bass and Avolio (2002) described full range leadership as encompassing a wide range of leadership behaviors. Full range leadership encompasses three distinct leadership styles: (a) the transformational style, (b) the transactional style, and (c) the laissez-faire style (Bass & Avolio, 2002). Each leader has a profile that incorporates some or all of the transformational, transactional, and nontransactional behaviors that constitute full range leadership (Bass & Avolio, 2002). The full range leadership styles promote approaches that incorporate individual recognition, performance, self-direction, and other strategies that provide the foundation for leaders to develop a level of influence that encourages followers to display extra-effort behaviors. Transformational, transactional, and laissez-faire leadership indexes act as

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independent components of full range leadership, supporting the underlying principles of leadership theory.

Leadership is the process of social influence, in which one or more persons affect one or more followers by clarifying objectives and providing the tools and motivation to accomplish set goals (Babcock-Roberson & Strickland, 2010). Leaders who consider the individual needs of their followers use the transformational leadership style to support and develop higher levels of follower performance. The transformational leadership index has components that measure the degree to which followers perceive their leaders bestow idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The individual considerations of followers move the association between the leader and follower above and beyond the average employment experience, and followers experience enhanced feelings of involvement, cohesiveness, and commitment (Bass, Avolio, Jung, & Berson, 2003). Utilizing individual considerations, transformational leaders attempt to influence followers by considering their individual needs and fostering the basis for transparent and trustful relationships. Having trusting relationships may potentially encourage follower involvement and dedication and promoting extra-effort behaviors.

Transactional leadership is less considerate of individual needs compared to transformational leadership, and transactional leaders focus on the specific outcomes of employee performance (Bass et al., 2003). Transactional leaders exchange praise, rewards, recognition, and resources or the avoidance of disciplinary action for followers' work performance (Bass et al., 2003). The transactional leader influences followers by evaluating performance and determining actionable steps to reward or discipline followers based on that

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performance. The influence of transactional leadership is on generalized compliance, and these leaders assume that employees' adherence to policies and procedures will increase if they face accountability for noncompliance (Suliman & Obaidli, 2013). The important outcomes that result from a transactional leadership style can encourage the potential for extra-effort behaviors.

Leaders who practice laissez-faire leadership tend to withdraw from leadership responsibility and offer minimal guidance or input (Kirkbride, 2006). Withdrawal of leadership activity allows followers to engage in self-direction, and laissez-faire leadership provides a level of autonomy that allows followers to feel a higher sense of responsibility and accountability (Yang, 2015). Yang (2015) explored the possible positive outcomes of laissez-faire leadership and concluded that employees might perceive this leadership style as a sign of respect, raising levels of autonomy and self-control. Followers who experience a sense of autonomy can align with higher levels of responsibility and accountability, thus potentially prompting extra-effort behaviors.

Employee engagement is an attitude that constitutes high levels of commitment and involvement in the daily operations that contribute to the goals of an organization (Prathiba & Balakrishnan, 2017). Followers who demonstrate high levels of commitment and are focused on their daily operational functions have the potential of exhibiting extra-effort behaviors. Xu and Cooper Thomas (2011) suggested that engaged followers react positively toward supportive leadership behaviors, take interest team members' personal development, and celebrate organizational successes. Through these connections, the function of leadership styles and employee engagement could potentially influence organizational citizenship behavior.

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The present study focused on exploring the antecedents of organizational citizenship behavior. The explanatory study investigated the potential relationships using the variables of full range leadership style indexes and employee engagement to assess the proposed antecedents of organizational citizenship behavior. Effective leadership styles can stimulate work environments in which followers feel positive and go beyond their task roles to engage in organizational citizenship behavior (Bottomley et al., 2016). Full range leadership styles were measured with the Multifactor Leadership Questionnaire (MLQ), designed to assess the theoretical leadership constructs used in this study (Bass & Avolio, 2002). As depicted in Figure 1, the antecedents of leadership style and employee engagement were selected as properly fitted constructs to support explaining the hypothesized relationships with organizational citizenship behavior.
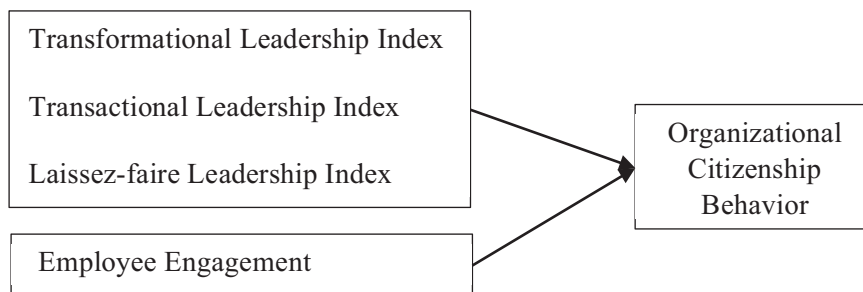
Figure 1. Proposed interactions between variables based on leadership theory.

Leadership and employee engagement have been studied together because of their potential ability to influence the behavior of followers. Engaged employees are followers who possess a high level of commitment and involvement in daily operations, contributing to the goals of the organization (Prathiba & Balakrishnan, 2017). Followers who can possess a high

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level of commitment may demonstrate extra-effort behaviors. Evidence obtained in this empirical study supported further understanding with regards to limitations, contradictions, and the relationship between full range leadership styles, employee engagement, and the ability to explain organizational citizenship behavior among support services personnel.

Review of the Literature

Organizational citizenship behavior involves enhancing the behavior of coworkers through the selfless, altruistic acts (Turner & Chinta, 2013). The extra-efforts behaviors displayed by followers can encourage additional supportive and collaborative behaviors. The innovative and exciting impulses that constitute organizational citizenship behavior include cooperation, helpfulness, goodwill, and altruism (El Khouly et al., 2015). Organizational citizenship behavior has the potential to serve as a compelling catalyst to improve organizational outcomes. This literature review, examined through the theoretical lens of leadership theory, reviews the scholarly literature on leadership styles, employee engagement, and organizational citizenship behaviors. The first section begins with a discussion of leadership styles and organizational citizenship behaviors. The ensuing sections present research on leadership styles and employee engagement, employee engagement, and organizational citizenship behaviors.

Leadership Styles and Organizational Citizenship Behavior

Han et al. (2016) conducted a quantitative study exploring the relationship between transformational leadership and knowledge sharing. The purpose of the study was to investigate the mediating variables of psychological empowerment, organizational commitment, and organizational citizenship behaviors. Han et al. focused on a sample of employees from South Korea, and participants were randomly selected from five large companies in the country. Using

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a random sampling approach, Han et al. reported a response rate of 65.8%, which yielded data from a total of 395 participants. All the questionnaires used in the study were translated into Korean and refined by several experts who majored in management and ensured the validity of the measurement (Han et al., 2016).

Han et al. (2016) used Bass and Avolio's (1997) MLQ 5x to assess transformational leadership, and the reliability coefficient for this measure was 0.96. Han et al. (2016) used Spreitzer's (1995) 12-item scale to measure psychological empowerment. Han et al. (2016) reported that the reliability coefficient for the psychological empowerment scale was 0.89. Organizational citizenship behavior was measured with the instrument developed by Podsakoff et al. (1990), and the reliability coefficient for that measure was 0.83. Organizational commitment was measured using a six-item scale developed by Meyer, Allen, and Smith (1993), and the reliability coefficient for that measure was 0.94. Finally, Han et al. (2016) measured knowledge sharing using five items from research by Bock, Zmud, Kim, and Lee (2005), and the reliability coefficient for these items was 0.87.

Han et al. (2016) used several model fit indices to assess their model's goodness of fit, and all assessments exceeded their respective acceptance levels. Han et al. used structural equation modeling (SEM), including confirmatory factor and path analysis, to test the stated hypotheses. The findings indicated that transformational leadership had a positive impact on organizational citizenship behavior. Transformational leadership also had an indirect relationship with empowerment and organizational commitment. Han et al. noted that organizational citizenship behavior significantly predicted knowledge sharing. The positive results indicated

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that organizational citizenship behavior significantly mediated the relationship between transformational leadership and knowledge sharing, supporting Han et al.'s research hypothesis.

In another study on transformational leadership, Bottomley et al. (2016) explored the relationship between transformational leadership, organizational citizenship behavior, and public service motivation. Public sector motivation functioned as a moderating variable influencing the relationship between transformational leadership and organizational citizenship behavior. Bottomley et al. categorized public sector motivation as an individual's prosocial motivation to do good for others and society through the delivery of public services (Bottomley et al., 2016). Bottomley et al. (2016) two-phase quantitative study was first conducted in the Mexican public sector and then replicated in the Mexican private sector.

Bottomley et al. (2016) collected data from employees in Guadalajara, Mexico that worked in the fields of finance, planning, foreign health affairs, and social security as well as in local, state, and federal government agencies. The researchers reported a response rate of 67.7%, after randomly selecting a sample of 1016 participants. Bottomley et al. controlled for gender, education, tenure, and age because of the potential for these demographic variables to influence organizational citizenship behavior. The tool used to measure transformational leadership was the MLQ 5x, developed by Bass and Avolio (2002). Public service motivation was measured using the abridged version of Perry's (1997) three-dimensional scale that included policy making, commitment to the public interest, and compassion. Reliability coefficients for the public service motivation scale ranged from 0.64 to 0.70. Organizational citizenship behavior was measured with the eight-item scale developed by Lee and Allen (2002). The reliability

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coefficient for organizational citizenship behaviors beneficial to the organization was 0.91, and behaviors beneficial to individuals and coworkers was 0.84.

Bottomley et al. (2016) used SEM and regression techniques to analyze the data. Findings indicated that the effects of transformational leadership on organizational citizenship behavior were contingent upon public service motivation (Bottomley et al., 2016). These findings suggested that followers possess intrinsic motivation, independent of their responses to leadership. Bottomley et al. (2016) then conducted Phase 2 of the study by replicating the research in the private sector.

Bottomley et al. (2016) surveyed a total of 1220 Mexican private-sector employees from the Guadalajara metropolitan area in Phase 2 of the study. The respondents worked in service-oriented businesses providing hospitality, catering, manufacturing, financial and insurance, social, personal, and transport services. Bottomley et al.'s findings indicated that public service motivation was not a significant moderator to organizational citizenship behavior in the second sample, but the analysis revealed that transformational leadership had a direct significant positive relationship with organizational citizenship behavior.

Ölçer et al. (2014) conducted a quantitative study exploring the effects of transformational leadership and managers' emotional intelligence as independent variables and the dimensions of organizational citizenship behavior as a dependent variable within Turkey's manufacturing industry. Emotional intelligence referred to an individual's capacity to use personal feelings and the feelings of others to manage behavior (Ölçer et al., 2014). Ölçer et al. (2014) randomly selected participants from a food and beverage manufacturing company in Turkey.

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Ölçer et al. (2014) collected data from a total of 120 respondents split evenly into two groups of employees and their direct supervisors. Transformational leadership was assessed using the MLQ 5x, developed by Bass and Avolio (2004). The reliability coefficient for transformational leadership was 0.97. Emotional intelligence was measured with the Self-Report Emotional Intelligence Test, developed by Schutte et al. (1998). The reliability coefficient for emotional intelligence was 0.91. Organizational citizenship behavior and its five dimensions were measured using a scale developed by Podsakoff et al. (1990). Ölçer et al. (2014) reported the reliability coefficient for altruism as 0.88, the reliability coefficient for courtesy as 0.82, the reliability coefficient for sportsmanship as 0.84, the reliability coefficient for conscientiousness as 0.89, and the reliability coefficient for civic virtue as 0.85. Ölçer et al. analyzed data with SPSS software and conduced separate linear regression analyses for each dimension of organizational citizenship behavior.

The findings reported by Ölçer et al. (2014) indicated that transformational leadership was insignificant in predicting the dimensions of organizational citizenship behavior. The outcome did not support the hypothesis that a supervisor's transformational leadership would have positive effects on the dimensions of an employee's organizational citizenship behavior. The emotional intelligence of managers had a significant positive effect on the dimensions of organizational citizenship behavior, except for sportsmanship. The findings did support the hypothesis that the emotional intelligence of managers would have a positive effect on the dimensions of organizational citizenship behavior among employees (Ölçer et al., 2014).

Kim (2014) conducted a quantitative study exploring the association between transformational leadership clan culture, affective commitment, and organizational citizenship

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behavior. Kim examined whether affective commitment mediates the effects of clan culture on organizational citizenship behavior and whether clan culture mediates the effects of transformational leadership on affective commitment in the public service sector. Clan culture included teamwork, empowerment, and development (Kim, 2014). Affective commitment encompassed the extent to which an employee is attached to and feels a sense of unity with the organization (Kim, 2014).

Kim (2014) collected quantitative survey data from full-time employees in the Kwangju Metropolitan City government. Kim distributed the surveys over two different periods to reduce common method bias. The collection periods occurred eight weeks apart, and a total of 202 respondents participated in the study. Transformational leadership was measured using the MLQ 5x form, developed by Bass and Avolio (1995), and the reliability coefficient was 0.94. Clan culture was assessed using the Organizational Culture Assessment Instrument, developed by Cameron and Quinn (1999), and the reliability coefficient was 0.86. The affective commitment variable was measured using six items developed by Allen and Meyer (1996), and the reliability coefficient was 0.85. Organizational citizenship behavior was measured using the scale developed by Podsakoff et al. (1990), and the reliability coefficient was 0.87.

Kim (2014) used confirmatory factor analysis to evaluate the convergent and discriminant validity of the data. The findings indicated that transformational leadership positively related to clan culture and affective commitment. Clan culture also positively associated with affective commitment, and affective commitment had a significant positive relationship with organizational citizenship behavior. Clan culture and transformational leadership were not significantly related to organizational citizenship behavior. Clan culture

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partially mediated the effects of transformational leadership style on affective commitment, and affective commitment fully mediated the effects of clan culture on organizational citizenship behavior (Kim, 2014).

Humphrey (2012) conducted a quantitative study to explore the role of organizational identification as a mediating variable between transformational leadership and organizational citizenship behavior. An additional exploratory analysis was conducted with transactional leadership, laissez-faire leadership, and organizational citizenship behavior. The basic premise of organizational identification included a relationship between the employee and the organization (Humphrey, 2012).

Humphrey (2012) collected data from 128 randomly selected participants and reported an overall response rate of 86%. Transformational leadership was assessed using the MLQ 5x-short form (Bass & Avolio, 2004). Follower's extra-role behaviors were measured using the 24-item Organizational Citizenship Behavior Scale, created by Podsakoff et al. (1990). Humphrey (2012) reported that the reliability coefficient for the measurement was 0.96. Using hierarchical regression, Humphrey found that transformational leadership was positively related to employees' organizational citizenship behavior. However, organizational identification did not serve as a mediator between transformational leadership and organizational citizenship behavior. Humphrey's study supported that organizational identification and transformational leadership have independent impacts on organizational citizenship behavior. The results of the exploratory analysis revealed that transactional leadership was not significantly related to organizational identification or organizational citizenship behavior. Laissez-faire leadership had a greater impact on organizational identification compared to organizational citizenship behavior.

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Quintana, Park, and Cabrera (2015) conducted a quantitative study of the hospitality industry to examine the effects of full range leadership styles on employee outcomes, including extra-effort behavior. The target population of the study consisted of employees of eleven 4-star hotels in Spain. Quintana et al. focused on service level workers in the hospitality business with a sample frame that included front office staff, housekeeping, and food services personnel. The study collected 191 valid samples for analysis. The MLQ-5x developed by Bass and Avolio (1997) was used to assess full range leadership and extra-effort behavior. A partial least squares SEM approach was used for the data analysis. The method was appropriate as the study assessed a considerable number of complex relationships (Quintana et al., 2015). The findings indicated that 70% of the variance relative to extra-effort behavior was a result of the idealized attributes and inspirational influence components of transformational leadership and the contingent reward component of transactional leadership (Quintana et al., 2015). The study provided specific results on the particular components of transformational and transactional leadership styles and their effect on extra-effort behavior.

Suliman and Obaidli (2013) conducted a quantitative study in the Islamic banking system to investigate the influence of leadership styles on organizational citizenship behavior and the role of organizational citizenship behavior on work outcomes. Several banks from the United Arab Emirates participated in the study. Suliman and Obaidli analyzed data from 150 employees at different level titles. Work titles included clerical, IT technicians, customer service, auditors, and HR representatives. The MLQ (Bass, 1985) measured transformational, transactional, and passive/avoidant leadership styles. The reliability coefficient for transformational leadership was 0.97, transactional leadership was 0.84, and passive/avoidant leadership was 0.79. Suliman and

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Obaidli (2013) used an instrument developed by Konovsky and Organ (1996) to assess the organizational citizenship behavior factors of altruism, generalized compliance, sportsmanship, courtesy, and civic virtue. The reliability coefficient for organizational citizenship behavior was 0.70.

Suliman and Obaidli (2013) used correlation testing to analyze the data. The transformational leadership style had a significant relationship with organizational citizenship behavior. Also, transactional leadership had a significant relationship with organizational citizenship behavior, contrary to the second hypothesis. Laissez-faire did not have a significant relationship with organizational citizenship behavior. Suliman and Obaidli suggested based on the findings that transactional leadership was a more significant predictor of organizational citizenship behavior than transformational leadership.

Bennett (2009) conducted a quantitative study to examine full range leadership, and the perception of IT followers to predict extra-effort behavior, manager effectiveness, and satisfaction with management. Bennett focused on IT followers' perceptions of their managers. The independent variables for Bennett's study were transformational leadership, transactional leadership, and passive avoidant leadership. Transformational leadership incorporated the attributed and behavioral traits of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership included contingent reward and active management-by-exception. Finally, passive avoidant leadership consisted of passive management-by-exception and laissez-faire leadership. Bennett's dependent variables were extra effort, IT manager effectiveness, and satisfaction.

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Bennett's (2009) sample consisted of members of the Association of Information Technology Professionals. The association had over 3000 members. With a sample size of 150, the estimated response rate was 5%. Bennett used the MLQ to assess full range leadership, extra-effort behavior, manager effectiveness, and satisfaction with the manager. Several linear regression exercises were conducted to analyze the data. Bennett found a significant relationship between transformational leadership and extra-effort behavior. Transactional leadership had a lower correlation with extra-effort behavior, and laissez-faire leadership had a negative correlation with extra-effort behavior. Bennett's findings supported a better understanding of the direct relationships between leadership styles and extra-effort behaviors.

Using a quantitative approach, Malik et al. (2016) examined the relationships between leadership styles and organizational citizenship behavior in Pakistan's telecom industry. The leadership styles incorporated in the study were autocratic leadership, democratic leadership, and laissez-faire leadership. Malik et al. explored the leadership styles relative to their relationship with organizational citizenship behavior in three major Pakistani telecom companies. Autocratic leadership was characterized by a set direction, goals, and structured work with little or no input or contribution from followers (Malik et al., 2016). The democratic leadership style was similar to the transformational leadership style, where organizational members contribute toward decisions and are empowered to act (Malik et al., 2016). The purpose of the study was to provide insight into the leadership styles that encourage organizational citizenship behavior.

Malik et al. (2016) collected data from followers and leaders in the telecom sector using a cluster sampling strategy. Malik et al. selected clusters of leaders and followers using convenience sampling and collected data from 72 leaders and 144 followers, for a response rate

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of 90%. Malik et al. adapted Northouse's (2011) 18-item Leadership Style Survey to measure autocratic, democratic, and laissez-faire styles. Malik et al. (2016) reported a 0.76 reliability coefficient for democratic leadership, a 0.79 reliability coefficient for autocratic leadership, and a 0.74 reliability coefficient for laissez-faire leadership.

Malik et al.'s (2016) collected data on organizational citizenship behavior using Organ's (1988) 24-item scale. The reliability coefficient reported for this scale was 0.70 (Malik et al., 2016). Malik et al. (2016) analyzed the data using hierarchal multiple regression and ANOVA. The findings indicated that autocratic leadership had a negative relationship with organizational citizenship behavior, and democratic leadership showed a positive relationship with organizational citizenship behavior. A weak relationship existed between laissez-faire leadership and organizational citizenship behavior. The findings suggested that the ability to perform tasks with trust and support could potentially result in positive follower behaviors. For example, laissez-faire leadership and its hands-off approach resulted in a weak relationship with organizational citizenship behavior. However, leaders who exhibited some of a laissez-faire approach could be effective with highly skilled and self-motivated employees (Malik et al., 2016).

Yaffe and Kark (2011) used quantitative methods to explore the construct of leading by example and the potential effect of a leader's organizational citizenship behavior to determine if these factors enhanced the group belief that organizational citizenship behavior is worthy. Yaffe and Kark posited that group beliefs about whether a leader is an exemplary role model should improve the effect of leaders' organizational citizenship behavior both on the group's organizational citizenship behavior and on the group's belief that organizational citizenship

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behavior is worthy. Yaffe and Kark noted that role model behaviors closely relate to charismatic and transformational leadership theories.

Yaffe and Kark's (2011) studied employees in a large Israeli communications organization. The sample consisted of 67 work units from the organization's service, technical, and sales departments. Participants were volunteers, encouraged to answer honestly. Participants completed 683 valid surveys. The construct of organizational citizenship behavior included three scales that were chosen based on theoretical considerations. Yaffee and Kark used two 5-item scales from an instrument designed by Moorman and Blakely (1995) to assess managers' loyal boosterism and personal industry. Group members' beliefs that organizational citizenship behavior is worthy were assessed using three items adapted from research by Haworth and Levy (2001). Yaffee and Kark (2011) used three items from G. A. Rich's (1997) Role Model Scale to assess beliefs that the leader was a worthy role model.

Yaffe and Kark (2011) used SEM techniques to analyze the data. The findings indicated that a leader's organizational citizenship behavior had a direct effect on group-level organizational citizenship behavior. Also, leaders seen by their groups as role models had direct and indirect effects on group-level organizational citizenship behavior. Yaffe and Kark's results support the role model characteristics of transformational leadership and its potential influence on follower behavior.

Al Sahi et al. (2016) conducted a quantitative study to explore the mediating effect of psychological empowerment in the relationships between authentic leadership, work engagement, and organizational citizenship behavior. Authentic leadership recognized self-awareness, balanced processing, moral perspective, and transparency of the leaders (Al Sahi et

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al., 2016). The moral, self-awareness, and transparency components in Al Sahi et al.'s (2016) study were strictly related to full leadership components. The study population consisted of full-time employees in the petroleum sector of the United Arab Emirates.

Al Sahi et al. (2016) distributed questionnaires randomly within their sample frame, and the response rate was 50.3%, providing a total sample of 189 participants. The 16-item Authentic Leadership Questionnaire was used to collect data on authentic leadership (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). The reliability coefficient for the measurement was 0.70 in a cross-cultural validation study (Walumbwa et al., 2008). Al Sahi et al. (2016) used Schaufeli et al.'s (2006) Utrecht Work Engagement Scale (UWES) to measure work engagement. The median reliability coefficient for the measurement was 0.92. The Organizational Citizenship Behavior Scale, developed by Podsakoff et al. (1990), assessed the five dimensions related to extra-role behaviors. The reliability coefficient for altruism was 0.91, the coefficient for courtesy was 0.89, the coefficient for sportsmanship was 0.85, the coefficient for conscientiousness was 0.89, and the coefficient for civic virtue was 0.88. Spreitzer's (1995) Psychological Empowerment Scale assessed the mediating variable, and the reliability coefficient for the overall empowerment construct was 0.72. An SEM model was used to analyze the data.

Al Sahi et al.'s (2016) findings indicated that authentic leadership positively affected work engagement and organizational citizenship behavior through the mediating variable of psychological empowerment. Additionally, psychological empowerment positively influenced employee work engagement and organizational citizenship behavior. The findings supported Al Sahi et al.'s hypothesis that psychological empowerment is a mediator in the relationships between authentic leadership, work engagement, and organizational citizenship behavior.

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A quantitative study conducted by Coxen, van der Vaart, and Stander (2016) investigated the influence of authentic leadership on organizational citizenship behavior resulting from workplace trust. Coxen et al. conceptualized workplace trust as trust in the organization and an employee's immediate supervisor and coworkers. The study focused on the public healthcare system in South Africa. Coxen et al. used quantitative research methods and a cross-sectional survey design. Based on the availability of participants, convenience sampling was used, and the sample was drawn from 27 hospitals. A total of 633 employees participated in the study.

Coxen et al. (2016) used the Authentic Leadership Inventory designed by Neider and Schriesheim (2011) to measure followers' perceptions regarding the authenticity of their leaders. The reliability coefficients for the instrument items ranged between 0.74 and 0.90. The Workplace Trust Survey (Ferres & Travaglione, 2003) measured participants' trust in their organization, trust in their immediate supervisor, and trust in their coworkers. Reliability coefficients yielded acceptable values for organizational trust (0.95), immediate supervisor trust (0.96), and coworker trust (0.93; Ferres & Travaglione, 2003).

Coxen et al. (2016) used SEM techniques to analyze the data. The findings indicated that authentic leadership had a positive relationship on workplace trust, and workplace place trust significantly influenced organizational citizenship behavior. Coxen et al. found that authentic leadership was not a significant predictor of organizational citizenship behavior. The nonsignificant finding did not support Coxen et al.'s hypothesis that authentic leadership is significantly linked to organizational citizenship behavior.

El Khouly et al. (2015) quantitatively evaluated ethical leadership and organizational citizenship behavior to determine if a relationship existed between the two variables. In El

Khouly et al.'s study, the ethical leadership style was consistent with the idealized influence component of transformational leadership. The ethical leader shares risks with followers and is consistent in behaviors and actions with underlying ethics, principles, and values (Bass et al., 2003). El Khouly et al.'s (2015) study included participants from two different Egyptian organizations working in various sectors.

El Khouly et al. (2015) gathered data from 100 employees working in Egyptian organizations in the petroleum and fast-moving consumer goods sectors. The research used convenience sampling, and of the 100 samples collected, 83 samples were valid and usable. The Ethical Leadership at Work Questionnaire was used to assess leadership, and the Organizational Citizenship Behavior Checklist was used to measure extra-role behaviors. El Khouly et al. used SPSS software and a regression model to analyze the data. The findings indicated that ethical leadership had a significant relationship with organizational citizenship behavior. As a result of the findings, El Khouly et al. (2015) suggested that employees would act more ethically with a leader that exhibits ethical behavior. Leaders who exhibited behaviors supporting integrity, transparency, and ethical guidance encouraged followers to display organizational citizenship behaviors. The results of El Khouly et al.'s study were consistent with Yaffe and Kark's (2011) finding that leading by example can influence the behavior of followers.

Babcock-Roberson and Strickland (2010) conducted a quantitative study to explore charismatic leadership, the mediating role of work engagement, and organizational citizenship behavior. Charismatic leadership was viewed as a process of social influence, whereby explaining tasks and goals provides followers with the resources and motivation to accomplish goals (Babcock-Roberson & Strickland, 2010). Babcock-Roberson and Strickland sampled

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undergraduate students enrolled in a psychology course in a larger Western university. The sample consisted of 91 participants employed for at least six months in the same organization. The MLQ (Bass, 1999) assessed leadership and produced a reliability coefficient of 0.96. The UWES (Schaufeli et al., 2006) measured work engagement, and the reliability coefficient was 0.90. Podsakoff et al.'s (1990) Organizational Citizenship Behavior Scale assessed extra-role behavior, and the reliability coefficient was 0.85.

Results of a regression analysis indicated that the relationships between charismatic leadership, work engagement, and organizational citizenship behavior were significant (Babcock-Roberson & Strickland, 2010). The research findings supported that charisma is an influential leadership characteristic, and, when displayed, charisma can encourage employees to exhibit favorable behaviors. Babcock-Roberson and Strickland concluded that charismatic leadership had a positive correlation with work engagement, and work engagement had a significant positive correlation with organizational citizenship behavior.

In a more recent study, Horn, Mathis, Robinson, and Randle (2015) used a quantitative approach to explore charismatic leadership and its ability to motivate employees to engage in organizational citizenship behavior. Horn et al. examined the moderating influence of citizenship pressure to better understand the boundary conditions in which charismatic leaders inspire employees to display extra-effort behaviors. Citizenship pressure was defined as a specific job demand in which an employee feels pressured to perform extra-role duties (Horn et al., 2015). Horn et al. (2015) selected a snowball sampling technique, where participants recruit acquaintances to complete surveys. The study required participants to work full-time outside the home and live with a partner. Graduate-level business students from four universities sourced

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participants that fit the study's criteria. Horn et al. collected data from a total of 243 respondents, yielding a 44% response rate.

The MLQ (Avolio, Bass, & Jung, 1999) was used to measure charismatic leadership, and a reliability coefficient of 0.94 was reported. Bolino, Turnley, Gilstrap, and Suazo's (2010) 34-item scale assessed citizenship pressure, and the resulting reliability coefficient was 0.95. Individual components of Podsakoff et al.'s (2000) Organizational Citizenship Behavior Scale and the Bolino and Turnley (2005) scale assessed the participants' extra-role behaviors. The reliability coefficient related to organizational citizenship behavior was 0.92 (Horn et al., 2015). An 18-item scale developed by B. L. Rich (2006) measured work engagement, and the reliability coefficient for those items was 0.94.

Horn et al. (2015) used path analysis and AMOS software to test and analyze the data. The findings indicated that charismatic leadership positively related to organizational citizenship behavior and job engagement behaviors. The results did not support citizenship pressure as a moderating variable contributing to employees' organizational citizenship behavior. Hence, the results did not support Horn et al.'s hypothesis that the impact of charismatic leadership on followers' organizational citizenship behavior and engagement varies with perceived citizenship pressure.

Ariani (2014) employed quantitative techniques to explore supportive leadership and its effect on employee engagement and organizational citizenship behavior. Ariani also investigated employee engagement and its effects on organizational citizenship behavior. As part of the research, the mediating role of employee engagement was studied in relation to the link between supportive leadership and organizational citizenship behavior. Support leadership is similar to

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transformational leadership, as both types of leaders prioritize individual considerations and the developmental support of followers (Ariani, 2014).

Ariani (2014) used nonprobability sampling to select permanent employees who worked for a service organization in Yogyakarta, Indonesia. The target population was required to have direct contact with customers and work for a minimum of three months for the organization. Ariani reported a response rate of 84% with a sample that consisted of 252 employees. Supportive leadership was measured using items from Behling and McFillen (1996). The reliability coefficient for this measurement was 0.77. Employee engagement was measured using items from Schaufeli et al. (2006) and Salanova, Agut, and Peiro (2005), and the reliability coefficient for these items was 0.86. Items measuring organizational citizenship behavior were taken from a scale developed by Organ and Konovsky (1989) with a reliability coefficient of 0.86.

Ariani (2014) used an SEM analysis to test the study's hypotheses. The findings indicated that employee engagement was related to supportive leadership and organizational citizenship behavior. The findings also showed positive relationships between employee engagement and organizational citizenship behavior, between employee engagement and supportive leadership and finally, between support leadership and organizational citizenship behavior (Ariani, 2014).

Leadership Styles and Employee Engagement

Popli and Rizvi (2015) conducted a quantitative research study to explore the relationship between service orientation (i.e., the dependent variable) and employee engagement and full range leadership (i.e., the independent variables). Service orientation was defined as a social awareness that anticipates and recognizes the importance of meeting the needs of customers. The

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study included private sector organizations in India. Popli and Rizvi (2015) used a cross-sectional design to sample managers across service organizations in the education, banking, insurance, telecom, research, and information technology industries. The online surveys yielded 106 usable responses.

Popli and Rizvi (2015) used a 20-item scale designed by Phelps (2009) to measure employee engagement. The reliability coefficient for the instrument was 0.89. A scale developed by Frimpong and Wilson (2012) assessed service orientation, and the reliability coefficient was 0.79. The MLQ (Avolio & Bass, 1991) assessed leadership, and the reliability coefficient for this measurement was 0.83. Popli and Rizvi (2015) analyzed the data using a multivariate regression approach. The findings indicated that the correlation between transformational leadership and employee engagement was significant, and transformational leadership was a significant predictor of employee engagement. Transactional and laissez-faire leadership had moderately negative correlations with employee engagement. Popli and Rizvi concluded that a direct relationship did exist between perceived leadership styles and employee engagement, and as a result, leadership styles did directly impact employees' service orientation.

Vincent-Höper, Muser, and Janneck (2012) used quantitative methods to examine the indirect effects of transformational leadership on subjective occupational success mediated by work engagement. Occupational success referred to the enhancement of an employee's career development (Vincent-Höper et al., 2012). Vincent-Höper et al. (2012) collected data via online questionnaires for four months. Participants were recruited using opinion polls and professional associations. Vincent-Höper et al. selected participants who reported to a direct supervisor and worked in the industrial fields of engineering, research, development, transport, logistics,

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information technology, service, education, social services, and healthcare. Data were collected from a total of 1,132 participants.

Bass and Avolio's (1995) MLQ 5x measured transformational leadership. The reliability coefficients for the five subscales were as follows: idealized influence attributed was 0.88, idealized influence behavior was 0.69, inspirational motivation was 0.85, intellectual stimulation was 0.85, and individualized consideration was 0.86. Vincent-Höper et al. (2012) used the UWES, developed by Schaufeli and Bakker (2004), to assess work engagement. Additionally, Vincent-Höper et al. (2012) used a five-item career satisfaction scale, developed by Greenhaus, Parasuraman, and Wormley (1990), to determine occupational success. The correlation analysis used Spearman's rho correlations as the scales were not normally distributed. The findings indicated that transformational leadership is positively associated with all indicators of occupational success. Transformational leadership was positively linked to work engagement, which was positively linked to occupational success. The results between transformational leadership, employee engagement, and subjective occupational success were supported with highly significant positive correlations (Vincent-Höper et al., 2012).

Yasin Ghadi, Fernando, and Caputi (2013) conducted a quantitative study that examined the relationship between transformational leadership and worked engagement with meaning in work as a mediating variable. Meaning in work referred to finding purpose at work and closely satisfying higher-order needs (Yasin Ghadi et al., 2013). Yasin Ghadi et al.'s (2013) participants were full-time employees working under a direct supervisor in various sectors of the Australian economy. Yasin Ghadi et al. collected useable survey data from 530 respondents, reporting a

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response rate of 12.9%. The researchers performed independent sample *t*-tests and one-way ANOVAs to compensate for the low response rate.

Yasin Ghadi et al. (2013) used the Global Transformational Leadership Scale, developed by Carless, Wearing, and Mann (2000), to assess transformational leadership. The reliability coefficient for this measurement was 0.93. The UWES-17 measured participants' work engagement. Finally, a scale by May, Gilson, and Harter (2004) determined values for the meaningfulness at work variable, and the reliability coefficient for these items was 0.90.

Yasin Ghadi et al. (2013) tested the data by conducting a two-step SEM analysis. The stages of the SEM tests analyzed reliability, factor loading, and goodness of fit. The findings indicated that transformational leadership had a direct relationship with work engagement. This result suggested that employees who perceive their leaders to be transformational would be more likely to respond with higher levels of energy, dedication, and absorption. The findings also suggested that transformational leadership creates meaning in work and, as a result, predicts work engagement (Yasin Ghadi et al., 2013).

Xu and Cooper Thomas (2011) conducted a quantitative study to investigate the direct link between leadership behavior and follower engagement. Transformational leadership was adopted in this study as a framework for investigating the leadership behaviors and employee engagement. Xu and Cooper Thomas surveyed employees working at a large New Zealand-based insurance company. Employees provided ratings for their immediate managers using a JRA 360-degree feedback measurement tool. A total of 236 employees completed the feedback tool for a response rate of 90.4%. Three months after initial distribution, employees from the largest sector of the organization responded to the JRA's employee engagement scale. A total of

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486 respondents completed the second round of data collection for a response rate of 90.0%. Xu and Cooper Thomas (2011) then matched 178 employees across the two datasets, and then the data were analyzed using a linkage analysis.

The JRA 360-degree tool assessed leadership, and the reliability coefficients ranged from 0.91 to 0.99. The JRA Employee Engagement Scale, with a reliability coefficient of 0.85, assessed employee engagement. Multiple regression analysis was conducted, with employee engagement as the dependent variable. The findings indicated that all the leadership dimensions were significantly correlated with employee engagement (Xu & Cooper Thomas, 2011). The leadership factor that incorporated support teams as a relationship-oriented construct surfaced as the strongest predictor of employee engagement. The findings also indicated that followers react positively to leaders who behave in supportive ways when dealing with teams and leaders who express a genuine interest in team members. These traits were similar to the individual considerations encompassed in transformational leadership. Employees who perceived that their leaders had transformational qualities responded with a high level of engagement (Xu & Cooper Thomas, 2011).

Employee Engagement and Organizational Citizenship Behavior

Prathiba and Balakrishnan (2017) used quantitative and qualitative methods to examine factors that motivate Generation Y employees to exhibit organizational citizenship behaviors. Prathiba and Balakrishnan also explored the engagement drivers preferred by Generation Y employees working in the banking industry of Chennai. For Generation Y, workplaces are diverse environments that require specific skill sets (Prathiba & Balakrishnan, 2017).

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Prathiba and Balakrishnan (2017) collected primary and secondary data from 200 respondents. Participants were required to work in private sector banks, hold a management position, possess previous experience in different functional areas. Each participant answered a questionnaire and completed a personal interview. A three-part questionnaire assessed organizational citizenship behavior. Part I assessed 15 engagement drivers used by banks to motivate their employees. Part II assessed individual performance using an organizational commitment scale. Part III assessed employee behavior using an organizational citizenship behavior scale adapted from V. Sharma and Jain (2014). Prathiba and Balakrishnan (2017) used a pilot study to review the reliability of the instrument. An assessment of Cronbach's alpha values revealed reliability coefficients of .912, .804, and .897, indicating that the primary data met the criteria for analysis.

The study findings indicated that the correlation between employee engagement and organizational citizenship behavior was statistically significant (Prathiba & Balakrishnan, 2017). It was, therefore, reasonable to conclude that organizations that support employee engagement would benefit from organizational citizenship behavior. The study findings indicated that employee engagement and organizational commitment have a positive impact on employees' organizational citizenship behavior. The study also demonstrated that the engagement drivers preferred by Generation Y in banks were crucial for enhancing both organizational commitment and organizational citizenship behavior (Prathiba & Balakrishnan, 2017).

Iqbal et al. (2017) conducted a study to explore employee engagement in the corporate sector of Pakistan. The primary focus of the study was to determine the significance of employee engagement as a factor in organizational consequences (Iqbal et al., 2017). The theoretical model

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represented job characteristics, rewards, recognition, coaching, and training as the antecedents of employee engagement. Employee engagement outcomes included employee satisfaction, employee retention, and organizational citizenship behavior.

Iqbal et al. (2017) used a random sampling technique to minimize biases and improve the generalizability of the quantitative data. The researchers distributed questionnaires to six different companies, and 402 valid responses were received. Factor analysis was used to check the relationship between the variables. SEM was used to design the analytical model, and regression and correlation analyses were conducted to explore the relationships between dependent and independent variables (Iqbal et al., 2017). Findings indicated that job characteristics, rewards, and recognition had a significant positive effect on employee engagement. Additionally, employee engagement had significant positive relationships with employee satisfaction, retention, and organizational citizenship behavior.

Sahi et al. (2017) conducted a quantitative study to examine the relationships between customer service orientation, job engagement, job satisfaction, and organizational citizenship behavior. Additional analysis was conducted relative to the moderating role of job satisfaction on the relationship between employee engagement and organizational citizenship behavior. Sahi et al. posited that when employees experience positive moods, they are encouraged to perform beyond their standard job requirements.

Sahi et al.'s (2017) study concentrated on employees in private sector banks in India. The target population included branch managers, assistant branch managers, and employees that frequently interacted with customers. Sahi et al. used a cross-sectional design to collect data from bank branches, and a total of 101 samples were collected. Structured questionnaires were used to

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gather information from respondents. SEM was used to analyze the data. Findings indicated that customer orientation, job engagement, and job satisfaction were positively linked to organizational citizenship behavior. Specifically, job engagement was significantly and positively associated with organizational citizenship behaviors (Sahi et al., 2017). These findings also indicated that leaders who facilitate strategies that enhance job engagement might improve employees' willingness to display extra-effort behaviors.

Rurkkhum and Bartlett (2012) conducted a quantitative study to explore the relationship between employee engagement and organizational citizenship behavior in Thailand. The study incorporated the potential contributions of human resource development practices as moderators between employee engagement and organizational citizenship behavior. The human resource development practices examined as moderating factors included organizational support, access, and support to human resource development opportunities, benefits of training, and formal career management support.

Rurkkhum and Bartlett (2012) conducted their study with the support of four large organizations in Thailand. The organizations included two publicly traded companies and two privately owned companies. The surveys were distributed and completed by a total of 522 nonmanagerial employees, for a response rate of 33%. The study focused on a series of hierarchical regression analyses. The findings indicated that positive relationships existed between employee engagement and all the components of organizational citizenship behavior. Additionally, a positive relationship existed between employee engagement, perceptions of human resource development practices, and organizational citizenship behavior (Rurkkhum & Bartlett, 2012). It is reasonable to suggest, based on the findings, that employees who have a

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genuine interest in an organization have the potential to exhibit higher levels of employee engagement and organizational citizenship behavior.

Fluegge-Woolf (2014) conducted a quantitative study that focused on the constructs of fun at work, task performance, creative performance, and organizational citizenship behaviors. Fluegge-Woolf defined fun at work as a "social or interpersonal task of a playful or humorous nature that provided an individual amusement, enjoyment or pleasure" (p. 684). Fun at work was important because humor potentially promotes frankness. Fluegge-Woolf investigated fun at work in relation to creative performance, task performance, overall performance, and organizational citizenship behavior. The study also addressed whether fun at work had a positive influence on employee engagement.

Fluegge-Woolf's (2014) sample consisted of 245 management students at a southeastern university and 205 supervisors at organizations where the students worked. Inclusion criteria required student participants to work for a minimum of 20 hours per week in addition to their academic enrollment. Fluegge-Woolf reported a survey response rate of 91.8% among students and a response rate of 83.7% among supervisors. McDowell's (2004) Fun at Work Scale measured students' responses regarding socializing with coworkers, celebrating at work, personal freedoms, and global fun at work. Fluegge-Woolf (2014) reported reliability coefficients for the four subscales as 0.85, 0.88, 0.74, and 0.95, respectively.

Fluegge-Woolf (2014) used SEM to analyze the survey data. The data analysis indicated that a significant positive relationship existed between fun at work and work engagement. Fun at work also significantly related to organizational citizenship behavior. Work engagement did not significantly mediate the relationship between fun at work and organizational citizenship

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behavior, nor did work engagement have a significant mediating effect on the relationship between fun at work and task performance. Based on the findings, Fluegge-Woolf asserted that fun at work could potentially enhance managers' ability to elevate employee engagement as well as organizational citizenship behavior.

Bizri (2018) used a quantitative research design to explore the direct influence of diversity management practices on affective commitment and work engagement and determine how these attitudes indirectly influence organizational citizenship behavior. Bizri attempted to disaffirm any direct influence of diversity management on organizational citizenship behavior, suggesting that extra-effort behavior is a result of employee attitude and not a reciprocal exchange with leadership. The independent variables in Bizri's study were diversity management, employee engagement, affirmative commitment, and normative commitment. The dependent variable was organizational citizenship behavior. Diversity management included planning and executing human resource management practices to elevate the potential advantages of a culturally diverse workforce.

Bizri (2018) conducted the study in Lebanon, distributing surveys to employees in the country's banking sector. Bizri's primary interest in this business sector was because it was an advanced productive sector where diversity management had already been institutionalized. The human resource departments of participating banks disseminated the surveys amongst the employees and collected the surveys. A total of 300 participants completed questionnaires. Four affective commitment items and three normative commitment items were borrowed from research by Allen and Meyer (1990), and the reliability coefficients were 0.91 and 0.81, respectively. Six diversity management items were borrowed from Choi and Rainey (2010), and

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the reliability coefficient was 0.86. Four work engagement items were borrowed from Rees, Alfes, Gatenby, Soane, and Truss (2009), who reported a reliability coefficient of 0.86. Six organizational citizenship behavior items were borrowed from Paillé (2013), with a reliability coefficient of 0.80.

Bizri (2018) analyzed the data using SPSS software. The findings indicated that organizational citizenship behavior was significantly influenced by affirmative and normative commitment as well as by employee engagement. The findings did not confirm a direct influence between diversity management and organizational citizenship behavior (Bizri, 2018). As a result of the outcomes, Bizri suggested that organizational citizenship behaviors are a result of the employees' attitudes rather than the reciprocal leadership exchange.

Saradha and Patrick (2011) conducted a quantitative study that investigated employee engagement, organizational citizenship behavior, and organizational performance. The primary focus of Saradha and Patrick's study was to evaluate organizational citizenship behavior and determine if it could be a significant driver of employee engagement. Saradha and Patrick collected survey data from 235 IT professionals in India. A questionnaire developed by Robinson, Perryman, and Hayday (2004) measured employee engagement, and the reliability coefficient for the instrument was 0.88. The Organizational Citizenship Behavior Scale, developed by Podsakoff et al. (2000), was used to measure extra-role behavior, and the reliability coefficient was 0.70. Multiple regression was used to analyze the data. The findings indicated that the career intentions variable had the highest level of influence on employee engagement. Job satisfaction, pay and benefits, management, equal opportunities, and organizational citizenship behavior were also influential variables (Saradha & Patrick, 2011). The results

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indicated that organizational citizenship behavior influences employee engagement less than the other analyzed drivers.

Synthesis of Research Findings

At the core, full range leadership theory is the process of influence, specifically the ability to influence followers to adopt a collective intention to accomplish a result (Bass, 1981). Findings in this literature review demonstrated that leadership styles could influence followers' attitudes and prompt behaviors that align with organizational citizenship behavior (Han et al., 2016; Humphrey, 2012; Malik et al., 2016; Suliman & Obaidli, 2013). The literature also clarifies how leadership styles and leadership behaviors enhance follower behaviors (El Khouly et al., 2015). Previous research established that antecedents, such as employee engagement, influence organizational citizenship behavior (Iqbal et al., 2017; Prathiba & Balakrishnan, 2017). The following paragraphs synthesize the literature findings relative to leadership styles, leadership behaviors, employee engagement, and their relationship with organizational citizenship behaviors.

The literature included direct effects of leadership styles and their influence on organizational citizenship behaviors. Quintana et al.'s (2015) quantitative research findings attributed 70% of the variance in employees' organizational citizenship behavior to the idealized attributes and inspirational influence components of the transformational leadership style index and the contingent reward component of the transactional leadership style index. Suliman and Obaidli (2013) determined that transformational and transactional leadership significantly influenced organizational citizenship behavior, but laissez-faire did not. Similarly, Bennett (2009) findings suggested a significant relationship existed between transformational leadership

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and extra-effort behavior. Bennett also observed that transactional leadership had a lower correlation with extra-effort behavior, and laissez-faire leadership had a negative correlation with extra-effort behavior.

Malik et al.'s (2016) findings suggested that autocratic leadership had a negative relationship with organizational citizenship behavior. Democratic leadership had a positive relationship with organizational citizenship behavior, and the relationship between laissez-faire leadership and organizational citizenship behavior was weak but significant (Malik et al., 2016). Collectively, these studies indicate that the effective use of leadership styles could have a direct effect on organizational citizenship behavior. The findings suggested that transformational and transactional leadership styles have the most potential to establish positive relationships with organizational citizenship behavior. The findings also suggested that the integrated use of transformational and transactional leadership styles is a practical approach toward encouraging organizational citizenship behaviors.

The literature included studies on the effects of leadership styles in the context of mediating variables used to determine leadership's influence on organizational citizenship behaviors (Al Sahi et al., 2016; Bottomley et al., 2016; Kim, 2014). Bottomley et al.'s (2016) findings from the public sector suggested that the effects of transformational leadership on organizational citizenship behavior were contingent upon public service motivation. Bottomley et al.'s finding suggested that followers can possess intrinsic motivation independent of their perceptions of leadership. In similar research, Kim's (2014) findings suggested that transformational leadership positively related to clan culture and affective commitment, and affective commitment had a significant positive relationship with organizational citizenship

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behavior. Al Sahi et al.'s (2016) findings demonstrated that authentic leadership positively affects work engagement and organizational citizenship behavior through the mediating variable of psychological empowerment.

Humphrey (2012) reported that transformational leadership was positively related to an employee's organizational citizenship behavior, but organizational identification did not serve as a mediator between transformational leadership and organizational citizenship behavior. Han et al. (2016) observed that transformational leadership had a positive impact on organizational citizenship behavior and indirectly had a relationship with both empowerment and organizational commitment, which was a significant predictor of knowledge sharing. Horn et al. (2015) explored charismatic leadership and leaders' ability to motivate employees to engage in organizational citizenship behavior. The study investigated how citizenship pressure moderated charismatic leadership and the ability to inspire followers to demonstrate extra-effort behaviors. Horn et al.'s findings suggested that charismatic leadership positively related to organizational citizenship behavior and job engagement behaviors, but the findings did not support citizenship pressure as a predictor of organizational citizenship behavior. Coxen et al.'s (2016) findings indicated that authentic leadership had a positive relationship with workplace trust, which significantly influenced organizational citizenship behavior. These findings suggested that leadership styles did not reinforce organizational citizenship behaviors. Instead, followers' intrinsic motivators encouraged extra-role behaviors.

Literature supported the influential abilities of leaders to serve as role models. El Khouly et al. (2015) noted that ethical leadership had a significant relationship with organizational citizenship behavior, and employees act more ethically with a leader that models ethical

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behavior. El Khouly et al. concluded that leaders who could change their attitudes to support integrity, transparency, and ethical guidance encouraged followers to display organizational citizenship behaviors. Yaffe and Kark (2011) stated that a leader's organizational citizenship behavior had a direct effect on group-level organizational citizenship behavior. Also, leaders who were seen by their groups as role models had a direct and indirect effect on group level organizational citizenship behavior (Yaffe & Kark, 2011). These findings suggested that leadership behaviors perceived as admirable cause followers to emulate the admirable behaviors.

Several scholars explored the relationships between leadership styles and employee engagement (Popli & Rizvi, 2015; Vincent-Höper et al., 2012). When studying aspects of leadership and engagement in the workplace, Popli and Rizvi (2015) found that the correlation between transformational leadership and employee engagement was significant, and transformational leadership significantly predicted employee engagement. Transactional and laissez-faire leadership had moderately negative correlations with employee engagement (Popli & Rizvi, 2015). Additionally, findings indicated that perceived leadership styles directly influenced employee engagement, which, in turn, directly influenced service orientation (Popli & Rizvi, 2015). In a similar study, Vincent-Höper et al. (2012) reported that transformational leadership was positively associated with all indicators of occupational success.

Another theme within the literature was that transformational leadership is directly related to work engagement and indirectly related to occupational success. Yasin Ghadi et al. (2013) found that transformational leadership had a direct positive relationship with work engagement. Xu and Cooper Thomas's (2011) findings indicated that all the JRA 360-degree leadership dimensions showed a significantly moderate correlation with employee engagement.

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The leadership factor that incorporated support teams as a relationship-oriented construct surfaced as the strongest predictor of employee engagement. Babcock-Roberson and Strickland's (2010) findings indicated that there were significant relationships between charismatic leadership, work engagement, and organizational citizenship. The collective research findings support a clear relationship between leadership styles and employee engagement, and the use of various leadership styles can serve as predictors of employee engagement and favorable employee behavioral outcomes.

Additional scholarly articles explored employee engagement and its relationship with organizational citizenship behavior. Prathiba and Balakrishnan's (2017) findings indicated that the correlation between employee engagement and organizational citizenship behavior was statistically significant. Iqbal et al. (2017) demonstrated that job characteristics, rewards, and recognition had significant positive effects on employee engagement, and employee engagement had a significant positive relationship with employee satisfaction, retention, and organizational citizenship behavior. Sahi et al. (2017) reported that customer orientation, job engagement, and job satisfaction influenced organizational citizenship behavior. Specifically, job engagement was significantly related to organizational citizenship behaviors (Sahi et al., 2017). Rurkkhum and Bartlett (2012) found that positive relationships existed between employee engagement and all the dimensions of organizational citizenship behavior.

Fluegge-Woolf (2014) reported a significant positive relationship between fun at work and work engagement. A significant relationship also existed between fun at work and organizational citizenship behavior. Fluegge-Woolf noted, however, that work engagement was not a significant mediator of the relationships between fun at work, task performance, and

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organizational citizenship behavior. Ariani's (2014) findings indicated that employee engagement was related to supportive leadership and organizational citizenship behavior. Bizri (2018) found that affirmative commitment, normative commitment, and employee engagement significantly influenced organizational citizenship behavior. Bizri did not confirm a direct relationship between diversity management and organizational citizenship behavior. Based on the findings, the scholarly conclusion is that employee engagement is significantly related to organizational citizenship behavior, and the studies evaluated in this literature review support the further investigation of the antecedents of organizational citizenship behavior.

The findings in the existing literature provided significant insight into the attitudes and behaviors that followers develop to exhibit organizational citizenship behavior. Leadership style served as a consistently significant variable with encouraging followers to exhibit organizational citizenship behavior (Bennett, 2009; Quintana et al., 2015; Suliman & Obaidli, 2013). Based on reported findings, leadership styles also established positive relationships with mediating variables such as psychological empowerment (Al Sahi et al., 2016), workplace trust (Coxen et al., 2016), and affective commitment (Kim, 2014). As a result of the importance of role modeling, leadership behaviors constitute an influential element of followers' extra-effort behaviors (El Khouly et al., 2015; Yaffe & Kark, 2011). Employee engagement was also a predictor of organizational citizenship behavior in the literature (Iqbal et al., 2017; Prathiba & Balakrishnan, 2017).

The need exists to explore further research into the construct of organizational citizenship behavior and the extent to which full range leadership and employee engagement can explain such behavior. Essential studies have explored the construct of organizational citizenship

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behavior, but research has not yet explored how the transformational leadership style index, the transactional leadership style index, the laissez-faire leadership style index, and employee engagement explain organizational citizenship behavior. The lack of statistical exploration into the relationships between these variables represents a gap in the present research, and the present study attempted to address this gap.

Critique of Previous Research Methods

Common methods used in the reviewed literature included explanatory and cross-sectional quantitative methods (Coxen et al., 2016) and mixed methods (Iqbal et al., 2017; Prathiba & Balakrishnan, 2017). A considerable portion of the literature review consisted of quantitative research (Bennett, 2009; Bottomley et al., 2016; Horn et al., 2015; Humphrey, 2012; Iqbal et al., 2017; Suliman & Obaidli, 2013). The statistical methods used in the previous literature demonstrated the methodological strength of using quantitative approaches when analyzing the relationships between leadership styles, employee engagement, and organizational citizenship behavior.

The MLQ (Avolio & Bass, 1991) was a popular instrument used to measure transformational, transactional, and laissez-faire leadership styles. Scholars used the UWES to assess employee engagement (Schaufeli et al., 2006). Finally, the Organizational Citizenship Behavior Scale was a popular instrument for measuring organizational citizenship behavior (Podsakoff et al., 1990). The use of these instruments and the ability to verify their validity and reliability supported their use in the present study. Some of the studies in the literature used SEM to analyze the relationships between variables (Al Sahi et al., 2016; Han et al., 2016; Yaffe & Kark, 2011). Additional studies in the literature review used regression analysis to analyze the

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relationship between variables (Bennett, 2009; El Khouly et al., 2015; Malik et al., 2016; Ölçer et al., 2014; Popli & Rizvi, 2015).

Many of the reviewed studies used various forms of probability sampling. Al Sahi et al. (2016), Bennett (2009), Bottomley et al. (2016), Han et al. (2016), Humphrey (2012), Iqbal et al. (2017), and Ölçer et al. (2014) used random sampling to limit a potential bias. Malik et al. (2016) used cluster sampling to represent the groups in their study. Coxen et al. (2016) and El Khouly et al. (2015) used convenience sampling. Horn et al. (2015) used a snowball sampling technique that asked participants to recruit other participants. Studies that used random sampling techniques produced results that were more generalizable to larger populations. Convenience sampling can limit the ability to generalize findings and produce results that are more susceptible to bias and error. The quantitative methods, survey instruments, and data analysis approaches in the literature review provided strength in developing knowledge relative to examining the relationships between variables. The present study focused on contributing additional insight into the theoretical field of leadership with a direct exploration between leadership style indexes, employee engagement, and organizational citizenship behavior among support services personnel in various industries.

Summary

This chapter provided a comprehensive review of the literature involving leadership styles, employee engagement, and organizational citizenship behavior. The sections of this literature review addressed the discussion between leadership styles and organizational citizenship behaviors. The ensuing sections included leadership styles and employee engagement, employee engagement, and organizational citizenship behaviors. The literature

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section reviewed the antecedents in a variety of methodological approaches and designs that explored variables that can influence organizational citizenship behavior. The literature section was then followed by a discussion that synthesized the literature to identify the main findings. The synthesis of the research findings was followed by a critique of the methods used in previous studies, which informed the design of the present research. Using insights from the literature review, Chapter 3 provides a detailed discussion of the methods used to conduct the present study.

CHAPTER 3 METHODOLOGY

The purpose of Chapter 3 is to present information on the study's methodology. The chapter begins with a discussion of the purpose of the study from a methodological perspective. The purpose section is followed by a restatement of the research questions and the introduction of the hypotheses used to answer the research questions. The research design is then discussed in detail. The research design is followed by information on the target population and sample. The procedures used to conduct the study and the instruments used in the data collection are then identified in separate sections. A section presents the ethical considerations guiding the study, and the chapter concludes with a content summary.

Purpose of the Study

The purpose of this quantitative explanatory study was to determine the extent to which different full range leadership styles and employee engagement can be used to explain organizational citizenship behaviors among support services personnel. Because of competitive pressures, organizational leaders must find ways to encourage staff to extend their performance beyond basic job parameters and engage in organizational citizenship behaviors (Lian & Tui, 2012). Organizational citizenship behaviors refer to discretionary, extra-role work behaviors associated with conscientiousness, civic virtue, and courtesy (Podsakoff et al., 1990). Organizational citizenship behaviors are not usually motivated by self-benefitting desires or rewards, but these behaviors promote cooperative social exchanges within the workplace (Turner & Chinta, 2013). By examining how different types of leadership styles and employee engagement encourage organizational citizenship behaviors, the present study addressed a gap in the body of knowledge.

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Research Questions and Hypotheses

This research study investigated the following research questions and hypotheses.

RQ1. To what extent does the transformational leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha1. The transformational leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho1. The transformational leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ2. To what extent does the transactional leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha2. The transactional leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho2. The transactional leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ3. To what extent does the laissez-faire leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha3. The laissez-faire leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho3. The laissez-faire leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ4. To what extent does employee engagement explain overall organizational citizenship behavior within support services personnel?

Ha4. Employee engagement does significantly explain organizational citizenship behavior within support services personnel.

Ho4. Employee engagement does not significantly explain organizational citizenship behavior within support services personnel.

Research Design

The present study utilized a quantitative explanatory research design based on a positivistic philosophy. Positivism characterizes an approach to social science that uses data sets and quantitative measurements to answer research questions (Hasan, 2016). Thus, a positivist perspective was appropriate for studying the relationships between full range leadership styles, employee engagement, and organizational citizenship behavior within a population of support services personnel. Transformational, transactional, and laissez-faire leadership styles, as well as employee engagement, functioned as the predictor or independent variables. Organizational citizenship behavior served as the response or dependent variable.

A survey instrument containing questions from the Multifactor Leadership Questionnaire (MLQ; Xirasagar, Samuels, & Stoskopf, 2005); the Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., 2006); and the Organizational Citizenship Behavior Scale (Podsakoff et al., 1990) was used to collect the data. The use of a combined survey instrument supported the explanatory nature of the present study. The online survey company Qualtrics provided access to their Audience Panel as a sample frame and used a random sampling process to select participants. Once collected, the data were analyzed using multiple regression analysis. The use of multiple linear regression techniques was appropriate as the purpose of the research was to identify relationships between multiple predictor variables (i.e., transformational, transactional,

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and laissez-faire leadership styles and employee engagement) and a single response variable (i.e., organizational citizenship behavior).

Target Population and Sample

The following subsections provide information on the study's population and sample. The first subsection describes the target population. The second subsection includes information on the sample frame, describes the sampling procedure, and characterizes the study's sample. The third and final subsection provides the results of the power analysis used to calculate the study's minimum sample size.

Population

The target population for this study included support services personnel who interact directly with consumers or support daily operational services in an organization. Individuals working in the administrative and support services subsector can be responsible for administrative, clerical, and janitorial activities, as well as general management duties (Bureau of Labor Statistics, 2020). Because of the job diversity in this sector, support services organizations provide services to all other industries (Bureau of Labor Statistics, 2020). Support services personnel make up a significant portion of the labor force in the United States, and the Bureau of Labor Statistics (2020) reported that approximately 9 million Americans work in the support services sector. Employees in this sector are demographically diverse.

Sample

Qualtrics, a survey facilitation company, provided access to the company's Audience Panel database, which was filtered using inclusion and exclusion criteria to create a sample frame for the present study. Qualtrics's Audience Panel service allows researchers to target a

specific group of individuals within Qualtrics's survey respondent database using personal characteristics. Qualtrics' respondent database includes a diverse group of respondents from around the world that can be filtered to meet research requirements.

The researcher provided Qualtrics with inclusion and exclusion criteria to ensure that the data could be generalized to the larger target population. The following inclusion criteria filtered Qualtrics's Audience Panel database when constructing the sample frame.

- Participants were required to be currently working in a support services position. This requirement ensured that the participants had active experience with organizational citizenship behavior in the context of support services-related occupations.

- Participants were required to live and work in the United States. This inclusion criterion ensured that the sample was representative of workers in the U.S. support services sector, as defined by the Bureau of Labor Statistics (2020).

- Participants were required to be over the age of 18. This requirement ensured that the participants had a minimum amount of work experience and to avoid administering the survey to minors.

In addition to inclusion criteria, exclusion criteria were also used to filter Qualtrics' Audience Panel database. The following criteria prevented individuals from participating in the present study.

- Individuals who worked in managerial job positions and individuals who held professional licenses were excluded from the sample. These individuals' work roles did not fit the present study's definition of a support services worker.

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- Individuals who were under the age of 18 were excluded from the study to prevent vulnerable individuals and individuals with limited work experience from completing the survey.

- Individuals who lived or worked in countries other than the United States were excluded from the study to avoid inadvertently biasing the results.

- Individuals who were unemployed or who worked part-time were excluded from the study. The rationale for this exclusion criterion was to prevent collecting data from individuals without adequate levels of work experience or exposure to different leadership practices.

Once Qualtrics filtered the Audience Panel database using the study's inclusion and exclusion criteria, a random sampling process was used to select the participants. A random sampling strategy ensured that all the members of the sample frame had an equal chance of being selected (G. Sharma, 2017). Random sampling also bolstered the generalizability of the findings (G. Sharma, 2017).

Power Analysis

A power analysis determined the minimum sample size for the present study. The G*Power tool, designed by Faul, Erdfelder, Lang, and Buchner (2007), was used to perform the power analysis. When used with multiple regression analysis, G*Power computes the minimum sample size based on input parameters associated with the significance level, the power, the effect size, and the number of predictors (Faul, Erdfelder, Buchner, & Lang, 2009). In the present study, an effect size of $f^2 = 0.15$, an error probability of .05, a power of .95, and a total of four predictor variables were selected as input parameters. Based on these parameters, the

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G*Power software (version 3.1.9.4) indicated that a minimum sample size of $N = 107$ was necessary when running a linear multiple regression analysis. Figure 2 presents the output screen during the power analysis calculation.
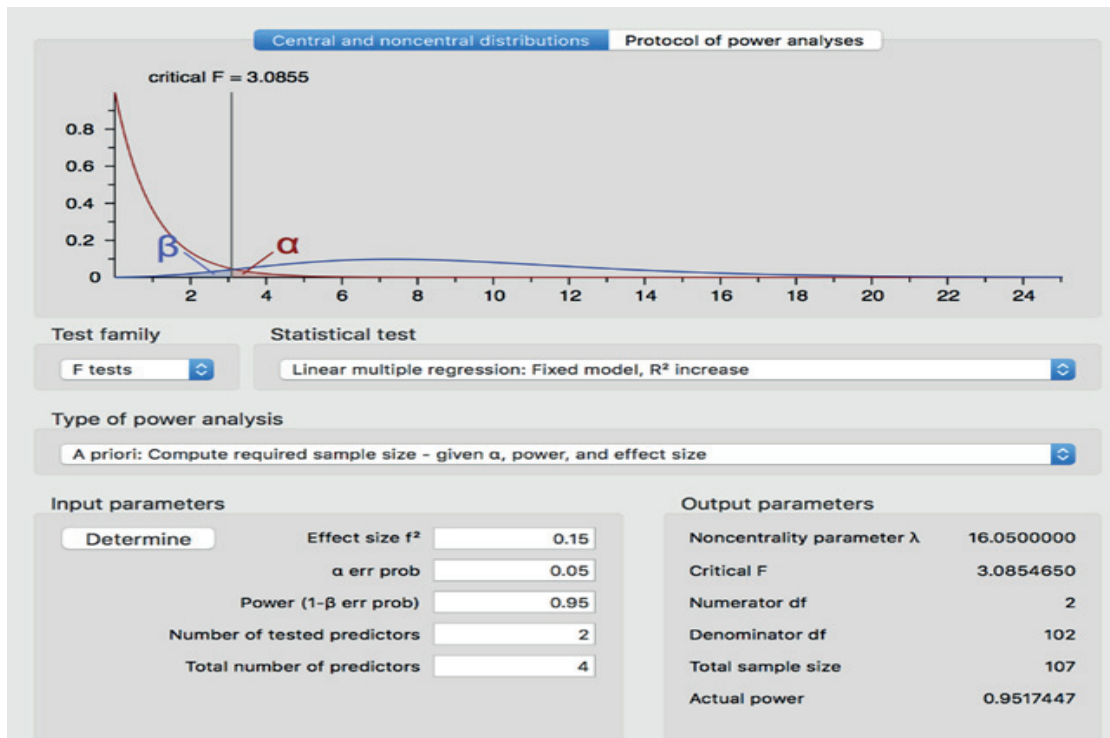
Figure 2. G*Power output indicating the minimum sample size.

Procedures

Four main sets of procedures were followed during the present study, and this section of the chapter addresses each set of procedures independently in four subsections. The first subsection outlines the procedures used to select the participants for the present study. The second subsection details the procedures used to protect participants during their involvement in the study. The third subsection includes a description the data collection procedures, and the fourth and final section delineates the procedures used to complete the data analysis.

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Participant Selection

Qualtrics facilitated the participant selection process. After receiving a copy of the inclusion and exclusion criteria, Qualtrics began the participant selection process by filtering their Audience Panel database to ensure the sample frame accurately represented the target population. Once the sample frame was set, Qualtrics contacted randomly selected members of their Audience Panel service via email to inform them about the study. The introductory email included information about the study, the anticipated time required to complete the survey, and the rights of the study participants. Email recipients were asked to review the information, and if they were interested in participating in the study, interested recipients then visited a web link provided in the email.

Once individuals visited the link to the survey, they were asked to indicate their consent to participate in the study by clicking on an *I Agree* button. By asking participants to actively signify consent, the researcher ensured that participation was completely voluntary. Participants were not able to begin the survey without first indicating their consent. At the start of the survey, participants completed screening questions that ensured they met the study's inclusion criteria. If a participant did not meet the necessary criteria, the survey terminated, and the participant was directed to a thank you page. Sampling continued until the minimum number of completed surveys was obtained.

Protection of Participants

Participants were protected in several ways as part of the study. First, the use of an online survey company protected the participants' anonymity. The use of the third-party vendor removed the researcher from the data collection process. The researcher had no direct contact

with any of the participants before, during, or after the study was completed. Participants did not provide any personally identifiable information, and these measures guaranteed anonymity and confidentiality.

The use of an informed consent document also served as a protective measure safeguarding participants' rights. Participants read and accepted the terms of an informed consent document that described the protection of their rights and the potential benefits of the study. By documenting the participants' willingness to participate in the present study, the participants' autonomy was protected, and it was clear that no participants were coerced or forced to participate in the study against their will.

A third way that the participants were protected was through the careful selection of the research topic and design. The participants in this study experienced no more than minimal risk. The survey questions did not ask for information on sensitive topics, and the questions were easily understandable. No effort was made to select participants from at-risk or vulnerable populations. Additionally, the use of a nonexperimental research design meant that participants were not manipulated as part of the research. The combination of these considerations ensured the protection of the participants at all points during the study.

Data Collection

Before commencing the data collection process, the researcher obtained the necessary permission from Capella University. The data collection process began when randomly selected members of the sample frame visited a page on Qualtrics' website that hosted the survey. Upon visiting the welcome page for the online survey, participants read an informed consent document and indicated that they understood their rights as research subjects. The informed consent

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document included information on the research process, the necessary approvals and permissions, site agreements, the confidentiality agreement, the survey administration process, and the sampling procedures. The informed consent document ensured that all participation in the study was voluntary. Participants indicated their consent by clicking on an *I Agree* button. Clicking the button directed participants to the first page of the survey. Individuals that clicked the button stating they did not agree to provide informed consent were directed to a page that exited the survey. Participants that exited the survey were thanked for their time.

Once the survey began, participants provided answers to four different categories of questions about demographics, leadership style, employee engagement, and organizational citizenship behavior. Each group of questions represented a separate stage in the survey. First, participants completed the demographic questions. The demographic questions screened out unqualified participants and described the sample. After completing the demographic questions, participants answered questions related to their supervisor's leadership style. The leadership questions preceded questions about employee engagement. The final group of questions asked participants to rate their organizational citizenship behavior. The full survey took participants 20 to 30 minutes to complete. Once participants completed their answers, they could submit their responses by clicking a button that indicated the survey was finished. After clicking that button, participants visited a page that thanked them for their time.

Data Analysis

The data analysis began after downloading the dataset from Qualtrics' website. Several steps were taken to process the data prior to analysis. The data were downloaded into IBM's SPSS statistical software version 22 and screened for missing values and outliers. This step

helped to avoid inadvertently skewing the data. The main data analysis then commenced, and this process included a descriptive analysis of the data and the hypothesis testing. Multiple regression analysis was used to test the study's hypotheses. The following subsections identify the steps for each stage of data analysis.

Descriptive statistics. Following the completion of the data screening, the sample demographics were examined, the assumptions associated with regression analysis were tested, and a descriptive analysis was conducted on the survey data. The analysis of the demographic data involved calculating the frequencies and percentages of the sample based on participants' responses to questions about gender, tenure, and industry. The assumption testing included testing to ensure that (a) linear relationships existed between the dependent and independent variables, (b) there was an independence of errors, (c) there was homoscedasticity of errors, and (d) there was normality in the error distribution. Residual plots tested the linearity of the data. A scatterplot of the standardized residual values and the standardized predicted values tested the assumptions of independence of errors and homoscedasticity. A P-P plot of the observed cumulative probabilities and the expected cumulative probabilities of the predictor variables tested the assumption of the normal error distribution. The descriptive analysis involved examining the average estimation of the survey items representing each variable. Additionally, mean and standard deviation values were evaluated for each construct. Cronbach's alpha tested the reliability of the data.

Hypothesis testing. A *t*-test on the coefficients of the independent variables tested the study's hypotheses. As the purpose of the data analysis was to examine the explanatory relationships between the predictor variables associated with leadership style and employee

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engagement and the outcome variable of organizational citizenship behavior, a multiple linear regression analysis was appropriate. As indicated in the previous section, before conducting the regression analysis, the data were analyzed to determine that a multiple linear regression analysis was appropriate. Once the assumptions had been tested and met, a multiple linear regression model that included all the variables was run. When assessing the model, tolerance and the variance inflation factor values (VIF) were used to check for multicollinearity, and the statistical validity of the model was determined using F-values. The beta coefficients indicated the direction and strength of the relationships between the variables, and the p-values indicated whether to reject the null hypotheses.

Instruments

Multifactor Leadership Questionnaire-Adapted Version

Xirasagar et al. (2005) developed the adapted version of the MLQ used in the present study to measure participants' leadership style. The original MLQ measured the constructs of full range leadership. The adapted version was reduced from the original 45 items to 43 items, and these items measured characteristics of transformational leadership, transactional leadership, and laissez-faire leadership. For transformation leadership, a total of 20 items measure subscales associated with idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Seven additional items measured transactional leadership using the subscales of contingent reward and active management-by-exception. Another seven items measured laissez-faire leadership using passive management-by-exception and laissez-faire subscales. The remaining nine items measured leadership outcomes.

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Xirasagar et al. (2005) measured items from the MLQ using a five-point Likert-type scale. The scale ranged from 0 (*not at all*) to 4 (*frequently, if not always*). The original instrument was reduced to 43 items after feedback from the healthcare community suggested the removal of two items because of negatively worded questions (Xirasagar et al., 2005). Additionally, some items were reworded to address the negative language and adapt the instrument to healthcare settings (Xirasagar, 2008). The adapted version of the MLQ instrument was appropriate for the present study as support services personnel are critical in support of patient care. It was essential to choose a tool that had been deemed valid and reliable across industries, including healthcare. The adapted version of the MLQ is in the public domain and can be reproduced for noncommercial research and educational purposes without seeking written permission.

Validity. The MLQ is a popular measure of leadership. A total of 3786 respondents who were members of 14 independent sample groups ranging in size from 45 to 549 were sampled to produce an initial revision of the MLQ (Avolio et al., 1999). An examination of MLQ's content validity was conducted using a pilot study amongst hospitality personnel (Quintana et al., 2015). The result of the pilot study showed that the collected data followed a normal distribution. The examination also included a review from a professional panel, and the pretest checked content validity. The results confirmed the usability of the MLQ for evaluating leadership among personnel providing support services.

Xirasagar (2008) used the adapted version of the MLQ to examine the factor structure and validity of the leadership constructs in a healthcare setting. Xirasagar surveyed a total of 269 respondents who worked at federally-supported community health centers. The validity of the

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43-item adapted version of the MLQ was established using the feedback received from Xirasagar's participants. Additionally, the items related to behavior and attribution were subjected to exploratory analysis. The three-factor loading model established a simple structure as well as content validity.

Reliability. Xirasagar et al.'s (2005) use of the MLQ-adapted version helped establish the test-retest reliability of the instrument. Xirasagar et al. tested reliability using Cronbach's alpha. The reliability coefficients for the original subscales showed that all leadership styles and leadership effectiveness met the threshold for reliability. Only two variables fell below the threshold of 0.70. Active management-by-exception and passive management-by-exception yielded values of 0.68 and 0.69. Rothfelder, Ottenbacher, and Harrington (2012) also assessed the reliability of the MLQ instrument using Cronbach's alpha to determine the consistency of each of the MLQ constructs. The Cronbach's alpha scores ranged from 0.73 to 0.94, except for active management-by-exception. The results reported by Xirasagar et al. (2005) and Rothfelder et al. (2012) demonstrated that the MLQ is reliable and acceptable for use by scholars.

Utrecht Work Engagement Scale – State Work Engagement Version

In the present study, the State Work Engagement version of Schaufeli et al.'s (2006) UWES-9 measured employee engagement. The UWES-9 measured three dimensions of work engagement: vigor, dedication, and absorption. The employee engagement instrument contains a total of nine items. During the development of the UWES-9, Schaufeli et al. collected data from a total of $N = 14,521$ participants located in 10 different countries. An analysis of the data indicated that the original 17-item survey could be reduced to nine items.

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The UWES-9 is a seven-point rating scale scored from 0 (*never*) to 6 (*always / every day*). The present study examined the extent to which leadership style and employee engagement predicted organizational citizenship behavior. Thus, it was necessary to measure employee engagement. The UWES-9 is a public document and can be reproduced for noncommercial research and educational purposes without seeking written permission. Consequently, there was no need to seek written permission to use the instrument.

Validity. Schaufeli et al. (2006) tested the validity of the UWES-9 using confirmatory factor analysis. Schaufeli et al. determined that the three internal scale scores for vigor, dedication, and absorption all had good internal consistency. The three-factor model was fitted to all 10 national samples simultaneously. In all national samples, each item had statistically significant coefficients for the latent factors.

Reliability. Schaufeli et al. (2006) developed the UWES-9 with the support of an extensive international database. The Cronbach's alpha for the nine-item scale ranged between 0.85 and .92 across all national samples. The UWES-9 was satisfactory for use in the present study as the reliability coefficients consistently exceeded the standard threshold of acceptance for reliability (0.70).

Organizational Citizenship Behavior Scale

Podsakoff et al.'s (1990) Organizational Citizenship Behavior Scale was the third instrument used to collect data in the present study. The Organizational Citizenship Behavior Scale assessed the level of an individual's extra-role actions. The scale consisted of five subscales. The subscales assessed altruism, courtesy, conscientiousness, sportsmanship, and civic virtue as aspects of organizational citizenship behavior. Organizational citizenship behavior

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served as the dependent variable in the present study. The instrument contained 24-items divided into the five individual subscales. The scale used a seven-point Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) to measure the items. The organizational citizenship behavior scale is a public document and can be reproduced for noncommercial research and educational purposes without seeking written permission.

Validity. Podsakoff et al. (1990) used confirmatory factor analysis to establish the validity of the instrument during the development of the scale. Podsakoff et al. also used feedback from an expert panel. The five organizational citizenship behaviors and definitions were provided to a group of 10 colleagues to conduct a Q-sort. The final scale consisted of items that were selected as important by 80% of the judges. The overall fit of the data in the five-factor model was satisfactory. The Tucker-Lewis Index (TLI) was .94, and the TLI loaded significantly on the intended factors. The fact that the instrument possessed an adequate level of discriminant validity meant that managers could use the Organizational Citizenship Scale to discriminate between the five dimensions of organizational citizenship behavior.

Reliability. Podsakoff et al. (1990) established the internal reliability of the Organizational Citizenship Behavior Scale using Cronbach's alpha. Each of the five subscales exhibited an alpha value of 0.80 or higher except for civic virtue, which produced a value of 0.70. While a reliability coefficient of 0.70 is at the minimum threshold for acceptability, other researchers tested the reliability of the Organizational Citizenship Behavior Scale and found the reliability of the scale to be higher. Al Sahi et al. (2016) also used the scale and reported Cronbach's alpha reliability coefficient values ranging from 0.85 to 0.91. As a result, the instrument was reliable.

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Ethical Considerations

The present study adhered to standard ethical considerations. Adherence to Capella University's Institutional Review Board (IRB) guidelines and the main tenets of *The Belmont Report* (U.S. Department of Health and Human Services, 1979) ensured that the study was conducted ethically. Before commencing the research, Capella's IRB assessed and approved all aspects of the study. The IRB approval process included scrutiny of the participant selection process, as well as the potential risk the study posed to the participants.

When designing and later conducting the study, the researcher followed standards associated with *The Belmont Report's* (U.S. Department of Health and Human Services, 1979) tenets of respect, beneficence, and justice. The tenet of respect required that participants retain their autonomy. Promoting autonomy among the participants occurred through the use of an informed consent document. All participants reviewed their rights and the requirements of the study before agreeing to participate.

Regarding beneficence, a third-party survey facilitator contacted participants and collected data. The use of a survey company reduced the potential risk to participants as the researcher never had access to any of the participants' private contact information. Additionally, the use of the Qualtrics Audience Panel service ensured that only individuals interested in participating in surveys were contacted. These measures reduced the consequences of participation and protected participants' anonymity and privacy.

Justice required that all participants be treated equally (U.S. Department of Health and Human Services, 1979). A random sampling strategy supported the tenet of justice as the use of a random approach meant that all participants had an equal opportunity to participate in the study.

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The use of a single survey instrument for collecting all the data also guaranteed that all participants shared the same experience. Adhering to the ethical guidelines during the study made the study more replicable and the findings more respectable in terms of the study's scholarly contribution.

Summary

This chapter described the methods and procedures used to conduct the present study. The chapter began with a description of the purpose of the study and a list of the research questions and the corresponding hypotheses. The research design was described in detail, and a description was provided of the target population and the sample. The procedures used to conduct the study outlined how participants were selected and protected during the study and to identify the steps for data collection and analysis. The three survey instruments used to collect the survey data were described and evaluated based on their psychometric properties. Finally, the chapter outlined the ethical considerations that guided the present study. The information provided in Chapter 3 supported the credibility of the data analysis reported in Chapter 4.

CHAPTER 4. RESULTS

The purpose of this chapter is to present the results of the data analysis and provide insight into the explanatory relationships that exist between full range leadership styles, employee engagement, and organizational citizenship behavior. The analysis focused on three different types of leadership described in the full range leadership index: transformational, transactional, and laissez-faire. The first part of the chapter provides background information relevant to the analysis, including the study's research questions and the hypotheses. The second part of the chapter contains a description of the sample. The third part of the chapter presents the results of the hypothesis testing, including the descriptive statistics and the results of the assumptions testing and regression analysis. The fourth and final part of the chapter provides a summary.

Background

Qualtrics, a third-party survey company, facilitated the data collection for the present study through the use of an online survey. As the focus of the present study was on support services personnel, participants worked in environmental service, food service, security service, and customer service positions and were responsible for providing key non-licensed support to organizational operations. After the completion of the data collection, a multiple regression analysis answered the following research questions and hypotheses.

RQ1. To what extent does the transformational leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha1. The transformational leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho1. The transformational leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ2. To what extent does the transactional leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha2. The transactional leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho2. The transactional leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ3. To what extent does the laissez-faire leadership style index explain overall organizational citizenship behavior within support services personnel?

Ha3. The laissez-faire leadership style index significantly explains the variation in overall organizational citizenship behavior within support services personnel.

Ho3. The laissez-faire leadership style index does not significantly explain the variation in overall organizational citizenship behavior within support services personnel.

RQ4. To what extent does employee engagement explain overall organizational citizenship behavior within support services personnel?

Ha4. Employee engagement does significantly explain organizational citizenship behavior within support services personnel.

Ho4. Employee engagement does not significantly explain organizational citizenship behavior within support services personnel.

Description of the Sample

The sample consisted of a total of 114 participants who worked in service industry positions. The power of the sample was 0.951. Demographic information on the participants aided in the description of the sample. Participants shared information on their gender, their tenure with their organization, and the industry in which they worked. Table 1 presents the distribution of the sample based on gender. Participants were not required to provide an answer to the question about gender, and 17 participants elected not to answer the question. As indicated in Table 1, most of the participants that did provide information on their gender were women.

Table 1

Sample Distribution by Gender

Gender	Frequency	Percentage
Men	14	12.3
Women	83	72.8
No answer	17	14.9
Total	114	100

The second demographic characteristic was participants' tenure at their organization. Table 2 presents the distribution of the sample based on tenure. All the participants responded to the question about tenure. As indicated in Table 2, the sample was divided somewhat evenly between the three tenure lengths.

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Table 2

Sample Distribution by Tenure

Tenure	Frequency	Percentage
1-3 years	47	41.2
3-5 years	26	22.8
More than 5 years	41	36
Total	114	100

The third and final demographic characteristic used to describe participants was their service industry. All participants worked in support service positions that did not require a license. Participants were not required to indicate which service industry they worked in, and 17 participants opted not to respond to that question. Table 3 presents the distribution of the sample based on service industry. As indicated in Table 3, over half of the participants in the sample worked in service positions in the healthcare industry.

Table 3

Sample Distribution by Service Industry

Service Industry	Frequency	Percentage
Healthcare	63	55.3
Hospitality	25	21.9
Higher education	8	7
Airlines	1	0.9
No answer	17	14.9
Total	114	100

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Hypothesis Testing

The hypothesis testing process consisted of three stages. The first stage included testing assumptions associated with the regression analysis and calculating descriptive statistics for each variable. In the second stage, a multiple regression analysis determined the extent of the explanatory relationships between the variables. In the third and final stage, a regression analysis tested the hypotheses associated with the research questions. The following subsections outline these three stages separately.

Assumptions Testing and Descriptive Statistics

The first step in the hypothesis testing process was to test the assumptions related to the use of a regression analysis and evaluate the data using descriptive statistics. Before the assumptions could be tested or the descriptive statistics could be run, the data needed to be screened for completeness. Initially, Qualtrics provided 115 surveys, but one survey had missing data. The incomplete survey was eliminated from the dataset, resulting in a final sample size of N = 114. After screening the dataset for completeness, tests were run to determine whether the data met the assumptions of a multiple regression analysis. The four assumptions that were tested were (a) linearity between dependent and independent variables, (b) an independence of errors, (c) homoscedasticity of errors, and (d) a normal error distribution.

Linearity. Residual plots assessed the presence of linearity between the dependent and independent variables. The use of residual plots is a common method used to validate the assumption of linearity when using a regression analysis (Altman & Krzywinski, 2016). Residual plots were created, plotting the values of each independent variable and the dependent variable.

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Figures 3 through 6 present the residual plots. The residual plots confirmed the presence of linear relationships between each of the variable pairs. As a result, the first assumption was met.
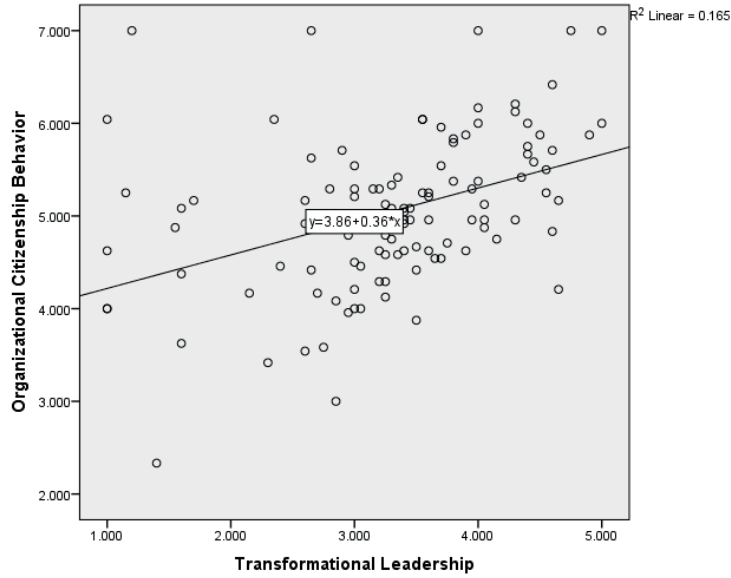

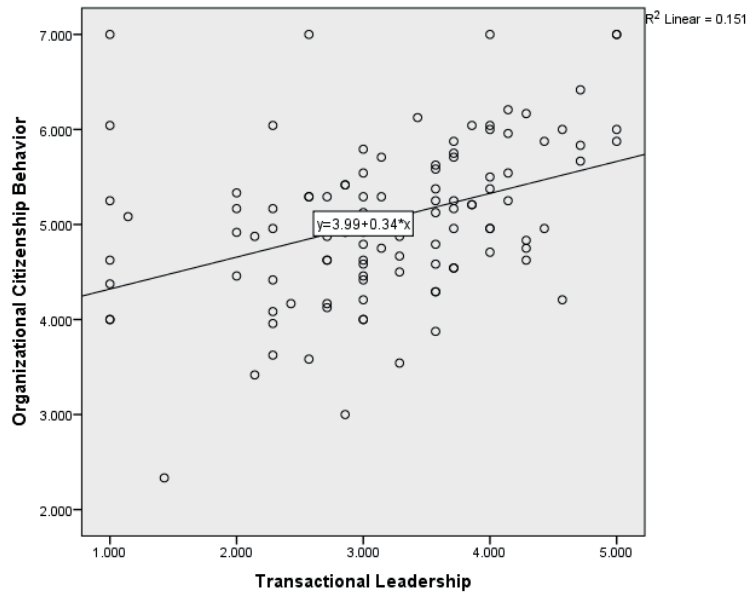*Figure 3.* Residual plot for transformational leadership and organizational citizenship behavior.

Figure 4. Residual plot for transactional leadership and organizational citizenship behavior.

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Figure 5. Residual plot for laissez-faire leadership and organizational citizenship behavior.
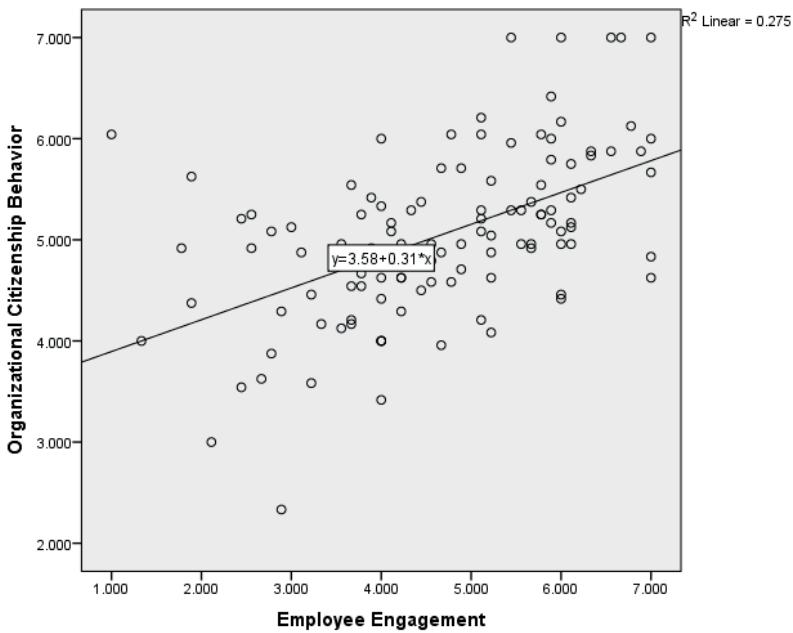

Figure 6. Residual plot for employee engagement and organizational citizenship behavior.

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Independence of errors. The next step in testing the assumptions of the regression analysis was to evaluate the independence of errors. The assumption of the independence of errors assessed the risk of Type 1 errors (Warner, 2013). The data for the present study was not tested over a time series, so the assumption was tested by plotting the standardized residual values against the standardized predictive values. Figure 7 presents a scatterplot of the residual and predicted values. Based on the scatterplot in Figure 7, the assumption of the independence of errors was supported.
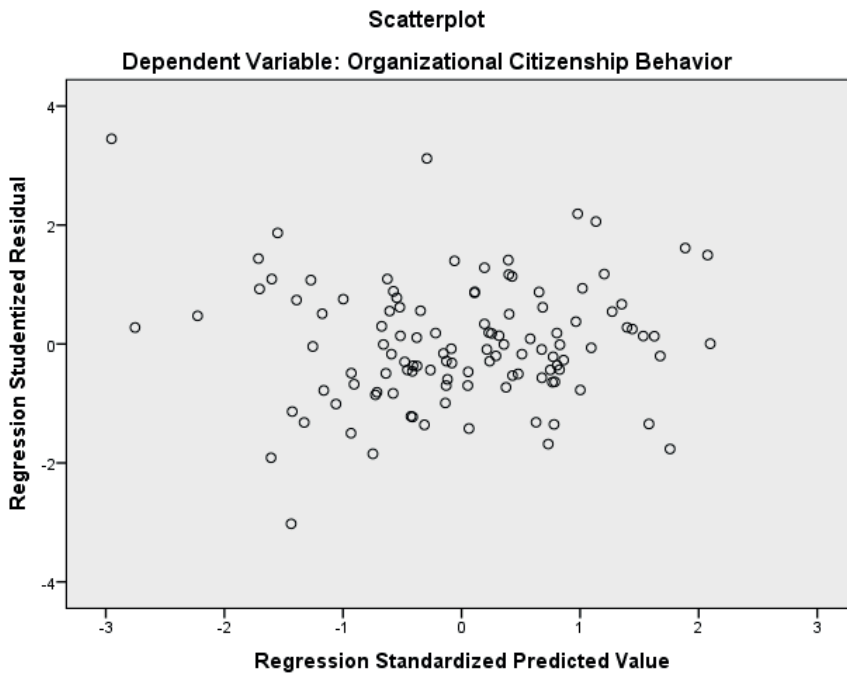

Figure 7. Scatterplot to test for the independence of errors and homoscedasticity.

Homoscedasticity. The third assumption tested before running the regression analysis was the assumption of homoscedasticity, which assumes a constant variance in the errors versus the predictor variables. As with the assumption of the independence of errors, the assumption of

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homoscedasticity was tested by plotting the standardized residual values against the standardized predicted values. The scatterplot in Figure 7 confirmed the assumption of homoscedasticity.

Normal error distribution. The final assumption tested before running the regression analysis was normality in the error distribution. A P-P plot of the observed and expected probabilities for the predictor variables tested the final assumption. Figure 8 presents the P-P plot. As indicated in Figure 8, the relationship between the plots for the standardized predicted and standardized residual values was linear, confirming the assumption.
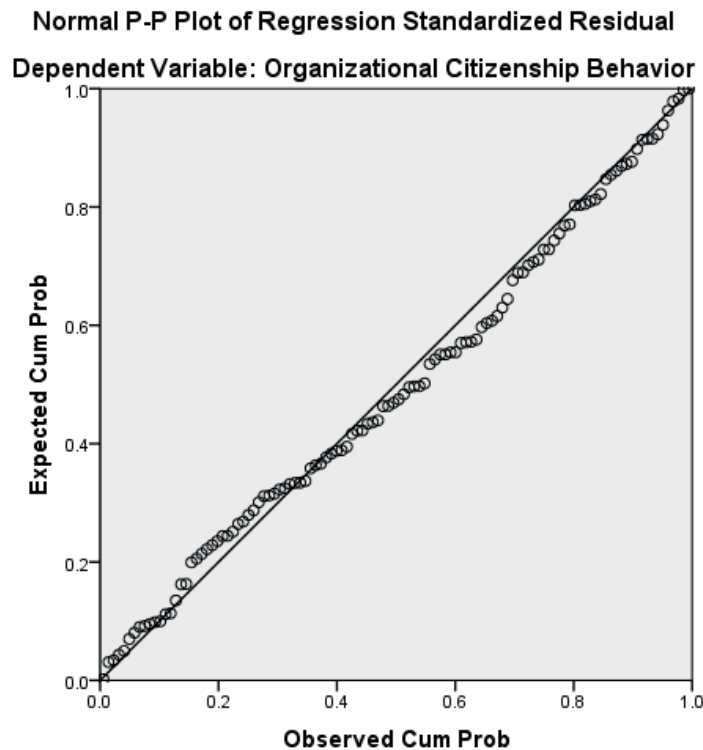

Figure 8. P-P plot to test the normality of the error distribution.

Following the assumptions testing, an average estimation of the items was conducted, and the variables were subjected to descriptive analysis. Table 4 includes the descriptive statistics for each variable (e.g., mean and standard deviation values). A Cronbach's alpha test evaluated the

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reliability of the variables. Table 5 presents the reliability scores for each of the variables. All the

Cronbach's alpha coefficients were well above the minimum threshold of acceptability set at

0.70. As a result, the values reported in Table 5 indicated that the data had a high level of

reliability.

Table 4

Descriptive Statistics of the Variables

Variable	N	Mean	Std. Error	Std. Deviation
Transformational leadership	114	3.3083	0.08751	0.934418
Transactional leadership	114	3.1791	0.09026	0.963788
Laissez-faire leadership	114	2.6152	0.09385	1.002085
Employee engagement	114	4.6774	0.12978	1.385724
Organizational citizenship behavior	114	5.0522	0.07783	0.831009

Table 5

Reliability Results

Construct	Number of Items	Cronbach's Alpha
Transformational Leadership	20	0.965
Transactional Leadership	7	0.883
Laissez-faire Leadership	7	0.869
Employee Engagement	9	0.927
Organizational Citizenship Behavior	24	0.886

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Regression Analysis

Multiple linear regression analysis was used to test the study's hypotheses and answer the research questions. Table 6 presents the model summary for the regression analysis. As indicated in Table 6, the model had an R^2 of 0.294. The R^2 value indicated that the independent variables in the model explained 29.4% of the variance in organizational citizenship behavior.

Table 6

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.542[a]	0.294	0.268	0.711182

a. Predictors: (Constant), employee engagement, laissez-faire leadership, transactional leadership, transformational leadership
b. Dependent variable: organizational citizenship behavior

The statistical validity of the model was checked using an analysis of variance (ANOVA) test. Table 7 presents the results of this analysis. As indicated by reviewing the F-value, the model was statistically significant, with $F(4, 109) = 11.322$, $p < 0.01$. The significance of the F-value indicates that the model predicts organizational citizenship behavior better than an intercept-only model, and the independent variables are significantly associated with the dependent variable.

Table 8 presents the coefficients table for the regression model. Table 8 includes the unstandardized and standardized coefficients, t-test values, significance values, and collinearity statistics. The beta (B) values indicate that all the independent variables are positively associated with organizational citizenship behavior. However, only employee engagement has a significant relationship with organizational citizenship behavior (B = 0.269, $p < 0.01$). The regression coefficients indicate that the leadership styles are not significant predictors of organizational

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citizenship behavior. The variance inflation factor (VIF) values indicate that all the variables

exhibited acceptable levels of collinearity as the VIF values are all below 5 (Rosso et al., 2017).

Table 7

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.905	4	5.726	11.322	0.000[a]
	Residual	55.130	109	0.506		
	Total	78.035	113			

a. Predictors: (Constant), employee engagement, laissez-faire leadership, transactional leadership, transformational leadership
b. Dependent variable: organizational citizenship behavior

Table 8

Model Coefficients[a]

Model 1	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	3.289	0.320		10.265	0.000		
TFL	0.019	0.148	0.021	0.125	0.901	0.234	4.276
TAL	0.109	0.135	0.126	0.802	0.424	0.263	3.796
LFL	0.038	0.068	0.046	0.564	0.574	0.961	1.041
EE	0.269	0.062	0.448	4.338	0.000	0.608	1.645

Note. EE = employee engagement, TFL = transformational leadership, TSL = transactional leadership, LFL = laissez-faire leadership.
a. Dependent variable: organizational citizenship behavior

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The analysis of the regression model was used to test the study's hypotheses and answer the research questions. Table 9 identifies the hypotheses, the relationships examined in each hypothesis, the relevant *t*- and *p*-values, and the result of the hypothesis testing. As indicated in Table 9, the null hypotheses for Research Questions 1 through 3 could not be rejected. Only the null hypothesis for Research Question 4 was rejected.

Table 9

Hypotheses Results

Hypothesis Number	Variable Relationships	*t*-value	*p*-value	Null Hypothesis
H1	Transformational leadership -> organizational citizenship behavior	0.125	0.901	Cannot Reject
H2	Transactional leadership -> organizational citizenship behavior	0.802	0.424	Cannot Reject
H3	Laissez-faire leadership -> organizational citizenship behavior	0.564	0.574	Cannot Reject
H4	Employee engagement -> organizational citizenship behavior	4.338	0.000	Reject

Summary of the Results of the Hypothesis Testing

The results of the hypothesis testing answered four research questions. The results indicated that explanatory relationships did not exist between the full range leadership styles and organizational citizenship behavior, but a significant explanatory relationship did exist between employee engagement and organizational citizenship behavior. A summary of the results of the hypothesis testing for each research question follows.

Research Question 1 asked to what extent does the transformational leadership style index explain organizational citizenship behavior within support services personnel? The hypothesis yielded no evidence of a statistically significant relationship between transformational

leadership and organizational citizenship behavior (B = 0.019, $p > 0.05$). As a result, the null hypothesis for Research Question 1 could not be rejected.

Research Question 2 asked to what extent does the transactional leadership style index explain organizational citizenship behavior within support services personnel? The hypothesis yielded no evidence of a statistically significant relationship between transactional leadership and organizational citizenship behavior (B = 0.109, $p > 0.05$). As a result, the null hypothesis could not be rejected.

Research Question 3 asked to what extent does the laissez-faire leadership style index explain organizational citizenship behavior within support services personnel? The hypothesis yielded no evidence of a statistically significant relationship between laissez-faire leadership and organizational citizenship behavior (B = 0.038, $p > 0.05$). As a result, the null hypothesis for Research Question 3 could not be rejected.

Research Question 4 asked to what extent does employee engagement explain organizational citizenship behavior within support services personnel? The hypothesis test produced evidence of a statistically significant relationship between employee engagement and organizational citizenship behavior (B = 0.019, $p < 0.01$). As a result, the null hypothesis was rejected.

Summary

Chapter 4 presented the results of the statistical analysis used to answer the study's research questions. In this chapter, background material relevant to the analysis was presented, the details of the hypothesis testing process were outlined, and the individual findings were discussed in relation to each research question and set of hypotheses. The results indicated that

the transformational, transactional, and laissez-faire leadership styles did not significantly

explain organizational citizenship behavior, but the explanatory relationship between employee

engagement and organizational citizenship behavior was significant. The results of the data

analysis are discussed in more detail in Chapter 5, which contains conclusions based on the

results and recommendations for future research.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

The purpose of Chapter 5 is to offer a discussion of the study's results, draw conclusions based on the study's findings, identify the study's limitations and implications, and make recommendations for future research. The chapter begins with a summary of the results presented in Chapter 4. A detailed discussion of the findings follows the summary of results. Conclusions are then drawn based on the results by comparing the results to the theoretical framework and interpreting the findings in relation to previous literature. Next, a section of the chapter addresses the limitations of the study. The implications for practice and research and recommendations based on the results follow. A conclusion section completes the chapter. Within the framework of the study, Chapter 5 provides an interpretation of the study's findings regarding the research questions and draws conclusions regarding the study's overall contribution to the field of organizational leadership.

Summary of the Results

The present study examined the topic of organizational citizenship behavior among support services personnel in the United States. Specifically, this quantitative explanatory study assessed the extent to which full range leadership styles and employee engagement could be used to explain organizational citizenship behavior among individuals working in environmental service, food services, security services, and customer service positions.

Though several studies investigated the extent of the explanatory relationship between leadership styles and organizational citizenship behavior, the findings remain inconsistent. Some studies identified significant relationships (Bottomley et al., 2016; Han et al., 2016), but others did not (Kim, 2014; Ölçer et al., 2014). Han et al. (2016) reported the presence of a significant

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positive relationship between transformational leadership and organizational citizenship behavior when surveying employees in large South Korean companies, and Bottomley et al. (2016) found a similar result among Mexican private-sector employees. In contrast to the research by Han et al. (2016) and Bottomley et al. (2016), Ölçer et al. (2014) did not find evidence supporting a significant relationship between transformational leadership style and organizational citizenship behavior among food and beverage employees in Turkey. Kim (2014) also did not find a significant relationship between transformational leadership and organizational citizenship behavior when studying government employees in Kwangju, South Korea.

A review of the scholarly literature indicated that much of the research on full range leadership styles and organizational citizenship behavior had been conducted outside the United States. Research has been conducted in South Korea (Han et al., 2016; Kim, 2014), Egypt (El Khouly et al., 2015), the United Arab Emirates (Suliman & Obaidli, 2013), Pakistan (Malik et al., 2016), Israel (Yaffe & Kark, 2011), and Turkey (Ölçer et al., 2014). The literature contained few studies conducted in North America, with Bottomley et al.'s (2016) research in Mexico being one example. More recently, Martinez, Sun, Gergen, and Wheeler (2018) studied the links between leadership and organizational citizenship behavior among school administrators in Texas, but most of the studies reviewed in preparation for the present research focused on foreign populations. Four research questions were answered.

RQ1. To what extent does the transformational leadership style index explain organizational citizenship behavior within support services personnel?

RQ2. To what extent does the transactional leadership style index explain organizational citizenship behavior within support services personnel?

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RQ3. To what extent does the laissez-faire leadership style index explain organizational citizenship behavior within support services personnel?

RQ4. To what extent does employee engagement explain organizational citizenship behavior within support services personnel?

To answer the research questions, survey data were analyzed using multiple linear regression. Participants' leadership styles were determined using the adapted version of the Multifactor Leadership Questionnaire designed by Xirasagar et al. (2005). Employee engagement was measured using the Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., 2006). Organizational citizenship behavior was measured using a behavioral scale designed by Podsakoff et al. (1990). The online survey company Qualtrics provided the sample frame and administered the surveys, collecting data from a total of 114 participants. Following the collection of the survey data, descriptive statistics were run, statistical assumptions were tested, and a multiple regression analysis was used to analyze the data and answer the research questions.

The first research question addressed the relationship between the transformational leadership style and organizational citizenship behavior. The analysis did not find a significant explanatory relationship between the use of a transformational leadership style and employees' organizational citizenship behavior. Thus, the null hypothesis was not rejected. The second research question investigated the relationship between the transactional leadership style and organizational citizenship behavior, but a significant explanatory relationship was not found between the two variables. The null hypothesis could not be rejected as a result.

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The third research question examined the relationship between laissez-faire leadership and organizational citizenship behavior. The statistical analysis did not support the presence of a significant explanatory relationship. Thus, the null hypothesis could not be rejected. The fourth and final research question explored the relationship between employee engagement and organizational citizenship behavior. The statistical analysis supported the presence of a significant positive explanatory relationship between the two variables. Based on this result, the null hypothesis was rejected. The following section provides a discussion of the meaning of the results.

Discussion of the Results

This section provides a discussion of the theoretical and practical meaning of the study's results. The study included an examination of the relationships between full range leadership styles (e.g., transformational, transactional, and laissez-faire) and organizational citizenship behavior. The first three research questions addressed the leadership styles individually. Research Question 1 investigated the explanatory relationship between the use of a transformational leadership style and organizational citizenship behavior. Research Question 2 investigated the explanatory relationship between the use of a transactional leadership style and organizational citizenship behavior. Research Question 3 investigated the explanatory relationship between the use of a laissez-faire leadership style and organizational citizenship behavior. As reported in Chapter 4, no evidence of a significant relationship was found between any of the full range leadership styles and organizational citizenship behavior, meaning the null hypotheses could not be rejected.

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From a practical perspective, the findings suggested that the full range leadership styles do not support extra-role behaviors. The lack of significance of the full range leadership styles is potentially linked to the fact that organizational citizenship behaviors are different from other performance-related outcomes. Unlike job-related tasks, organizational citizenship behaviors are voluntary and outside both traditional task-roles and organizational reward systems (El Khouly et al., 2015; Mekpor & Dartey-Baah, 2017). Consequently, for organizations seeking to promote organizational citizenship behavior, employing one of the full range leadership styles may not be the most effective approach.

From a theoretical perspective, the failure to find a significant relationship between any of the full range leadership styles and organizational citizenship behavior was unexpected. Leadership theory is based on the premise that leaders use different methods (e.g., transformational, transactional, and laissez-faire) to influence the behaviors of their supporters (Bass, 1981; Bass & Avolio, 2002). Additionally, scholars frequently view leadership through the lens of some measurable objective, such as job performance, knowledge sharing, or organizational performance (Jensen et al., 2019). However, the theoretical link between the full range leadership index and organizational citizenship behavior was not supported by the present study's findings. The present study's findings suggested the need for additional research to address leadership theory development in the context of organizational citizenship.

The study also examined the relationship between employee engagement and organizational citizenship behavior. The fourth and final research question investigated the explanatory relationship between employee engagement and organizational citizenship behavior. A significant relationship was found between employee engagement and organizational

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citizenship behavior. From a practical standpoint, the results indicated that as employees' levels of engagement increased, they became more likely to exhibit the attitudes and behaviors that aligned with organizational citizenship behavior. From a theoretical perspective, the finding meant that engaged employees were more likely to perform organizational citizenship behaviors compared to employees that lacked engagement.

In early research, Macey and Schneider (2008) noted that the concept of employee engagement is diffuse and can take on several meanings. Nearly a decade later, Bailey, Madden, Alfes, and Fletcher (2017) noted that employee engagement remained poorly understood, and through a systematic literature review, they identified six different perspectives from which to view employee engagement. The perspective cited by Bailey et al. that most closely aligned with the definition in the present study was work task engagement. Support services personnel are workers that provide different types of services that support organizational operations, and support services personnel routinely assist or serve others as part of the job tasks (Orr, 2010). To some extent, job tasks among this population mirror the voluntary extra-role behaviors. The significant explanatory relationship between employee engagement and organizational citizenship behavior implies that when support services personnel feel engaged with their work, they are more likely to volunteer to take on extra-role behaviors because these behaviors seem like an extension of their existing job tasks. Subsequently, the findings indicated that employee engagement might be more likely to manifest as organizational citizenship behavior among this population of workers.

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Conclusions Based on the Results

This section of Chapter 5 presents two types of conclusions based on the results. First, the study's findings are compared with Bass and Avolio's (2002) full range leadership index and previous literature on organizational citizenship behavior. The second subsection presents an interpretation of the findings that explains the congruity of those findings with the results of previous studies.

Comparison of the Findings with the Theoretical Framework and Previous Literature

Leadership theory served as the theoretical foundation for the present study. Bass (1981) defined leadership as the ability to influence followers to achieve desired results. Within the context of leadership theory, Bass and Avolio's (2002) full range leadership index was used to evaluate the explanatory relationships between different leadership styles, employee engagement, and organizational citizenship behavior. The premise of the full range leadership index is that leaders exhibit a range of qualities that identify leaders as transformational, transactional, or laissez-faire (Bass & Avolio, 2002). Transformational leaders focus on the development of their employees and accomplish organizational goals by helping those employees meet higher-order needs related to self-esteem and personal goals (Ryan & Tipu, 2013). Transactional leaders focus on achieving organizational goals through an exchange of rewards for followers' performance (Anderson & Sun, 2017). Laissez-faire leaders exhibit what some scholars consider poor leadership practices and avoid making decisions or taking an active role in the management process whenever possible (Malik et al., 2016).

Researchers have established connections between leadership style and organizational citizenship behavior. Han et al. (2016) studied leadership, organizational commitment, and

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organizational citizenship behaviors in large South Korean companies and found that transformational leadership was positively associated with organizational citizenship behavior. Bottomley et al. (2016) also documented a significant positive relationship between transformational leadership and organizational citizenship behavior among employees in Mexico's public sector. The present study's findings did not support the research by Han et al. (2016) or Bottomley et al. (2016). Instead, the present study's findings were more in line with findings by Ölçer et al. (2014), who did not find evidence supporting a significant relationship between transformational leadership and organizational citizenship behavior.

Some of the previous research examining full range leadership styles and organizational citizenship behavior supported the existence of a significant positive relationship between transactional leadership and organizational citizenship behavior. Suliman and Obaidli (2013) found a significant positive relationship between transactional leadership and organizational citizenship behavior when studying bank employees in the United Arab Emirates. Additionally, Quintana et al. (2015) found aspects of transactional leadership to be significantly associated with extra-effort behavior in a population of hotel staff in Spain. The present study's findings did not support the findings of Suliman and Obaidli (2013) and Quintana et al. (2015), as no significant relationship was found between transactional leadership and organizational citizenship behavior when studying organizational citizenship behaviors among support services personnel. Instead, the present study's findings aligned the findings reported by Humphrey (2012), who found no evidence of a significant link between transactional leadership and organizational citizenship behavior when studying the mediating role of organizational

identification. Specifically, transactional leadership had a negative relationship with organizational citizenship behaviors when employees.

Researchers characterize laissez-faire leaders as passive-avoidant because these leaders lead through inaction (Malik et al., 2016). Previous scholars who have used the full range leadership style index to examine the relationship between leadership and organizational citizenship behavior have reported conflicting results when studying the two variables. Suliman and Obaidli (2013) did not find support for a significant relationship between laissez-faire leadership and organizational citizenship behavior. Bennett (2009) observed a negative correlation between laissez-faire leadership and extra-effort behavior, and Malik et al. (2016) reported a statistically significant but very weak relationship between laissez-faire leadership and organizational citizenship behavior. The present study's findings were in alignment with the results reported by Suliman and Obaidli (2013), but the findings did not support the findings by Bennett (2009) or Malik et al. (2016).

The present study also examined employee engagement as an additional independent variable predicting organizational citizenship behavior. Several researchers previously studied employee engagement in connection to leadership, with leadership behavior being shown to contribute to employees' commitment to their organizations (Popli & Rizvi, 2015; Vincent-Höper et al., 2012; Yasin Ghadi et al., 2013). Engaged employees possess high levels of commitment and contribute to the goals of the organization (Prathiba & Balakrishnan, 2017). The present study found a significant relationship between employee engagement and organizational citizenship behavior, supporting previous literature that indicated there was an explanatory relationship between the two variables.

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Interpretation of Findings

As noted in the previous section, the present study's findings did not support the results from previous research on organizational citizenship behavior and the full range leadership style index. The present study's findings on transformational leadership and organizational citizenship behavior conflicted with findings reported by Bottomley et al. (2016) and Han et al. (2016). Additionally, the present study's findings on transactional leadership and organizational citizenship behavior contrasted with findings reported by Suliman and Obaidli (2013) and Quintana et al. (2015). Concerning laissez-faire leadership and organizational citizenship behavior, the present study's findings contradicted findings reported by Malik et al. (2016) and Bennett (2009). There are several plausible explanations for the disagreement between the previous studies' findings and the present study's results.

The studies by Bottomley et al. (2016) and Han et al. (2016) took place in different countries and focused on different target populations. The same was true for the studies conducted by Suliman and Obaidli (2013) and Quintana et al. (2015). Additionally, Malik et al. (2016) noted that the effectiveness of laissez-faire leadership could vary depending on the characteristics of followers. It is possible that in some contexts and locations and among different populations, the full range leadership styles could be significantly related to organizational citizenship behavior, even though if they were not significant in the present study.

The present study's nonsignificant findings regarding the full range leadership styles and organizational citizenship behavior do not mean that support services personnel do not engage in organizational citizenship behavior. Rather, the findings indicated that transformational, transactional, and laissez-faire leadership styles could not explain organizational citizenship

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behavior among these workers. The significant relationship between employee engagement and organizational citizenship behavior suggests that the reason support services personnel engage in organizational citizenship is instead more closely linked to their level of work engagement than to any leadership styles exhibited by superiors. For this reason, leaders seeking to promote organizational citizenship behavior should concentrate on increasing employee engagement rather than adjusting their leadership style.

Limitations

The present study included several limitations. One design limitation was that the study did not collect data from both supervisors and followers. Instead, only followers completed the survey, and this approach did not allow supervisors to provide objective data on the level of employee engagement among support staff or on the organizational citizenship behaviors exhibited by the participants. The purpose of the study was to determine if significant explanatory relationships existed between varying full range leadership styles, employee engagement, and organizational citizenship behavior. By exclusively surveying support services personnel and not collecting data from supervisors, the study only included the perceptions of followers regarding their personal levels of engagement, their organizational citizenship behaviors, and their supervisors' leadership styles. Scholars have raised concerns about self-reporting bias regarding organizational citizenship behaviors, and surveying both supervisors and followers would have been one way to reduce such bias (Vijayalakshmi & Supriya, 2017).

Another limitation of the study was related to the use of a cross-sectional survey instrument. The collection of data from a single instance made it impossible to determine if there were changes in participants' organizational citizenship behavior over time or as a result of

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changing levels of employee engagement or leadership style. Murtaza et al. (2016) studied organizational citizenship behavior using a cross-sectional instrument and noted that their research design did not allow conclusions to be drawn about causal inferences. A future study could address this limitation by incorporating multiple measures of leadership characteristics, employee engagement, and organizational citizenship behavior.

An important delimitation of the present study was that the individual characteristics of the different full range leadership styles were not part of the data analysis. Scholars such as Dartey-Baah (2015), Hay (2006), and Peng et al. (2016) previously identified idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration as characteristics of transformational leadership. Laissez-faire and transactional leadership styles have different characteristics. Collectively, these leadership characteristics are assumed to lead to improved performance on the part of followers (Dartey-Baah, 2015; Hay, 2006; Peng et al., 2016). In the present study, the relationships between the variables were examined using the aggregate scores from the leadership subscales within the Multifactor Leadership Questionnaire (MLQ) rather than by scores for the individual leadership characteristics. This approach did not indicate whether any individual characteristics of transformational, transactional, and laissez-faire leadership might have been closely associated with organizational citizenship behavior.

Implications for Practice

Evaluating the implications of the findings illustrates how the study's results might benefit professionals in management positions as well as support services personnel. The data analysis did not support the presence of a significant explanatory relationship between the full range leadership style index and organizational citizenship behavior. As a result of the findings,

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leaders should not expect behaviors associated with transformational, transactional, and laissez-faire leadership styles to directly influence organizational citizenship behaviors among support services personnel. While leaders might not be successful in encouraging organizational citizenship behavior based solely on a leadership style, a more effective way to promote extra-role behaviors might be to promote employee engagement.

The significant relationship between employee engagement and organizational citizenship behavior found in the present study supported assertions made by Prathiba and Balakrishnan (2017). Prathiba and Balakrishnan posited that employee engagement links to an employee's psyche and passion for their organization in a way that supports extra-role behaviors. Previous researchers found support for significant relationships between leadership styles and employee engagement (Popli & Rizvi, 2015, 2016). Specifically, Popli and Rizvi (2016) demonstrated that leadership style is important when creating a culture of employee engagement within an organization. Based on the significant explanatory relationship between employee engagement and organizational citizenship behavior in the present study, leaders seeking to encourage extra-role behaviors should concentrate first on fostering employee engagement. If employee engagement levels increase, then organizational citizenship behavior will likely increase as well.

Recommendations for Further Research

The present study filled a gap in the body of research. However, the present study included several limitations and delimitations that provide opportunities for further research. The following subsections address various recommendations for future research. These recommendations correspond to limitations in the data, the study's methodology, the study's

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delimitations, and further opportunities to expand the body of research on leadership, employee engagement, and organizational citizenship behavior.

Recommendations Derived from the Data

The decision to exclusively survey general support services personnel and exclude supervisors limited the present study's findings. This approach provided a unilateral perspective on supervisors' leadership styles and made objective confirmation of the participants' employee engagement and organizational citizenship behavior via supervisor feedback impossible. A recommendation to address this limitation would be to conduct research that linked supervisors with employees and collected data on the variables from each perspective. Such an approach would allow researchers to objectively confirm supervisors' leadership styles and employees' levels of engagement and organizational citizenship behavior.

Recommendations Based on the Research Design and Methodology

The quantitative nature of the present study did not allow participants to provide narrative feedback as part of the data collection process. Conducting a qualitative or mixed-methods study would enable researchers to explore possible explanations for the lack of significant findings in the present study. Using a mixed-methods approach, a researcher could collect quantitative data, analyze the data to determine the significance of the relationships between the variables, and then use follow-up qualitative interview questions to solicit additional information from participants. The qualitative data could be used to contextualize and give narrative meaning to the participants' survey answers. Some researchers noted that mixed-methods approaches could add depth to the analysis of a phenomenon of interest (McKim, 2017).

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Recommendations Based on Delimitations

A recommendation based on the study's delimitations would be to explore the individual characteristics of transformational, transactional, and laissez-faire leadership to determine if those elements of leadership significantly relate to organizational citizenship. A conscious decision was made to operationalize transformational, transactional, and laissez-faire leadership styles using aggregate scores from the MLQ rather than examining data on the individual attributes associated with the different leadership styles. This approach did not determine whether individual leadership traits were significantly associated with organizational citizenship behaviors. By exploring individual leadership style attributes, future scholars could develop a deeper understanding of the full range leadership styles and their relationship with employee engagement and extra-role behaviors.

Recommendations Relevant to the Research Problem

The present study was designed to address the gap in the body of knowledge regarding the relationships between different styles of leadership, employee engagement, and organizational citizenship behavior. As transformational, transactional, and laissez-faire leadership styles were not found to significantly explain organizational citizenship behavior, one recommendation would be to incorporate other leadership styles to determine if those styles were better able to explain employees' extra-role behaviors. One leadership style that might be relevant to organizational citizenship behavior in the support services section is servant leadership (Chen, Zhu, & Zhou, 2015; Newman, Schwarz, Cooper, & Sendjaya, 2017). Another type of leadership linked to organizational citizenship behavior is benevolent leadership (Ghosh,

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2015). Exploring these types of leadership in detail might offer scholars and supervisors additional insights into the link between leadership and organizational citizenship behavior.

Conclusion

Leadership style, employee engagement, and organizational citizenship behavior are important considerations for both scholars and practitioners (Bizri, 2018; Iqbal et al., 2017; Mekpor & Dartey-Baah, 2017; Sahi et al., 2017). The present study used a quantitative explanatory research design to explore an identified gap in the literature regarding the relationships between three full range leadership styles (i.e., transformational, transactional, and laissez-faire), employee engagement, and organizational citizenship behaviors. Leadership theory was used as a theoretical framework, and a combined survey instrument was used to collect data from 114 support services personnel. The data were analyzed using a multiple regression analysis to answer the study's four research questions.

The data analysis indicated that no significant relationships existed between transformational, transactional, and laissez-faire leadership styles and organizational citizenship behavior. Thus, the null hypotheses could not be rejected for the first three research questions. In contrast, a significant relationship existed between employee engagement and organizational citizenship behavior, and the null hypothesis for the fourth research question was rejected. The study's results suggest that while leadership style cannot be used to explain organizational citizenship behaviors directly, the link between employee engagement and extra-role behaviors is critical. The present study's findings supported previous research suggesting that organizations seeking to promote organizational citizenship behavior should promote a culture of engagement among employees. Future research should continue to explore the relationships between

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leadership styles and employee engagement, and additional types of leadership should be

considered when extending the body of knowledge.

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