The Relationship between Transformational Leadership Behaviors, Leader-Member Exchange and Organizational Citizenship Behaviors

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Abstract

It has been proposed that issues of transformational and transactional leadership behavior should be incorporated in the study for predicting subordinate citizenship behaviors, as both the theories are based on transformational leadership behaviors. This research had two objectives: to assess the impact of six dimensions of transformational leadership behaviors – contribution and affect – on citizenship behavior and to test the mediating impact of the LMX on the transformational leadership behaviors-citizenship relationship. The subjects of this study were all full-time employees with their managers who working in the educational organization in Iran. This study surveyed 220 respondents. The sampling frame of the respondents was obtained from educational organization in Shiraz city in Iran. Data were collected on a structured questionnaire containing standard scales of transformational leadership behaviors, LMX, and organizational citizenship behaviors. After establishing the psychometric properties of the scales, hypotheses were tested through statistical analysis of the data. Results indicate that dimensions of transformational leadership behaviors are more likely to predict citizenship behavior than the affect dimension of LMX. Further, LMX is not mediating the relationship of transformational leadership behaviors with citizenship behavior.

Keywords: Transformational Leadership, Leader-Member Exchange, Organizational Citizenship Behavior

1. Introduction

To date, only a handful of studies have examined the effects of transformational leadership on OCB, and they have modeled the transformational leadership behaviors differently (Organ et al., 2006). In an attempt to better understand the factors affecting organizational citizenship behavior, researchers have turned their attention to organizational and individual factors that might influence these relationships (e.g., Wang et al., 2005; Wayne, Shore, Bommer and Tetrick, 2002; Connell, Ferres, and Travaglione, 2003; Organ, Podsakoff, and MacKenzie, 2006. Wang, Law, Hackrtt, Wang and Chen (2005) developed a model to investigate how transformational leadership behaviors influence OCBs and task performance through leader-member exchange. Their study indicated that they used three theory include transformational leadership theory (e.g., Bass, 1985), leader-member exchange theory (Graen & Uhl-Bien, 1995) and organizational citizen- ship behaviors (Organ, 1980). In an attempt to better understand the factors affecting organizational citizenship behavior, researchers have turned their attention to organizational and individual factors that might influence these relationships (e.g., Wang et al., 2005; Wayne, Shore, Bommer and Tetrick, 2002; Connell, Ferres, and Travag- lione, 2003; Organ, Podsakoff, and MacKenzie, 2006. Understanding these complex relationships is important to researchers from a theoretical point of view and of interest to practitioners from a financial and applied perspective. To this end, the purpose of the current study is to integrate key aspects of five models of employee behavior (Wang, Law, Hackett, Wang and Chen model of transformational leadership, and one mediator (leader–member exchange) affective organizational citizenship behaviors, to provide a more comprehensive assessment and understanding of the factors that may impact employee organizational citizenship behaviors. This paper begins by briefly highlighting and discussing the underlying theories upon which studies are based on the current study.

2. Theory and Hypothesizes

2.1. Conceptual Definitions of Organizational Citizenship Behaviors

Begum (2005) argues that organizational citizenship behavior (OCB) is referred as set of discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that go beyond the call of duty. Other examples of OCB are willingness to take steps to prevent problems with other employees, and obeying organization rules, regulations and procedures even when no one is watching (Chompookum & Derr, 2004). According to Begum (2005) research of OCB has been extensive since its introduction nearly twenty years back (Bateman & Organ, 1983). Organ et al., (2006), highlights the building on the conceptual work of Organ (1988), Podsakoff, MacKenzie, Moorman, and Fetter (1990) also MacKensie, Podsakoff, and Praine (1999) defines the following five major categories of organizational citizenship behavior:

- **Altruism**: Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem (e.g. supportive actions to assist others and going beyond the requirements of the job).
- **Conscientiousness**: Discretionary behaviors on the part of employees that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
- **Sportsmanship**: Willingness of the employee to tolerate less than ideal circumstances without complaining to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes" (Organ, 1988).
- **Courtesy**: Discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring.
- **Civic virtue**: Behavior on the part of an individual that indicates that he/she responsibility participates in, is individual in, or is concerned about the life of the company. (Podsakoff et al., 1990).

2.2. Transformational Leadership and LMX

Wang, Law and Hackett (2005) noted that only three published studies have included measures of both transformational leadership and LMX (see Basu & Green, 1997; Deluga, 1992; Howell & Hall-Merenda, 1999). Deluga (1992) argued that a transformational leader "catalyzes" conventional social exchanges, stimulating subordinates to surpass initial performance goals and self-interests. More specifically, he provided empirical data suggesting that the heightened outcomes associated with transformational leadership result from the individualized dyadic relationship between a given subordinate and leader. Deluga noted that "transformational leaders may foster the formation of high quality relationships and a sense of a common fate with individual subordinates; while in a social exchange process; subordinates strengthen and encourage the leader" (1992: 245). Reporting regression analyses of data from 145 U.S. Navy offices, Deluga (1992) wrote that individualized consideration and charisma were the only two transformational leadership factors that predicted LMX. These results suggest that it is a leader's charisma and individualized consideration—both of which have been considered dyad-level influences (Seltzers & Bass, 1990)—that cause subordinates to behave in ways (such as making extra efforts) that strengthen relational ties with the leader. Basu and Green (1997) studied employees of a Fortune 500 manufacturing facility and factor analyzed the employees' responses to an 8-item measure of LMX and a 28-item measure of transformational leadership. Their analysis failed to distinguish LMX from intellectual stimulation and individualized consideration, which they interpreted to be consistent with viewing these two dimensions as intangible rewards (currency) within a dyadic social exchange.

Howell and Hall-Merenda (1999) studied 109 community-banking managers. They collected subordinates' ratings of these managers on both transformational leadership and leader-member exchange. The managers provided performance measures of subordinates approximately six months after the LMX measures were taken. Partial least squares analysis showed that within a predictor set consisting of LMX, transformational leadership, and three transactional leadership dimension scores, LMX was a significant predictor of follower performance, whereas transformational leadership was not. Specifically, the path from transformational leadership to performance failed to reach statistical significance when other leader behaviors and LMX were included in the model. These authors also found that of a predictor set consisting of transformational leadership and the three transactional leadership dimension scores, all were significant predictors of LMX, but the strongest was transformational leadership, followed by contingent rewards. Together, these results suggested a temporal path from transformational leadership to LMX and from LMX to follower performance. None of the three cited studies showed how 422 June Academy of Management Journal transformational leadership and LMX are related to each other and to work performance. Transformational leadership theories are still at early stages of specifying the developmental mediating processes between leader behavior and performance (Dvir, Eden, Avolio, & Shamir, 2002).

H1: Transformational leadership behaviors (a) articulating vision, b) role model, c) foster goal expectation, d) performance expectation, e) intellectual stimulation, and f) contingence reward) will induce a positive effect on LMX.

2.3 Transformational Leadership and OCB

A review of the leadership literature by Podsakoff, MacKenzie, Moorman, and Fetter (1990) indicates that transformational leaders get followers to perform above and beyond expectations by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, providing individualized support and intellectual stimulation, and expressing high performance expectations (Organ, Podsakoff, and MacKenzie, 2006). Podsakoff et al., (1990) noted that previous theoretical and empirical research suggests that there is good reason to believe that transformational leader behaviors influence extra-role (organizational citizenship behaviors). Organizational citizenship behavior (OCB) is behavior, largely discretionary, and seldom included in formal job descriptions, that supports task

performance by enhancing a social and psychological work environment. Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests (Wang and et al., (2005). The result of Piccolo and Colquitt (2006) study show as that the Transformational leadership was significantly related to OCB. Empirical research generally shows that contingent reward behavior is positively related to OCB (e.g., MacKenzie et al., 2001; Pillai et al., 1999; Podsakoff et al., 1996, Podsakoff et al., 1990). Wang, Law and Hackett (2005) argues that organizational citizenship behavior (OCB) is behavior, largely discretionary, and seldom included in formal job descriptions, that supports task performance by enhancing a social and psychological work environment. Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests. Individuals who are intrinsically motivated to fulfill a collective vision without expecting immediate personal and tangible gains may be inclined to contribute toward achieving the shared workplace goal in ways that their roles do not prescribe. These individuals make these contributions because their senses of self-worth and/or self-concepts are enhanced in making these contributions. Individuals for whom this link between the interests of self and others has not been established are less likely to make largely discretionary, nontangibly rewarded contributions. A positive association between transformational leadership and OCB is expected and has been supported empirically (e.g., Podsakoff et al., 1990).

H2: Transformational leadership behaviors (a) articulating vision, b) role model, c) foster goal expectation, d) performance expectation, e) intellectual stimulation, and f) contingence reward) will induce a positive effect on organizational citizenship behavior (a) altruism, b) courtesy, and c) conscientiousness).

2.4 Leader-member Exchange and OCB

Leader-member exchange theory is based on the assumption that leaders establish a social exchange relationship with their employees and that the nature of this exchange relationship influences the manner in which the leader treats each individual employee. High-quality exchange relationship involves mutual trust, support, and loyalty between the leader and his or her employees, enhanced levels of interpersonal attraction and bidirectional influence. Wang, Law and Hackett (2005) claims that the leader-member exchange (LMX) and Organizational Citizenship Behavior (OCB) have become the foundation of a new era of managing a diversified workforce in the advent of a globalize world. It is believed that understanding the process paths by which LMX relationships impact important performance behaviors, (for example, OCB) are crucial to advancing leadership in the organization (May Chin Lo, 2006).

In high-quality LMX relationships, obligations are often diffuse and unspecified, and no standard or value against which gifts, favors, or contributions can be measured is present (Blau, 1964). A positive association between LMX and OCB is expected because OCB helps fulfill the reciprocity obligations of followers, and represents an exchange currency that is diffuse, unspecified, and weakly time-bound. Moreover, in high-quality exchange, leaders appeal to the higher-order social needs of followers by getting them to place collective interests over short-term personal gratification (Graen & Uhl-Bien, 1995). An individual's being a "good citizen" promotes the welfare of the larger collective. Accordingly, LMX is expected to correlate positively with OCB. Support for this relationship was provided by Hackett, Farh, Song, and Lapierre (2003), who reported a meta-analytic mean correlation of .32 between LMX and overall OCB, leading them to conclude that OCB plays a key role in the reciprocal social exchange process of LMX.

May Chin Lo (2006) highlighted that High quality LMX comes from the perception of the value of material being exchanged between leaders and members (Graen & Uhl-Bien, 1995), Prior studies have revealed that LMX is influenced by the five main factors, which in turn become the determinant of the quality of the exchange relationship between leaders and members. As a result, the five dimensions may affect the quality of LMX in a work unit and thus influence the level of OCB

exhibited by the employees. If the employees perceived the quality of LMX as high, this may encourage them to perform citizenship behaviors for the work unit and organizations, Scandura and Graen (1984) revealed that the cycle of citizenship behavior for reciprocal accomplishment of goals helps further strengthen the quality of the LMX, This is supported by other researchers, where they suggested that in-group members or a work unit that has a high quality LMX may receive various types of rewards that are formal and informal (Settoon et al., 1996), Members would perform extra-roles by providing citizenship behavior to the supervisors, who in exchange provide more mutual support and greater opportunities to the members.

Correspondingly, according to Deluga (1998), as a subordinate who performs OCB will not be formally rewarded, he or she may be informally rewarded in terms of supplementary resources and support from the leader. Consequently, the subordinate will be motivated to continue to maintain the favorable relationship. Despite that, Aquino and Bommer (2003) noted that the person who received some benefits from others may indirectly have the tendency to return or feel obligated to return the favor and this interaction is known as positive reciprocity. This kind of interaction can also be applied in the context of relationship between LMX and OCB, This is because when the leader trusts a particular subordinate and provides certain advantages to him or her in terms of greater authority, more support and so forth, consequently the subordinate may develop a feeling that he or she wishes to pay the favor back to the leader. This can be done by performing behaviors that are beyond the formal employment contract, which is known as citizenship behaviors. Taken together, LMX has significant influence on the level of OCB among employees as a high quality of LMX may motivate employees to exhibit extra-role behaviors without any formal rewards from the organization. As noted by Wayne, Shore, Bommer, and Tetrick (2002), as the quality of the relationship increases, OCB behavior increases.

H3: LMX will induce a positive effect on OCB a) Altruism, b) Courtesy, and c) Conscientiousness.

3. Methods

3.1 Sample

The subjects of this study were all full-time employees with their managers who working in the educational organization in Iran. This study surveyed 220 respondents. The sampling frame of the respondents was obtained from educational organization in Shiraz city. The sampling frame consisted of managers and employees. The respondents were from two of four educational organizations. Two organizations were selected by simple random sampling. In each organization, selection of participants was based on cluster random sampling.

This study employed self-administered questionnaires as a means of collecting data. The self-administered questionnaire was selected for the three reasons. First, the respondents of the study had a relatively high level of education and would therefore understand the contents of the questionnaire. Secondly, the respondents would have more confidence and freedom to express their views than the interview method. Thirdly, using enable data collection from a relatively large number of respondents in a short time. Prior to data gathering, researcher negotiated with the head of each organization for the execution of the research, whereby the permission was obtained to perform the study. An introductory letter from the head of the organizations explained the purpose of the study as well as introduced the researcher. Letter was then sent from the head of organization to the head of security in each organization, explaining the purpose of the study. A subsequent letter from the security was sent to the managers and employees explaining the purpose of the research and requesting for their cooperation in the data collection. The respondents were given one week to complete. The completed questionnaires were picked up by researcher.

3.2 Data and Procedure

The questionnaire of this study was designed specifically for nurses and was comprised four parts: (1) demographics (including sex, age, marital status, education, and working experience; (2) Transformational leadership behavior, (3) LMX, and (4) Organizational citizenship behaviors. In order to minimize the biased results while conducting OCB evaluations for the employees, in-dyad research method was adopted in this study. That is, OCB evaluations for the employers were performed by their corresponding head staff (their immediate supervisors).

3.3 Measures

3.3.1 Transformational Leadership Behavior

Podsakoff, MacKenzie, Moorman, and Fetter's (1990) transformational leadership behavior inventory was used to assess the transformational and transactional leader- ship behaviors in this study. This scale is designed to measure six key dimensions of transformational leadership identified in the research literature, as well as one dimension for transactional leadership scale. The six transformational leadership dimensions are: 1) articulating a vision; (e.g., "my supervisor paints an interesting picture of the future for our practice area"), 2) providing an appropriate model (e.g., " my supervisor provides a good model for follow"), 3) fostering the acceptance of group goals (e.g., "my supervisor fosters collaboration among work groups"), 4) high performance expectations (e.g., "my supervisor shows us that he/she expects a lot from us"), 5) providing individualized support (e.g., "my supervisor shows respect from my personal feelings"), and 6) intellectual stimulation (e.g., "my supervisor has provided me with new ways of looking at problems which used to puzzle me"). One example of transactional leadership is "my supervisor personally compliments me when I do outstanding work." Survey items were completed on 7-point frequency scales ranging from 1 (strongly disagree) to 7 (strongly agree).

3.3.2 Leader-member Exchange

Seven items reported by Scandura and Graen (1984) were used to measure LMX. Sample items are, "My working relationship with my manager is effective" or "I can count on my manager to "bail me out," even at his or her own expense, when I really need it." Employees responded to these items on seven-point scales with range of "strongly disagree" (1) to "strongly agree" (7).

3.3.3 Organizational Citizenship Behaviors

To measure employees' OCB, researcher used the five-dimension scale developed by Podsakoff and MacKenzie (1989). Each five constructs –altruism (4 items), (e.g., " He/she helps other who has heavy work loads"), courtesy (4 items), (e.g., " He/she consults with me or other individuals who might be affected by his/her actions or decisions."), sportsmanship (4 items), (e.g., " He/she consumes a lot of time complaining about trivial matters.®"), conscientiousness (4 items), (e.g., " He/she obeys company rules, regulations and procedures even when no one is watching."), and civic virtue (4 items), (e.g., " He/she attends and participates in meetings regarding the organization.") - Included items describing specific behaviors, and managers indicated their agreement on each item for each employee working for them using a seven-point format. Niehoff and Moorman (1993) noted that the OCB rating from asked the manager to list the names of the employees across the top and simultaneously rate each employee on each item. In their view, this format allows a manager to compare each employee on every item, increasing the amount of variance across employees.

4. Analysis

In this study used two types of analysis, descriptive analysis and inferential analysis. Descriptive statistics are frequency, percentage, means, standard deviations, reliability coefficients, and zero-order correlations. All variables were screened for normality, homogeneity of variance and outliers. To

assess the reliability and internal consistency of the data, the Cronbach alpha test was performed. To assess direct and indirect relationships among variables, researcher followed a two-step procedure using confirmatory factor analysis and structural equation modeling (Anderson & Cerbing, 1988). Amos 16.0 was used to perform these analyses. Structural equation modeling utilized to provide evidence of discriminant validity through chi-square difference tests (Bentler & Bonett, 1980; James, Mulaik, & Brett, 1992). Ding, Velicer and Harlow (1995) note that 100-150 participants are sufficient to conduct SEM. Based on the number of respondents with complete data in this study (n = 220), this yielded a sufficiently large sample for the use of structural equation modeling.

5. Results

5.1 Sample Structural Characteristics

According to the aforementioned research objectives and hypotheses, a survey was adopted in this study for data collection and the personnel from educational organization were the main subjects of study. The samples in this study were male (42.7%) and female (57.3%) with age between 30-40 years old (44.1%) and married (80%). Also most of them had bachelor degree (42.7%) and had 16-20 years of work experience (27.7%). The descriptive statistics of the sample is illustrated in table 1.

5.2 Reliability

The result is highly reliable if the Cronbach's α value is between 0.70 and 0.98 and it should be ignored if the Cronbach's α value is below 0.35 (Wortzel, 1979). In this study, the Cronbach's α value for each construct were all greater than 0.8 (Table 2), except performance expectation (0.603), and intellectual stimulation (0.70); which means the adaptation of the measurement for the constructs was appropriate.

5.3 Correlation Analysis

In order to understand the correlation between the qualities of articulating vision, role model, foster goal expectation, performance expectation, intellectual stimulation, contingence reward, leader-member exchange, altruism, courtesy, and Conscientiousness in this study, the matrix of correlation coefficients were shown in Table 2. A higher coefficient indicates a stronger correlation between variables.

5.4 Structural Equation Modeling

Because the measurement relationships proposed were consistent with the data, the analysis shifted to an evaluation of the main sets of the theoretical relationships shown in Figure 1. The model shown in the figure includes: (a) direct effects of the leader behaviors (both transformational and transactional) on organizational citizenship, (b) effects of the leader behaviors on LMX, and (c) effects of LMX on the organizational citizenship behaviors.

Direct and indirect effect coefficients for the path model illustrated in Table 3. In this study, the tests for goodness-of-fit index conformed to the criterion suggested by researchers. Therefore, the model proposed in this study is a good fit (Table 4). Furthermore, the path analysis results for the hypotheses proposed were illustrated in Figure 1.

It was found that articulating vision, role model, foster goal expectation, intellectual stimulation, and contingence reward induces a significant and positive effect on the leader-member exchange. As a result, H1a, H1b, H1c, H1e and H1f are supported. H1d is not supported.

In addition, it was found that articulating vision and performance expectation induces a significant and positive effect on the altruism. As a result, H2a, H2d, are supported. H2b, H2c, H2e and H2f are not supported.

Too, it was found that articulating vision, role model and foster goal expectation induces a significant and positive effect on the courtesy. As a result, H3a, H3b, and H3c are supported. H3d, H3e and H3f are not supported. Also, it was found that articulating vision, role model and foster goal expectation induces a significant and positive effect on the conscientious- ness. As a result, H4a, H4b, H4c, H4d, and H4f are supported. H4e is not supported. As well, it was found that LMX induces no significant and positive effect on the altruism, courtesy, and conscientiousness. As a result, H5a, H5b, H5c are not supported.

6. Discussion

This study confirmed that the transformational leadership and transactional leadership behavior would have an effect on the organizational citizenship behaviors. Also, this study confirmed that the transformational leadership and transactional leadership behavior would have an effect on the leader-member exchange, but LMX have not an effect on the organizational citizenship behaviors. As argued by Organ, Podsakoff and MacKenzie (2006), transformational leaders get followers to perform above and beyond expectations by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, providing individualized support and intellectual stimulation, and expressing high performance expectations. Therefore, this study verified that the transformational leadership dimensions have positive and direct effects on the organizational citizenship behaviors. In addition, Organ et al., (2006) noted that empirical research generally shows that transactional leadership behavior (contingent reward behavior) is positively related to OCB (e.g., MacKenzie et al., 2001; Pillai et al., 1999; Podsakoff et al., 1996; Podsakoff et al., 1990). Therefore, this study also verified that the contingent reward behavior has positive and direct effects on the organizational citizenship behaviors. This study do not confirmed that the quality of LMX would have a mediate effect between transformational, transactional and organizational citizenship behaviors.

7. Conclusion

Supervisors should do their best to maintain a transformational and transactional behaviors relationship with their subordinates. They could accomplish this by trading emotion, loyalty and contribution with their subordinates, which eventually will improve the leader-member exchange relationships. Therefore, under such good interaction, a benign cycle will be formed, which will not only enhance commitment of the employees to the organization and reduce turnover intention, but also promote the OCB of employees to improve organizational effectiveness. The mediating effects of LMX on the relationship between transformational, transactional leadership behaviors and OCB were not confirmed from the findings of this study. Therefore, it is suggested that a fair and unbiased allocation of resources, time and more relationship with subordinates by the supervisor will promote the LMX of subordinates in supervisors, which in turn enhances the OCB of subordinates.

Several suggestions are recommended for future research. To date, only a handful of studies have examined the effects of transformational leadership on OCB. An interesting topic for future research would be to investigate whether the antecedents and mediators of OCB differ across cultures. Leadership accounts a lot of variance for work-related behaviors of subordinates and effectiveness of organizations. Different leadership concepts might be explored in future research to widen our knowledge of leadership. In addition, investigations could also be conducted with subjects from different fields for further verifications. Moreover, this study was conducted in a cross sectional fashion. Longitudinal studies for future research would be conducive to our further understanding of the leadership dynamics in organizations.

8. Limitation

The findings of this study are subject to several limitations. First, the samples of this study are only limited to the personnel in two educational organization. The generalization of the findings might thus be limited. In addition, to avoid the common method variance, the OCB of subordinates is evaluated by their immediate supervisors in this study.

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Appendixes

Table 1: Tabulated Statistics (N=220)

Items	Sex		Age				Marital status			Education					Tenure					
	Male	**Female**	**< 30 years**	**30-40 years**	**41-50 years**	**51 > years**	**Single**	**Married**	**Missing**	**High school or below**	**College**	**Bachelor**	**Master or above**	**Missing**	**< 5 years**	**6-10 years**	**11-15 years**	**16-20 years**	**21-25 years**	**> 26 years**
n	94	126	32	97	64	27	38	176	6	22	76	94	26	2	33	24	34	61	39	29
%	42.7	57.3	14.5	44.1	29.1	12.3	17.3	80	2.7	10	34.5	42.7	11.8	.9	15	10.9	15.5	27.7	17.7	13.2

Table 2: Means, Standard Deviations, Reliability, and Intercorrelations

Variable	M	SD	Artic	Role	Fost	Perfo	Intell	Con	LMX	Alt	Cour	Cons
Artic	17.504	4.297	.859									
Role	7.316	2.082	.582	.837								
Fost	11.390	2.658	.626	.773	.831							
Perfo	13.599	2.807	.387	.371	.402	.603						
Intell	10.050	2.674	.642	.559	.581	.389	.700					
Con	13.481	4.117	.639	.707	.713	.300	.519	830				
LMX	26.736	5.522	.538	.537	.421	.225	.503	.549	.845			
Alt	13.922	3.500	.985	.548	.595	.398	.644	.624	.533	.828		
Cour	14.704	3.606	.720	.929	.877	.391	.620	.730	.512	.664	.845	
Cons	15.131	3.314	.662	.761	.899	.634	.586	.714	.402	.634	.819	.813

Note: N=220. *P* value for all variables are <0.01. Cronbach alpha reliabilities are shown in bold.Artic= Articulating Vision, Role= Role Model, Fost= Foster Goal Expectation, Perfo= Performance Expectation, Intell= Intellectual Stimulation, Con= Contingence Reward, LMX= Leader-member Exchange, Alt= Altruism, Cour= Courtesy, Cons= Conscientiousness.

Table 3: Effect Coefficients for the Path Model

Variable	Direct			Indirect			Total		
	1	2	3	1	2	3	1	2	3
Articulating Vision	.982	.209	.081	.002	-.007	-.016	.985	.202	.065
Role Model	-.050	.492	.071	.003	-.009	-.022	-.046	.482	.049
Foster Goal Expectation	-	.404	.620	-	.008	.018	-	.411	.638
Performance Expectation	.025	-	.316	-	-	.001	.025	-	.318
Intellectual Stimulation	-	-	-	-	-	-.015	-	-	-.031
Contingence Reward	-	-	.124	-	-	-.019	-	-	.105
Leader-member Exchange	-	-	-.072	-	-	-	-	-	-.072

Note: 1= Altruism, 2= Courtesy, 3= conscientiousness.

Table 4: Reliability Analysis of Overall Model Fit

Index	Cited	Admissibility	Result	Yes/No
χ^2 / DF	Schumacker & Lomax (1996)	1.00 – 5.00	27.27	No
GFI	Joreskog & Sorbom(1988)	> .80	.946	Yes
NFI	Bentler(1990	> .90	.970	Yes
CFI	Bentler(1990)	> .90	.971	Yes

Note: DF= Degree of freedom, GFI= Goodness-of-fit, NFI= Normed fit index, CFI= Comparative-fit-index.
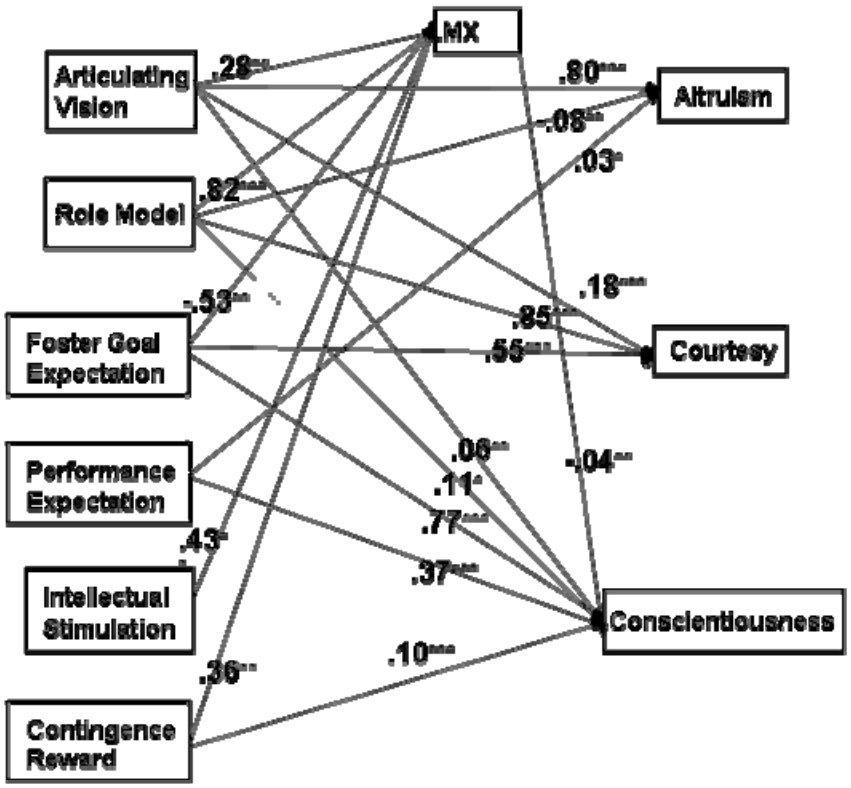
Figure1: Estimated Path Coefficients of the Hypothesized Model