



INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN RIVERS STATE NEWSPAPERS CORPORATION, PORT-HARCOURT

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Abstract

This research work titled Influence of Transformational Leadership on Organizational Citizenship Behaviour (a Study of Rivers State Newspapers Corporation, Port Harcourt) sought to establish the extent to which exhibition of transformational leadership behaviours enhance employee citizenship behaviours; ascertain the extent employee citizenship behaviours respond to Leaders idealized influence and inspirational motivation behaviours and determine how citizenship behaviours in the employees of the organization are affected by the leader's intellectual stimulation and individualized consideration drives in the performance of their duties. The data analysis was based on a simple descriptive analysis of the frequency distribution of the relevant statistical information. Analytical instrument for this work is the questionnaire that was randomly administered to all the designated respondents. Data for the work was sourced directly from the respondents and from data already used by other researchers. The sample size (244) and sizes of the units to be included from each of the stratum of the population (118 for senior and 126 for junior staff) was determined using Yaro Yamane's statistical formula and Bowley's proportional allocation formula. The cross sectional research design was adopted to determine and measure the influence of transformational leadership on organizational citizenship behaviour of the workers. The study found that transformational leadership as well as its components (inspirational motivation, intellectual stimulation, individualized consideration and idealized influence) were significantly related to all forms of organizational citizenship behaviours. The study also recommended that the creative, affable, adaptable and visionary abilities of leaders should be considered before they are chosen; leaders should make the people around them enthusiastic by sacrificing their time and energy; influence their subordinates through their behaviours (leadership by example). And most importantly that managers should choose what behaviour to exhibit based on the organizational citizenship behaviours of the followers deemed important since the input demands of organizations are different.

Keywords:

Transformational, Leadership, Organization, Citizenship Behaviour.

INTRODUCTION

Employees at all times in their work life tend to exhibit different behavioural patterns influenced by different factors at work. These varying behaviours enact varying effects on their performance of assigned duties and in the long run the performance of the organization. Ways through which the behaviours of employees can be influenced to the benefit of the organization at all times or a greater number of the times are of tremendous concern organization's management especially as organizations the world over greatly rely on positive employee behaviours to adequately perform the activities necessary for the achievement of organizational goals.

Consequently, over the years, business organizations have always been in the search for ways and means through which the behaviour of employees in the workplace can be influenced towards the enhancement of their performance because it is believed that enhanced behaviour is one of the best ways of ensuring that goals and objectives are met as at when due. This quest for improved behaviour/enhanced performance has led to the development of many theories of both motivation and leadership. Yet, perceivable gaps still exist between the behaviour of employees and their performance towards the achievement of organizational objectives, which constitute great worries to the management of organizations. Due to its dynamic nature of human beings and the sophistications they have acquired over time, management have come to realise that the things which had enhanced the behaviour of the workforce like increased pay, participation in decision making (democratic leadership) and the like seem to have become eroded to a large extent. These observations have spurred organizations towards the quest to discover new means and methods through which the behaviour of the advanced and sophisticated members of the workforce may be influenced to meet their objectives. One of such behaviours is the citizenship behaviour - spontaneous acts that go beyond prescribed job requirements (in-role behaviours), whereby the subordinate performs non obligatory extra-role behaviours (Deluga Madhu and Krishnan, 2005). These behaviours surpass what is expected as part of the requirements of the employment contract, transcend the norm and go out of the way in reaching out to help, and also make the work environment conducive. Citizenship behaviours are not easily exhibited, especially in the workplace, as employees need inducement to relate at this level of behaviour. One of such antecedents is the leader's transformational behaviour - a concept that involves the leader moving the follower beyond immediate self-interests, through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. It elevates the follower's level of maturity, and ideals, as well as concerns for achievement, self-actualization, and the well-being of others, the organization, and society (Bass, 1999). Hence, this study seeks to examine how transformational leaders enhance employee citizenship behaviours.

Statement of the Problem

In every work environment, different leadership behavioural patterns are usually observed at different stages of the existence of any organization. The nature of these leadership behaviours in place help to determine the perception and behavioural pattern of the employees. Employees' behavioural pattern could be exhibited to enhance organizational effectiveness or truncate organizational objectives consequent upon how the workers perceive the leadership disposition. Leadership of Rivers State Newspaper Corporation based in Port Harcourt has changed. With the assumption of office by the new leadership, the behavioural patterns of the employees are usually redirected towards the

behaviour patterns of the leadership of the new Management. The contentious issue is whether the employees' behaviours in relation to the performance of their duties are enhanced by the leader's transformational behaviour or otherwise.

Closely related to the issues of change of leadership and employee behaviour is Citizenship Behaviour. As leaders are appointed, they come to the workplace with the intention of enhancing the welfare of the employees' vis-a-vis the effectiveness of the organization. However, the actions of the leaders are usually deemed to be acceptable by the employees, but the actual means of establishing the appropriateness and acceptance of the leadership intentions is through citizenship behaviour - a situation that enables the employees to put in their efforts beyond the expectation of the leaders. Also, given globalization and its concomitant effects, leaders are abandoning transactional leadership style - a situation that sees employees as cost - in preference to transformational leadership behaviours, which sees the employees as assets. Organizational leaders are yet to establish the appropriate leadership behavioural components that will produce Citizenship behaviours and the extent transformational leadership components could be used as a methodical approach in securing citizenship behaviour.

Objectives of the Study

Majorly, the study seeks to ascertain ways through which organization citizenship behaviours in the organization are influenced by transformational leadership and its behavioural components viz idealized-influence, inspirational motivation, intellectual stimulation and individualized consideration. The specific objectives of this study include to:

- i. Establish the extent to which exhibition of transformational leadership behaviours enhances employee citizenship behaviours in the performance of their duties at Rivers State Newspaper Corporation, Port Harcourt.
- ii. Ascertain the extent employee citizenship behaviours respond to leader's idealized influence and inspirational motivation behaviours at Rivers State Newspaper Corporation.
- iii. Determine how citizenship behaviours in the employees of Rivers State Newspaper Corporation are affected by the leader's intellectual stimulation and individualized consideration drives.

Research Questions

- i. What is the effect of transformational leadership on employees' citizenship behaviour at Rivers State Newspaper Corporation?
- ii. How are citizenship behaviours from employees influenced by leader's idealized influence and inspirational motivation behaviour at Rivers State Newspaper Corporation?
- iii. What effect does transformational leadership components of intellectual stimulation and individualized consideration have on the exhibition of citizenship behaviours from employees at River state Newspaper Corporation, Port Harcourt?

Research Hypotheses

The Following hypotheses were formulated to enable the researcher carry out tests to validate the work:

Hypothesis I: Transformational leadership has no effect on employees' citizenship behaviour at River state Newspaper Corporation, Port Harcourt.

Hypothesis II: Leader's idealized influence and inspirational motivation behaviours have no significant impact on employees' citizenship behaviours at River state Newspaper Corporation, Port Harcourt.

Hypothesis III: Intellectual stimulation and individualized consideration drives of the leaders are no significant determinants of employee citizenship behaviours at Rivers State Newspaper Corporation.

Significance of the Study

Considering that organizational goal attainment is largely hinged on the sway of employees' behaviour patterns at every point in time, it becomes pertinent for organizations to incubate such behaviours that can transcend expectations from employees. A study of this kind is relevant to:

- i. **Management/or Consultants:** The study will enable the management of Rivers State Newspaper Corporation and other management practitioners fine tune their leadership behaviours with regards employees in order to achieve the greatest possible input for organizational goal attainment. It also enables consultants to better aid their clients in their quest to discover the effect of employees' dynamic behaviours on their performances and the performance of the organization as a whole.
- ii. **Management Development:** The study aids in the development of leadership behavioural attributes and employee motivations needed in training and development, as well as educating scholars. It can also serve as a reference material for further research in relevant and related areas needing such.
- iii. **Researcher:** The study deepens the researcher's knowledge of the causes and effects of different dimensions of behaviours in organizations.

LITERATURE REVIEW

Conceptualizing Transformational Leadership

Transformational leadership is at one of the higher levels of motivation and morality. This has not always been that way, also our understanding of leadership has developed and evolved over time and necessitates a quick review of where leadership has come from over the past 100 years for a better understanding of this discuss.

- **1900's: The "Great Man" Theories - it's an innate ability; who is born to lead?** Leadership studies historically went hand-in-hand with studies of elites: political, financial, military, aristocratic, or cultural elite. It was considered an art, for which some fortunate people had an inbuilt genius.
- **1930's. Group Theory - how leadership emerges and develops in small groups.** During the Great Depression, US social psychologists found in studying groups that democratic

leadership was not only possible but more effective. This aided the development of a more egalitarian view of leadership from the elitist "great man" view.

- **1940's - 50's: Trait Theory - what universal traits are common to all leaders?** This Theory suggests that leaders are born not made and that a good leader has a set of specific traits. Attention was thus put on discovering these traits, often by studying successful leaders, but with the underlying assumption that if other people could also be found with these traits, then they, too, could also become great leaders.
- **1950's - 60's: Behaviour Theory - what key behavioural patterns result in leadership?** There was a common belief in this era that leaders are made not born. The theory does not seek inborn traits or capabilities rather it looks at what leaders actually do. This era opened the floodgates to leadership development as opposed, to simple psychometric assessment that sorts those with leadership potential from those who will never have the chance,
- **1960's - 70's: Contingency/Situational - establish which leadership behaviours succeeded in specific situations.** This era came due to the inability to determine which particular behaviour patterns consistently resulted in effective leadership and led researchers to strive to match behaviour patterns that worked best in specific contexts or situations. Though relatively effective, the infinite array of situations which researchers were unable to study produced a definitive compendium in which matching behaviours with situations became impossible.
- **1980's onward: Excellence - what interaction of traits, behaviours, key situations and group facilitation allows people to lead organizations to excellence?** Leadership researchers from the 1980's onward determined that leadership is simply doing the right thing to achieve excellence. This is after having tried and discarded the past fragmentary approaches and the challenge now became finding out what the right thing is (Covey, 2007).

It is in this era that transformational leadership introduced by Burns in 1978 gained increasing relevance and recognition and it contains elements of preceding leadership types such as trait and behaviour theories, charismatic, situational and transactional leadership. It begins with awareness of our own thoughts and feelings, how these affect your actions and the states of others. It inspires wholeness of being such that thoughts, feelings and actions are consistent. It is about leading with an integrity and authenticity that resonates with others and inspires them to follow and even become leaders themselves. This approach to leadership takes us from a constricting model of competition between individuals, teams or nations to a connection with the whole of a situation and leadership for the good of all.

As an evolving aspect of leadership that tends to extract behaviours that are far reaching and beyond expectation from employees, transformational leadership has been variously defined by various authors. Transformational leadership to Mullins (2002) is a process in which higher levels of motivation and commitment among followers are engendered with emphasis on generating a vision for the organization and where the leader has the ability to appeal to higher ideals and values of followers and create a feeling of justice, loyalty and trust. Lewis, P. S., Goodman, S.H. and Fandt, P.M. (2001) on the other hand, see it as a means of creating and communicating a vision that makes a difference; positioning the organization excellently by knowing why the organization exists, building

partnerships, developing cohesiveness within the organization and creating a leadership team and motivating individuals to do more than was originally expected because of their feelings of trust, loyalty and respect for the leader. Poole and Warner (2001) observed that it is characterized by charisma (exuding enthusiasm, encouraging expression of opinions, exhibiting a vision of individual attention to subordinates and intellectual stimulation.)

The definitions show that leaders have crucial roles to play in the levels of performance obtainable from their followers and that for a leader to be able to make a transforming impact on his followers he has to be able to elicit loyalty and trust in his abilities and capabilities from them. Also from the foregoing, transformational leadership can be seen in an overall sense to be about transforming the performance of the members of the organization as well the fortunes of the organization itself. It also focuses on followers as individuals rather than as a team and flows with Armstrong (2006) assertion that the prerequisite for any successful programme is the presence of a transformational leader. In support, He and Yu (2000) defined transformational leader as one who "motivates others to strive for higher-order goals rather than merely short term interest", They further state that transformational leaders go beyond dealing with day - to - day management problems to committing people to action and focusing on the development of new levels of awareness of where the future lies and commitment to achieve in that future.

Miner (1988) posits that transformational leaders motivate their followers to do more than they are originally expected to do and that they accomplish this in three ways:

1. By raising followers' levels of consciousness about the importance and value of designated outcomes and about ways of reaching them.
2. By getting followers to transcend their own self-interest for the sake of the team, organization or nation.
3. By altering followers' need levels on Maslow's need hierarchy or by expanding their portfolio of needs and wants.

This assertion flows with what Bass in Mullins (2002) recognizes as the arsenal of transformational leadership in motivating followers as:

1. Generating greater awareness of the importance of the purpose of the organization and task outcomes.
2. Inducing them to transcend their own self-interest for the sake of the organization or team; and
3. Activating their higher level needs.

He further itemized the following as the basic components of transformational leadership:

- a. Idealized influence - the charisma of the leader and the respect and admiration of his followers.
- b. Inspirational motivation - the behaviour of the leader which provides meaning and challenge to the work of the followers,
- c. Intellectual stimulation - leaders who solicit new and novel approaches for the performance work and creative problem solution from followers; and

- d. Individualized consideration - leaders who listen and give special concern to the growth and developmental needs of the followers.

Conceptualizing Organizational Citizenship Behaviour

Organizational citizenship behaviour as defined by Robbins and Coulter (2003) as the discretionary behaviour that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization. The concept is also seen as "work behaviour that goes beyond job requirements and contributes as needed to the organization's success, employee behaviours that are beyond the call of duty and employee behaviours that extend beyond the usual job duties" (Daft & Marcic, 2004 Kreitner and Kinicki, 2001 and McShane and Von Glinow, 2000). Though worded with different dicta, the four definitions above offer the same underlying' meaning as to what organizational citizenship behaviour is and the authors agree that organizational citizenship behaviour is typified by:

1. Helping others on one's work team, co-workers & customers/expression of personal interest in the work of others.
2. Avoiding unnecessary conflicts and tolerating imposition.
3. Volunteering for extended activities/performing tasks beyond normal role requirements/doing extra work when needed to the organization's success.
4. Making constructive statements about one's work group and the organization.
5. Being involved in organizational activities/looking for ways to improve products and procedures.
6. Care for organizational property.
7. Punctuality and attendance well beyond standard or enforceable levels.

Kreitner and Kinicki's research reveals that employees' citizenship behaviours were determined more by leadership and characteristics of the work environment than by an employee's personality and appears that managerial behaviour significantly influences an employee's willingness to exhibit citizenship behaviours.

Daft and Marcic (2004) are of the opinion that organizational citizenship behaviour is encouraged through applying knowledge of human behaviour in many ways such as selecting people with positive attitudes and personalities, helping them see how they can contribute and enable them to learn from and cope with workplace challenges. McShane and Von Glinow (2000) on the other hand recognized the following conditions as being essential for organizational citizenship behaviour:

- i. Perceived fairness of the company's treatment of employees:
 - correcting perceived injustice in the workplace
 - distributing rewards fairly
 - having a process in place to correct problems when employees feel unfairly treated
- ii. Degree to which employees hold strong ethical values, particularly a sense of social responsibility or conscientiousness.

These five dimensions of organizational citizenship behaviour as adopted by this study are:

- i. **Altruism:** This is voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his task under unusual circumstances. Altruism is a voluntary action, like helping another person (co-worker who has fallen behind in work) with a work problem, which ultimately benefits the organization. Helping behaviours between the staff is the most complex form of organizational citizenship behaviours.
- ii. **Courtesy:** This includes behaviour that focus on prevention of problems and/or taking steps to lessen the effects of a problem. This kind of behaviour would reduce intergroup conflict and time spent on managing conflict. It involves treating others with respect, preventing problems by keeping others informed of one's decisions and actions that may affect them and passing along information to those who may find it useful.
- iii. **Civic Virtue:** The term refers to responsible, constructive involvement and participation in the political decisions of the organization and reflects an employee's recognition of being part of the organization. It includes not just expressing opinions but reading one's mail, attending meetings, and keeping abreast of larger issues involving the organization; promoting the image of the organization, adherence to rules regarding attendance, punctuality, use of time, and respect for organizational assets and resources.
- iv. **Conscientiousness:** This refers to self-discipline, carefulness, deliberation and need for achievement. Conscientiousness is a pattern of going well beyond the minimum required.

MATERIAL/METHODS

Research Design

Research design refers to the plan or strategy of investigation devised to enable a researcher to answer the research questions as validly, reliably and economically as possible. It can also be defined as a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision or so that a hypothesis can be tested properly. The type of research design determines the amount of control a researcher has over the research environment and guides the decisions as to what or whom to observe, how to observe, how to analyze the data, and what types of statistical techniques to use (Wan, 2009).

The research design to be adopted in this study is the cross sectional survey design. A cross sectional research focuses at finding relationships between variables at a particular point in time and utilizes different groups of people who differ in the variable of interest but share other characteristics such as socioeconomic status and educational background, (Cherry, 2011 and Owen, 2002). It cross-analyzes factors within the data and is administered within a limited amount of time because external changes (social, political and cultural) may affect the attitudes of respondents as time progresses. In the opinion of Levin (2006), it is usually conducted to estimate the prevalence outcome of interest in a given population and the characteristics associated with, it at a specific point in time. The cross sectional survey

will be used to determine and measure the influence of transformational leadership on organizational citizenship behaviour of the workers in Rivers State Newspaper Corporation.

Population of the Study

The entire senior staffs of Rivers State Newspaper Corporation forms the population of this study. The staff strength of the Institution including the junior staff is six hundred and twenty - four (624). The component of this number is 301 senior staff and 323 junior staff.

Table 1: Rivers State Newspaper Corporation Staff Strength

S/N	Descriptions	Strength
1	Senior staff	301
2	Junior staff	323
	Total	624

Source: Staff Establishment, Rivers State Newspaper Corporation, nominal roll, 2018

Sample Size Determination

Sample size in the words of Peers in Bartlett II, Kotrlik and Higgins (2001) is one of the four interrelated features of a study design that can influence the detection of significant differences, relationships or interactions. It is used to draw inference from and to the overall population. Apart from the purpose of the study and population size, other criteria used to determine sample size are the level of precision, level of confidence or risk and the degree of variability in the attributes being measured (Israel, 2009 and Whitley and Ball, 2002).

Due to the large senior stall strength of Rivers State Newspaper Corporation, Yaro Yamane's statistical formula and Bowley's proportion allocation formula from Israel (2009) will be adopted to determine the sample size and he sizes of the units to be included from each of the stratum of the population for the study.

The sample size is thus determined using Yamane's Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = Total population

e = level of precision

For the purpose of this study 5% and 95% will be used for the levels of precision and confidence respectively. Therefore:

$$n = \frac{624}{1 + 624(0.05)^2}$$

Thus, (The overall sample size for (The study is 244 which represents 39% of the total population. The size of the units to be included from each of the stratum of the population is thus determined using Bowley's formula:

$$nh = \frac{n(Nh)}{N}$$

Where:

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nh = size of the stratum sought

n = The total sample size

Nh = the number of items in each stratum of the population

N = the population size.

Senior Staff:

$$nh = \frac{244(301)}{624}$$

$$= \frac{73444}{624}$$

$$= 117.89$$

118 is chosen

Junior Staff:

$$nh = \frac{244(323)}{624}$$

$$= \frac{78812}{624}$$

$$= 126.3$$

126 is chosen

Table 2: Allocation of Questionnaires

S/N	Staff Category	Strength	Questionnaire Allocation
1	Senior	301	118
2	Junior	323	126
	Total	624	244

Source: Survey Data 2012

Measuring Instrument

The instrument that will be used in this study is the questionnaire. This will be randomly administered (with the help of a couple of research assistants) by the researcher to all the designated number of workers at Rivers State Newspaper Corporation. To construct the questionnaire, the questions will take both structured/fixed response and the unstructured/open - ended format. This format enables the respondents to be precise with their answers and also free to express their opinion and indeed give the researcher the opportunity of getting additional knowledge or learn something new.

Sources and Types of Data

Both primary and secondary sources of data will be employed in this study. The primary data will be sourced directly from the workers who constitute the respondents under review. These are data that have never been used by any other researcher. The secondary data on the other hand are those already used by other researchers but found useful for the study. They include data from textbooks, magazines, gazettes, internet website, etc.

Validity of Instrument

This is a process of ensuring that the questions asked in the questionnaire attracts the responses that agree with what is desired bearing in mind the objectives of the study, the research questions and the formulated hypotheses that will eventually be tested (Igweonyia, 2006). In order to ensure that the above is realised, the services of a panel of about 3 experts in research methodology will be grafted to examine the construction of the questionnaires. The researcher's supervisor will also be involved in assessing the questionnaire from which the corrected one will be revised and drafted.

Reliability of the Instrument

This has to do with the degree of consistency of the responses received from the respondents and serves as a pointer to the stability and accuracy and hence the extent to which one could trust/depend on the result obtained with it. To ensure that the research instrument meets the reliability test, it will be subjected to the test retest strategy. As such, the instrument will be administered and re-administered on the workers at Rivers State Newspaper Corporation at a two week interval. The responses from this process will now be used to determine the reliability of the instrument.

Analytical Techniques

The data analysis in this research was based on a simple descriptive analysis of the frequency distribution of the relevant statistical information. This includes the construction and analysis of the simple frequency distribution tables of the type and number of responses, which were converted into percentages.

FINDINGS/DISCUSSION

Table 3: Senior Staff Responses on Influence of Transformational Leadership on Organizational Citizenship Behaviour

S/N	QUESTIONS	SD	D	U	A	SA
1	An understanding of the true needs of followers enhances leadership behaviours.	2 (2)	-	8 (7)	46 (43)	52 (48)
2	The way management relates to employees enhances extra-role behaviours	-	6 (6)	8 (7)	56 (52)	38 (35)
3	Indulgence in extra role behaviours reflect on the overall performance of the Institution	2 (2)	6 (6)	8 (7)	52 (48)	40 (37)
4	Employees of the Institution reciprocate the efforts of their leaders by adopting and personalizing organizational policies and goals whole heartedly.	6 (6)	22 (20)q	14 (13)	45 (42)	21 (19)

Source: Survey Data, 2012

Table 4: Junior Staff Responses on Influence of Transformational Leadership on Organizational Citizenship Behaviour

S/N	Questions	SD	D	U	A	SA
1.	An understanding of the true needs of followers enhances leadership behaviours.	3 (3)	6 (5)	2 (2)	52 (43)	56 (47)
2.	The way management relates to employees enhances extra-role behaviours.	6 (5)	2 (2)	5 (4)	68 (57)	38 (32)
3.	Indulgence in extra role behaviours reflect on the overall performance of the Institution.	5 (4)	9 (8)	4 (3)	53 (45)	48 (40)
4.	Employees of the Institution reciprocate the efforts of their leaders by adopting and personalizing organizational policies and goals whole heartedly.	9 (8)	20 (17)	18 (15)	44 (37)	28 (23)

A review of the table above indicates that an average of 54 and 43 junior staff members agreed and strongly agreed that transformational leadership behaviour impacts positively on employees' organizational citizenship behaviours; an average of 9 and 6 junior staff members disagreed and strongly disagreed that transformational leadership behaviour impacts positively on employees' organizational citizenship behaviours while an average of 7 junior staff members were undecided on the impact.

Tables 2 and 3 show that transformation leadership behaviours influence the employees to exhibit organizational citizenship behaviours as observed from the responses of both the senior and junior staff of Rivers State Newspaper Corporation.

Table 5: Senior Staff Responses on Influence of Idealized Influence and Inspirational Motivation on Organizational Citizenship Behaviour

S/N	Questions	SD	D	U	A	SA
1	My leader's display of positive attitudes makes me willing to tolerate less than the ideal circumstances without complaining	2 (2)	12 (11)	19 (18)	48 (44)	27 (25)
2	I find it very easy to be disciplined because my leader influences my ideals and improve my morality.	2 (2)	-	15 (13)	59 (55)	32 (30)
3	My leader focuses on higher order ideals and values that make me treat others with respect and prevent problems by disclosing information on decisions and actions.	4 (4)	8 (7)	4 (4)	43 (40)	49 (45)
4	I voluntarily provide assistance to my colleagues with problems to complete their tasks because my leader exhibits the highest level of morality and selfless ideal causes.	-	-	16 (15)	52 (48)	40 (37)

5	I trust and respect my leader because he does the right thing rather than ensuring we do things right.	2 (2)	-	2 (2)	36 (33)	68 (63)
6	My leader spurs me to promote the image of the organization and adhere to rules-regarding use of time by doing the right thing.	10 (9)	5 (5)	-	38 (35)	55 (51)
7	My leader's ability to communicate a vision with confidence and enthusiasm makes me to tolerate the inevitable inconveniences and impositions of work.	8 (7)	4 (4)	1 (1)	55 (51)	40 (37)
8	I consciously go beyond the minimum required levels of performance in all organizational matters because my leader provides challenge and meaning for activities.	6 (6)	8 (7)	6 (6)	80 (74)	8 (7)
9	I always take steps to lessen the effect of a problem because my leader displays confidence and enthusiasm.	2 (2)	-	-	45 (42)	60 (56)
10	Our leader articulates and represents visions in a way that challenges us to help those who fall behind with work problems to the benefit of the firm voluntarily	9 (8)	12 (11)	7 (7)	58 (54)	22 (20)
11	I recognize myself as being part of the organization and is always ready to exert extra effort because my leader inspires beliefs in just causes in me.	12 (11)	2 (2)	4 (4)	40 (37)	50 (46)
12	My leader's behaviours of action orientation and confidence building make me committed, loyal and involved in protecting the organization's assets.	3 (3)	13 (12)	8 (7)	43 (40)	41 (38)1

Source: Survey 2012

Averagely in this table, while 5 stall members strongly disagreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviours and 5 also disagreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviour as observed from the above table; 41 of them strongly agreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviour and 50 simply agreed that. Only an average of 7 among the staff members was undecided as it concerned the relationship between idealized influence and 'inspirational motivation components of transformational leadership behaviours on organizational citizenship behaviour of employees.

Table 6: Junior Staff Responses on Influence of Idealized Influence and Inspirational Motivation on Organizational Citizenship Behaviour

S/N	Questions	SD	D	U	A	SA
1	My leader's display of positive attitudes makes me willing to tolerate less than the ideal circumstances without complaining	10 (8)	12 (10)	18 (15)	53 (45)	26 (22)
2	I find it very easy to be disciplined because my leader influences my ideals and improve my morality.	1 (1)	14 (12)	6 (5)	60 (50)	38 (32)
3	My leader focuses on higher order ideals and values that make me treat others with respect and prevent problems by disclosing information on decisions and actions.	12 (10)	6 (5)	2 (2)	48 (40)	51 (43)
4	I voluntarily provide assistance to my colleagues with problems to complete their tasks because my leader exhibits the highest level of morality and selfless ideal causes.	11 (9)	18 (15)	9 (8)	57 (48)	24 (20)
5	I trust and respect my leader because he does the right thing rather than ensuring we do things right.	4 (3)	15 (13)	-	41 (34)	59 (50)
6	My leader spurs me to promote the image of the organization and adhere to rules-regarding use of time by doing the right thing.	5 (4)	17 (14)	2 (2)	39 (33)	56 (47)
7	My leader's ability to communicate a vision with confidence and enthusiasm makes me to tolerate the inevitable inconveniences and impositions of work.	4 (3)	7 (6)	2 (2)	56 (47)	50 (42)
8	I consciously go beyond the minimum required levels of performance in all organizational matters because my leader provides challenge and meaning for activities.	10 (8)	25 (21)	3 (3)	73 (61)	8 (7)
9	I always take steps to lessen the effect of a problem because my leader displays confidence and enthusiasm.	20 (17)	18 (15)	-	42 (35)	39 (33)
10	Our leader articulates and represents visions in a way that challenges us to help those who fall behind with work problems to the benefit of the firm voluntarily	7 (6)	8 (7)	-	60 (50)	44 (37)
11	I recognize myself as being part of the organization and am always ready to exert extra effort because my leader inspires beliefs in just causes in me.	8 (7)	21 (18)	1 (1)	46 (38)	43 (36)
12	My leader's behaviours of action orientation and confidence building make me committed, loyal and involved in protecting the organization's assets.	11 (9)	22 (19)	5 (4)	41 (35)	40 (33)

Source: Survey Data 2012,

This table above reveals that while only an average of 9 out of the 119 staff members strongly disagreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviours, an average of 15 of them simply disagreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance

organizational citizenship behaviours and an average of 4 of them made no comment at all with regards influence of idealized influence and inspirational motivation components of transformational leadership behaviours on organizational citizenship behaviours; an average of 40 of them on the other hand strongly agreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviours as contained in table 6 above and 51 of them agreed that idealized influence and inspirational motivation components of transformational leadership behaviours enhance organizational citizenship behaviours of employees.

The tables on idealized influence and inspirational motivation components of transformational leadership behaviours and organizational citizenship behaviours of employees indicate that both the senior and junior staff members are in agreement the relationship of the constructs under review with a whopping margin of 77% as against 23% who had different opinions.

Table 7: Senior Staff Responses on Influence of Intellectual Stimulation and Individualized Consideration on Organizational Citizenship Behaviour

S/N	Questions	SD	D	U	A	SA
1	I and my team mates are not easily aggrieved because our leader tends to promote new ideas and challenge our old ways of operation.	19 (18)	21 (19)	6 (6)	48 (44)	14 (13)
2	My achievement needs are aroused through my leader's deliberate efforts to promote my intelligence, rationality and problem solving abilities.	-	4 (4)	8 (7)	67 (61)	30 (28)
3	Intergroup conflicts and time spent in managing them are reduced because my leader helps us to become more innovative and creative.	4 (4)	-	12 (11)	70 (65)	22 (20)
4	As my leader relates to my intelligence and inculcates to me new ways of dealing with increasing diversities at work I help orientate new people even when it is not required.	1 (1)	28 (26)	10 (9)	49 (45)	20 (19)
5	The way my leader arouses and changes my problem awareness and solving abilities makes me to be responsibly and constructively involved in the political process of the organization.	2 (2)	2 (2)	4 (4)	50 (46)	43 (40)
6	I participate actively in the organization by expressing my opinions because my leader builds us through the use of thought and imagination with relation to beliefs and values.	8 (7)	6 (6)	3 (3)	52 (48)	39 (36)
7	i and my team mates whine and complain less because our leader supports us socially and emotionally.	9 (8)	6 (6)	3 (3)	54 (50)	36 (33)
8	Our leader's ability to give personal attention to our needs and capabilities/consider us individually helps us to act in deliberate manners towards the achievement of organizational goals.	2 (2)	16 (15)	6 (6)	63 (58)	21 (19)
9	When my leader pays attention to the developmental needs of his subordinates and supports us, it encourages us to pass along information to those who may find it useful.	-	2 (2)	-	62 (57)	44 (41)

10	My colleagues and i volunteer to assist others with work challenges to aid their career growth because our leader ensures our development by delegating duties as opportunities for growth.	4 (4)	2 (2)	2 (2)	65 (60)	35 (32)
11	My leader knows my needs and raises them to more mature levels that is why I meticulously read my mails/memos and keep abreast of larger issues involving the organization.	21 (19)	14 (13)	6 (6)	46 (43)	21 (19)
12	My leader uses delegation to provide opportunities for me to self- actualize and attain higher levels of developments; as a result i attend functions that are not required but help the firm's image.	18 (16)	16 (15)	5 (5)	45 (42)	24 (22)

Source: Survey Data, 2012

The above table shows that 29 senior staff members on the average strongly agreed that intellectual stimulation and individualized consideration component its of transformational leadership behaviours affect employees' display of organizational citizenship behaviours while an average of 56 of them agreed that intellectual stimulation and individualized consideration components of transformational leadership behaviours affect employees' display of organizational citizenship behaviours positively as deduced from the table above. On the other hand, an average of 7 of the academic staff members strongly disagreed that intellectual stimulation and individualized consideration components of transformational leadership behaviours affect employees' display of organizational citizenship behaviours positively, 10 of them simply disagreed while only an average of 5 were undecided as to the role of intellectual stimulation and individualized consideration components 01' transformational leadership behaviours on employees' display of organizational citizenship behaviours.

Table 8: Junior Staff Responses on Influence of Intellectual Stimulation and Individualized Consideration on Organizational Citizenship Behaviour

S/N	Questions	SD	D	U	A	SA
1	I and my team mates are not easily aggrieved because our leader tends to promote new ideas and challenge our old ways of operation.	23 (19)	12 (10)	7 (6)	53 (45)	24 (20)
2	My achievement needs are aroused through my leader's deliberate efforts to promote my intelligence, rationality and problem solving abilities.	19 (16)	26 (22)	-	42 (35)	32 (27)
3	Intergroup conflicts and time spent in managing them are reduced because my leader helps us to become more innovative and creative.	11 (9)	30 (25)	7 (6)	33 (28)	38 (32)
4	As my leader relates to my intelligence and inculcates to me new ways of dealing with increasing diversities at work I help orientate new people even when it is not required.	-	27 (23)	6 (5)	66 (55)	20 (17)
5	The way my leader arouses and changes my problem awareness and solving abilities makes me to be responsibly and constructively involved in the political process of the organization.	7 (6)	13 (11)	3 (3)	54 (45)	42 (35)

6	I participate actively in the organization by expressing my opinions because my leader builds us through the use of thought and imagination with relation to beliefs and values.	9 (8)	14 (12)	4 (3)	52 (44)	40 (33)
7	I and my team mates whine and complain less because our leader supports us socially and emotionally.	5 (4)	28 (24)	2 (2)	48 (40)	36 (30)
8	Our leader's ability to give personal attention to our needs and capabilities/consider us individually helps us to act in deliberate manners towards the achievement of organizational goals.	-	25 (21)	-	68 (57)	26 (22)
9	When my leader pays attention to the developmental needs of his subordinates and supports us, it encourages us to pass along information to those who may find it useful.	12 (10)	16 (13)	1 (1)	58 (49)	32 (27)
10	My colleagues and I volunteer to assist others with work challenges to aid their career growth because our leader ensures our development by delegating duties as opportunities for growth.	13 (11)	31 (26)	-	47 (40)	28 (23)
11	My leader knows my needs and raises them to more mature levels that is why I meticulously read my mails/memos and keep abreast of larger issues involving the organization.	14 (12)	30 (25)	3 (3)	54 (45)	18 (15)
12	My leader uses delegation to provide opportunities for me to self-actualize and attain higher levels of developments; as a result I attend functions that are not required but help the firm's image.	16 (13)	28 (24)	4 (3)	50 (42)	23 (19)

Source: Survey Data, 2012

Table 8, above shows that 30 junior staff members on the average strongly agreed that intellectual stimulation and individualized consideration components of transformational leadership behaviours positively affect employees' display of organizational citizenship behaviours while an average of 52 of them simply agreed that intellectual stimulation and individualized consideration components of transformational leadership behaviours affect employees' display of organizational citizenship behaviours positively. On the other hand, an average of 11 junior staff members strongly disagreed that intellectual stimulation and individualized consideration components of transformational leadership behaviours positively affect employees' display of organizational citizenship behaviours, 23 of them disagreed with the assertions on the relationships between the constructs under review while only an average of 3 were undecided.

The last two tables show a strong agreement between the opinions of both the academic and non-academic staff members with regards to the influence of intellectual stimulation and individualized consideration components of transformational leadership behaviours on employees' display of organizational citizenship behaviours in Rivers State Newspaper Corporation. Influence of Transformational leadership on Organizational Citizenship Behaviour Behaviour is a vital aspect of relationship the world over, be it private, public or organizational relationship. It is the bedrock of activities used to determine how far a project can go. Behaviours both at work, family, etc, are reactors. This means they result from external factors/influences such as the leader behaviour in operation at the organization. Transformational leadership is at one of the higher levels of motivation and

morality. The definitions of Mullins (2002), Lewis, Goodman and Fandt (2001), Poole and Warner (2001) show that leaders have crucial roles to play in the levels of performance obtainable from their followers and that for a leader to be able to make a transforming impact on his followers he has to be able to elicit loyalty and trust in his abilities and capabilities from them. Also from the review of literature it was observed that transformational leadership can be seen in an overall sense to be about changing the performance of the members of the organization as well as the fortunes of the organization itself. Furthermore the reviewed literatures reveal that transformational leadership significantly enhanced both altruism and conscientiousness, however, civic virtue was significantly lower when the leader displayed transformational behaviours. There was also marginal support for sportsmanship being negatively affected by transformational leadership but no support was found in the case of courtesy.

Organizational citizenship behaviour on the other hand is seen as the discretionary behaviour that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization (Daft and Marcic, 2004; Kreitner and Kinicki, 2001, McShane and Von Glinow, 2000 and Robbins and Coulter (2003).

Kreitner and Kinicki's (2001) research reveals that employees' citizenship behaviours were determined more by leadership and characteristics of the work environment than by an employee's personality and appears that managerial behaviour significantly influences an employee's willingness to exhibit citizenship behaviours. Daft and Marcic (2004) are of the opinion that organizational citizenship behaviour is encouraged through applying knowledge of human behaviour in many ways such as selecting people with positive attitudes and personalities, helping them see how they can contribute and enable them to learn from and cope with workplace challenges.

The findings and analysis of this study from tables 3 and 4 also lends weight to these opinions where an average of 185 staff members of Rivers State Newspaper Corporation responded agree that an understanding of the true needs of followers enhances leadership behaviours which in turn enhances extra-role (citizenship) behaviours from employees. They also agree that employees of the Institution reciprocate the efforts of their leaders by adopting and personalizing organizational policies and goals whole heartedly which also reflect on the overall performance of the Institution as against 42 respondents who did not affirm. Modassir and Singh (2008) supports that transformational leadership is a multifaceted, complex and dynamic form of influence in which leaders affect followers by highlighting different aspects of the followers' social self-concept and change their focus from one level to another. They further opine that it determines the perception of followers either primarily in terms of their relationship with the leader or in terms of their organizational group membership. Meanwhile Podsakoff, et al. (2000) found using the bivariate correlations that transformational leadership as one of the antecedents of organizational citizenship behaviour has consistent and positive effects on almost every form of citizenship behaviour and further asserts that a leader plays a key role in influencing organizational citizenship behaviour.

Influence of Idealized Influence and Inspirational Motivation on Organizational Citizenship Behaviour

Modassir and Singh (2008) suggest that transformational leadership behaviours are likely to result in a wide range of outcomes at the personal level (e.g., followers'

empowerment, extra effort) and at the group or organizational level (e.g., unit cohesiveness, collective efficacy). These effects are produced primarily by priming the followers' relational self and promoting identification with the leader, Kark and Shamir (2002). This is an outcome of the leader's ability to ideally influence his followers which as can be deduced from the study is the leadership behaviour wherein the leader behaves so that followers seek to emulate with their own action.

Modassir and Singh (2008) further opined that followers of transformational leaders who are willing to focus on their relational self would be motivated to enhance the well-being of the leader by being cooperative, loyal, and committed and that this means that these followers are drawn into exhibiting sporty, conscientious and civic characteristics. The answers of the respondents in this study as observed from questions 1 - 6 in tables 6 and 7 (for senior and junior staff members respectively) support these assertions that leaders' who ideally influence their follower induce them to be sporty, civic and conscientious in their behaviours as well be altruistic and courteous. The literatures reviewed in this study did not reflect the influence of idealized influence on the last two citizenship behaviours but this study found that they are also outcrops of the idealized influence component of transformational leadership.

To Modassir and Singh (2008), the most significant effect of transformational leadership behaviours is that of influencing followers to transcend self-interests for the sake of the welfare of the organization. This is a display of conscientiousness and the product of the leader's inspirational motivation characteristic. They refer to an inspirational motivation leader as a superior whose acts cause his subordinates to perform better at work, instills pride in individuals by using pep talks and motivational speeches to build organizational morale and uses his or her own behaviour to set an example of what is expected. Inspirational leader behaviours include action-orientation, confidence-building, inspiring belief in the cause which often leads followers to be committed, involved, loyal, and ready to exert extra effort. These are conscientious, civic and sporty behaviours are extractable from follower when leaders are inspirational motivators. In Wan (2009), the study opines that a good citizen is an employee who offers support to the organization, even when such support is not verbally demanded. Good citizenship includes a variety of employee behaviours such as taking on additional assignments, voluntarily assisting people at work, keeping up with developments in one's profession, following company rules (even when no one is looking), promoting and protecting the organization, keeping a positive attitude, and tolerating inconveniences at work when inspired (Modassir and Singh, 2008). The above observations as reviewed in the literature are more encompassing in their view in the sense that the studies found all the organizational citizenship behaviour components (altruism, courtesy, civic virtue, conscientiousness and sportsmanship) responsive to leaders who are inspirational motivators. This is more in line with the findings of this, study as analysed in tables 6 and 7 questions 7-12 responses from both academic and non-academic staff members which reveal that employees' respond positively to a leader who is an inspirational motivator by exhibiting all the forms of organizational citizenship behaviours (altruism, courtesy, civic virtue, conscientiousness and sportsmanship).

Influence of Intellectual Stimulation and Individualized Consideration on Organizational Citizenship Behaviour

Madhu and Krishnan (2005), state that transformational leadership is negatively related to sportsmanship and civic virtue. This could be because the game was a creative game that by itself encouraged intellectual stimulation, which was further augmented by the intellectual stimulation provided by the leader. They are also of the opinion that intellectual stimulation might be negatively related to organizational citizenship behaviours because the continual pressure to think of new and better ideas and ways of doing things is likely to cause followers to increase their focus on in-role aspects of their behaviours at the expense of extra-role behaviour. They also suggest that managers who continually try to get their subordinates to identify better ways of doing their jobs tend to have subordinates who are less willing to help others, be good sports, and exhibit civic virtue. But intellectually stimulating behaviours as found by the present study often require displaying unconventional behaviours that may surprise other organizational members, yet is effective in achieving organizational goals. This is because the case of jobs involving highly creative skills and constant questioning of status quo however are different; this could be particularly relevant in today's environment of uncertainty where employees have to constantly question the way they do things in order to survive. Though reviewed literatures tend to believe that transformational behaviours in such jobs would predict a decline in sportsmanship and civic virtue of the employees this study found differently as it concerns the Nigerian setting, particularly in Rivers State Newspaper Corporation. Modassir and Singh (2008) on the other hand found that transformational leadership behaviour such as intellectual stimulation increases the followers' feeling of self-worth because they transmit the message that the leader believes in the followers' integrity and ability. It boosts intrinsic motivation and the followers are encouraged to challenge the status quo and the old ways of doing things. They also found from Jung, Chow, and Wu (2003), Dvir et al. (2002) that transformational leadership has significant, and positive relations in terms of both empowerment and fostering an innovation-supporting organizational climate and improves engagement in the task and specific self-efficacy. They confirmed the hypothesis that follower development can influence performance to show that transformational leadership affects development as well as performance. They strongly believe that transformational leadership enhances organizational citizenship dimensions of altruism and conscientiousness. Transformational leaders motivate their followers to perform beyond expectations and significant increase in display of altruism and conscientiousness is in support of that effect. These altruistic, conscientious and civic behavioural displays are results of the leader's ability to intellectually stimulate his subordinates and contrasts with the findings of Madhu and Krishnan (2005) on civic virtue.

It has been observed from the opinions of Bass (1999) that intellectual stimulation has significant relationships with altruism, courtesy and conscientiousness and is a weak predictor of sportsmanship and civic virtue. This he said is because subordinates show more of helping and compliance behaviours when they perceive their leader as transformational. His opinions contradict with those of Lews et al. (2001) and Podsakoff et al., (1990), authors reviewed in his study that managers who exhibit intellectual stimulation behaviour tend to have staff that are less productive and less willing to help others, be good sports, and exhibit civic virtue. He also disputes with their opinions that leaders who always try to get their employees to find better ways of doing their jobs (showing intellectual stimulation

behaviour) create ambiguity' and are perceived a less trustworthy and cause employees to focus more on identifying ways of working "smarter" at the expense of working "harder", which results in staff members' citizenship behaviours being negatively affected. Though the works of Bass (1999) lends support to the views of Madhu and Krishnan (2005) with regards to the negative effects of intellectual stimulation on sportsmanship and civic virtue it also supports that it positively impacts altruism, conscientiousness as did Modassir and Singh (2008) and further states that it enhances courtesy, which neither group of authors recognized. The present study further contradicts with some of their findings by revealing that intellectual stimulation boosts employees' morale and makes them amenable such that they display all the dimensions of organizational citizenship behaviours as observed from the analysis in tables, questions 16 of both senior and junior staff members. Individualized consideration on the other hand focuses on followers as individuals rather than as a team and is the prerequisite for any successful programme, (Armstrong, 2006). Modassir and Singh (2008) found that by means of individualized consideration, a leader addresses issues of competence, meaningfulness and impact with each team member; and encourages continued individual development. They further opined that transformational leaders can have a dual effect: exerting their influence on followers through the creation of personal identification with the leader and social identification with the work unit, and that these different forms of identification can lead to differential outcomes. These are conscientious, courteous and civic virtues of a follower whose leader gives personalized attention. This means that the study is not in support that individualized influence enhances sporty and altruistic behaviours and also contrasts with the findings of this study that employees also behave in sporty and altruistic ways when their leaders consider them individually as deduced from questions 7- 12 in tables 7 and 8 of both categories of staff members' responses. Madhu and Krishnan (2005) supports this through their findings on Impact of Transformational Leadership and Karma-Yoga on Organizational Citizenship Behaviour that individualized support and intellectual stimulation were the key, determinants of both trust and satisfaction. Though in their opinion individualized consideration positively affected while intellectual stimulation negatively affected Organizational Citizenship Behaviour. They are also of the view that transformational leaders through individualized support enhance optimism among followers because to them optimistic employees are more likely to be productive and engage in sportsmanship, which is one aspect of Organizational Citizenship Behaviour. They further reiterate that aggregate citizenship behaviours would improve group performance because they help people work together. This they say is because employees who help each other would not have to go to supervisors for help, leaving the supervisors free to do things that are more important and also help coordinate activities among team members and across groups. This is the altruistic dimension of citizenship behaviours which also responds to individualized consideration as seen from some of the reviewed literatures and the findings of this research work.

Most of the literatures reviewed in this study were based on studies conducted in Western cultures as there is dearth of literatures and studies based on the Nigerian setting. This notwithstanding, some of the findings collaborate with previous findings while some contradicts. The study revealed that transformational leadership behaviour and its components (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) are positively significant to all dimensions of organizational

citizenship behaviours (altruism, conscientiousness, courtesy, civic virtue and sportsmanship).

CONCLUSION

Organization citizenship behaviour is dependent on the perception employees have on their work environment; especially their colleagues and superiors. The behaviour employee's exhibit affects their individual and overall organizational performance. The achievement of organization objectives, therefore, demands that employee behaviours be geared into collective interests to boost organizational citizenship behaviours.

To achieve desirable behaviours at workplace, transformational leadership becomes a necessity to lift the visions of the followers to a higher level, raise the standard of performance and develop their personality beyond their expectations. Managers extend their virtues to benefit their employees who in return transform themselves in imitation of their leader. This creates selfless and committed team capable of exerting extra effort to improve good relation at workplace and increase productivity.

Recommendations

With regards to the findings of previous studies conducted and the present research work the recommendations are as follows:

1. It takes a creative mind to effectively evaluate the present, and control unpredictable human behaviour. The creative process requires more than reasoning, it involves a feeling of experimentation with ideas, ruled by intuitive hunches and inspired by the unconscious. This should be considered when deciding who manages the affairs of an organization not merely educational qualification; the majority of well-educated men are incapable of original thinking because they are unable to free themselves from the tyranny of reason. Their imaginations are blocked with bookish knowledge, set principles and already established policies.
2. The Bible says "where there is no vision, the people perish". We understand that it is the dream within the person that counts more than anything else. If a manager can give the subordinates a vision - a creative idea of what the organization intends to achieve - and press and push undeviating towards its accomplishment, he stands to have loyal and committed workers by simply giving them a future and a hope. This means that it is needful for organizational leaders to be visionary/proactive personalities.
3. The degree to which a manager can create relationship which facilitates the growth of his subordinates as separate individuals is a measure of achievement he can contribute to the organization. Transformational leaders at all times should seek to transform the people who follow them into eminent, distinguished and celebrated personalities because people are always eager to follow when they feel that their interests are considered. This is to say that for organizational employees to be able to transcend the ordinary to the extra-role behaviour performance, affable and adaptable leaders should be put in place to better harness the individual qualities of each employee to the good of the organization.
4. It was argued from some of the literatures consulted that intellectual stimulation provided by the leader creates inverse relationship between transformational leadership and civic virtue. To curb this, leaders should sometimes make the people around them

enthusiastic about their jobs by sacrificing their time and energy in the jobs of their followers.

5. An old Chinese proverb says, "I hear and I forget, I see and I remember, I do and I understand". Leaders should influence their subordinates through their behaviours, that is, by what they do (leadership by example) and what they make them see. Most workers are pragmatic and need to be convinced that what they are about to do is practicable. At all times, managers must endeavour to communicate in the language the subordinates will understand. Communication is a means of providing the people information about what is going to happen, and of giving the worker a feedback on how his effort is received. Signs and symbols can also be used to tell about what is obvious or reveal the unknown without saying a word.
6. Leaders should apply some sense of humour in exercising the authority and not try to rigidly exert compliance and control. Subordinates tend to avoid leaders that express much power or they tell him what they think he likes to hear; lend support to previous agreements rather than do what is right/should be done.
7. Since the input demands of every organization are not the same, there is need for organizational managers to study the working conditions and demands of their organization per time and then accordingly choose what behaviour he or she should exhibit, based on what organizational citizenship behaviours of the follower is more important in the given context. For example, in a team-based operation; sportsmanship might be more important than in an operation that requires the employee to work on his or her own. In such cases, the display of the studied leader behaviours might be detrimental to organizational effectiveness. Therefore, the manager must choose the more relevant organizational citizenship behaviours to the workplace and accordingly modify his or her own behaviour as a leader in order to increase organizational effectiveness.

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