The Role of Leadership Styles in Organizational Citizenship Behavior

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Abstract: Leaders are thought to be the most important part of any organization as they show the ways for individuals by directing organizational activities toward a mutual goal. As organizations face new obstacles in creating a profitable place within relentless markets filled to the brim with ambitious individuals, skilled leaders are one of the primary links necessary for surmounting the aforementioned challenges. The research is set to observe the relationship between leadership styles and organizational citizenship behavior in family enterprises located within Bosnia and Herzegovina; these are enterprises that are typically sorted into small and medium-sized enterprises in these lands. The analysis was conducted between transformational and transactional leadership styles and their effect on organizational citizenship behavior and its five dimensions with a sample size comprising one hundred and eighty-eight (188) respondents. In other words, the contributions are meant to reflect the appropriate behavioral patterns to attain Organizational citizenship behaviors through the correct leadership styles. However, they are meant to be curated towards the region. The most lacking dimensions must be accurately targeted to have the largest effect. Additionally, theoretical implications exist in the same manner as practical but broader and more academic sense. In the case of this study, the primary dimensions uncovered to be the strongest and weakest contributors to the development of organizational citizenship behavior are sportsmanship and conscientiousness. Quantitative data were analyzed through Statistical Package for Social Sciences (SPSS). The research demonstrated that leadership styles contribute in unison to the increase of organizational citizenship behavior. The findings revealed significant relationships between Organizational Citizenship Behavior (Altruism, Courtesy, Sportsmanship, Conscientiousness, Civic Virtue) and two leadership styles. The research outcomes give greater depth to the related disciplines and future studies.

Keywords: *Organizational citizenship behavior, transformational leadership style, transactional leadership style, family business, Bosnia and Herzegovina*

INTRODUCTION

The goal of any individual is the pursuit of advancement and the accumulation of power within the social hierarchies, making it unsurprising that observation of individuals capable of operating within those positions is worthwhile. These people we call leaders are educated and qualified to utilize the power they are given to effectively steer the course that institutions, organizations, and subordinates must take to survive and thrive within the business world. It is someone who, no matter the obstacles, finds a way for people to obey them through inspiration, charisma, threats, or bribes. These actions are the seeds from which the follower's persona is formed and their impression of and respect for their leader. Looking at it this way, one can say that leadership is a set of operations that the individuals in charge utilize to influence the activities and behaviors of the group to achieve shared goals or vision (Yukl, 2013).

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Most leaders must embody certain values and principles by which their leadership is characterized; the followers, in turn, follow suit in the footsteps of their leaders out of a desire to follow them. Whether these values serve the leader's goals, greed, or ambitions are manifested towards the betterment of the organization, so long as they in some form serve the organization, followers will obey his directive. This influence over subordinates is used best by leaders who know what is most needed at the moment. By utilizing the varied leadership styles to provide the optimum satisfaction of organizational performance and to ensure the satisfaction of their needs, as well as the organizations and the followers', improvement is certain to come.

These are the leaders who are developing organizational citizenship behavior, meaning that followers are positively influencing the organization, behaviors that are flexible and promote the effective functioning of the organization without being related to the organizational reward system (Lee, Son, Lee, et al., 2011; Mwesigwa, Tusiime, & Ssekiziyivu, 2020; Organ & Ryan, 1995). However, it must be noted that this can only occur during situations where appropriate leadership styles fit (Hutahayan & Yufra, 2019; Indarti, Fernandes, Hakim, et al., 2017).

This research observed the impact of transformational and transactional leadership on the development of organizational citizenship behavior, focusing on the family business in Bosnia and Herzegovina. The oldest and most common structure of business ownership since the conception of civilization is that of the Family business. In most nations, family businesses represent a large percentage of all enterprises across various industries and contribute to the economy's growth and employment of the workforce. When it comes to Bosnia and Herzegovina, most people had to start over after the war, which meant starting a business of their own. For most, it was the only way to get back on their feet and support their families, leading to a constant, albeit slow, emergence of family businesses in Bosnia and Herzegovina.

Nevertheless, their importance for the development of the Bosnian economy kept increasing and still holds value to this day (Hadziahmetovic, 2021). The Institute for Small and Medium-sized Enterprises reported that whose contents are an attempt at framing a Review of essential characteristics of family enterprises, concluded that out of the 33 countries in which the analysis was carried out, not even a single definition of a "family business" satisfactorily applied to all areas of interaction such businesses become involved with, those being public and political discussions, legal regulations (OECD, European Training Foundation, European Union and European Bank for Reconstruction and Development, 2019; Podrug & Burazin, 2011). This inability to accurately explain has left even Bosnia with neither a clear definition nor distinction for family businesses within the total scope of enterprises operating in Bosnia and Herzegovina. Official data does state that within Bosnia and Herzegovina, Small and Medium-sized Enterprises (SMEs) account for 99% of the active companies (31435) and that they generate more than 60% of the national GDP (the Agency for Statistics of the Bosnia and Herzegovina, 2020).

But when it comes to the family businesses in Bosnia and Herzegovina, they are an opportunity for lifelong stabilization within the region and to safeguard and stabilize the local economy and production. It is due to this belief that it is expected from all levels of governance to support the development and strengthening of domestic industries and economies, as well as the entrepreneurial undertakings of the coming generations since they are and shall still be a large percentage of the GDP, which is directly necessary to satisfy the needs of the nation and its citizens. At the same time, it would open new workplaces, thus increasing the employment rate within such organizations. If Bosnia and Herzegovina are to be dragged from the unstable economic situation, the development of family businesses will be crucial to that undertaking.

Contribution of the Study

The contributions are found to be both theoretical and practical in their aspects. First of all, the topic and the material utilized in this work possess three theoretical components tackled by a large number of academics in a variety of dissertations: Organizational Citizenship Behavior, transformational leadership style, and transactional leadership style, although the five dimensions of OCB are discussed at a lower rate compared to the broader study on the styles, the citizenship behavior and their interactions within organizations, they are still the vital parts needed to produce the desired outcome, as such their study is mandatory for the sake of complete comprehension. When it comes to practical implications, the conduct, attitude, and environment perpetuated by both the leaders and followers can shift the course of an organization's future, that is to say, offer benefits in a variety of ways or disastrous and demoralizing consequences that may take decades to undo. The primary indicator of this is organizational citizenship behavior, often referred to as acts performed by the individual of their own volition without enforcement and even though they aren't

acknowledged by the organization's built-in reward allocating systems, and which at the same time encourage proper functioning within the organization (Bass, 1997). To properly manifest the desired environment, leaders must conduct themselves in a way that best suits the followers they represent, to lead in essence with the style that suits them or the situation that develops around them. Transformational leaders focus on the greater organizational needs and the possible ones. Opposite transformational, we have transactional leadership, whose focus is on the short-term, desiring to pursue stability and the tried and true methods when leading their respective followers.

Upon clear examination, the benefits mentioned above and contribution coincide with the outcomes and results of the research; that is to say, the models composed of the transformational and transactional leadership styles have indicated a neutral or equivalent prevalence within the developmental and propagation stages of OCB within the workplace. They are both necessary for establishing a necessary foundation from which OCB might grow and impact the varied workplaces within Bosnia and Herzegovina. The reasoning behind this assumption comes from the abject reality we encounter every day, for it is within the aspects of leadership that both detriments and benefits arise within the sense in which employees comfort themselves and the emotions they develop towards their assigned duties.

Looking at the weak development of transformational leadership, the lack of motivation becomes an evident indicator of poor communication of goals and ideals the environment is meant to strive for, which is what this study means to rectify by providing clear and achievable parameters through the proper allocation of time to training, preparation of manuals, an assortment of workplace equipment and simplistic guidelines. That way, new employees can easily comprehend and incorporate into their vocational habits. In transactional leadership, the proper observation of work done per set work hours can greatly assist in creating additional benefit and reward systems, specifically for workers doing more than their duties obligate them. A simple example of this can be providing additional workplace equipment, technology, transportation, or additional free hours, as well as the use of company services and the distribution of company promotions. This is a useful way to mitigate the turnover, absenteeism, and idleness from compulsory workplace attendance even though all the duties have already been seen. Since these leadership styles compound and complement each other, the rate of OCB is certain to grow at an exponential rate, leading not only to an increase in work effort and amount of goals accomplished but will also increase the quality of the performance exhibited by employees.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Most leadership concepts include a mechanism by which intentional influence is exercised over other individuals in a community or organization to direct, organize, and promote activities and relationships. To be more precise, one possessed of leadership is endowed with the ability to influence the behavioral patterns of one's followers in the way that best serves the achievement of goals (Yukl, 2013). We must confuse influence with neither power nor control for those who are separate from it. When we speak of influence, we talk about the ability of the leader to hold a certain amount of sway over the emotions, deeds, events, and choices of others. This influence is born from the leader's personal skill, knowledge, and experience, while power and control are hereditary aspects of leadership and privileges that arise from the position one holds. Different leadership styles have been created, changed, and developed over the last few decades, taking on important places not only in economics but in a multitude of fields in the world. These leadership styles can encourage or discourage workers, meaning that performance levels could fluctuate between lower and higher job performance in the organization (Belonio, 2012). It is also well known that leadership is important in public and private sectors and that it plays an important role in bringing changes that are required for effective management; as well, it is one of the most important factors of organizational effectiveness and efficiency. When it comes to leadership theories, they can be allocated into four categories, which are: trait, behavioral, contingency, transformational, and transactional theories (Peebles, 1999). Recent studies on leadership have significantly shifted from transactional to transformational leadership (Bass & Avolio, 1994), whereas our focus will be on these two styles.

Transformational and Transactional leadership

Today in the world, where we have many leaders and many leadership styles, it's hard to find the right leader who will motivate their employees to go beyond expectations. These leaders are extraordinary transformational leaders who influence and motivate followers and put their organization and employees in front of their interests. In contrast, the opposite of transformational leaders are transactional, and they can be described as leaders centered on the controlling, organizing, and short-term planning aspects of the basic management process.

According to Burns (1978), transformational leadership was first found to be influential. Upon comparing transformational leadership with transactional leadership, it was concluded that transformational leadership directly looks to the ethical and moral beliefs held by followers and uses them as a link towards addressing various moral and ethical problems, thus utilizing said beliefs and determination towards the improvement of the organization and its environment (Al-Musadieq, Nurjannah, Raharjo, Solimun, & Fernandes, 2018). On the other hand, transactional leadership influences followers through their desires and by offering suitable rewards and benefits. Later, newer theories of transformational leadership in organizations said that the leader focuses on followers' values and emotions (Bass, Avolio, & Atwater, 1996; Tichy & Devanna, 1986). Comparing these newer theories with Burns's, they focus more on achieving mundane day-to-day job objectives than followers' ethical and moral attitudes. Many theories of transformational leadership were given, but the theory formulated by (Bass et al., 1996) has influenced most leadership studies. Looking at transformational and transactional leadership are different; however, that doesn't mean that they are equally exclusive processes (Bass, 1995).

With transformational leadership, the followers believe that respect and loyalty are owed to the leader and consequently are inclined to do more than they initially demanded. In comparison, transactional leadership includes a process of exchange that might lead to displays of obedience to requests made by leaders, but it is unlikely to generate excitement and dedication to company objectives. This style might involve ethics related to the organization's transaction system and precepts such as sincerity, justice, and responsibility. Transactional leadership motivates followers by engaging with and sharing rewards for their self-interest, thus increasing affective commitment to the organization (Kim, Kim, Han, Jackson, & Ployhart, 2017). These activities include providing jobs, promotions, and a salary increase. Avolio and Bass (1988); Fernandes and Fresly (2017) understood transactional leadership to be characterized as the behavior of a leader that works within the previously established structure or organizational culture, has a predisposition to avoid and prevent risk from occurring, is mindful of deadlines and of keeping up efficiency, and mostly chooses process over the material as a way of upholding control. The skilled transactional leader is expected to be effective in stable, expected environments where monitoring activity against past performance is the most successful strategy.

Transformational leadership is centered around the self-actualization of followers, and according to Bass (1995), it enhances the enthusiasm and efficiency of followers more than transactional leadership. This is done through the development of collectivist goals based around comradery and togetherness rather than an ambitious individualistic drive, increasing the chance and willingness to work for the betterment of the organization (Peng, Liao, & Sun, 2020; Zhang, Xie, Wang, Morrison, & Coca-Stefaniak, 2020). These leaders are looking for new ways of working, looking for opportunities when it comes to risk, preferring long-term solutions to short term, and are unlikely to maintain the established order, meaning they are more likely to stir-up change. As such, they strive to not only be reactive to environmental conditions but also proactively affect and create new ones (Avolio & Bass, 1988).

This leadership style is useful in any environment or organizational culture (Hadžiahmetović, Demir, & Budur, 2022; Yukl, 2013). That's why today, many organizations are shifting their work from transactional leadership to transformational leadership to achieve more objectives. However, a larger prevalence and shift were found within business, military, industry, hospitals, and educational environments (Bass et al., 1996; Fernandes & Fresly, 2017). Also, transformational leadership appears more likely to control organizational citizenship behavior than transactional leadership style (Asgari, Silong, Ahmad, & Samah, 2008).

Dimensions of Transformational and Transactional Leadership

Inspired by the transformational model of Avolio and Bass (1988), the research has 4 parts of transformational leadership, them being:

Idealized influence: a set of behaviors responsible for developing admiration, trust, and respect towards leaders, creating a personality identification and a desire to emulate the leader's behaviors and qualities. This is primarily governed by the leader's charisma, determined by how a leader lives his life and how his genetic makeup is established. The transformational leader is endowed with a kind of allure and carries on like a role model affirming that he will be seen as admirable and credible (Kramer, 2007).

Inspirational motivation: behaviors that ask followers to seek new perspectives useful for comprehending previous assumptions and tackling known challenges uniquely. The ability is governed by wit or cleverness in the form of seeing more ways to overcome a situation and wisdom to impart to the followers when they find themselves stuck in

progress. Intellectual stimulation increases followers' capabilities to conceptualize, understand, and analyze problems and improve the quality of solutions (Bass & Avolio, 1990). By empowering followers to undertake modern solutions to issues, the leader must engage the follower and accept that disappointments might happen.

Individualized consideration: behavior composed of aspects of care and nurturing of talents and skills as a mentor figure. Make sure a follower understands what he lacks and accurately approaches his growth and training. The leader will act as a mentor to enable a team to learn through their experiences (Judge & Piccolo, 2004). This requires empathy and perception to realize what is missing and the right firmness to see it through. Every follower is different in their needs and goals. Some want more authority, some want a more limited part, and some want more educational opportunities. Because of all these, every transformational leader needs to plan for the individualized method while keeping the needs for the sake of the organization. In some studies, it has been shown that transformational leadership predicts organizational citizenship behavior in school environments (Jam, Akhtar, Haq, Ahmad-U-Rehman, & Hijazi, 2010; Nasra & Heilbrunn, 2016; Nguni, Sleegers, & Denessen, 2006), media companies (Engelbrecht & Schlechter, 2006), petrochemical companies (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), and in many different industries (Jam, Mehmood, & Ahmad, 2013; Krishnan & Arora, 2008; Lian & Tui, 2012; Piccolo & Colquitt, 2006; Wang, Law, Hackett, Wang, & Chen, 2005).

Looking back on transactional leadership, this style has 3 components, and they are:

Passive management-by-exception: It is the state which describes leading through reaction, where one observes the world he must lead and waits eagerly for the push to act. These people believe they are ready and capable of facing whatever comes their way. This means they stand by and watch for issues to emerge before any undertaking to fix them. People like this adhere to the stated systems of passive management-by-exception, only taking action within their area when the situation calls for it (Bass & Avolio, 1990; Jam et al., 2013). These leaders are observational types, focused on the act of recording mistakes and the creation of plans to deal with them once they occur.

Active management-by-exception: This is a form most aptly described as the overseer. A person who proactively maintains careful monitoring of people and assets. To them, a checklist must be passed daily to ensure stability; their idealized corporation is one with a solid foundation and constant upkeep of its day-to-day activities. In this manner, they are overbearing and, more often than not, unapproachable to the more timid employee, and their involvement with other personnel is limited to their duties. This makes them quick to respond to anything that is out of the ordinary, allowing them to focus on the issue and resolve it swiftly. This leader observes the environment, looking for any traces of deviating from the established standards and rules and taking corrective action then (Bass & Avolio, 1990). Additionally, this habitual recording of errors and mistakes makes the leader more prepared to provide feedback due to the extensive knowledge of their employees' involvement with the day-to-day activities (Avolio, Zhu, Koh, & Bhatia, 2004; Waheed, 2011).

Contingent reward: Contingent reward can be traced back to previous works done by Burns (1978). The most active form of transactional leadership is contingent reward. However, it is still less active than transformational leadership since, while one may be involved based on a contingent reward, that doesn't mean they will ever be engaged closely with the followers. The leader's main involvement during contingent rewards is the actual act of giving the reward to the employee as compensation for a job well done (Bass & Riggio, 2006). Leaders are the ones that inform the management; that is to say, they verify the eligibility of an employee's contributions to the advancement of organizational goals, which are then appropriately compensated with either pay, advancement, or job security (House, 1996; Waheed, Kaur, Ul-Ain, & Qazi, 2013). The problem with this form of leadership is that sometimes these leaders expend energy and time on pleasing and trying to understand entities that will not provide any benefit from further reward stimuli.

Organizational Citizenship Behavior

The term Organizational Citizenship Behavior was initially described in the 1930s by Chester Bernard, coining it "extra-role behavior." Afterward, Katz (1964) decided to use the term 'citizenship' as a template and representation of the workers that displayed 'extra-role behaviors' within the organization. By his definition: "workers that engage in citizenship behavior are valued by their managers since they make their jobs easier. The organizational effectiveness improves by allowing managers extra time to perform managerial tasks" (Katz, 1964; Waheed et al., 2013).

The most commonly referred to articles regarding the proper examinations, definitions, and uses of OCB can be found in those published by (Bateman & Organ, 1983), where their definitions state that 'extra-role behavior' is a form of spontaneous and innovative behavior, while 'in-role behavior' alluded to the understanding of required

technical expertise and performance that was demanded from the employee by the job requirements and the supervisory management. OCB is not bound by the stereotypical performance measurements utilized by organizations as a way of gauging minimal work necessary for an employee to accomplish to be considered productive. Instead, it reflects the actions an employee takes as he organically exceeds the minimum obligations placed upon him and promotes the welfare of co-workers and the groups that encompass them (Organ & Ryan, 1995; McShane & Von Glinow, 2015).

When it comes to monitoring productivity and output quality within an organization, organizational citizenship behavior as a concept of said monitoring is considered significant and useful (Moorman, 1991). OCB's pros arise from the simplistic but effective compounding effects of a boost in productivity thanks to the; cooperation midst employees towards the meeting of deadlines, attracting and retaining valuable workers via the establishment of a positive workplace where help is freely offered and where one feels they belong (Organ, Podsakoff, & MacKenzie, 2005; Waheed, 2010). Also, organizational citizenship behavior significantly affects the creation of social companies within the organization, assisting in the development of improved discourse and a more potent socializing effect within worker groups (Organ et al., 2005). OCB can also benefit organizations regarding promotion and selling, as well as an increase in performance and enhancement of day-to-day operations (Podsakoff & MacKenzie, 1997).

Over the course of several more years, a multitude of researchers expanded OCB, and the understanding of it went through further evolutionary growth. Five unique-dimensions-of-OCB were-identified; altruism, civic virtue, conscientiousness, sportsmanship, and courtesy (Organ & Ryan, 1995).

Altruism: Altruism within OCB refers to assisting behavior, meaning the assisting of co-workers when it comes to resolving issues and hardships within the workplace (Organ & Ryan, 1995). The most common examples of this behavior are lending a hand to fellow employees when they are overburdened with work or when they need to catch up with piled-up work, which grew in their absence due to a situation that was out of their control.

Civic virtue: Podsakoff et al. (1990) define civic virtue as "the behavior displayed by employees, which insinuates a responsible involvement within the political life of the organization, activities akin to attending meetings and reading intramural mail." The behavior characteristic of civic virtue can be detailed as follows; regular attendance at meetings, constructive suggestions provided during meetings and regular company surveys, and all beneficial contributions to the organization.

Conscientiousness: In organizational citizenship, behavior is well considered the do-gooder or the overachiever dimension. Smith, Organ, and Near (1983) "a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources and related matters of internal maintenance." This behavior is often categorized as the individuals' desire to go well beyond the minimum performance requirements. However, the motive for a said drive can vary, be it a personal improvement, ego, or compensation. Podsakoff et al. (1990) defined conscientiousness as going beyond the call of duty, although within the confines of an organization, he offered examples of; above-average to total attendance, as well as an adherence to rules, regulations, and break times.

Courtesy: Courtesy is the establishment of polite and respectful behavior towards other co-workers as well as superiors to prevent unnecessary problems brought about as a result of falsely perceived slights and disrespect. This behavior can be considered simple gestures such as greetings, consulting, requesting permission, and asking for advice before proceeding with a set of actions. This behavior primarily focuses on preventing work-related problems before they even occur, typically through acts of kindness and helping fellow employees (Podsakoff et al., 1990). Employees who strive to be courteous benefit the company greatly in their attempts to avoid confrontation, problem creation, and escalation, thus reducing intergroup conflict and providing managers with relief. This way, the management does not need to worry as much about the possibility of spiraling into repetitive crisis management patterns resulting from intergroup conflict (Podsakoff & MacKenzie, 1997; Smith et al., 1983).

Sportsmanship: Sportsmanship is additionally defined as the capacity of the individual to persevere and acclimate to the struggles that might emerge within the business environment without refusing to perform or submitting physical and vocal complaints (Boerner, Eisenbeiss, & Griesser, 2007). Podsakoff et al. (1990) state that sportsmanship is the ability of an individual to endure harsh working conditions without voicing any complaints.

According to previous research, it is hypothesized that:

H1: *Transformational leadership style is positively related to Organizational citizenship behavior.*

H1a: *Transformational leadership style is positively related to altruism.*

H1b: *Transformational leadership style is positively related to courtesy.*

H1c: *Transformational leadership style is positively related to civic virtue.*

H1d: *Transformational leadership style is positively related to sportsmanship.*

H1e: *Transformational leadership style is positively related to conscientiousness.*

H2: *Transactional leadership style is positively related to OCB.*

H2a: *Transactional leadership style is positively related to altruism.*

H2b: *Transactional leadership style is positively related to courtesy.*

H2c: *Transactional leadership style is positively related to civic virtue.*

H2d: *Transactional leadership style is positively related to sportsmanship.*

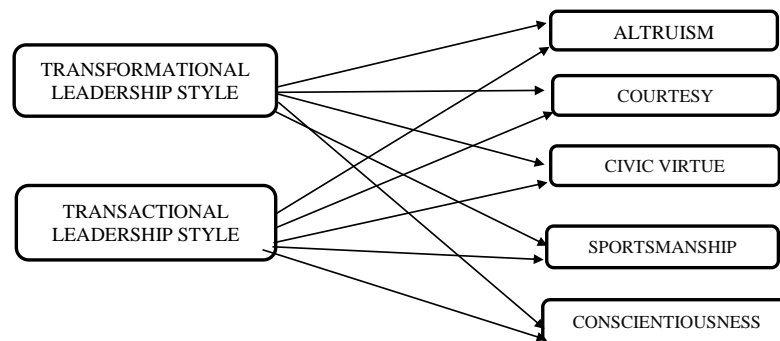**H2e:** *Transactional leadership style is positively related to conscientiousness.*

Figure 1 *Research Model*

METHODOLOGY

Sample and Data collection

The pool of potential for the development of family businesses is extraordinarily deep in Bosnia and Herzegovina, especially with the adaptability of subjects ready to assimilate with all manner of new paradigms to further future economic growth. Therefore, the study sample of 188 employees working in family businesses in Bosnia and Herzegovina was perfect for this research. Altogether, the respondents were 129 (68.61%) females and 59 (31.3%) males employed in different family businesses. Out of 80 answers (42.5%) were within the age range from 18 to 25 years, 38 (20.2%) were from 26 to 35 years of age, 37 (19.6%) were from 36-50 years of age, and 33 (17.5%) were aged 50+. The level of education the questioned subjects possessed was as follows: 44 (23.4%) finished high school, 119 (62.1%) finished University, 23 (12.2%) have a Master's degree, while 2 (1.06%) of them have a Ph.D. Furthermore, 41 (21.8%) of respondents cited that their experience is less than one year, 23 (12.2%) of them have 1 year of work experience, 18 (9.5%) have 2 years, 13 (6.9%) have 3 years, 6 (3.1%) have 4 years, and 87 (46.2%) of them have 5+ years of experience.

The questionnaires were collected via Google docs while maintaining the participants' anonymity. Contact with Participants was established via e-mail, which was necessary for completing the questionnaire; it should be noted that the participants' involvement was entire of their own volition. From English to Bosnian, the questionnaire had to be translated. Academia screened and deemed passable by adapting the survey to another language. The queries were deemed understandable and concurrent.

Instrumentation

The-simple-sampling-technique-was used to direct the survey to collect the vital data for this research, focusing on family businesses in BiH. Four questions were used: demographics, organizational citizenship behaviour, transformational, and transactional leadership. All of the data was collected by using a survey using a 5-point Likert scale, structuring items from 1 (strongly disagree) to 5 (strongly agree).

The dependent variable OCB was measured by altering (Podsakoff et al., 1990). The 24-item scale measures OCB's five subscales/dimensions, specifically altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. It measures the items on a 5- point Likert scale, ranging from 1 = 'Strongly Disagree' to 5 = 'Strongly Agree.'

The five dimensions of organizational citizenship behaviour can be described as:

a) Altruism (5 items)- e.g., Helps others who have heavy workloads.

b) Courtesy (5 items)- e.g., Considers the impact of his/her actions on coworkers

c) Civic Virtue (4 items)- e.g., keep abreast of organizational changes.

d) Sportsmanship (5 items)- e.g., Consumes a lot of time complaining about trivial matters

e) Conscientiousness (5 items)- e.g., Believes in giving an honest day's work for an honest day's pay.

The independent variables, transformational and transactional leadership measurements, were attained by the responses found within the Multifactor Leadership Questionnaire (MLQ), that is to say, the results that came from it. The survey itself was based on (Bass, 1997), and it was composed of 32 items, which themselves belong to the variables of Transformational and Transactional leadership.

RESULTS

In summary, one hundred and eighty-eight (188) respondents completed the 55- item questionnaire with demographic questions. Before the analysis was done, the reversal of the reverse questions was already completed. Standard deviations and correlations between the variables were addressed to analyze the data mean.

As such, in Table 1, a matrix of mean, standard deviation, and correlations was conducted among the variables. According to the data, the consistency of replies throughout the questionnaire was consistent.

Table 1 *MEAN, STANDARD DEVIATION, AND CORRELATION*

Variables	Mean	SD	1	2	3	4	5	6	7
Altruism	4,31	.712	1						
Courtesy	4.29	.697	.518**	1					
Civic Virtue	3.78	1.03	.289**	279**	1				
Conscientiousness	4.26	.543	.464**	.413**	.237**	1			
Sportsmanship	2.31	.855	.109	.137	.295**	.034	1		
Transactional Leadership	3.44	.630	244**	.198**	.427**	.199**	.263**	1	
Transformational Leadership	3.35	.464	.255**	.250**	.359**	.192**	.184*	.660**	1

Note. *N* = 188 . * *p* < .05; ** *p* < .01

The participants were first asked how they perceive themselves in the organizations where they are working. They agreed to be more prone to an altruistic disposition (*M* = 4.31, *SD* = .712). When it comes to courtesy, they again agreed to adhere to that behavior when interacting with others (*M* = 4.29, *SD* = .697). However, they agreed to a lesser extent regarding civic virtue (*M* = 3.78, *SD* = 1.03). Conscientiousness came out as highly present in the workforce since the results showed them to agree on the Likert scale (*M* = 4.26, *SD* = .543). The last thing the participants were asked was whether or not they felt a sense of sportsmanship within the workplace. Unfortunately, the Likert scale results found them to disagree (*M* = 2.31, *SD* = .855). The second question discussed was what leadership styles their managers were more likely to show within the workplace. Of the two that were discussed, transformational (*M* = 3.35, *SD* = .464) and transactional (*M* = 3.44, *SD* = .630), they returned with the neutral result.

Cronbach's alpha and exploratory factor analysis were first used to determine the potency of the scales in this research. Varimax was used for the Factor's Loading rotation, while the principal component analysis was used as the factor extraction method. As noted by (Hair, Black, Babin, & Anderson, 2014), the correspondence level between the variable and the factor is specified by the factor loadings; as such, the higher the loadings, the more indicative the variable is of the factor.

It should also be noted that academics find unrotated results unsatisfactory, thus, rotating the factors will better the analysis through the reduction of some obscurities in the analysis (Hair et al., 2014). According to the research, the

items were properly analyzed, accurately portraying the items, factor loading, and Cronbach's Alpha in Table **??** below. It must also be mentioned that both the independent variables (Transformational and Transactional) and the dependent variable (Organizational citizenship behavior) are the originators of the above-listed contents.

Table 2 *EXPLORATORY FACTOR ANALYSIS AND RELIABILITY STATISTICS*

Items	Factor Loading	Cronbach's Alpha
Altruism		.85
Helps others who have heavy workloads	.731	
Helps others who have been absent	.816	
Helps orient new people even though it is not required	.782	
Willingly helps others who have work-related problems	.808	
Is always ready to lend a helping hand to those around him/her	.811	
Courtesy		.69
Considers the impact of his/her actions on coworkers	.767	
Tries to avoid creating problems for coworkers	.750	
It's mindful of how his/her behaviors affect other people's jobs	.773	
Takes steps to try to prevent problems with other workers	.533	
Civic Virtue		.89
Reads and keeps up with organization announcements and so on	.825	
Keeps abreast of changes in the organization	.819	
Attends functions that are not required but help the company's image	.903	
Attend meetings that are not mandatory but are considered important	.903	
Sportsmanship		.71
Always find fault with what the organization is doing. *	.451	
Always focus on what's wrong rather than on the positive side. *	.739	
Consumes a lot of time complaining about trivial matters. *	.804	
Tends to make "mountains out of molehills." *	.754	
It is the classic "squeaky wheel" that always needs greasing. *	.661	
Conscientiousness		.53
Believes in giving an honest day's work for an honest day's pay.	.677	
Is one of my most conscientious employees.	.724	
Obeys company's rules and regulations even when no one is watching.	.841	
Does not take an extra break	.635	
Attendance at work is above the norm.	.787	
Transactional leadership		.67
Makes clear what one can expect to receive when performance goals are achieved.	.728	
Expresses satisfaction when I meet expectations.	.858	
Discusses in specific terms which are responsible for achieving performance targets.	.832	
Provides me with assistance in exchange for my efforts.	.768	
Concentrates his/her full attention on dealing with mistakes, complaints, and failures.	.657	
Keeps track of all mistakes.	.882	
Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	.833	

*Extraction method: Principal Component Analysis. Rotation method: Varimax. Reverse-coded items.

TABLE 2 CONTINUE...

Items	Factor Loading	Cronbach's Alpha
Directs my attention toward failures to meet standards.	.772	
Waits for things to go wrong before taking action.	.822	
Fails to interfere until problems become serious.	.858	
Shows that he/she is a firm believer in 'If it ain't broke, don't fix it.	.767	
Demonstrates that problems must become chronic before I take action.	.755	
Transformational leadership		.73
Talks about their most important values and beliefs.	.866	
Emphasizes the importance of having a collective sense of mission.	.688	
Specifies the importance of having a strong sense of purpose. *	.753	
Talks optimistically about the future.	.730	
Considers the moral and ethical consequences of decisions.	.726	
Articulates a compelling vision of the future.	.816	
Re-examines critical assumptions to question whether they are appropriate.	.686	
Gets me to look at problems from many different angles.	.585	
Suggests new ways of looking at how to complete assignments.	.626	
Seeks differing perspectives when solving problems.	.637	
Spends time teaching and coaching.	.733	
Helps me to develop my strengths.	.724	
Treats me as an individual rather than just a group member.	.688	
Goes beyond self-interest for the good of the group.	.721	
Considers me to have different needs, abilities, and aspirations from others.	.751	
Instills pride in me for being associated with him/her. *	.769	
Displays a sense of power and confidence.	.466	
Expresses confidence that goals will be achieved.	.635	
Acts in ways that build my respect. *	.689	
Talks enthusiastically about what needs to be accomplished. *	.648	

*Extraction method: Principal Component Analysis. Rotation method: Varimax. Reverse-coded items.

The analysis above clearly stated that most of the factor loading of the variables can be considered significant ($\pm$.50 or higher), except for the two items found within Sportsmanship (.451) and Transformational leadership (.466), respectively. This evaluation was performed by following the statement of Hair et al. (2014): "50 loading denotes that the factor accounts for 25 percent of the variance. The loading must exceed .70 for the factor to account for 50 percent of the variance of a variable".

Following the rule of thumb that were established, the results are as presented: dependent variables: altruism (α = .85) – good, courtesy (α = .69) – acceptable, civic virtue (α = .89) – excellent, sportsmanship (α = .71) – acceptable, conscientiousness (α = .53) – poor; and independent variables: transactional leadership (α = .67) – which is questionable and transformational leadership (α = .73) – acceptable.

Firstly it was investigated whether sample data gives a linear relationship. Consequently, the hypotheses and sub-hypotheses in the upper table, Table 1. were initially tested with Pearson's *r* to investigate if there exists a correlation between the chosen variables. Cohen (2013) stated that the effect size for the Pearson's *r* is: small = $\pm$.10 – < $\pm$.30; medium = $\pm$.30 – < $\pm$.50; large = $\geq$ $\pm$.50. As such linear regressions were used to find out the exact nature of the relationship between the sub-hypotheses shown in Table 3.

Table 3 *REGRESSION ANALYSIS WITH TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP AS THE OUTCOME VARIABLE*

Predictor	β	t	p	F	df	R^2
TLS>TRLS>OCB	(.400)	(5.935)	(.000)	(35.221)	(1,187)	(.160)
	(.446)	(6.790)	(.000)	(46.104)	(1,187)	(.199)
TLS>TRLS>ALT	(.255)	(3.591)	(.000)	(12.894)	(1,187)	(.065)
	(.252)	(3.545)	(.000)	(12.569)	(1,187)	(.063)
TLS>TRLS>COU	(.250)	(3.507)	(.001)	(12.301)	(1,187)	(0.57)
	(.038)	(8.372)	(.004)	(8.372)	(1,187)	(0.43)
TLS>TRLS>CV	(.359)	(5.228)	(.000)	(27.329)	(1,187)	(.129)
	(.434)	(6.571)	(.000)	(43.183)	(1,187)	(.188)
TLS>TRLS>SPOR	(.184)	(2.553)	(.011)	(6.516)	(1,187)	(.034)
	(.274)	(3.893)	(.000)	(15.156)	(1,187)	(0.75)
TLS>TRLS>CON	(.192)	(2.656)	(.009)	(7.054)	(1,187)	(.037)
	(.163)	(2.258)	(.025)	(5.097)	(1,187)	(.027)

Note. TLS = Transactional leadership style, TRLS = Transformational leadership style, ALT = Altruism, COUR = Courtesy, CV = Civic Virtue, SPOR = Sportsmanship, CON = Conscientiousness. $N = 188$. $p < .05$.

DISCUSSION

The main purpose of this study was to investigate the position of the two leadership styles, such as transformational and transactional, with organizational citizenship behavior using preceding literature and studies to gain more information and contrast other data with this one.

These hypotheses and their sub-hypotheses are statistically significant ($p < .005$). The outcomes collectively specified the construct validity of transformational and transactional leadership across all three analyses in this research. The conducted factor analysis displayed high loadings for all the variables and their sub-scales except for the two items found within sportsmanship (.451) and transformational leadership (.466), respectively. As stated before, as the factor loadings are higher, the factor variable is more expository (Hair et al., 2014). Chronbach's alpha was an indicator of test reliability showing it was: dependent variables: altruism ($\alpha = .85$) – good, courtesy ($\alpha = .69$) – acceptable, civic virtue ($\alpha = .89$) – excellent, sportsmanship ($\alpha = .71$) – acceptable, conscientiousness ($\alpha = .53$) – poor; and independent variables: transactional leadership ($\alpha = .67$) – which is questionable and transformational leadership ($\alpha = .73$) – acceptable.

The findings of this study in the first hypothesis and its sub-hypotheses displayed that there was a positively moderate and statistically significant relationship between transformational leadership style and OCB, $R^2 = .199$, $p < .000$, transformational leadership and courtesy $R^2 = 0.43$, $p < .004$, and positively weak and statistically significant relationship between transformational leadership style and altruism, $R^2 = .063$, $p < .000$, civic virtue $R^2 = .188$, $p < .000$, sportsmanship $R^2 = 0.75$, $p < .000$ and conscientiousness $R^2 = 0,27$, $p < .025$.

The previous research also supported that transformational leadership styles are positive predictors of OCB (Asgari et al., 2008; Boerner et al., 2007; Engelbrecht & Schlechter, 2006; Goodwin, Wofford, & Whittington, 2001; Lian & Tui, 2012; MacKenzie, Podsakoff, & Rich, 2001; Moorman, 1991; Nguni et al., 2006; Piccolo & Colquitt, 2006; Suliman & Al Obaidli, 2013; Wang et al., 2005). Some evidence supports a relationship between the TL and courtesy, altruism, and conscientiousness (Ahmad, 2012), a study by Ali and Waqar (2013) appeared that a significant positive relationship exists between all dimensions of organizational citizenship behaviour with transformational leadership dimensions (Organ et al., 2005), determined that transformational leadership behaviour has a significant and regular positive relationship with altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. In one more study, (Nguni et al., 2006) said that all dimensions of transformational leadership positively relate to OCB.

Similarly, for the second hypothesis and its sub-hypotheses, it was shown that there is positively moderated and statistically significant relationship between transactional leadership style and OCB, explaining $R^2 = .160$, $p < .000$, TLS

and civic virtue $R^2 = 0.129$, $p < .001$, and positively weak and statistically significant relationship between transactional leadership style and altruism $R^2 = .065$, $p < .000$, TLS and courtesy $R^2 = 0.57$, $p < .001$, TLS and sportsmanship $R^2 = .034$, $p < 0.11$ and TLS and conscientiousness $R^2 = .037$, $p < .009$. Transactional leadership was shown to be positively moderate and statistically significant with OCB, consistent with the research done by (MacKenzie et al., 2001; Podsakoff et al., 1990; Suliman & Al Obaidli, 2013). One evidence showed that contingent reward behavior was positively related, while punishment behavior was negatively related to the dimensions of OCB, those being; altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, meaning that both dimensions of the transactional leadership style are related to OCB (Organ et al., 2005).

CONCLUSION

The current study contributes to the literature focused on the impact of leadership behaviors on organizational citizenship behavior. It presents empirical evidence connecting leaders' behaviors and followers' OCB. The main notes investigated are the ones connected to transformational and transactional leadership styles and whether they impact the creation, development, and propagation of organizational citizenship behaviors in companies.

When it comes to organizational citizenship behavior, participants were asked how they perceive themselves within the organizational environments they work in, which served to uncover the propensity at which select behavioral dimensions were favored. Interestingly, the highest dimension was conscientiousness, which is often categorized as the individuals' desire to go well beyond the minimum performance requirements; however, the motive for a said drive can vary; be it a personal improvement, ego, or compensation. Sportsmanship was found to be the most disagreeable with the participants; by this, we mean sportsmanship defined as the capacity of the individual to persevere and acclimate to the struggles that might emerge within the business environment without refusing to do one's duty or submitting physical and vocal complaints (Boerner et al., 2007).

These results suggest that if impact is to be created and for an effective working environment, companies should use a combination of transformational and transactional leadership.

According to Bass and Avolio (1990), transactional contingent reward leadership builds the establishment of connections between leaders and followers in terms of indicating desires, clarifying obligations, arranging contracts, and giving acknowledgment and rewards for accomplishing anticipated performance.

It's highly concluded that transformational leadership enhances the training and experience accumulation of followers, prodding them to think unconventionally, motivating them to achieve greater potential unrestricted by the previously established norms and self-imposed limits, and persuading them to do so by maintaining the values and the ethical standards that come about from their performance and becomes the established new norm.

Limitations and Future Directions

The primary material discussed in the work was based on the family businesses in Bosnia and Herzegovina composition, which fall into the grouping known as SMEs in Bosnia. Hence the results were limited to a less than ideal number recruited in SMEs. Should future studies be attempted, the pool of available samples ought to be increased to allow for a greater degree of generalization and unbiasedness. Other limitations lie in vanity, preconceived notions, and biases held by the survey responders. More often than not, research based on personality testing can have discrepancies due to the common faked responses humans are pre-programmed to do to seem better in the eyes of their peers, society, and themselves (Colquitt, Lepine, & Wesson, 2014). This happens even when testing is fully anonymous, meaning that self-deception is real and well-established when individuals face negative aspects.

Lastly, due to the subjective manner of questionnaires, the style of writing in which the questions were presented and which questions were chosen could have brought about different results than if they were changed or their written style was modified. As for future studies, it would be best to generalize the sample to primarily small and medium-sized enterprises due to the simple truth that most are recognized as family businesses.

Theoretical and Practical Implications

The inspection of the study's outcomes demonstrated a significant relationship between the transformational and transactional leadership style and organizational citizenship behaviour and its dimensions (MacKenzie et al., 2001; Suliman & Al Obaidli, 2013; Wang et al., 2005), meaning that the style itself can be the determining factor in the development of extra-role behavior (Mekpor & Dartey-Baah, 2017). These suppositions can be even further investigated

in future studies and research.

Much research has examined transactional leadership and organizational citizenship behavior dimensions. It is mostly related to the dimensions of transactional leadership, focusing on the contingent reward, where it is shown that contingent reward showed a positive relationship with organizational citizenship behavior and some of its dimensions (MacKenzie, Podsakoff, & Fetter, 1991; Organ et al., 2005; Pillai, Schriesheim, & Williams, 1999; Podsakoff, MacKenzie, & Bommer, 1996; Shahbaz, Sherafatian-Jahromi, Malik, Shabbir, & Jam, 2016; Walumbwa, Wu, & Orwa, 2008). Future studies should be able to do a more thorough investigation of the impact of overall transactional leadership on organizational citizenship behavior. When it comes to family businesses, generally, there is a limited amount of research; as such, this study itself shall contribute much to extending and broadening the scope of further future studies.

For business in Bosnia and Herzegovina to thrive, the most worthwhile dimensions are undeniably conscientiousness and sportsmanship. This belief stems not merely from their research results but also from the rate of their occurrence in day-to-day operations within the work environment. Sportsmanship negates and prevents unnecessary frustrations, antagonism, and triggers that might disrupt the workflow due to personal grievances and newly formed vendettas that hold no place in a professional environment. It is also integral because due to the situations companies might face, one needs to maintain a humble and understanding outlook should certain things not fully live up to their expectations. As for conscientiousness, it is necessary as the century we live in brings no shortage of trials and tribulations an individual must face, and as such, their mood and outlook can be soured and carried with them in their professional life, disrupting their career and their relationships with their fellow employees. When it comes to transformational leadership style, it has been shown that this style strengthens group identity within the workplace (Dionne, Yammarino, Atwater, & Spangler, 2004; Kark, Shamir, & Chen, 2003), which is useful in nurturing compassionate behavior of helping each other, as well as promoting the ideals of a team spirit midst the workforce. This symbiotic connection between organizational goals and fellow employees creates an identification of commonality between the two, thus increasing sportsmanship. Additionally, as sportsmanship increases, so do conscientiousness in employees.

With these different leadership styles in mind, this study was meant to show the benefits of developing OCB in Bosnia and Herzegovina's family businesses and how to accomplish that. With OCB, productivity is shown to increase commitment and overall efficiency, leading to lowered operational costs. Another worthwhile reason for the development of OCB is found in the fact that most jobs within similar regions experience a lack of motivation and a high turnover rate without these systems and styles in place. This creates greater costs brought about by the constant need to train new employees and to get them up to speed with the culture and the environment. Because many businesses necessary for the stabilization and the overall growth of the economy are family businesses, these ideals of citizenship behavior are integral for the future implications of Bosnia and Herzegovina since, as time passes, more and more emerging businesses are those owned by closely-knit families and not by governmental entities, nor will they be corporate-owned.

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