A Study Of Relationship Between Leadership Styles, Perceived Organizational Support And Organizational Citizenship Behavior

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Abstract

Purpose: This study aims to analyze the outcome of leadership styles on OCB, and also attempts to assess perceived organizational support as a mediator. The current research is set to answer the question which leadership style has more significant association with organizational citizenship behavior (either it is transformational leadership style or transactional leadership style).

Design: This study follows quantitative and cross-sectional approach. Data is gathered from 200 individuals of Pakistan's education sector. Convenient sampling technique is used to choose individuals working in the higher education sector.

Findings: The findings indicates that association between TFL (transformational leadership) and T-L (transactional leadership) with OCB (organizational citizenship behavior) was strengthened by POS (perceived organizational support) and the associational causal relationship among studied variables increase the rigor of leader-member exchange relationship theoretical perspectives. The results of this research study showed that the organizational culture must be consolidated with employees' strong emotional attachment with the organization that top management will be accompanied by them whenever they are needed any resources and support.

Originality: The current study makes a valuable addition to exiting literature on leadership exploring the mediating role of perceived organizational support between leadership styles and organizational citizenship behavior (OCB) in education sector of Pakistan.

Introduction

The shape of the world is continuously changing and one of the foremost reasons behind this change is leaders. Leaders always play a vital role in human progress (Masood et al., 2020). Nowadays, both public and private organizations have to face a competitive environment, and at the same time, they have to maintain the citizenship behavior of employees (Majeed et al., 2017). Different organizations have different targets and goals, and in order to achieve these goals, organizations need a positive work attitude and efficient performance of employees. In organizations, either it is public or private, employees respond to their leaders' behaviors, i.e., positive response from employees side for positive behavior of leaders and negative response from employees side for negative behavior of leaders (Podsakoff et al., 2000). Therefore, this research study argues that when leaders adopt the positive leading style, it can motivate employees to improve their behavior as they think the organization care for them and values them, i.e., employees' organizational citizenship behavior (OCB) will increase.

OCB is explained as behavior possesses by employees that is not the requirement of their job and neither mentioned in job description and those behavior that are unrelated to any rewards program. OCB leads to improvement of overall organizational effectiveness (Organ, 1988).leaders working in education sector are facing more challenges as compared to leaders of other business due to a complex interaction of faculty members and students (Siddique et al., 2011). Therefore, higher education sector is required to encourage their employees to overcome the current difficult business phase. Generally, employees are required to play their part beyond their regular job obligations, such as it is expected that employees will resolve students' problems by paying extra attention and without any unpleasant incidents (Podsakoff et al., 2000). However, this behavior of employees (beyond regular obligation) is only possible if employees consider the organization as their own and work for the organization's well-being (Kececi, 2017).

This study stresses that organizational citizenship behavior can be improved with the help of transformational leadership and transactional leadership. Previously, organizations worked in a constant manner, and there were not many dynamic changes. However, nowadays, organizations face a lot of dynamic changes (M. R. Moradi et al., 2014). According to Fakhrossadat and Ali (2016a), in the new decade, different leadership styles are used by leaders to inspire their followers and to face dynamic changes.

Previously, transformational leadership style and transactional leadership styles were studied in relation to innovative work behavior (Khan et al., 2020), employees job performance (Kalsoom et al., 2018; Mahdinezhad & Suandi, 2013), employee retention (Adekanbi, 2016; Tian et al., 2020), and employee creativity (Ma & Jiang, 2018). There is no study on leadership styles in the Pakistani context specifically investigating which leadership exerts more significant impact on the OCB of employees. Therefore, taken together with the importance of leadership styles for OCB, The research mainly aims to investigate the influence of leadership styles on OCB, and also assessing the perceived organizational support as a mediator. The research study is designed to answer the question which leadership style (either it is

transformational leadership style or transactional leadership style) more significantly impact organizational citizenship behavior. More specifically, the aims of this research are;

- To analyze the link amongst transformational leadership (independent variable) and organizational citizenship behavior (dependent variable)
- To test the association between transactional leadership and organizational citizenship behavior
- To analyze the perceived organizational support as mediator variable among leadership styles and OCB

The remaining sections of this paper are arranged as section two, an overview of the literature is presented, along with the formulation of the hypotheses of the study. A detailed research methodology is given in the third section of this paper. The fourth section of this paper presented a detailed analysis of variables and findings of this research. Lastly, a brief conclusion, practical implications, study limitations, and future research recommendations are given.

Literature overview and Hypotheses development

The success of any organization is not possible without the contribution of volunteers who are eager to contribute to the organization's success. Employees who possess organizational citizenship behavior are always willing to do more than expected and they possess more energy for the benefit of the organization as a whole. It can be said that employees prioritize organizational interest over personal interest. Therefore, it is argued in the literature that OCB leads to positive outcomes such as improved performance, productivity, better customer services, reduced costs, better allocation of resources and more efficiency (Ahangari et al., 2017; Kılınç & Ulusoy, 2014; Sanatjoo & Mahmoudi, 2015). According to Eyupoglu (2016), OCB is necessary for the survival of higher education institutes. Moreover, organizations can create novelty and handle unpredictable situations with the help of the organizational citizenship behavior of employees. Therefore, it is recommended for higher education institutes that they should create such an environment that leads to the development of citizenship behavior of employees and improve the performance of employees at work (Waheed & Ahmad-Shah, 2017). Employees' citizenship behavior leads to an increased level of commitment which in turn improves the overall performance of higher education institutes. Consequently, institutes achieve their target goals and are in providing their services in a better manner (Adewale et al., 2018).

In light of all above mentioned positive implications of organizational citizenship behavior, it is also necessary to recognize predictors of citizenship behavior. Previously, several studies have been conducted on predictors of OCB such as organizational trust, organizational commitment, organizational justice, leadership styles and job satisfaction (Di Fabio & Palazzeschi, 2012; Ibrahim & Aslinda, 2013; Lian & Tui, 2012; Swaminathan & Jawahar, 2013; Zhang et al., 2010). According to Rezaei et al. (2017), among all of these, the most challenging variable; leadership style influences the activities of others. In the new era, two

leadership styles, first, transformational leadership and transactional leadership, are widely used by leaders (Fakhrossadat & Ali, 2016).

Transactional leadership style comes under the concept of leader member exchange theory. According to this theory, employees who perform better get the reward from leaders, and employees who are not able to perform in a better way get organizational punishments (Zhang et al., 2011). Transactional leaders make contracts with their followers and agree upon tangible rewards in case of improved performance and efficiency. It is also contracted that in case of non-fulfillment of responsibilities, followers will not be able to get any reward (Mohammadkhani & Gholamzadeh, 2016). Hence, transactional leaders motivate their followers through employees' intention toward rewards. (Zhang et al., 2011). However, we cannot compel followers for long-term commitment through a transactional leadership style. Whereas transformational leaders stimulate followers to go beyond expectations (Fakhrossadat & Ali, 2016).

In today's business world, organizations face new perspectives daily thus they need employees with superior abilities. In this situation, transformational leaders come to the rescue of organizations and encourage followers to priorities organizational interests, which in turn improve organizational effectiveness (Shadraconis, 2013). According to Arefi et al. (2012), a vital role is played by transformational leaders in improving followers' attitudes and encouraging them to take an interest in organizational success. Leaders who follow transformational leadership style impact the emotional state of followers, i.e., transformational leadership style impacts flowers, values, goals, and beliefs (Saki et al., 2015). Moreover, these leaders also encourage followers to fulfill their responsibilities beyond expectations (Asgari et al., 2008). Hence, according to Bahadori and Dahghan (2017) and Fakhrossadat and Ali (2016), transformational leadership increases employee capabilities, skills, and commitment level; it is more expected that employees will put more effort to fulfill responsibilities than usual.

Moreover, it is mentioned in the existing literature of leadership that leaders who follow transformational leadership style are more successful in developing citizenship behavior of employees as compared to transactional leadership style (Asgari et al., 2008). Additionally, Moradi et al. (2011) presented the same results. Despite the fact that both leadership styles strongly and substantially impacts OCB, the OCB of employees is more significantly influenced by transformational leadership (Moradi et al., 2011). However, Lian and Tui (2012) presented the negative link between OCB and transactional leadership and positive link between OCB and transformation leadership. In addition, a research by Ahmad and Jameel (2020) also confirms that OCB is positively affected by transformational leadership. Further, Purwanto et al. (2021) also presented that OCB of employees is significantly linked to transformational leadership.

Another research found that transactional leadership and OCB are insignificantly related to each other, and the same is in the case of transformational leadership (Anggita & Riyanto, 2021). Considering the contradictory results of earlier studies, the current study proposes to

find out the significance of the direct effect of leadership styles on OCB. Hence, it is hypothesized;

H1: Transformational leadership positively and significantly impacts Organizational Citizenship Behavior.

H2: Transactional leadership positively and significantly impacts Organizational Citizenship Behavior.

Perceived organizational support (POS) is considered as "individuals' belief" that the employer recognizes employees' contribution and supports and cares about the growth of their employees (La Mastro, 1999). According to Luxmi and Yadav (2011), this belief of employees pushes them to fulfill their responsibilities and encourages them to give importance to their organization. The only way to achieve organizational goals is that employees have the support of their organization. The perception of employees about organizational support increased their efficiency, and they tend to work beyond expectation. Employees' anticipation about organizational support leads to a continuous cycle where employees go above and beyond to meet organizational objectives. In other words, leaders who focus on employees' needs, provide support, and maintain good relationships with followers convey that the organization values its employees, which motivates employees to become more profitable for the organization (Shahi et al., 2017).

In any case, leadership styles are important in shaping citizenship behavior of employees. However, it is yet to explore whether this role is direct or indirect. Burns's (1978) theory of leadership proposed that transactional leaders have more focus on exchange phenomena rather than focusing on the needs of employees whereas transformational leaders help followers in creating work motivation and believe in shared responsibility. Given the difference in characteristics of transformational leadership and transactional leadership, these two can lead to different outcomes such as organizational support (Salimi, 2015). According to Kaffashpor et al. (2017), perceived organizational support can predict OCB. It is important to indicate those factors which strengthen the citizenship behavior of employees, which in turn will help organizations in improving their performance. Therefore, current study postulates that perceived organizational support plays a mediating role for leadership styles and employees' OCB association.

H3: The association between Transformational leadership and Organizational Citizenship Behavior will be mediated by Perceived Organizational Support.

H4: The association between Transactional leadership and Organizational Citizenship Behavior will be mediated by Perceived Organizational Support.
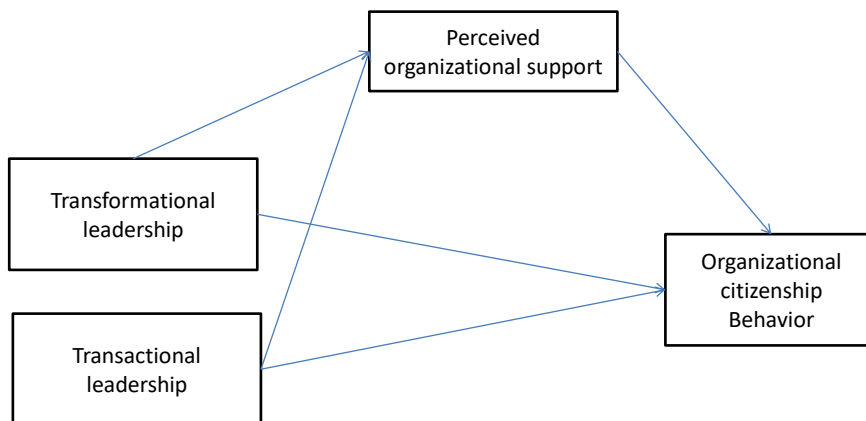
Figure 1: Conceptual Model

Methodology

This paper examines the association between leadership styles (i.e., transactional leadership and transformational leadership) and OCB of employees working in the higher education sector. In figure 1, the research model of this paper is presented. Transformational leadership and transactional leadership are independent variables of this study. Organization citizenship is taken as a dependent variable and perceived organizational support is taken as a mediator variable among leadership styles and the dependent variable.

In this research, data is collected from individuals of Pakistan's education sector. Convenient sampling technique is used to choose individuals working in the higher education sector. For data collection, close-ended questionnaires were asked from the target population. On a seven-point Likert scale (presenting 1 for "strongly disagree" to 7 for "strongly agree"), the intended respondents were requested to express their opinions. No personal queries were added in the questionnaire. Participants were required to show their free consent before expressing their opinion on the Likert scale. An online survey is conducted with the help of Google forms. A link is shared on social platforms to reach maximum target participants, i.e., LinkedIn, Facebook groups. Following the suggestion of Kline (2016), the sample size for current research is 200 individuals working in the higher education sector. Only valid filled questionnaires were included in the data analysis process. For data analysis purposes, SPSS V.25 and AMOS are used for descriptive statistics, correlation analysis, confirmatory factor analysis, and mediation analysis.

Research questionnaires used in this paper are already developed and used by previous researchers. There were two parts to the research questionnaire. In the first part, demographic questions were asked from participants. In the second part, close-ended questions were asked about research variables.

For leadership styles, a multifactor leadership questionnaire by Bass and Avolio (1996) is used by many researchers. It is developed in such a way that data about leadership style can be collected from leaders themselves and also from their subordinates and colleagues (Xiao-xia & Jing, 2006). The data has been collected from subordinates about their leaders' styles. The questionnaire established by Bass and Avolio (1996) is not available for free of cost and is required to be purchased. Due to time and cost limitations in this research study, research questionnaire for both leadership styles (transformational leadership and transactional leadership) is taken from Xiao-xia and Jing (2006). Multifactor leadership questionnaire was modified by Xiao-xia and Jing (2006) for research purposes. Transformational leadership is studied with the help of its four sub-dimensions named (1) "idealized influence", (2) "inspirational motivation", (3) "intellectual stimulation", and (4) "individualized consideration". There are three scale items for each sub-dimension., i.e., a total of 12 close-ended questions were asked for transformational leadership style. The transactional leadership style is studied through its two sub-dimensions: (1) "contingent reward" and (2) "management by exception."' There are three scale items for each sub-dimension, i.e., a total of 6 close-ended questions were asked for transactional leadership style.

Perceived organizational support is measured with the help of a scale taken from the study of Asgari et al. (2020). Perceived organizational support is measured as a general belief of employees in their organization, i.e., employees believe that their organization is committed to them, values their presence in the organization, and cares for employees' well-being. A total of eight close-ended questionnaires were asked from participants. All questions were asked on a seven-point Likert scale. In order to measure organizational citizenship behavior, five-sub dimensions named; courtesy, altruism, sportsmanship, Conscientiousness, and civic virtue are used. The scale for organizational citizenship behavior is also adopted from a research study by Asgari et al. (2020), originally established by Podsakoff and MacKenzie (1989). A total of 24 close-ended questions were asked for organizational citizenship behavior. All questions for organizational citizenship behavior were also asked on a seven-point Likert scale.

Results

Descriptive Statistics

	Demographics Characteristics				N	
Age (years)	20-30	31-40	41-50	51-above		Total
Gender * Age Cross Tabulation						
Male	98	22	1	1		122

Female	69	18	1	0	88
Total	167	40	2	1	210

Education	Graduation	Post graduation	PhD	Total
	Gender*Education Cross tabulation			
Male	36	85	1	122
Female	29	59	0	88
Total	65	144	1	210

Work Experience

Gender*Work Experience Cross tabulation

	Less than 1 year	1 to 5 years	above 5 years	Total
	Work Experience			
Male	11	54	57	122
Female	20	31	37	88
Total	31	85	94	210

There were 210 respondents in which 122 males and 88 females, majority of males fall under the age of 20 to 30 years old. The larger number of total male respondents have (Post-graduation= 85, graduation= 36 and PhD= 1) and female respondents were lesser in numbers as compare to the male respondents (graduation= 29, post-graduation= 59 and PhD= 0). Moreover, except 11 male respondents, all male respondents have work experience between 1 and 5 years. On the other side, except 20 female respondents, all other female respondents have more than 5 years of experience in higher education sector of Pakistan.

Confirmatory Factor Analysis

At first stage, confirmatory factor analysis has been performed by using AMOS for knowing about model fitness for all variables of current study. The CFA is applied to check the validity of the adopted scales of all used constructs. CFA was run to identify the acceptable range of each item through factor loading and it was found all the items of all studied variables within range. It was also found that all used variables in this research work were loaded on expected latent variables and correlated in the analysis. The factor loading of each item was reported as significant (p<0.001) for confirmatory factor analysis of first model fitness indices. However, reported values of each item run by applying CFA found that measurement model fitness is quite appropriate and meet the standard criteria defined by Hair (2010). The standard values of model fitness index for the adaptability referred as root mean square error of approximation below or close to the described cut-off value as (RMSEA = .08), comparative fit index standard value as (CFI = 0.91), goodness of fit index cut-off value should be greater than (GFI = 0.95), and normed fit index acceptable value should be greater than (NFI = 0.95) which describes the acceptability rate of model fit. The below figure is extracted by using AMOS, it presented the three results named; first, factor loadings, second, composite reliability, and third, average variance extract results and the table mentioned below establish the two validities results; first

convergent validity and second, discriminant validity as suggested by Hair et al. (2012). For all items of used variables, it has notified that value of factor loading of each item should fall in the bracket of 0.6 and 0.4, if values found less than mentioned criteria then the specific item will be deleted from the measurement model (Awang, 2014). Moreover, default model fitness index values of CFI and RMSEA were found under acceptable described by Hu et al. (1999).

Confirmatory Factor Analysis:

	Transformational Leadership style	Transaction leadership Style	Perceived Organizational Support	Organizational Citizenship Behavior
TL1	0.498			
TL2	0.591			
TL3	0.356			
TL4	0.629			
TL5	0.651			
TL6	0.72			
TL7	0.889			
T_L1		0.527		
T_L3		0.674		
T_L4		0.66		
TLL5		0.611		
T_L6		0.69		
POS1			0.694	
POS2			0.664	
POS3			0.723	
POS4			0.725	
OCB1				0.504
OCB2				0.516
OCB3				0.781
OCB4				0.641
OCB5				0.544
OCB6				0.667
OCB7				0.614
OCB8				0.651
OCB9				0.626
OCB10				0.578
OCB11				0.644
OCB12				0.504
OCB13				0.553
OCB14				0.566

OCB15				0.675
OCB16				0.543
OCB17				0.643
OCB18				0.548
OCB19				0.465
OCB20				0.737
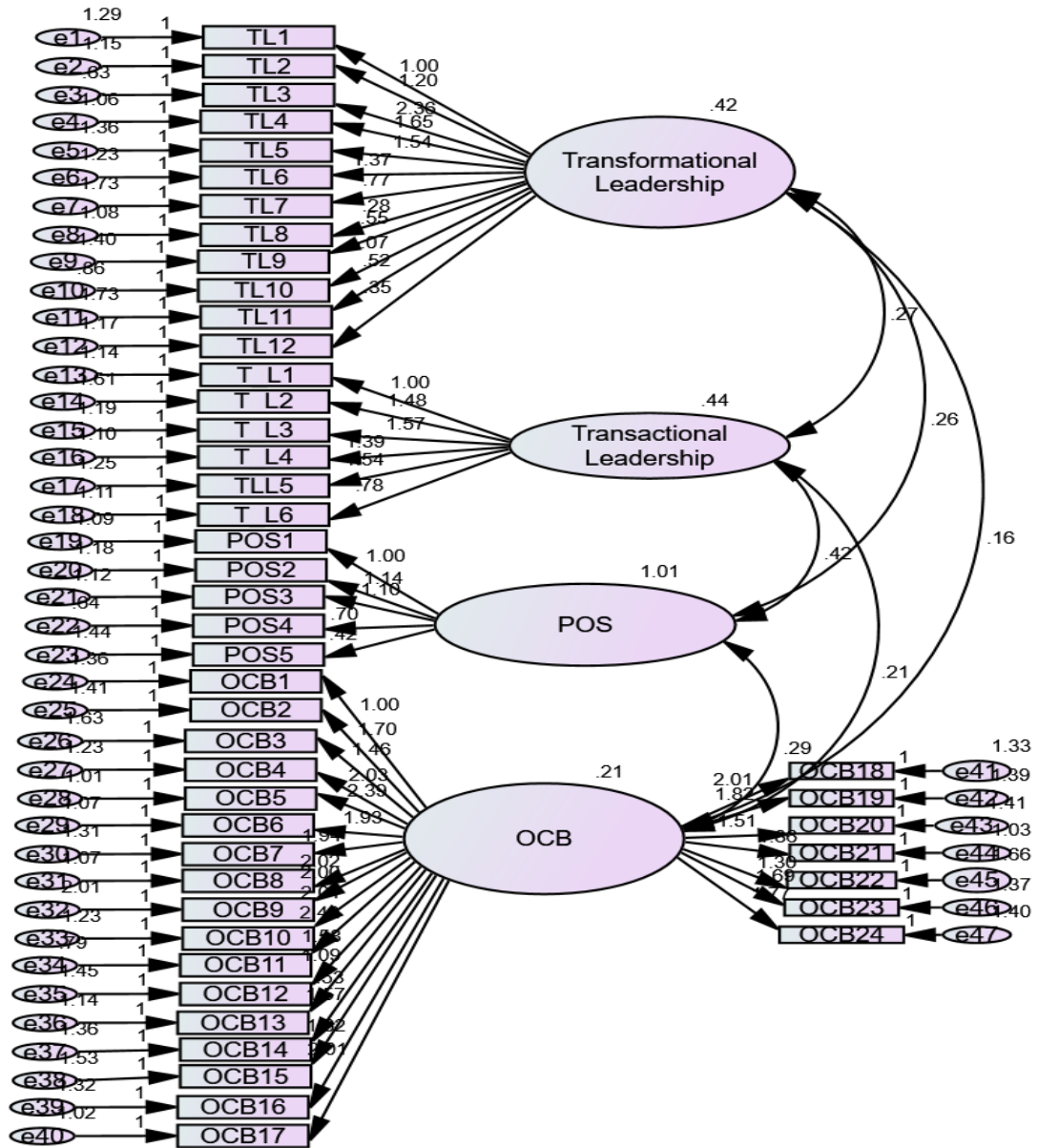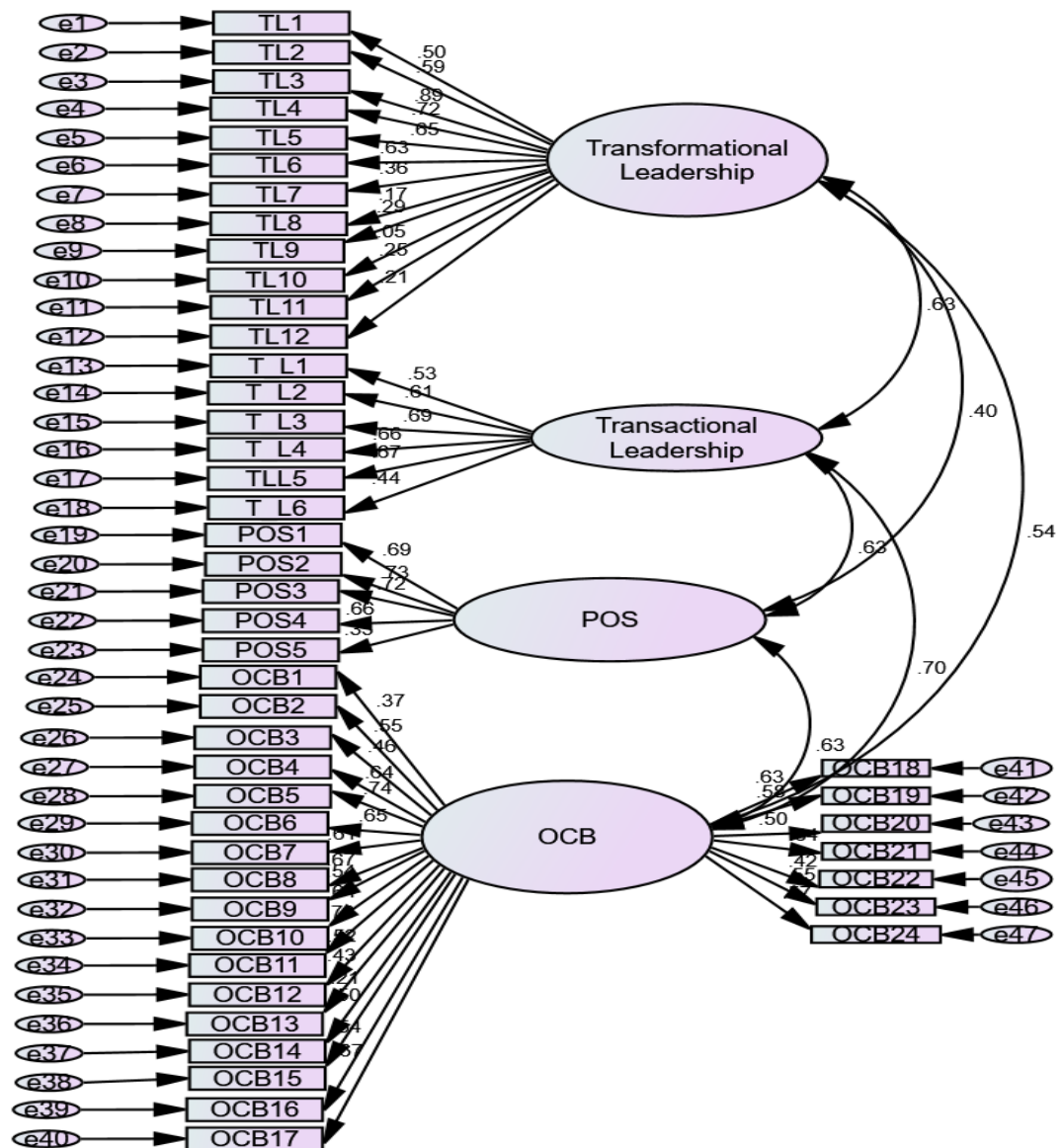
The measurement model fitness indices include, chi-square model, the IFI, the Tucker Lewis (TLI) index, the CFI, and the root mean approximate square error (RMSA).in current study, model had been an excellent fit (CMIN/DF = 1.485, CFI =0.210, TLI (0.170), IFI (0.272), and RMSEA (0.48) are the values for the coefficients (Hinkin, et al, 1990). In this study, the acceptable validity of a five-factor model was established by the CFAs. Furthermore, all of the items had a substantial effect on their respective latent variables.

According to the findings of the CFA, discrimination is justified in this situation. The reason for this is that all elements loaded on their latent building techniques only follows the thresholds that are necessary for them to function. Once all of the units have been uploaded into their idea, the model matches the results fairly well. Because the objects put on some linked concepts are highly interconnected with one another, it lends further evidence to the convergent significance

hypothesis. Furthermore, element uploading is important, accounting for more than 0.7 percent of the total (Javed, et al, 2018).

Model	CMIN	CMIN/DF	IFI	TLI	CFI	RMSEA
Default model	1526.202	1.485	.272	.170	.210	.048
Saturated model	.000		1.000		1.000	
Independence model	1711.939	1.584	.000	.000	.000	.053

Variables Name	AVE	CR	TF_L	T_L	PO_S	OC_B
Transformational Leadership Style	0.619	0.868	0.619			
Transactional Leadership Style	0.632	0.832	.384**	0.632		
Perceived Organizational Support	0.702	0.800	.303**	.545**	0.702	
Organizational Citizenship Behavior	0.600	0.952	.433**	.649**	.621**	0.600

Correlation and Reliabilities

	Variables	1	2	3	4
1	TL	(.85)			
2	T-L	.595***	(.72)		
3	POS	.542**	.585**	(.76)	
4	OCB	.678**	.710**	.669**	(.90)

"Transformational leadership (TL), Transactional leadership (T-L)
Perceived organizational support (POS), Organizational citizenship behavior (OCB)
**p < 0.01, ***p < 0.001, reliability values mentioned in brackets"

In the above table, the values of correlations and reliabilities were mentioned. Cronbach's alpha reliabilities of all variables were acceptable such as (TL= .85, T-L= .72, POS= .76 and OCB= .90) Cronbach's Alpha value greater than 0.60 indicates greater accuracy, whereas Cronbach's Alpha (Nunnally, et al, 1994). All of the variables have a value greater than 0.7, indicating that the consistency and stability of data goodness was found accurate and we can rely on the results extracted from inferential statistics.

The relationship all studied variables using correlation analysis were examined. The range of correlation constant value should be in between +1 to -1 (Olsson and Ulf, 1979). The results of correlation coefficient of TL and T-L as (r= .59, p< .000) indicated there was .59 correlation between transformational leadership and transactional leadership and found high value of significance. Moreover, the correlation coefficient between TL and POS (r= .542, p<.001) is an indication of 54% correlation between transformational leadership and perceived organizational support and p-value was reported as significant. It was further reported that TL and OCB correlations was found (r= .678, p< .001), it is an indication of 67.8% correlation between transformational leadership (independent variable) and organizational citizenship behavior (dependent variable), and p-value was also less than .05. Furthermore, the correlation coefficient value of T-L and POS (r= .585, p<.001) indicated that 58.5% correlation exists between transactional leadership and perceived organizational support and p-value was also positively significant. At the last the correlation coefficient value between POS and OCB (r= .669. p< .001) showed that 66.9% correlation exits between mediator (perceived organizational support) and dependent variable (organizational citizenship behavior) and p-value was also positively significant.

Multiple Regression analysis:

		B	Std. Error	Beta	t	sig
1	(Constant)	1.047	.213		4.923	.000
	TF_L	.357	.049	.395	7.273	.000
	T_L	.413	.047	.475	8.753	.000

a. Dependent Variable: OCB

As per the results, independent variable (transformational leadership) and dependent variable named, OCB are positively and significantly interrelated, (β= .357, p< .000) beta value reported that 35.7% effect of TL on OCB. Furthermore, independent variable (transactional leadership) and dependent variable named, OCB are positively and significantly interrelated (β=.413, p< .000), beta value showed the effect 41.3% effect of T-L on OCB. These values appear to have a statistically significant link with favorable indicators. According to the t-statistics of the model, the variables in the current model are significantly and positively interrelated. All of the factors are proven to be statistically significant in the table. This table shows that both independent variable, first, transformational leadership (TL) and second, transactional leadership (T-L) styles positively linked to Organizational Citizenship Behavior (OCB).

$$Y = b1x1 + b2x2$$

$$Y= OCS (1.047) + TF\_L (0.3557) + TL (0.413)$$

Mediation analysis:

	Model	Coeff	SE	t	P	LLCI	ULCI
1	(Constant)	1.1915	0.2124	5.6099	0.000	0.7728	1.6102
	TF_L (X)	0.4033	0.480	8.4050	0.000	0.3087	0.4979
	T_L (X)	0.4212	0.470	8.9669	0.000	0.3286	0.5138
	PO_S (M)	0.3375	0.419	8.0540	0.000	0.2549	0.4201

a. Dependent Variable: OCB

Transformational leadership style and transactional leadership style both have a positive impact on Organizational Citizenship Behavior and a positive indirect impact on Perceived Organizational Support, as shown in the table above. According to Preacher and Hayes (2007) described the standard criteria for full-mediation existence such as direct effect is insignificant and indirect effect is significant and values of LCL and UCL should be in same direction either in positive magnitude or negative magnitude. In the above mentioned table, it showed that direct effect is significant but it showed be insignificant and indirect effect is significant (SE= .419, LCL= .25, UCL= .42, p=sig) this assumption for mediation is according to the described rule mentioned by preacher and Hayes (2007). So, the results showed there was a partial mediation of perceived organizational support between the relationship of transformational leadership and organizational citizenship behavior, moreover, partial mediation was also found in the relationship of transactional leadership and organizational citizenship behavior.

Discussion

Burns (1978) published his inspiring research work acquaint with the concepts of transactional and transformational styles of leadership. Difference between transformational and

transactional leadership is exemplify as what you can do for organization or country (transformational style of leadership) and what your organization or country can do for you i.e., transactional leadership approach. Hence, individual having transformational leadership style uplift employee's self-recognition, motivation, morale of the followers. Transactional leaders furnish their followers that how to cater self-interest on immediate basis. Transactional leadership approach is more based on give and take relationship between two parties. A substantial amount of these empirical research findings of the study has fulfilled conceptual and operational perspectives of LMX theory. Such as, previous study investigated that (Bass, 1999; Judge and Piccolo, 2004) Leaders have always been encouraged to motivate their subordinates by increasing employee creativity, organizational change and teams focused on quality, service, cost-effectiveness, and quantity of output (Groves, 2006; Bass, 1999; Cheung and Wong, 2011). transformational leadership can fetch real change in organizations, albeit through different means (Groves, 2006). When subordinates realize that leader is fair with followers than it decreases uncertainties and escalate long-term success and organization's profitability (Braham, 1999).

The main purpose of this study was to improve instructional practices in the Pakistan education sector along with the OCB level of followers. This study developed the conceptual framework to understand that transformational and transactional leadership styles create the essence of organizational citizenship behavior in Pakistani education sector. Particularly, this research work examined that perceived organizational support partially mediated in the relationship between transformational leadership and organizational citizenship behavior. Moreover, partial mediation also existed between transactional leadership and organizational citizenship behavior. The study contributed to describe the transformational and transactional leadership style are playing pivotal role to increase the credibility of the organizations. The basic aim of any organization is to uplift the performance standards at individual and organizational level. This achievement can be made once employees of that organization have higher level of OCB. According to the LMX theory, OCB level of employees can be increased when leader has fair relationship with subordinates. Leader member exchange relationship stands on equitable relationship between both parties (leader and subordinates). If this reciprocal exchange relationship is not based on fairness and justice than contributor will not reciprocate in a desired manner. Present practices reveal that good organizations take its employees as internal customers because they found that we cannot satisfy the actual customer of the organization unless internal customer as employee is not satisfied. Good leadership style is very important to increase the level of employees' organizational citizenship behavior. There is intense requirement of present time to create a strong emotional bond between employees and organization. Moreover, the relationship between transformational and transactional styles of leadership with organizational citizenship behavior strengthens through the perceived organizational support. The results of this study showed that the culture of an organization must be consolidated with employees' strong emotional attachment with the organization that top management will be accompanied by them whenever they are needed any resources and support. In short, it was found the relationship between TFL (transformational leadership) and T-L (transactional leadership) with OCB (organizational citizenship behavior) was

strengthened by POS (perceived organizational support) and the associational causal relationship among studied variables increase the rigor of leader-member exchange relationship theoretical perspectives.

Within the scope of LMX, the results of this study are aligned with the previous researchers (Kaffashpor et al., 2017; Bahadori and Dahghan, 2017; Putra et al., 2020), such as, all the Leader member exchange relationship conceptually designed hypotheses that shows the causal relationship among all studied variables.

Practical and Managerial Implication

The main objective of this study was to examine the leadership styles and its effect on employees' OCB working in education sector of Pakistan. However, some principles are suggested that can improve the education system in Pakistan under the light of theorized styles of leadership. For instance, it should be the prime responsibility of transformational and transactional leader to have instructional focus on followers in the education sector. Secondly, there should be supportive environment for the faculty members through which they can get motivation, inspiration, maintain reciprocal relationship in term of routinize the accountability of follower's performance and leader's contribution in exchange relationship. Thirdly, organization should heavily rely on face-to-face relationship rather than following the current prevailing bureaucratic style of leadership. Finally, transformational leader must inspire followers in the education sector of Pakistan that how to act and think around learning for continuous improvement and thrive for mutual respect that can be gained through required skills for job and knowledge.

Previous studies indicated that positive style of leadership used by the top management of any an organization especially academic institute always left positive outcomes on individuals and organizations such as (mindfulness, less intention to quit, lower level of actual turnover, mental and psychological issues). The major concern of this study was to increase the organizational citizenship behavior with the suitable adoption of leadership style such as transformational and transactional from the higher education sector of Pakistan. Preceding research indicated that service sector does not have high level of employees' organizational citizenship behavior because of high uncertainty of jobs particularly in private sector (Fischer et al., 2019). As mentioned earlier, the approximate cost of poor leadership style used in service sector increased 32% turnover intentions of the employees (Abbasi and Hollman, 2000) and on the other hand good leadership style helped in increasing 3 to 4% employees' job satisfaction and correspondingly 1.5% increase in annual revenue growth. But bad leadership style caused a service sector more than $ 126,000 in one year along with low employees' productivity, high rate of turnover and staff dissension. However, there are found bad results of poor leadership in term of financial loss of an organization and it is directly has positive significant relationship with organizational failure to achieve its long term and short term goals. Eventually, it is identified that good leadership style in higher education sector of Pakistan is closely related to increase OCB level of the employees. This research suggested to education sectorial managers that employees do not want decrease the level of job satisfaction, because previous study

investigated that good leadership style increase the job satisfaction (Long et al., 2014) which ultimately leads to high level of OCB. Finally, the suggestions were reported under the ample light of this research findings if higher education sector of Pakistan is serious to increase of OCB level of the employees than they should have to comply transformational and transactional style of leadership in education and there is also a need of the time to create organizational supportive environment at workplace. Moreover, managers and human resource department can encourage those employees who have low level of OCB to use other behavioral strategies to manage negative perceptions, reactions and intentions.

Future Research Directions and Conclusion

There are some aspects that can be considered theoretically and practically in the domain of this research work. First of all, contextual ground of this research was higher education sector of Pakistan. As Pakistan is situated in central Asia and Pakistan is high power distant culture so the same research model can also be replicated in other Asian countries such as Malaysia, China, UAE, and western countries as well to have insightful understanding of same research model. Data was collected from the service sector of Pakistan; it is also suggested to collect data of manufacturing sector of Pakistan such as textile sector and other sector as well. Moreover, theoretical perspective is concerned, POS partially mediates between the leadership styles and OCB. In the area of transformational and transactional styles of leadership future research can also postulate other styles of leadership such as Taoist leadership, autocratic leadership. Personality traits, opportunity for career development, interpersonal conflict, and workplace incivility can be investigated as mediating mechanism and types of psychological contract (relational and transactional) can be investigated as moderating variables. Based on the findings, it is recommended that above mentioned variables will be studied with different mediated-moderating relationship with employee's OCB and other job outcomes.

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