

# The Influence of Transactional Leadership Behavior and Organizational Climate on Organizational Citizenship Behavior among Ugandan Public Healthcare Workers

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Received: 29 August 2024

Accepted for publication: 16 October 2024

Published: 31 December 2024

## Abstract

The objective of this paper was firstly to investigate the influence of transactional leadership on OCB, secondly examine the influence of transactional leadership on OCB when mediated by Organizational climate on OCB. Qualitative research methodology was utilized in this survey; questionnaires were used to collect data from the 384 nurses from public hospitals in Uganda who were used as sample in this study. SPSS and Smart-SEM version 3.0 was utilized to analyse data, the results indicated that Transactional leadership has positive relationship with OCB when measured directly however, when Transactional leadership is mediated by Organizational climate it demonstrated a negative relationship with OCB, this study contributes to the understanding of the influence of Transactional leadership and Organizational climate on OCB.

**Keywords:** Transactional leadership, organizational climate, organizational citizenship, behaviour, health care

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## Introduction

In the current global competition, every Organizational wish to have employs who can participate in Organizational citizenship behaviour (Udho, 2022). The Ugandan public healthcare sector is challenged with the increasing shortage of qualified and skilled manpower (Obodoechi et al., 2021) . The current labour market is unable to meet the increasing healthcare demands in the country (Udho, 2022) . The inadequacy of health workers is affecting the growth of the sector (Kendall, 2017). Therefore, it's very important for the healthcare leaders to plan how to overcome these challenges by focusing on retaining and attracting qualified personnel, boosting the productivity of healthcare workers and improving on the services provided to their clients. Healthcare workers are hoped to go beyond their prescribed role when the Organizational climate favours them. Therefore, healthcare leaders are expected to be flexible in their operations basing on the environment, leaders should influence subordinates to execute the required tasks in the Organization (Achest, 2019).

## Theoretical Perspective

The theory of planned behavior was used in this study. The theory of planned behaviour is an extension of the theory of Reasoned Action (TRA), it scrutinizes individual's intention to involve in a given behaviour (Ajzen, 1991). Theory of planned behavior examines behavior which people have influence upon to apply self-control. The theory examines the personal attitudes towards a given conduct, subjective norms which refer to how an individual feel and view ideas of others about a given conduct and perceived behavioral control is the degree to which an individual perceive they can control their behavior. The theory contends that our feeling towards behavioral control has got two effects. Firstly, it affects the person's intention to act in a given direction, the more control an individual think has over their behavior, the stronger their intention to execute the behavior. Lastly it affects individual conducts directly, if someone believes that he has high degree of control he will firmly try header and longer to succeed (Ajzen, 1991).

## Literature Review

### Transactional Leadership

Transactional leadership is "everyday stuff of politics" and Transactional leaders act as a "agent" in creation of change, which happens in "rare doses"(Sunaryo et al., 2021). Transactional leadership behavior comprises of setting clear expectations, defining tasks and setting remuneration and appreciations to achieve the objectives and expectations from subordinates by the Organizational leaders (Wulani & Supriharyanti, 2020). Transactional leaders develop ideologies that are clear and agreed upon in terms of contractual basis. (Tziner et al., 2021). Transactional leader's observer day-to-day events and formulate work essential principles (Pretorius et al., 2018). Transactional leaders set contractual relationship with the aim of motivating staff using compensation based on the duty carried out by workers (Pretorius et al., 2018). Transactional leaders stress short-term goals and guild lines, actions and routine, they don't encourage innovation ideas and creativity among employees (Sleegers, 2023). Transactional leaders believe that employees are driven by compensation for the effort, the exchange grounded on payments which workers are rewarded for their compliance and energy on a completing agreed upon tasks. Transactional leaders continuously overstress short- term goals and Organizations routine regulations as procedure at work. In this type of leadership less attention is paid on ideas which are not in line with present Organization objective and mission, this style of leadership is good only in a situation where Organizational challenges are not complex evidently outlined (Hadijah et al., 2019). Transactional leaders are extremely directive and concerned with outcome, their relationship with the employees is temporary not based emotional connections (Abubaha, 2019). Transactional leaders are concern with guiding efficiency, lowering expenditure and improving production (Akpaprep et al., 2019). Preceding researchers admit transactional leadership influences the extent of performance and help to diminish client's conflicts within the Organization, this kind of leadership sets SMART (specific, measurable, attainable, realistic and timely) goals for their staffs and clarifies expectations; provide required assistance to execute a given duty (Viernes et al., 2018). A lot of researchers have established that contingent rewards leads to increased subordinates satisfaction (Sleegers, 2023). Transactional leadership is concern with give and take between leaders and subordinates, leader's rewards employees basing on work related accepted performance, staff are provided with all the necessary support they want to carry out the assigned duty (Zabihi et al., 2022).

### Organizational Climate

Organizational climate was used as a mediator in this research, mediator is the third variable which influences the relationship between the independent and dependent variable (Zabihi et al., 2022). Organizational climate is defined as how employees perceive Organizations internal functions like decision-making and rule-setting in the workplace (Walumbwa et al., 2023). Organizational climate is set of behaviors that describes Organization (Zabihi et al., 2022). It may make an organization different from other Organization and influence employees' work behavior in the Organization. Primarily, Organizational climate conveys a person's sensitivity of the Organization which he belongs (Wanyonyi, 2022). It is a set of incomparable appearances and features that are observed by the staffs about their Organizations, which serves as a vigorous aspect in inducing their behavior (McCall & Bass, 1982). Despite the fact that there is disparity in the way people perceive, analyze, and understand information, the climate presented in the Organization is a collective view or recognition,

Organizational climate has got various dimensions such as role clarity, communication, career development, reward among others as discussed below.

Role clarity is the feeling of the Organizational members regarding the fact that subordinates should accurately know what is expected from them and their work (Locke et al., 2020). In short of clear role clarity, there is likely to be conflict in Organizational goals and objectives, ambiguity of Organizational structure and roles which may result into poor communication from management and lack of interdepartmental cooperation (Qodariah et al., 2019).

Communication is regarded as the accessibility of the leaders for listening and guidance, effective communication, and clear expectations and feedback that is needed for better duty execution (Lyons, 1971). There are sometimes communication issues that occur in the Organizational, the ability of leaders in listening to subordinates, providing necessary information and managing misunderstanding plays a vital role (Li & Mahadevan, 2017).

Career development is the management of individual's progression and advancement in their career (Teng et al., 2020). Career growth can help individual workers to enhance their career advancement in Organizational, if the Organization gives opportunities such as by being offered responsibilities, challenging assignments, and learning opportunities (Spinelli, 2023). Career development assists employees to acquire new skills and knowledge to execute their assignments, Organizations that focuses on career development stands a high chance to reap high productivity from properly trained and skilled employees (Wanyonyi, 2022). Therefore, to enhance competitive advantage of the Organizational leaders should make career development a priority at work (Manga & Ayaburi, 2019).

Reward is considered as an incentive to the employee in exchange for the contribution of their services although it's an expense for the Organizations, incentive pay functions as a significant driver of the positive attitude and behaviour of workers that increase Organizational operations and effectiveness (Kurniawan et al., 2019). Reward has considerable power to direct attitudes and performance of the subordinates. Wage or salary may act has a tool to escalation the commitment toward an Organization (Manga & Ayaburi, 2019). Employees will be more engaged in their job when they feel the greater rewards for their performance, Nowadays, workers anticipate more than just salary from their employer; they want supplementary considerations that improve their lives (Altahtooth, 2018).

Working environment consists of employee safety, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm (Abubaha, 2019), When employee recognizes that the Organization contemplates them to be important, they will be committed to it and have sense of ownership for their Organizational (Smith et al., 2018). The working environment is categorized into two magnitudes namely that includes all the various features of how job is carried out and completed, concerning the task activities training, control of one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task (Kurniawan et al., 2019) The second magnitude is context which encompasses the physical working environment and the social working settings (Manga & Ayaburi, 2019).

### Organizational Citizenship Behavior

Bateman and Organ (1983) are said to have introduced the term OCB, Nevertheless Katz in 1964 was the first to carry out a study on extra-role behavior exhibited by workers in different Organizations, and after his study plentifully scholars were attracted to this concept and resulted into various books, articles and measurements scales (Kanwal, Fizza; Rathore, Kashif; Qaisar, 2019; Northouse, 2010; Vashisht, 2017). Dennis Organ is considered as the father of OCB, in his book, "Organizational Citizenship Behavior: The Good Soldier Syndrome", he used the term OCB to define good citizenship pattern and he defined OCB as individual conduct that is voluntarily, not directly or clearly documented by the formal reward system of payment and that in the collective contribution to the actual running of the Organization (Fiedler, F.E. and Chemers, 1974). Later on, Organ (1997) redefined OCB as an employee's conduct which goes beyond the formal contract standard requirement but helps in the accurate running of the Organization (Mahooti et al., 2018). The original definition of OCB gives as the notion of voluntarily, which point out that engagement in OCB is totally discretionary or not an enforceable by leaders or it is rather a matter of individual choice because it does not arise from the assigned role or requirement of the job (Mahooti et al., 2018), such that if it is not performed doesn't result into punishment by the leader. OCB is regarded as those activities performed by the employees above the Organizational anticipations, It differs from assigned role obligation and this indicates that employees invest additional time and energy for their Organizations (Kevin j Rooney, 2019; Mansui et al., 2019). As a result, they exhibit that they can execute beyond the anticipation of their leaders (Kurniawan et al., 2019). OCB comprises of social conducts, innovativeness, and accomplishing tasks on time, discussing colleague's problem; helping others with work related assignment, avoid creating mistakes and acting discretionary (Kurniawan et al., 2019).

Organizational citizenship can be noticed in terms of being persistence, ability and flexibility to cope with extra-work struggles without any intension of reward in return (Kurniawan et al., 2019). Additionally, Organ (1988) proposed five dimensions of OCB, namely, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism is defined as voluntary action where subordinates provide assistance to colleagues to accomplish a given duty (Sleegers, 2023), altruism comprises behaviours such as helping a colleague who has been absent from work, supporting colleagues with work related responsibilities, providing assistance and support to new colleagues and focusing on group worries over personal issues in order to achieve Organizational objectives (Kurniawan et al., 2019).

Civic virtue is concern with employees voluntarily participate in the activities of the Organization such as attending meetings of the Organizations, freely expressing opinions and reading Organizational communications such as memos, mails, and letters for all important updates which are not compulsory to them (Khaola, 2018).

Courtesy contains behaviors that avoid involving in problems with fellow workmate (Jenner, 2019). It also comprises of being courteous to colleagues, collaborating with those that might be affected by one's decisions, signals that assist others avoid a problem, such as providing innovative announcements from meetings when is an able to attend them (Jenner, 2019). Informing colleagues about the changes in the Organizational that may affect their performance (Sleegers, 2023). Demonstrating acts of kindness and thankfulness toward other workers without hurting their rights (Janadari et al., 2018), it creates positive and friendly work atmosphere such as boosting and supervisory support which can lead to employee gratification (Janadari et al., 2018).

Conscientiousness is where employees obey Organizational rules and regulation, punctuality above the obligatory levels of attendance or conservation resources by not taking additional breaks without inspection (Janadari et al., 2018), consciousness can be demonstrated through employees arriving early at work and leaving past agreed on time in the contract with the view of accomplishing workload in the Organization (Janadari et al., 2018). Being punctual in meetings and schedules, managing Organizations resources and making constructive suggestions (Sleegers, 2023). In addition, when Organization inspire subordinates to contribute in the decision making (Sleegers, 2023)

Sportsmanship is the readiness of employees to abide with any given conditions without complaining, and at the same time able to abstain themselves from actions that comprises of complaining and objections (Sleegers, 2023), Sportsmanship manner demonstrates endurance minus complaining in the less performances ideal circumstances or not making a big deal out non-essential issue (Kurniawan et al., 2019). More so, sportsmanship manners are estimated at preserving the status quo and enhancing social coordination Kurniawan et al., 2019).

## Research Methodology

This study utilizes a quantitative research methodology; the research design of this study is correlational because the study is aimed at finding out relationship between the variables, 5 point likert scale was used to collect data from respondents (Ramayah et al., 2014). Conveniences sampling was considered to determine the respondents in this study basing on their willingness and availability to participate in the study. The sample of the study was drawn from 384 nurses working in public hospitals all over the four regions of Uganda namely eastern central western and northern region.

## Results and Discussion

A 5-point likert scale was used in collecting data which ranged from always, very often, sometimes, rarely and never, however at the end it was reduced in 3-point likert scale. Always and very often were reduced into one that's agree and rarely and never were reduced into disagree and this didn't change the meaning of the findings.

### *Demographic Characteristics*

345 were the respondent who returned their questionnaires fully answered out of 384 which were supplied and out of that 243 (70.4%) of the respondents were female, 102 (29.6%) were male, between 18-30 years were 79 (23%), 31-40 years were 146 (42.3%) and 41 years and above were 120(35%) of the respondents. In terms of education those possessing a certificate in nursing were 114 (33%), those with diploma were 170 (49.3%) and with a degree in nursing were only 61 (18%) of the respondents. In terms of marital status 113 (33%) were single and 232 (67%) were married. The working experience of the respondents ranged from 1-5 years were 63 (18%), 6-11 years were 98 (28.4), 12-15 years were 69 (20%) and respondents with 16years above were 115 (33.3%).

Under Transactional leadership questions the first question (TranscL1) was asked to find out if the healthcare leaders in the Ugandan public healthcare system link staff performance goal to expected reward. The findings demonstrated that 42(12%) of the respondents were in agreement, 62(18%) replied sometimes which is neutral and 238(69%) were in disagreement. Another question (TranscL2) was asked and established that 56(17%), were in agreement, 68(19) replied sometimes which is neutral and 221(65%) were in disagreement. This implies that although some respondents were in agreement but the majority was in disagreement. This indicates that there is low practice of Transactional leadership among public healthcare leaders in the Ugandan public healthcare sector, See table 1 below.

Table 1: Transactional Leadership Among Public Healthcare Leaders in The Ugandan Public Healthcare Sector

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. TranscL1	26(7%)	18(5%)	62(18%)	154(45%)	84(24%)
2. TranscL2	16(5%)	40(12%)	68(19%)	195(57%)	26(8%)
No. of Respondents = 345					

In order for the researcher find out if Organizational citizenship behaviour exist among nurses operating in the Ugandan public hospital, he asked question on all the dimension of OCB. The first questions were asked to find out if respondents (nurses) practices altruism at their work place. The first question (Altr1) was posed to the nurses to inquire if they willingly help fellow professional when they have work related problems and results demonstrated that 30 (9%) of the respondents were in agreement, 85(25%) of the respondents replied sometimes which is neutral and 230 (66%) were in disagreement. question 2(Altr2) still on altruism was asked to find out if nurses help new comers to get oriented towards their jobs and the findings revealed that 22(6%) of the respondents were in agreement, 99(29%) replied sometimes which is neutral and 224(64%) of the respondents were in disagreement.

The last question (Altr3) was asked to find out if nurses are always willing to lend helping hand to those around them and the results indicated that only 52(20%) of the respondents were in agreement, 61(17%) replied sometimes and 214(62%) were in disagreement. this implies that although some nurses were in agreement the majority of respondents were in disagreement which demonstrates low degree of altruism which is one of the dimensions of OCB among nurses in public hospitals in Uganda. See table 2 below.

Table 2: Low Degree of Altruism Which Is One of The Dimensions of OCB Among Nurses in Public Hospitals in Uganda

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. Altr1	7(2%)	23(7%)	85(25%)	185(53%)	45(13%)
2. Altr2	7(2%)	15(4%)	99(29%)	188(54%)	36(10%)
3. Altr3	44(12%)	26(8%)	61(17%)	156(45%)	58(17%)
No. of Respondents = 345					

Questions on courtesy as another dimension of OCB were asked, the first question (Cour1) was asked if respondents (nurses) avoid creating problems to their colleagues and results indicated that 50(15%) were in agreement, 76(22%) responded to sometimes and 219(64%) were in disagreement. Question two (Cour2) was asked to find out if respondents don't abuse rights of others in the Organization and the results demonstrated that 37(11%) of the respondents were in agreement, 80(23%) responded to sometimes and 228(66%) were in disagreement.

Lastly question three on courtesy (Cour3) was asked to find out if nurses are mindful of how their behavior affects other people's jobs in the Organization and it was established that only 65(19%) of the respondents were in agreement, 75(22%) were neutral in their response and 205(59%) of the nurses were in disagreement. Although some nurses were in agreement but the highest number respondents were in disagreement which makes us to conclude that there is low degree of courtesy as a dimension of OCB among healthcare practitioners in the Ugandan healthcare sector, table 3 below.

Table 3: Low Degree of Courtesy as a Dimension Of OCB Among Healthcare Practitioners in The Ugandan Healthcare Sector

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. Cour1	19(6%)	31(9%)	76(22%)	168(49%)	51(15%)
2. Cour2	7(2%)	30(9%)	80(23%)	141(41%)	87(25%)
3. Cour3	7(2%)	58(17%)	75(22%)	176(51%)	29(8%)

No. of Respondents = 345

The researcher designed questions to find out on the responses of nurses on civic virtue as one of the dimensions of OCB. The first question (Civ1) was posed to the respondents to find out if always nurses keep themselves updated with changes in the Organization and the results indicated that 33(10%) of the respondents (nurses) are in agreement, 85(25%) replied sometimes and 227(66%) were in disagreement. Question two (Civ2) which was to find out if nurses always keep themselves updated with Organizational announcements and memo was asked and 35(11%) of the respondents agreed to the question, 80(23%) responded to sometimes and 230(67%) disagreed to the question. The last question on civic virtue (Civ3) which was to finding out if respondents attend meetings which are not compulsory to them but are useful to their departments was asked and established that 46(17%) of the respondents agreed, 64(19%) replied sometimes and 225(68%) Of the respondents disagreed to the question. Therefore, this indicates that there is low civic virtue among nurses operating in government hospitals in Uganda. see table 4 below.

Table 4: Low Civic Virtue Among Nurses Operating in Government Hospitals in Uganda

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. Civ1	12(4%)	21(6%)	85(25%)	165(48%)	62(18%)
2. Civ2	9(3%)	26(8%)	80(23%)	157(46%)	73(21%)
3. Civ3	23(7%)	23(7%)	64(19%)	155(45%)	80(23)

No. of Respondents = 345

Sportsmanship is one of the dimensions of OCB. Therefore, question was posed to find out if it exists among the nurses operating in public hospitals in Uganda. The first question (Sport1) was asked to respondents if they help their organization to avoid faults and 40(13%) were in agreement, 67(19%) of the respondents replied sometimes and 240(69%) were in disagreement. Question two (Sport2) under sportsmanship was inquired from respondents to find out if the avail solutions instead of complaining at work place and 106 (11%), were in agreement, 100(23%) replied sometimes which is neutral and 73(21%) were in disagreement. The last question (Sport3) under sportsmanship was asked to (nurses) if they require extra motivation to carry out their duties and findings indicated that 27(8%) of the respondents were in agreement, 76(22%) replied sometimes indicating that they are neutral and 241(69%) of the respondent disagreed. This implies that there is low sportsmanship among nurses operating in government hospitals in Uganda. Table 5 below.

Table 5: Low Sportsmanship Among Nurses Operating in Government Hospitals in Uganda

Item/Question	Agree		Sometimes	Sometimes	
	Always	Very Often		Rarely	Never
1. Sport1	23(8%)	17(5%)	67(19%)	185(53%)	55(16%)
2. Sport2	80(3%)	26(8%)	100(23%)	120(46%)	73(21%)
3. Sport3	17(5%)	10(3%)	76(22%)	148(42%)	93(27%)

No. of Respondents = 345

Lastly questions on consciousness which is another the dimensions of OCB were asked to the respondents. The first question (Consc1) inquired if a respondent obeys Organizational rules when no one is watching at work place. The findings indicated that 17(5.3%) of the respondents were in agreement, 56(16%) replied sometimes and 272(79%) of the nurses were in disagreement. Question 2 (Consc2) was asked to find out if respondents don't take extra or long breaks while on duty and the findings indicated that 20(5.5%) of the respondents were in agreement, 44(14%) of the respondents replied sometimes and 281(82%) of the respondents were in disagreement with the question. Lastly question 3(Consc3) was asked to respondents to find out if respondents' attendance at work is above the norm of the Organizational and it was discovered that

14(4.6) of the respondents were in agreement, 49(14%) of the respondents replied sometimes and 282(82%) disagreed to the question. This implies that although some respondents were in agreement with the question but majority of them were in disagreement which indicates that there are low levels of consciousness among nurses operating in public hospitals in Uganda. Table 6 below.

**Table 6: Low Levels of Consciousness Among Nurses Operating in Public Hospitals in Uganda**

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. Consc1	1(0.3%)	16(5%)	56(16%)	194(56%)	78(23%)
2. Consc2	3(0.9)	17(4.9%)	44(13%)	217(63%)	64(19%)
3. Consc3	2(0.6)	12(4%)	49(14%)	213(62%)	69(20%)
No. of Respondents = 345					

To find out about how respondents feel about their Organizational climate, questions were asked to them. The first question (OrgcL1) was to find out if the respondent's responsibilities are clearly defined at their work place and it was found out that 30(9%) of the respondents were in agreement, 46(13%) of the respondent replied sometimes which implies they were neutral and 269(78%) of the respondent were in disagreement. Question two (OrgcL2) was asked to the nurses to find out if they have good collegial relationship at work and results indicated that 31(9%) respondents agreed to the question, 57(17%) responded to sometimes which is neutral and 257(75%) of the respondent didn't agree to the question. Question three (OrgcL3) was asked to inquire if respondents are availed with the necessary information to carry out their work in the Organizational and it was revealed that only 52(19%) of the respondents agreed, 61(18%) replied sometimes and 232(67%) disagreed to the question. Question four (OrgcL4) was posed to the respondents if they receive regular communication from their leaders about work related issues and it was revealed that 55(16%) of the respondents were in agreement, 68(20%) responded sometimes and 222(64%), disagreed to the question. Question five (OrgcL5) was asked to find out if respondents (nurses) are satisfied with their job and this revealed that only 44(13%) of the respondents agreed to the question which means were satisfied with their job, 68(20%) of the respondents replied sometimes which is neutral and 233(68%) of the respondents were in disagreement. Question six (OrgcL6) was posed to respondents to find out if there is career development in their work place and only 58(17%) of agreed that there is career development at their work place, 67(19%) responded to sometimes which is neutral and 220(64%) of the respondents were in disagreement that there is no career development in their institutions. Question seven (OrgcL7) was asked to respondents to find out if they receive performance appraisal feedback from their leaders and it was revealed that only 29(8%) of the respondents agreed to the question that they receive performance appraisal feedback from their leaders, 73(21%) of the nurses replied sometimes and 243(71%) disagreed. Question eight (OrgcL8) was asked to find out if respondents (nurses) are proud of the quality of services they provide to their clients and 23(7%) were in agreement with the question that they are proud of the services they provide to their customers, 75(21%) of the nurses replied to sometimes and 247(71%) were in disagreement. Lastly question nine (OrgcL9) was asked to nurses (respondents) to find out if there are well defined measures of conflict resolution in the Organizational and it was revealed that 47(13%) of the respondents were in agreement that there is well defined measures of conflict resolution, 68(20%) replied sometimes and 230(67%) were in disagreement. Therefore, we can conclude that although some respondents were in agreement with the question asked but the highest percentage was in disagreement which implies that there are low levels of Organizational climate in public hospitals in Uganda. Table 7 below.

**Table 7: Low Levels of Organizational Climate in Public Hospitals in Uganda**

Item/Question	Agree		Sometimes	Disagree	
	Always	Very Often		Rarely	Never
1. OrgcL1	4(1%)	26(8%)	46(13%)	213(62%)	56(16%)
2. OrgcL2	8(2%)	23(7%)	57(17%)	185(54%)	72(21%)
3. OrgcL3	6(2%)	46(13%)	61(18%)	173(50%)	59(17%)
4. OrgcL4	14(4%)	41(12%)	68(20%)	166(48%)	56(16%)
5. OrgcL5	7(2%)	37(11%)	68(20%)	176(51%)	57(17%)
6. OrgcL6	7(2%)	51(15%)	67(19%)	163(47%)	57(17%)
7. OrgcL7	14(4%)	15(4%)	73(21%)	172(50%)	71(21%)
8. OrgcL8	9(3%)	14(4%)	75(21%)	173(50%)	74(21%)
9. OrgcL9	8(2%)	39(11%)	68(20%)	154(45%)	76(22%)
No. of Respondents = 345					

Measurement Model

The measurement model is tested by calculating the conceptual model using a statistical test. The construct reliability and validity, collinearity statistics, model fit, discriminant, and convergent validity, and factor loading were the primary focus of the test. Statistical results meet all the minimum criteria of threshold values. The figure and table below show that the factor loading values of all items are greater than 0.7 and the AVE value is also greater than 0.05.

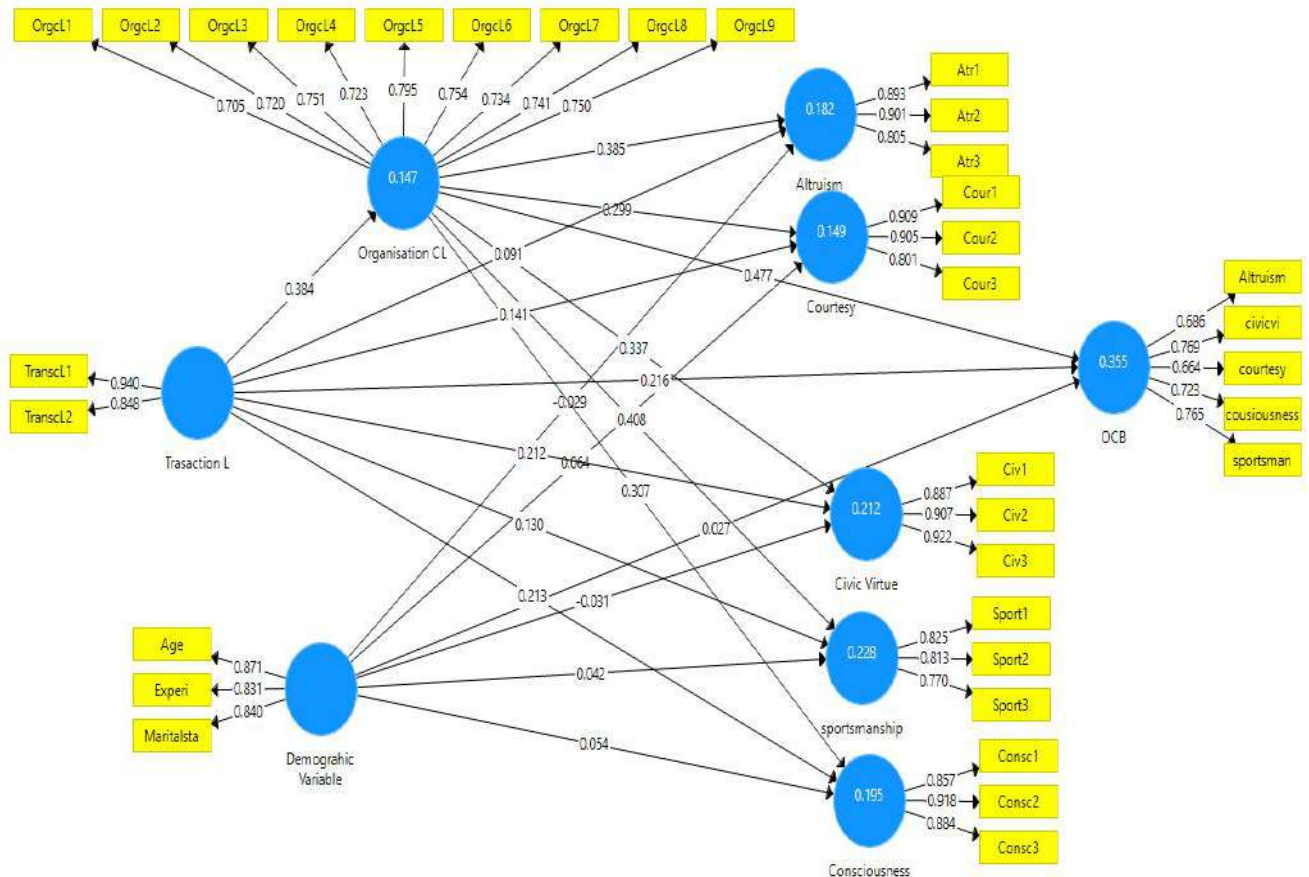


Figure 1: Structure Model of The Study

The structural model focuses on analyzing the relationship between variable. Smart PLS version 3.0 was used in the evaluating of the measurement model in this survey. The reliability check of all items was conduct, internal consistency or construct reliability, average variance extracted analysis, and discriminant validity was assed. A measurement model has acceptable internal consistency reliability when the composite reliability (CR) of every construct is above the threshold value of 0.7, factor loading 0.6, and Cronbach Alpha > 70 at the significant level of 0.5 (Ramayah et al., 2012).

A measurement model is considered to be with acceptable internal reliability if the composite reliability of every construct is above 0.7 which is the baseline (Baber et al., 2016). The table above represents the measurement model of Transactional leadership on OCB; it indicates that all constructs possess composite reliability which is above the suggested threshold of 0.7. Which ranges from 84 to 93, therefore items based on in this measurement model, their internal consistency is satisfactory.



Table 8: Indication Measurement Model of Variables

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Altruism	0.837	0.875	0.901	0.753
Civic Virtue	0.890	0.893	0.932	0.820
Consciousness	0.864	0.873	0.917	0.786
Courtesy	0.844	0.864	0.906	0.763
Demographical Variable	0.815	0.857	0.885	0.719
OCB	0.770	0.776	0.845	0.522
Organizational Climate	0.898	0.899	0.917	0.550
Transactional Leadership	0.763	0.867	0.890	0.802
Sportsmanship	0.724	0.727	0.845	0.645

### Internal Consistence Reliability

Reliability refers to the measurement of exactness, or the degree to which tools produces consistent or error free outcomes. It expresses the power of specific measures across duplications from the unchanged source of data (Fivush Levine, 2000). The frequently considered measure of reliability is internal consistency reliability and it's given priority to in this study. Composite reliability in this survey was used to determine the internal consistency reliability of the constructs, the results shows that the composite reliability (CR) of all the constructs are above the recommended cut off of 0.7, the constructs in this survey are from 0.84 to 0.95 and this exceeds the suggested threshold by Cohen , this indicates that the measurement model have agreeable internal consistency reliability all constructs are within established parameters and reliable (Benitez et al., 2020)

### Indicator Reliability (Outer Loadings)

Indicator reliability of the measurement model was determined by analyzing constructs loadings, factor loading have satisfactory indicator reliability at a level of 0.6 at significance rate of 0.05. Basing on this study all items in the measurement presented loading above 0.60. In this survey the lowest item loading was 0.72 and the highest 0.94 all items which were below 0.60 were removed and only remained those which demonstrated acceptable item's reliability.

### Convergent Validity

Indicator reliability of the measurement model was determined by observing item loadings, factor loading have satisfactory indicator reliability at a level of 0.7 at significance rate of 0.05. Basing on this study all items in the measurement presented loading above 0.70. In this survey the lowest item loading was 0.74 and the highest 0.94 all items which were below 0.70 were removed and only remained those which demonstrated acceptable item's reliability.

### Discriminant Validity

Discriminant validity is the magnitude in which construct is truly different from one another. It also analyses the degree of variances among the overlapping items. There are many ways of analyzing discriminant validity namely, using cross-loading of indicators, Heterotrait-monotrait (HTMT) and Fornell & Larcker criterion. In a study which involves latent variable valuation of discriminate validity is very crucial to avoid multicollinearity problem (Ting & Thurasamy, 2016). This study uses fornell and larker standard and cross-loading to determining discriminant validity. This technique associates the square root of the average variance extracted (AVE) with the correlation of latent constructs. A latent construct must describe superior variance of its own indicator rather than the variance of other latent constructs (Ting & Thurasamy, 2016). Fornell & Larcker criterion suggest that the square root of every construct AVE must be of greater value than the correlation of other latent variable (Ting & Thurasamy, 2016). SmartPLS was utilized to produce average variance extracted (AVE) of each item in the measurement model assessment.

In this survey the results illustrate that all the square roots of AVE are above the off-diagonal element in their corresponding row and column. In the table below, figures bolded illustrates the square roots of the AVE and the non bolded elements indicates intercorrelation value among the constructs. The results in this study proved the Fornell and Larcker's criterion due to the fact that the square root of the AVE is greater than the all off-diagonal values, all constructs share more difference with its connected indicators than with any other construct (Ting & Thurasamy, 2016). The analysis shows that each construct is greatly extra closely correlated to its own indicators rather than to other constructs, hence filling the Fornell & Larcker criteria for discriminant validity.

Table 9: Criteria For Discriminant Validity

Variable	1	2	3	4	5	6	7	8	9
Altruism	<b>0.868</b>								
Civic Virtue	0.440	<b>0.906</b>							
Consciousness	0.399	0.373	<b>0.887</b>						
Courtesy	0.263	0.500	0.374	<b>0.873</b>					
Demographic Variable	0.003	0.002	0.080	0.089	<b>0.848</b>				
OCB	0.697	0.769	0.728	0.665	0.067	<b>0.723</b>			
Organizational CL	0.417	0.415	0.393	0.359	0.080	0.561	<b>0.742</b>		
Transactional L	0.238	0.341	0.331	0.257	0.009	0.399	0.384	<b>0.895</b>	
Sportsmanship	0.466	0.465	0.468	0.344	0.076	0.767	0.461	0.287	<b>0.803</b>

### Structural Model

After establishing the measurement model in this survey, it is then followed by carrying out analysis of the structure model. In this research the structure model assessment is greatly important due to the fact that it decides the models ability to predict the targeted hypotheses (Rasoolimanesh et al., 2016).

#### *Assessment of the Structural Model for Collinearity issues*

Assessing collinearity concerns in the structure model is one of the utmost phases because it's very significant to abstain from collinearity problems amongst construct before conducting a latent variable assessment in the structure model (Rasoolimanesh et al., 2016). The VIF is based on to measure the collinearity concerns in a given study. The threshold value for assessing collinearity issue is 3.3 and also 5 is recommended (Rasoolimanesh et al., 2016). According to this study the range was between 1.3 to 2.9 which is recommended in both writings of (Rasoolimanesh et al., 2016), and therefore, this concludes that collinearity issues are not concern of this study.

#### *Assessing the Significance of the Structural Model Relationships*

Bootstrapping technique was used to determine the outcome for vey path relationship in the structure model indicated in table below. Bootstrapping which is a nonparametric sampling comprising of random sampling with replacement of original sample was carried out in Smart PLS-SEM to test hypothesis. The number considered for resampling was decided basing on the suggestion of Rmayah that bootstrapping performed with 5000 re-sample. In this study SmartPLS-SEM version 3.0 was used to determine the significance of the hypothesis. Bootstrapping procedure was used to examine the significance level and t-statistics of all paths that were established to test all the hypothesis which were generated in this study. During bootstrapping, significance level was set at 0.05, one tailed test and 5000 subsample were selected respectively. According to Ramayah (2020), the precarious standards for a significance point of 1% ( $\alpha = 0.01$ ), 5% ( $\alpha = 0.05$ ) and 10% ( $\alpha = 0.1$ ) are 2.33, 1.645 and 1.28, respectively for the one-tailed test (Ramayah & Rahbar, 2020).

The results indicated in Table below, demonstrates the value of path coefficients have a homogeneous value approximately in the range of -1 and +1 (values ranges around -0.004 to 0.646). Hair, Hult, Ringle projected that path coefficients close to +1 demonstrates strong significant relationships, and when it's close to 0 shows a weaker relationships (Ramayah & Rahbar, 2020). Subsequent, for the t-test, relationships are established to possess t-value  $\geq 2.33$ , thus significant at 0.01 level of significance, for Transactional leadership behavior  $\beta=0.0.110$ , t-value=2.162,  $p<0.01$ ), and Organizational climate  $\beta=0.206$ , t-value=3.319,  $p<0.01$ ), are significantly related to Organizational citizenship behaviour. However demographic variable with ( $\beta= -0.041$ , t-value=0.790) are not significantly related to Organizational citizenship behavior. The results of the study are summarized in the table 10 below.

Table 10: The Results of The Study

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organisation CL -> Altruism	0.385	0.389	0.050	7.697	0.000
Organisation CL -> Civic Virtue	0.337	0.338	0.058	5.791	0.000
Organisation CL -> Consciousness	0.307	0.312	0.059	5.191	0.000
Organisation CL -> Courtesy	0.299	0.304	0.054	5.499	0.000
Organisation CL -> OCB	0.477	0.481	0.046	10.405	0.000
Organisation CL -> sportsmanship	0.408	0.410	0.052	7.849	0.000
Transaction L -> Civic Virtue	0.212	0.213	0.057	3.744	0.000
Transaction L -> Consciousness	0.213	0.216	0.051	4.145	0.000
Transaction L -> OCB	0.216	0.218	0.052	4.117	0.000
Transaction L -> Organisation CL	0.384	0.385	0.051	7.592	0.000
Transaction L -> Courtesy	0.141	0.142	0.053	2.656	0.004
Transaction L -> sportsmanship	0.130	0.135	0.061	2.114	0.017
Transaction L -> Altruism	0.091	0.092	0.057	1.590	0.056
Demographic Variable -> Courtesy	0.064	0.063	0.054	1.170	0.121
Demographic Variable -> Consciousness	0.054	0.064	0.061	0.877	0.190
Demographic Variable -> sportsmanship	0.042	0.034	0.062	0.686	0.246
Demographic Variable -> Civic Virtue	-0.031	-0.027	0.050	0.627	0.266
Demographic Variable -> OCB	0.027	0.027	0.051	0.533	0.297
Demographic Variable -> Altruism	-0.029	-0.036	0.073	0.395	0.347

### The Coefficient of Determination (R2)

It is then followed by calculate the model's predictive accuracy over the coefficient of determination score (R2). The R2 calculates the model's predictive power, the value are from 0 to 1 indicating a higher degree of predictive accuracy (Ramayah & Rahbar, 2020). This survey is based on the guidelines of Cohen (1988), SmartPLS algorithm was utilized to compute the R2. The R2 value demonstrates the degree of variance in dependent variables that is expounded by the independent variables. Thus, a high R2 value escalates the predictive capability of the structural model. In this research, SmartPLS algorithm

function is based on to obtain the R2 values, whereas the SMartPLS bootstrapping function was based on to produce the t-statistics values. For this survey, the bootstrapping produced 1000 samples from 345 cases. The outcome of the structural model is offered in the figure above of structure model.

Basing on the structure model, Transactional leadership and Organizational climate are in position to explain 36% of the variance in Organizational citizenship behavior (OCB). On the other hand, Organizational climate explains 15% of variance in explaining OCB, altruism explains 18.2%, and courtesy demonstrates 14.9%, civic virtue explains 21%, sportsmanship demonstrates 22.8% and consciousness explains 19.5% of the variance in identification of Organizational citizenship behavior respectively. The R2 generally established by this study are related to those reported in various recent studies. Such as in the study of Stocchi, Michaelidou, Pourazad and Micevski (2018), it reported R2 value of 35.5%. Therefore, in conclusion the general mode use in this research can predict up 35.5% of Transactional leadership influence on OCB which is acceptable and quite good for social science survey.

### *Assessment of the Effect Size ( $f^2$ )*

At this point the effect size ( $f^2$ ) is analysed. The  $f^2$  determines the absolute effect of predictor variable on endogenous construct. Cohen asserts that as good as considering the p-value also it is very vital to report the effect size ( $f^2$ ). The recommendation by Cohen (1988) was applied to determine the effect size ( $f^2$ ) in this survey. According to Cohen (1988) the range of .02, 0.15, and 0.35 symbolize small, moderate, and substantial effect size respectively. The table below indicates that Transactional leadership have small in generating effect size ( $f^2$ ) which is 0.016 while demographical variable effect size doesn't exist.

### *Assessment of the Predictive Relevance ( $Q^2$ )*

In conclusion, the predictive significance of the model is evaluated through the blindfolding technique as recommended by Hair et al. (2017), the  $Q^2$  predictive significance evaluation was done through blindfolding formula considering a distance rate of 7. From the established blindfolding analysis, the  $Q^2$  greater than 0 illustrates that the model has satisfactory analytical significance. From the results attained through blindfolding analysis of the model indicate that Organizational climate, altruism, courtesy civic virtue, sportsmanship and OCB  $Q^2$  are 0.314, 0.145, 0.177, 0.203, 0.177, and 0.217 respectively. Since the  $Q^2$  values are substantially above zero, this demonstrates that the model has got a predictive significance.

### *Mediation Analysis*

Conferring to Henseler et al. (2009), measuring the direct and indirect interactions among exogenous and endogenous latent variable is extra vital calculation of a structural model. The direct and indirect relationship can be evaluated by carrying out mediating or moderating analysis. However, in this study we only assessed the significance of the mediating relationships. This is based on the theoretical reasoning that suggests leadership behavior and Organizational citizenship behavior have one mediating factor which is Organizational climate which was anticipated to have influence long term connection (Ramayah & Rahbar, 2020). The finding from the analysis conducted to evaluate the mediating effect of Organizational climate on Organizational citizenship behavior. In the analysis, the influence of leadership behavior on OCB was established first and to test the mediation effect of Organizational climate was introduced. From the analysis Organizational climate has significant effect on OCB, however when Transactional leadership was mediated by Organizational climate it was negatively related to Organizational citizenship behavior at ( $\beta=0.761$ ,  $t=0.761$ ). Additionally, when critical examination is put into consideration, it demonstrates the increase in the R2 after introduction of a mediator as noted below altruism from 0.192 to 0.210, courtesy 0.178 to 0.183, Civic virtue 0.217 to 0.235, sportsmanship 0.328 to 0.332, consciousness 0.232 to 0.237 and OCB from 0.417 to 0.434. According to the Baron and Kenny's guidelines, it can be asserted that Organizational climate doesn't mediate the relationship between Transactional leadership and OCB (Baron & Kenny, 1986).

Table 11: Showing Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Transaction L -> Organisation CL -> Civic Virtue	0.129	0.131	0.031	4.186	0.000
Transaction L -> Organisation CL -> sportsmanship	0.156	0.159	0.033	4.672	0.000
Transaction L -> Organisation CL -> Altruism	0.148	0.150	0.030	4.920	0.000
Transaction L -> Organisation CL -> Courtesy	0.115	0.117	0.027	4.318	0.000
Transaction L -> Organisation CL -> Consciousness	0.118	0.121	0.029	4.063	0.000
Transaction L -> Organisation CL -> OCB	0.183	0.186	0.033	5.569	0.000

*H1: There will be a significant positive relationship between transactional leadership and OCB.*

The findings of the study depicted a significant positive relationship between Transactional leadership style and Organizational citizenship behavior. Therefore, this indicated that hypothesis one was supported by the study, Transactional leaders clarify responsibilities and duty necessities, and provide subordinates with equipment's or psychological reward depending on the success of prescribed duties (Masood et al., 2020). Transactional leaders clarify work-reward relations and contain exchanges between leaders and subordinates. Here leaders' discuss with subordinates the required outcome and explain how they can be attained and exchange the will get in return for providing a service. Transactional leaders either provides intangible or tangible assistance and resources to subordinates in return for their effort and work executed. They set standards, guidelines and consequences of accomplishing the task. In that sense followers are made loyal and obedient to the Organization by their leader's hence practicing extra role duty (Masood et al., 2020). In order to escalate effectiveness and competence in the Organization. Transactional leader looks at monetary reward or punishments (Masood et al., 2020). The findings of (Tziner et al., 2021), are also in line with the current study indicating that Transactional leadership has significant effect on OCB. According to Sadeghi, (2017) in his study relationship between head nurse's leadership style and nurse's. Organizational behavior indicated that there is a positive and significant correlation between transactional leadership and nurses.

*H2: There will be a significant positive relationship between transactional leadership and Altruism.*

The findings of the study portrayed that transactional leadership has no significant relationship with altruisms hence the set hypothesis 2 is rejected since transactional leaders associates performance to rewards, offer required resources to accomplish set goal this may undermine manners of employees to help fellow members in the institution, transactional leadership is characterized with monitoring performance of the employee to ensure that no deviation from agreed terms if any then punishment takes the courses, this will make subordinates to distance from helping fellow work because they don't wish to associate themselves with the consequences from leaders.

*H3: There will be a significant positive relationship between transactional leadership and civic virtue*

The results from this survey indicated that transactional leadership has significant relationship with civic virtue; therefore the set hypothesis is supported, since transactional leaders only intervene when the set targets are not achieved or work is not executed as expected, rewards are attached to performance and leaders offers situation where employees have chances of carrying out decision, this may influence subordinates to participate in the institutions political system and involving in Organizational voluntary activities such as attending meetings which are not compulsory to them and updating themselves about modifications or changes occurring in the Organization, therefore this act demonstrates civic virtue which is one of dimension of OCB. These acts of behavior demonstrate that subordinates' consents to the tasks and responsibility assigned to them in the Organization and acknowledges being part of the institution. Former scholars depicted that civic virtue decrease clients grievance and increases performance of subordinates in the Organizational (Avolio, 2010). Previous scholars

acknowledge civic virtue influence the extent of performance and help to reduce clients conflicts within the organization (Kanwal, Fizza; Rathore, Kashif; Qaisar, 2019). This type of leadership sets SMART (specific, measurable, attainable, realistic and timely) goals for their staffs and clarifies expectations; provide required assistance to execute a given duty.

*H4: There will be a significant positive relationship between transactional leadership and courtesy.*

The findings of the study show that transactional leadership doesn't have significant relationship on courtesy. Hypothesis four was rejected by the findings of the study. Transactional leaders set the expected rules and procedures and explains clearly the mission and vision of the Organization, however they don't go extra mile to encourage or support subordinates to explore new ways and coming up with new ways executing duties, they always think in terms of cutting cost and increase output, they always ignore advice that are not in line with set plans and goals although it can help the institution all this may undermine the dimension of OCB which is courtesy. Courtesy involves employees avoiding causing problems to their colleagues, encouraging fellow employee to work although they feel less interested in their duties or discouraged may be difficult which may result into conflicts in the institution. Transactional leaders assume that their followers can be motivated by reward, the exchange is based on money which subordinates get for their obedience and effort exerted on accomplishing agreed upon tasks. Short-term goals and Organizational customary rule are always overstressed by transactional leaders as procedures at work. These behaviors reflect employee's gratitude of being part of the Organization and agreement to the responsibility assigned (Helen Campbell Pickford, 2016; Masharyono et al., 2018). Transactional leaders, their emphasis is based on guiding efficiency, improving production and reducing expenditure.

*H5: There will be a significant positive relationship between Transactional leadership and conscientiousness.*

This study illustrated that transactional leadership has significant effect on conscientiousness, therefore hypothesis five is supported by the findings of the study. Subordinates under this type of leadership obey Organizational rules even when no one is watching because it is characterized with reward and punishments basing on assigned responsibility. Transactional leaders assume that their followers can be motivated by reward, the exchange is based on money which subordinates get for their obedience and effort exerted on accomplishing agreed upon tasks. Short-term goals and Organizational customary rule are always overstressed by transactional leaders as procedures at work. These behaviors reflect employees gratitude of being part of the Organization and agreement to the responsibility assigned (Kanwal, Fizza; Rathore, Kashif; Qaisar, 2019).

*H6: There will be a significant positive relationship between Transactional leadership and sportsmanship.*

The findings of the study demonstrated that there is no significant relationship between transactional leadership style and sportsmanship. Subordinates under this type of leadership may end up always complaining because leader's emphasis short-term goals and guild lines, measures and customary, they do not go extra mile to cultivate creativity and innovation of ideas among subordinates. These leaders do not pay attention to ideas which do not fit with current Organization objectives and mission this style of leadership is good only in an environment where organizational challenges are simple and are clearly outlined. The subordinates may end up disclosing the Organizations disadvantages beyond work environment which hinders them in accomplishing their tasks since they are not provided with opportunity to decide on how they can attain the set objectives which can be regarded has a behavior of not being loyal to the Organizational. Therefore, transactional leadership cannot serve as a predictor to sportsmanship where employees are expected to provide solutions instead of complaining since under this leadership they are provided with no or little space to decide as they customized on fallowing orders and regulation in accomplishing set goals. In order work to be accomplished under this type of leadership there must be strict monitoring and supervision work to be done.

## Conclusion

The main goal for this study was to analyze the relationship between transactional leadership and Organizational citizenship behavior when mediated with Organizational climate. The results from the survey indicated that transactional leadership had a significant relationship to OCB when measured directly but when Organizational climate was introduced to mediate the relationship, it was negatively associated to OCB, therefore this demonstrated that Organizational climate doesn't mediates the relationship between transactional leadership and OCB. In order to achieve effectiveness and high performance

in Organizational, leadership style practiced should be in position to influence subordinates to perform extra role behavior, there is need fully understand the concept of Organizational citizenship behavior and its connection with effective and efficient job performance.

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