

◆ Application Paper

**Moderating Effects of Situational Factors on  
the Relationship between Leadership and  
Organizational Citizenship Behavior**

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**Abstract**

Although the study of OCB has increased greatly in recent years, a little works have focused on the relationship between leadership and extrarole behavior, and the moderating effects of the situational factors on the relationship between two factors.

For the analytical purpose of this article, Fisher's Z-transformation and SGC(split groups correlations) methods were introduced. Generally 2 leadership styles are found to have influenced on altruism and conscientiousness respectively. Out of 36 cases, only 2 cases were significant in moderating effects. Based on empirical results, there is no moderating effects in conscientiousness. But altruism is found to be more closely related with employee-centered leadership in low centralized group than in high centralized group, and more closely related with job-centered leadership in low growth-needs group than in high growth-needs group.

**1. Introduction**

As a local government acquires its autonomy and widens the scope of its functions, the officials of a local government are required to do more than the government is being changed, people's expectation of the government grows. Until now, most of the studies on public service personnel behavior have centered on formal roles or behavior. However, in the complex and rapidly changing organizational environment, if organization members carry out only the formal roles, the organization is not able to cope with its environment and sustain its competitiveness.

The importance of the activities other than the formal tasks can be found in the studies on organizational citizenship behavior(OCB). OCB can be defined as the behaviors that is not compensated by formal pay system, but helpful for organizational effectiveness. For example, helping other team members may not be paid by the organization, but it can improve the performance of the group.

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According to Podsakoff and MacKenzie(1997), OCB can reasonably be expected to enhance coworkers' productivity, enhance manager's productivity, free up organizational resources for other productive purposes, help coordinate activities between team members and work groups, and improve organizational adaptability. Besides, OCB effects on firm financial performance(Werner, 2000), firm productivity(Podsakoff and MacKenzie, 1997), and innovative behavior to improve the overall quality of the department(Smith, Organ, and Near, 1983). Also, OCB will effect on continuous quality improvement through leadership. Leadership behaviors encourage initiative, participation in decision making, self problem solving, self evaluation, and OCB, which were expected to continuous quality improvement(Irvine, 1995; Manz and Sims, 1987).

Another important factor that affects an organization's effectiveness is the leadership of the management. Leadership has been known to influence various organizational behaviors that are important in achieving goals and objectives of the organization(Szilagyi & Wallace, 1983). Naturally, there have been many theories and discussions on leadership. Historically, they have been evolved from trait theory through behavioral theory to situational theory. While trait theory focuses on identifying traits that most of leaders commonly have, behavioral theory tries to explain leadership in terms of leaders' actions. Situation theory criticizes and arranges these theories, and introduces situation variables. According to the situation theory, effectiveness of the leader depends on how well the leader's behavior matches with the situation in which the leader is working. That is, one best leadership style can not exist in all situations, because human behavior changes in accordance with the various interrelated factors.

Getting toward open administration and localization era, public service personnel should have active attitude to serve the citizens. This study is to find the ways to improve organizational citizenship behavior of public service personnel. This study could be a good reference to provincial administrations in acquiring competitiveness and then activating their organization through the improvement of service quality of public service personnel in the same manner that the private companies are doing.

To get desired results, this study would examine how the relationship between leadership and organizational citizenship is varied according to trait of the personnel and structural features of the organization based on the previous studies that leadership of managers has influence on the organizational citizenship behavior. Through this study, researchers tried to find how the leadership, that is a managerial behavior, can be varied according to bureaucratic features and individual trait of the personnel. As a result, changes in managerial behavior and structural features could be tried based on the results of the study. For moderating analysis, this study classified respondents into two groups according to the structural features(formalization, centralization) and individual features (needs for growth, sex, age). For this analysis, Fisher's Z-transformation was used.

## **2. Leadership and Organizational Citizenship Behavior**

### **2.1 Research Approaches on Leadership**

Research approaches on leadership have been different according to the methodological

and conceptual preference of the researchers. But main stream is that leadership effectiveness is relied not only on the leader, but on the interaction of leader, followers and situational factors(Choo, 1992; Fleishman, 1957).

When the researchers failed in pursuing the trait theory, they examined external behavior of the leaders. Main focus of this theory is to examine unique behavioral styles of the effective leaders.

Among those studies, the representative study is the leadership styles by Ohio State University. The first step of this study was to develop questionnaire in order to estimate behavior of the leaders. After analysis of the questionnaire, it is found that the leadership behavior can be categorized into two styles. These categories are initiating structure and consideration. They are comprehensive categories, which include various characteristic behaviors. Initiating structure includes giving orders to followers, making task roles clear, planning and controlling, problem solving, blaming followers who showed bad performance and stimulating followers to produce good job performance. In summary, human and physical resources should be led to the behavioral state to achieve the organizational goal. Consideration includes supportive activities for the followers, consultation with the followers, exchange of fellowship and humanity, actions for the sake of the followers and open communication. These activities are human relationship oriented behavior, which is effective in establishing and maintaining human relationship between the leader and the followers.

The above two imply the leader influences on all motivations and actions of the followers. Also, the initiating structure and consideration can not be separated from each other. This means when one shows high score, the other does not necessarily shows low score. Rather, two behaviors of the leader can be compatible with each other. So, it was the first time in Ohio research that leaders' behavior was studied on two different separated lines rather than on the one continuing line(Chon, 1993).

Based on results of the early researches, various questionnaires were developed to evaluate initiating structure and consideration: LBDQ (Leader Behavior Description Questionnaire), SBDQ (Supervisory Behavior Description Questionnaire), LOQ(Leader Opinion Questionnaire) and LBDQ-XII(Kwak, 1997; Yukl, 1981).

All theories and rules can not be effective in every situation. Thus the effectiveness of leadership also may be different according to the situation. Both trait theory and behavioral theory are to find the ideal leadership style, which can be applied in general(Kwak, 1997; Yoo, 1991). However, the general leadership style is available without considering educational background and standard of living of the organizational members, cultural differences such as group features and tradition. In reality, the ideal and standard leadership style, which can be applied to all organizations, all times and all employees, can not be existed(Hersey & Blanchard, 1982). So, contingency approach is to find out the leadership styles, which show the most performance under certain situation. Researchers' views are different on the situation. It can be said that there are two directions in contingency approach(Dunnette & Hough, 1992).

First, the theory considers the leader's behavior as the dependant variable, and focuses on how the situational factors have influence on the leader's behavior, and analyzes how the leader's managerial behavior is changed in accordance with his(her) managerial

position. Second, it considers the effectiveness of the leadership as the dependent variable, and analyzes how the relationship between the leader's trait and behavior and the effectiveness is changed in accordance with the situational variable. The representative studies under this approach are path-goal theory, life cycle theory, and leadership substitute theory.

## 2.2 Definition and Constituency of Organizational Citizenship Behavior

There has been a lot of opinions about the definition and constituency of OCB. Common focus of these discussions have been in the neglected but important to organization, and they take two approaching methods. One is to differentiate OCB with the concept of traditional job performance. Early times many researchers understood citizenship behavior as extra-role and functional to the organization but different concept from in-role duty (Bateman & Organ, 1983; Smith, Organ and Near, 1983). However, these assertions contain the defect of boundary obscurity between in-role behavior that depends on job duty in large and extra-role behaviour. To conquer these difficulties, Graham introduced the concept of civic citizenship which is based on philosophy, politics and social history (Graham, 1991). At this point of view, civic citizenship includes all the behaviors of individual members which are useful to the community. Thus OCB includes actions out of work and political actions such as decision making participation that has not been interested up to now as well as traditional in-role behavior.

In more details, Organ (1988) defined OCB is under individual's own ability, not compensated by official pay system but helpful for organizational effectiveness. OCB is not the core of roles that a person has to do for a duty but affects a lot to the organization when those all together. Although there won't be a direct prize given from the organization, it can be spontaneously done by admirable members (Choi, 1993). Recently the subject of OCB has been highlighted by many researchers because of the following reason. While the job satisfaction and organization commitment, the main research subjects traditionally, were related mainly to in-role behaviour, OCB extends the boundary to the extra-role behavior. Moorman and Blakely (1993) compared the three concepts of OCB, job satisfaction and organization commitment as below, firstly OCB can be changed by job attitude or situation as it is up to one's own discretion. Secondly, it could have a different motivational mechanism from in-role behavior that is done under expectation of direct compensation as it's not directly related to the official compensation.

Selection of OCB constituency has an intimate relation with measurement. As there are many different opinions as shown on definition of OCB, opinions on constituency are a lot, too. On the results of the early research of OCB constituency, Smith, Organ and Near (1983) took altruism and generalized compliance as two OCB constituency. Here, altruism refers helping others like colleague or subordinate. And generalized compliance is to keep the implicit rules like attending on time, good attendance and effective time management. If altruism points a certain third hand, generalized compliance contributes to keep the organization in order and effective. About this point, altruism directly contributes to a few certain people within the organization and indirectly to the organization through improvement of inter-personal relations. After this, Graham (1986) has developed 5

constituencies. First of all, the rule obedience is related with keeping the implicit rules. Second, helping others is similar concept to altruism. Third, pursuit of excellence is the intention to go beyond the standard goal that is settled by organization. Fourth, loyalty means to reply optimistically to general public, customers or latent subordinates. Finally, civic virtue is to have an interest to overall organization's wealth.

Graham's this view is to see the individual as an active creator not just as a passive reactor to the organization's direction. This point of view affected the OCB category and extended it from simple compliance to even more enthusiastically monitoring and reviewing the organization's problems, which finally made it possible to include contributory factors (pursuit of excellence, loyalty and civic virtue) for survival of organization (Karambayya, 1989).

In this paper, altruism and conscience as OCB factors are reviewed. Conscience is most closely related to generalized compliance on the early research of OCB. Those two factors are the fundamental factors of OCB as shown in some previous researches (Podsakoff, MacKenzie, Ahearne & Bommer, 1993; Niehoff & Moorman, 1993; Moorman, 1991; Smith, Organ & Near, 1983) and also considered most necessary to Korean local government officials now who confront with localization of administration.

### 2.3. Leadership and OCB

Researches on leadership and organizational effectiveness is much accumulated (Howell & Dorfman, 1981; O'Reilly & Roberts, 1978), substantially the result of those researches showed that to increase the organizational commitment, high concerned leadership and all sort of strong structure initiative leadership are effective, and to increase overall satisfaction, high concerned leadership and structure initiative leadership which has a high role clarification are effective (Kwak, 1997). Also leadership appeared to influence work satisfaction, promotion satisfaction and overall outcome, and lately it has been accumulated that leadership influences on OCB but not much accumulated. In detail, Podsakoff et al. (1993) classified leadership styles into supportive leadership and instrumental leadership according to the reaction of an employee and classified instrumental leadership again into role clarification and procedural clarification. Then he reviewed the relationship of these 3 leadership styles with overall satisfaction, organization commitment, altruism, conscience, sportsmanship, politeness and civic virtue. Based on the empirical analysis, leadership has appeared to influence on the most consequence variables and have comparatively strong correlations with OCB factors. Also role clarification leadership appeared to have a comparatively strong correlations with those factors. However, procedural clarification leadership showed comparatively low correlation with consequence variables to compare with other leadership styles

Also, Niehoff et al. (1993) classified leadership styles into supportive leadership, role clarification and procedural clarification, and reviewed the relations between those leadership styles and organizational civic behaviors such as altruism, attendance and conscience. According to the research result, supportive leadership showed that it has significant correlations with altruism, attendance and conscience respectively. This means the more supportive leader is, the more altruism, attendance and conscience the employee shows.

Being contrasted to the results of supportive leadership, role clarification and procedural clarification leadership showed non-significant or weak negative relation with those OCB factors. Also the empirical results on the influences of three leadership styles on OCB factors appeared to be similar. Based on the above research results, it may be suggested that generally supportive leadership has more influence on or close relationship with OCB factors than instrumental leadership.

Based on the contingency approach, there has been a movement to improve the explaining power of the independent variables on the dependent variables in 1980s(Cohen & Cohen, 1983; Baron & Kenny, 1986). It will be an example of such efforts to find significant moderating variables. If the relationships between predictor and criterion by levels of some factor or variable(sex, age, religion etc.) are significantly different, the factor may moderate the relationship of two variables and be called moderator.

To find a moderator is very useful for supervisor to lead effectively. For example, if the relationships between a leadership and ocb are different by sex, it is more useful in improving ocb for the supervisor to lead differently by sex. With introducing new governing system, localization of administration, it is very imperative for Korean local public personnel to change their attitudes from authoritative and server oriented to voluntary and client oriented. Thus altruism and conscience are the very necessary virtue for public personnel(Kim, 1989). Also with introducing autonomous governmental system, leadership is to go beyond traditionally the directive type to contingency approach. Thus this paper is to divide the subject group to 2 sub-groups according to the level of some factors(formalization, centralization, growth needs, sex, age), and then review the relationship between leadership styles and 2 OCB factors. While formalization and centralization is related with organizational structure, growth needs, sex and age with personal characteristics. Generally extra-organizational factors used to be used as moderators, but personal and structural variables have been used as moderators(Pulkinen, 1996; Iacobucci & Ostrom, 1993; Kim, 1989; Wanous, 1974).

Based on the previous research and the research purpose, this paper tries to test the following hypotheses.

*H1: The relationship between leadership and altruism will be moderated by situational factors.*

*H2: The relationship between leadership and conscience will be moderated by situational factors.*

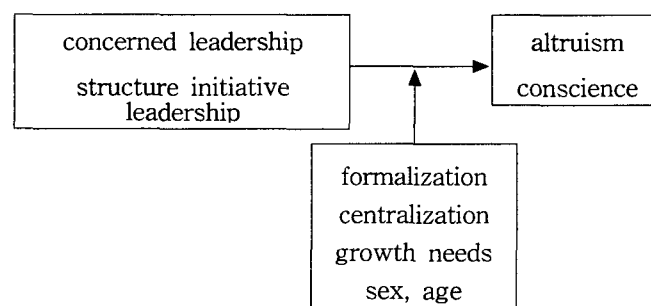
Formalization, centralization, growth needs, sex and age are suggested as situational factors, and concerned and structure initiative leadership styles are used as leadership styles. Especially 2 leadership styles are not suggested to be continuous, but compatible with each other.

### **3. Modeling and Measurement**

To review the relationship between leadership styles and OCB factors, and the

moderating effects of 5 moderators(formalization, centralization, growth needs, sex, age) on the relationship of predictor-criterion, testing model is proposed in <Figure 1>. The operational definition and measurement to test this model are based on prior researches. Based on them leadership was divided into concerned and structure initiative styles, which were measured by Likert's 5 scale respectively(Rush, Thomas & Lord, 1997). For example, concerned leadership style was measured with 'I feel comfortable with my supervisor', 'My supervisor is willing to meet me and treat me as a friend', and structure initiative leadership style was measured with 'My supervisor persists his subordinates to keep company rules and order', 'My supervisor used to assign definitely works to his subordinates', and so on.

Formalization and centralization as structural factors, and altruism and conscience as OCB factors were defined operationally and measured based on previous researches such as Hall(1991), Smith et al.(1983), Van Dyne et al.(1994). Also growth needs was based on Hackman & Oldham(1976, 1980)'s job characteristics model. All of these measures were measured by Likert's 5 scale. Those variables consisted of the items resulted from principal factor analysis and reliability test.



<Figure 1> Research model

The primary purpose of this paper is to test the moderating effects of 5 moderators(formalization, concentration, growth needs, sex and age) on the relationship between leadership and 2 OCB factors(altruism and conscience). Thus each of the subjects was divided into 3 equal lower, medium and higher sub-group respectively as a categorical variable according to the level of 4 moderating and continuous variables except categorical factor sex. Only 2 higher subgroup and lower subgroup among 3 subgroups were used to test the moderating effects except medium subgroup. This SGR(split groups correlations) method has been used as a method to test moderating effect in many previous surveys(Oldham & Cummings, 1996; Peters, O'Connor & Wise, 1984; Podsakoff et al., 1995).

The 1,000 questionnaires were distributed into 11 Korean local autonomous entities and 760 questionnaires among them returned. Really 728 questionnaires except 32 ones which had many blanks and duplicated answers were analyzed as a raw data.

To test previously presented hypotheses, Fisher's Z'-transformation method was

applied(Baron & Kenny, 1986; Cohen & Cohen, 1983). In this method, the subjects were divided into 2 subgroups according the level of each moderator, that is higher subgroup and lower subgroup. Then two correlation coefficients between leadership and OCB factor got by each subgroup were transformed into Fisher's Z', which shows normal distribution. Whether the difference of Z's transformed from correlation coefficient in each subgroups is significant or not is to be tested through previous formula.

$$Z = \frac{(Z_1' - Z_2') - 0}{\sigma_{Z_1' - Z_2'}} = \frac{(Z_1' - Z_2') - 0}{\sqrt{\frac{1}{n_1 - 3} + \frac{1}{n_2 - 3}}}$$

In concrete, to prove whether a moderator may have moderating effect on the relationship between leadership style and OCB, what  $\rho_1$  and  $\rho_2$  is not same, that is  $\rho_1 - \rho_2 \neq 0$  has to be proved. Where  $\rho_1$  and  $\rho_2$  means the parameter of the correlation coefficients about the leadership-OCB relationship in each subgroup. As the statistic  $r_1, r_2$  do not distribute normally, transformed and normally distributed Fisher's Z' was used to test the hypotheses.

#### 4. Results

In previous research various leadership styles appeared to influence on OCB. <Table-1> shows that concerned leadership and structure initiative leadership influence on altruism and conscience respectively. This results mean that the more concerned and structure initiative leadership is, the more altruism and conscience oriented subordinates will be.

<Table 1> Regression results on the altruism and conscience

Dependent Variables	Independent Variables	Beta	sig T	sig F	R <sup>2</sup>
Altruism	concerned leadership	.125133	.0006	.0000	.1027
	structure initiative	.130563	.0003		
Conscience	concerned leadership	.208698	.0000	.0000	.1930
	structure initiative	.224373	.0000		

Those analysis results show some difference to compare with prior research results that concerned leadership had much stronger influence on OCB than structure initiative leadership in large(Podsakoff et al., 1995; Podsakoff & MacKensie et al., 1993; Podsakoff & Niehoff et al., 1993; Niehoff & Moorman, 1993). This paper's result means that it is important to increase the strength of leadership as well as which leadership style is more effective to improve the level of OCB.

Also the power which 2 leadership styles is able to account for the dependent variable appeared to be much more in conscience than in altruism. While R<sup>2</sup> is .1027 in altruism,



.1930 in conscience. This means that conscience behavior such as observing work hour may be explained by leadership than altruism.

<Table-2> shows the results of Fisher's Z transformation analysis to test the moderating effects of the 5 moderators on the relationship between leadership and altruism.

Among 10 situations, only 2 situations appeared to have moderating effects. According to above <Table-1>, concerned leadership appeared to influence on altruism affirmatively. Then we scrutinize into the relationship by subgroup according the level of concentration as shown <Table-2>. While such causal relation isn't in higher centralization subgroup, but significant relationship is in the lower centralization subgroup. And also according to <Table-2>, while structure initiative leadership has an affirmative relation with altruism in lower growth needs subgroup, but not in the higher growth needs subgroup.

Except of the above 2 cases, hypothesis 1 that the relationship between leadership and altruism will be different according to the level of formalization, centralization, growth needs, sex and age was not accepted under significant level .10.

<Table 2> Moderating effects on the relationship between leadership and altruism

Independent Var.		concerned leadership			structure initiative Leadership		
		r	Z'	Z	r	Z'	Z
formalization	L(n1=246)	.0886	.089	-.83	.1419**	.143	1.10
	H(n2=250)	.1637***	.164		.0443	.044	
centralization	L(n1=250)	.1797***	.181	1.76*	.1287**	.129	0.5
	H(n2=250)	.0226	.023		.0795	.080	
growth needs	L(n1=208)	.0594	.060	0.38	.2389***	.238	2.59***
	H(n1=282)	.0249	.025		-.0215	-.021	
sex	Male(n1=636)	.1358***	.136	1.00	.1150***	.116	-1.13
	Female(n2=252)	.0312	.031		.2303**	.234	
age	L(n1=231)	.0649	.065	-.38	.1480**	.150	-1.21
	H(n2=252)	.0998	.100		.2549***	.261	

L=lower subgroup, H=higher subgroup  
 \* p<.10 \*\* p<.05 \*\*\* p<.01

Those analysis result means that both concerned leadership and structure initiative leadership may not have the different effect on altruism and conscience no matter with the level of structural characteristics(formalization, centralization) and individual characteristics (growth needs, sex, age) in large.

Next according to <Table-1>, concerned leadership appeared to influence on conscience affirmatively. Then the result of Fisher's Z transformation analysis to test the moderating effect on conscience is presented in <Table-3>. But the influencing power of leadership on conscience is not proved different in any case. Thus, hypothesis 2 that the relationship between leadership and conscience will be moderated by the level of formalization, centralization, growth needs, sex, age was not accepted in any case. This means that the

relationship between leadership and conscience is not different by the level of formalization, centralization, growth needs, sex, age.

<Table 3> Moderating effects on the relationship between leadership and conscience

Moderator	Independent Var.	concerned leadership			structure initiative Leadership		
		r	Z'	Z	r	Z'	Z
formalization	L(n1=246)	.2238***	.228	0.89	.1399***	.141	-.97
	H(n2=250)	.1473***	.148		.2237***	.228	
centralization	L(n1=250)	.2188***	.223	-.19	.1806***	.182	-.73
	H(n2=250)	.2049***	.206		.2433***	.248	
growth Needs	L(n1=208)	.1320***	.133	-.41	.1393***	.140	-1.03
	H(n1=282)	.1685***	.171		.2313***	.235	
sex	Male(n1=636)	.2143***	.217	1.04	.2143***	.215	-1.03
	Female(n2=252)	.1076	.108		.3121***	.323	
age	L(n1=231)	.1900***	.192	-.68	.2394***	.244	0.45
	H(n2=252)	.2522***	.255		.1995***	.203	

L=lower subgroup, H=higher subgroup  
 \* p<.10 \*\* p<.05 \*\*\* p<.01

The result suggests that it is necessary to increase the strength of concerned and initiative leadership to improve the level of members' conscience.

## 5. Discussion and Suggestions

Now facing the local autonomy epoch, mutation and reformation are required in the public servant sphere. Those movements require not only structural changes, but also each members' changes in belief, attitude and faith. According to Steel et al.(1985), the receptivity of the organization's environment to change has become important factor that influenced team and organization success. Under the rapid changing environment and local autonomy, it is required for the public servants to perform voluntary job behaviors like OCB and thus provide high quality administration service.

In detail, environmental change requires each member to pay more attention to the extent that isn't included in job role, but beneficial to organization, that is extra-role work. Without members' voluntary participation and adaption to environmental change, it will be difficult for their organization to survive and develop. OCB will enhance the effectiveness of organizations because it reduces the variability in the quality of performance, or because it allows the organization to adapt more effectively to environmental changes(Podsakoff et al., 2000). Based on the previous research that leadership influences on the members' voluntary behaviors like OCB, this paper is to review what and how factors influence the relationship between leadership and OCB.

To summarize analysis results, it was proved that both concerned leadership and structure initiative leadership have effectiveness on altruism and conscience as in the prior

research. However, while generally previous research results showed that concerned leadership influences on OCB and other criterions than structure initiative leadership, this results showed vice versa. Though governmental system is changing from centralized system to localized system, yet bureaucratic tradition has been strongly remained in Korea. Thus the contradictory results with mainly American previous researches may be explained because Korean public servants used to be familiar with superior's direction rooted in bureaucracy.

Also the results showed that leadership strength may be more important to improve OCB than leadership style. This implies that it is important for superior to lead the member consistently and actively without regarding to leadership style.

According to the results of moderating effect of structural and individual characteristics on the relationship between leadership and OCB, it showed that while formalization, sex and age have not moderating effects on the relationship between leadership and OCB, centralization has moderating effects on the relationship between concerned leadership and altruism, and growth needs on the relationship between structure initiative leadership and altruism. Thus except these 2 conditions, the stronger leadership is, the higher altruism and conscience is irrespective of the leadership style. Also this means that the variation of OCB level according to leadership strength is not different significantly by individual and structural characteristics level.

Related with moderating effects, while concerned leadership has significantly an affirmative relation with altruism in the lower centralization group, but it doesn't have any significant relation in higher centralization group. Also, structure initiative leadership is not significantly related with altruism in higher growth needs group, but it is affirmatively related with altruism in lower growth needs group. For improving altruism, concerned leadership is useful especially in the lower centralization group and structure initiative leadership especially in lower growth needs group.

Therefore, to increase local government officials' OCB level, both concerned and structure initiative leadership appeared to be effective. The stronger they were, the higher OCB levels appeared. Although the moderating effects appeared to be in 2 cases, strong leader is required to increase OCB level of Korean public servants largely irrespective of leadership style.

Throughout above discussion, this paper may contributes to increasing government officers' OCB level, but there are a few limits and something to be developed. Based on the previous researches, many measures including organizational citizenship behavior used were rather simple and self perceived only. The research procedure was depended upon cross sectional method, not longitudinal method. Thus there is some limit in considering the results to be universal.

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