

Mediating Role of Leadership Style on Organizational Citizenship Behavior in the Public Service Sector

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Abstract. This study examined the relationships between transformational and transactional leadership and organizational citizenship behavior in the Public Service Sector of Sierra Leone.

While most prior studies have examined transformational leadership-organizational citizenship behavior and transactional leadership-organizational citizenship behavior relationships in developed countries from the western world, testing the mediating influence of transactional and transformational leaderships on employees' citizenship behaviors in public sector organizations in Africa remains scarce.

It also tries to fill a critical research gap in human resource management by focusing on a non-western context. The constructs: transformational and transactional leadership, organizational citizenship behavior are not very familiar in the human resource research domain in Sierra Leone as opposed to other styles of leadership like Autocratic, Laissez faire etc that are commonly used. Consequently, the broader objective of this research was to examine the links between transformational leadership, transactional leadership, and organizational citizenship behavior at the Public Service Sector in Sierra Leone.

To enrich the debate further, this study explored the relationship between transformational and transactional leadership styles and employees' organizational citizenship behavior.

The research questions focused on the correlation between leadership styles and organizational citizenship behavior (OCB).

To achieve the objective of the research, a case study research design was used; Quantitative research technique also used; the main variables in the study were used to design a questionnaire in collecting the data: using a sample population of 250 through simple random sampling to conduct this study. This research followed a structural equation model (SEM) approach with validity and reliability tests done to validate the data before testing the hypothesis.

The survey planet - a virtual data analysis software was used to analyze the completed online survey items. It has an automated analysis system. The likert scale of 1 to 5 was used to gauge responses from respondents.

Statistical analysis method is used for the analysis. Based on the results obtained, the study deduces implications for both theory and practice. Hence, all public service institutions must raise managers' awareness and train them properly so that they can efficiently improve and manage the affairs of the institution.

Limitations and suggestions for upcoming studies have been discussed.

Keywords. transformational leadership, transactional leadership, and organizational citizenship behaviour.

1. Introduction

Sierra Leone is in the western part of Africa bordering the North Atlantic ocean between Guinea and Liberia. The Labor force is 132,000 (2013 est.) Labor force - by occupation: agriculture: 61.1%; industry: 5.5% and services: 33.4% (2014 est.). Unemployment rate 15% (2017 est.) 17.2% (2016 est.)

Decades of economic decline and 11 years of armed conflict had dramatic consequences on the economy. Poverty remains widespread with more than 56.8% of the population living on less than US\$ 1.25 a day and unemployment and illiteracy levels remain high, particularly among youth. However, Sierra Leone has made considerable progress since the end of the civil war in 2002, consolidating peace, democracy and improving development indicators amid rising rates of economic growth.

(<https://www.sl.undp.org/content/sierraleone/en/home/sustainable-development-goals.html>)

The civil war (1991-2002) further decimated the civil service. When the war ended, Sierra Leone's public sector capacity was virtually non-existent outside Freetown. Mass departure of civil servants began before the civil war and was exacerbated by the conflict. In 1991, the size of the public service was 74,000 public servants. In 2002, this number was reduced to about 62, 000 public servants, where over a third of these personnel staffed the education sector.

(<https://openknowledge.worldbank.org/bitstream/handle/10986/27160/730650WPOSLOPu0C0disclosed010040120.pdf?sequence=1>)

Recruiting qualified civil servants to close the capacity gap proved to be a significant challenge due to more competitive pay incentives in the private sector. Private firms offered up to three to four times more than the civil service wage rate. As a result, it became difficult to attract and retain qualified staff needed to improve the performance of the public service. (World Bank. (2003) Strategic Options for Public Sector Reform in Sierra Leone.)

The types of leadership style we see being practiced in Sierra Leone are authoritarian, Bureaucratic and in some cases, transactional. They are 'quite unique though it shares some elements of the authoritarian style of leadership. Leaders, particularly political leaders play strictly by the rules of their political parties at the expense of national interest. Another form of leadership style is the Laissez Faire type of leadership. This "hands-off" will only further weaken the system even though supported by the democratic system of governance practiced in Sierra Leone. Giving absolute freedom to followers to make decisions around determining goals, problem solving and setting of objectives, the core principle of the Laissez Faire Leadership style of leadership sounds even more democratic because democracy is highly linked with the word "freedom". In the context of Sierra Leone, giving such decision-making freedom to Ministries, Departments and Agencies with little or no supervision could be the most devastating move by this type of leadership because that freedom will not exercise in national interest but rather to secure personal or group interest. Bureaucratic type of leaders is neither adverse to the current system of governance in Sierra Leone nor are its values useless in meeting the country's developmental needs. Remember this type of leadership style is most expressive and effective in organizational settings although it has and is still used by several leaders across the world'. (Mahtyn Bull - Discuss The Various Types Of Leadership And Discuss The One You Think Is Most Appropriate For Sierra Leone's Development)

Western settings have established the importance of leadership style as a predictor of OCB has been well in (MacKenzie et al., 2017; Wang et al., 2015; Schlechter&Engelbrecht, 2016; Boerner et al., 2017). However, there is inadequate research to explore the indirect effects between these two variables, particularly in the African setting.

In countries like Sierra Leone with experiences of centralized authoritarianism, and regional and ethnic based party politics, decentralization - especially its inter-governmental fiscal component, is often portrayed as a process influenced by central government manipulations 'along lines of political and economic alliance', and patron-client relations aimed at consolidating and/or expanding political fiefdoms, 'office-seeking' or '[re]election-oriented' public policy pursuit. (Schmidt, 1996:156-167; Keefer, 2002; Crawford and Hartmann 2008:16; Banful, 2009) Tarawallie, Idrissa Mahmoud (2018).

Such manipulations, argued Ahmad et al. (2005:17-18), are based on political incentives, premised on the assumption that affiliation with the central government determines resource availability to local councils, and may possibly provide the impetus for determining the quantity, quality and efficiency of public services – considering the centrality of resource in service delivery.

There has been a growing theoretical variety in the leadership style literature that reflects an increasing awareness of the prominence of a construct known as leadership behavior nowadays. Previous studies have found that leadership behavior may result in many positive outcomes, such as improved employee performance, trust in

leaders, organization commitment, extra effort, job satisfaction, and affective commitment (e.g., Kuo, 2013; Avey et al., 2011; Walumbwa et al., 2011). This torrent of research has provided valuable insights and highlighted the importance of leadership style, which has resulted in many researchers contributing to our present understanding of the nature of leadership behavior.

In Sierra Leone, just like many other countries, public sector workers in Sierra Leone are exposed to heavy workloads, undefined responsibilities, shortage of equipment, and low pay (Haja, Mohamed & Sophie, 2016), low social status. The complications of negotiating the gap between theory and practice (Haja, Mohamed & Sophie, 2016) all of which ultimately influence the provision of high-quality service delivery (Haja, Mohamed & Sophie, 2016). These conditions require a willingness to perform tasks beyond the defined duties and responsibilities, a phenomenon referred to as the "concept of organizational citizenship behavior" in the related literature (Çavuş MF, Develi A. 2017; Becton et al., 2017).

Organizational citizenship behavior (OCB) consists of collecting voluntary behaviors that are not part of the individual's formal duties. The person performs OCB without being directly considered by the organization's legal progression system, yet it leads to effective and improved fulfillment of organizational roles and responsibilities (Çavuş MF, Develi A. 2017); behaviors that employees voluntarily offer by their personal choices (Lim, B.T.; Loosemore, M. 2017). OCB is an essential factor in determining public sector workers' behaviors, attitudes, and interactions to provide high-quality services (Lin et al., 2010). Altruism, conscientiousness, humility and courtesy, civic virtue, and sportsmanship are signs of the presence of OCB (Podsakoff, 1990). These behaviors may form based on an ethical climate perceived directly or indirectly by the personnel (Çavuş MF, Develi A. 2017).

Moreover, earlier research points out that leadership style has a significant and potential association with numerous sustainable features of leadership effectiveness, which comprise of workers' engagement, job satisfaction, OCB, and the performance and commitment to the organization (Brown & Treviño, 2016; Toor & Ofori, 2019; Newman et al., 2014; Newman et al., 2015). Likewise, successful organizations regard job satisfaction as an essential element for their survival (Strom et al., 2014) and improved organizational performance (Kompaso, & Sridevi, 2010).

Applicable to the present study, only some empirical studies have demonstrated the association between leadership style and OCB through different mediators, such as organizational Justice (Amna, Sajjad, Imran, 2018), trust (Xu et al., 2016), organizational concern (Mo & Shi 2017), corporate social responsibility (Sadaf et al., 2018), organizational identification (Humphrey, A., 2012). Much work is required to develop a better comprehension of this relationship. Therefore, we proposed exploring the impact of leadership style on OCB with different contexts in a non-western culture.

The article is structured as follows: Abstract (summary of the research); Introduction (background, problem statement, purpose and objectives of the study and research questions); Methodology (procedure,; study design, methods used to collect and analyze data); Findings of the study (presentation of the data collected with contextual analysis); Discussion and Conclusion (discussing and comparing the results, conclusions, implications) Recommendation (make suggestions).

1.1. Theoretical and Conceptual Framework

This research used social exchange theory (Blau, 1964) as the theoretical framework for this study and the other theories based on the social exchange theory, the leader-member exchange theory, and organizational support theory. Blau's social exchange theory is "among the most influential conceptual paradigms for understanding workplace behaviors" (Dasgupta, Suar, & Singh, 2013, p. 174). Social exchange theory is based on the fundamental principle that the exchange of all types of resources is a basic form of human interaction (Blau, 1964). As the social exchange theory addresses relationships, it has been used as the framework for research on diverse topics, including leadership (Birtch, Chiang, & Esch, 2016).

Interpersonal relationships have become an area of increasing interest in the study of leadership (Dasgupta et al., 2013). Social relations and communication are essential parts of organizational life and success. Blau's (1964) social exchange theory provides a framework for considering organizational relationships. Blau explained that social exchange involves "unspecified obligations in which there are favors that create diffuse future obligations, not precisely defined ones" (p. 93).

The leadership-member exchange theory added depth to this study's foundation (Gooty Yammarino, 2016). Based on the social exchange theory, the leader-member exchange theory examines the relationship between employees

and their leaders (Gerstner & Day, 1997). This theory suggests that leaders do not treat employees equally but instead create specific individual relationships built on varying obligations and trust (Goody Yammarino, 2016). Gerstner and Day (1997) pointed to the uniqueness of this theory instead of other leadership theories. The authors explained that the leader-member theory seeks to look specifically at the two-way relationship between a leader and employee/member as the level of analysis rather than look at personal characteristics of the leader or the situation as the level of study, as other theories do (Gerstner & Day, 1997).

Gerstner and Day (1997) also concluded that the leader-member exchange includes the same fundamental aspects that the social exchange theory has—respect, trust, and mutual obligation. A close or positive leader-member exchange can mediate a perceived negative or breach in an organizational relationship (Lu, Shen, & Zhao, 2015). A positive leader-member relationship can encourage an employee to participate in OCB. Still, if the employee has a negative opinion of the overall organization, a positive leader-member exchange cannot overturn an intention to leave the organization (Goody & Yammarino, 2016).

The relationship between supervisors and employees can have a significant impact on several outcomes for an organization. OCB, commitment, innovation, and creativity are just a few of the performance areas examined in past research (Jha & Jha, 2013). However, as the relationships are not always equal, the inequality may result in adverse outcomes. Leaders are more than just titled individuals in an organization. A leader's role is to influence effective performance from others (Giltinane, 2013). The FRL model established by Bass and Avolio (1994) offers a model that provides three leadership profiles. The laissez-faire leadership profile is the least effective and characterized by a leadership vacuum. The transactional leadership profile includes rewarding behavior components or offering exchanges for completing an assignment; this type of leadership can be useful in some situations (Bass & Riggio, 2006). Transformational leadership is the third profile within the FRL model. Within this pattern, the leader creates a vision and communicates that vision and the supporting values and expectations to the followers in a way as to challenge them to participate in the achievement of that goal (Bass & Riggio, 2006). Transformational leaders convince followers to benefit the organization above their self-interest (Beck, Tornquist, & Edberg, 2012). This present study will provide additional details about the FRL model and the approaches in describing the variables.

Blau (1964) explained that repaying a social exchange obligation is something that "cannot be formally bargained about" but instead must be left to the determination of the parties involved (p. 93). Social exchange theory is multidimensional, as there are many kinds of resources that can be exchanged, and the rules for transactions are unwritten and unspoken, only implied (Colquitt et al., 2013). The resources exchanged may be defined as anything transacted within the context of the relationship and could be concrete or conceptual (Colquitt et al., 2013).

The current study is also based on the theory of transformational and transactional leadership, specifically the Podsakoff Transformational-Transactional Leadership Model, and the public service motivation (PSM) theory in the context of nonprofit organizations because the study's setting is on public sector workers at the Public Service Commission in Sierra Leone which is a nonprofit making organization. Transformational leadership involves moving the follower beyond immediate self-interests "through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration" (Avery et al., 2018). Transformational leadership involves four components of behavior (known as the four I's): intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration (leaders provide support and encouragement to followers) (Shahi et al., 2017; Waheed & Ahmad-Shah, 2017; Stinglhamber et al., 2015). Transformational leadership "transcends" transactional leadership "because it is built around the notion that leaders and followers are held together by some higher-level, shared goal or mission, rather than because of some personal transaction" (Riggio, Bass, & Orr, 2014, p. 50). Evidence in the research literature indicates that transformational leadership results in followers exceeding expected performance, high levels of follower satisfaction, and high levels of organizational commitment (Avery et al., 2018). In addition to transformational leadership theory, this study is also based on applying the PSM theory and exploring employee citizenship behavior in the public sector.

Limited research has explored the impact of leadership on developing and enhancing worker motivation in nonprofit organizations. Understanding the connection between leadership and motivation in the nonprofit workforce holds potential implications for improving job satisfaction, reducing turnover, and increasing organizational citizenship behaviors in nonprofit organizations.

Understanding the exchange between leaders and employees in public organizations in Sierra Leone is the first step toward appreciating their relationship. By recognizing opportunities for enhancing performance, including the

contribution of OCB, supervisors can develop superior treatment facilities. The study will present a more detailed explanation of this study's theoretical foundation in the next subheadings.

Research on leadership has progressed significantly from the "Great Man" and trait theories. The "Great Man" theory of leadership was the predominant view of leadership in the nineteenth and early twentieth century, which asserted that specific individuals were born destined to lead (Pierce & Newstrom, 2010). Starting in the early twentieth century, scholars viewed leadership as a "psychological phenomenon" in that leaders possessed capacities, motives, and behaviors that set them apart from non-leaders (Pierce and Newstrom, 2010, p. 63). At that time, the "Great Man" theory evolved into trait theories, which emphasized that leaders' characteristics were different from non-leaders rather than focusing on heredity (Kirkpatrick & Locke, 2012, p. 73). In the 1950s, researchers began focusing on leadership styles, concentrating on behaviors leaders engaged in and how leaders treated followers (Day & Antonakis, 2012). Two very influential studies, the Ohio State studies conducted by Stogdill, and Coons (1957) and the University of Michigan studies conducted by Katz et al. (1951), identified two overarching leadership elements: consideration (i.e., supportive, person-oriented leadership) and initiating structure (i.e., directive, task-oriented leadership) (Day & Antonakis, 2012). From there, leadership studies moved to contingency theories. Fiedler (1972) articulated contingency theories incorporating the leader's decisive role in leader effectiveness. Vroom and Jago (2007) acknowledge Fiedler (1972) as a pioneer for moving leadership research beyond "the pure trait or purely situational perspectives that preceded his contributions" (p. 20) despite theoretical and methodological controversies. Burns (1978) Path-Goal Theory of Leadership postulates the subordinates' satisfaction, motivation, and performance are contingent on a leader's behavior. After the contingency movement, the research on relationships between the leader and followers (Day & Antonakis, 2012).

The leader-member exchange (LMX) theory describes relationships between the leader and follower as either high quality, based on trust and mutual respect, or low-quality, based on fulfilling contractual obligations (Graen & Uhl-Bien, 1995). Studies conducted by Bass and Avolio (1994), Bennis and Nanus (1985), Conger and Kanungo (1987) promotes visionary and charismatic leadership theories which revived the field of leadership studies and provided new theoretical development, such as the development of transformational leadership (Day & Antonakis, 2012).

The Figure below provides a framework of leadership impact on organizational citizenship behavior. Employees will be asked to indicate their job satisfaction, organizational support, organizational citizenship behavior, and their supervisors' leadership style; therefore, the "perceived leadership" dimension is used in the model. The theoretical model consists of four main constructs: perceived leadership which is a two-dimension; transformational leadership and transactional leadership, defined by leadership styles according to Nasiri-Valikbani, and Emadi-Pashakalai (2016) organizational support, organizational citizenship behavior, and job satisfaction. Hypotheses are raised to test how leadership in general and each leadership style affects faculty job satisfaction, perceived organizational support, organizational citizenship behavior, and the mediating role of job satisfaction and POS on the relationship between leadership style and OCB..

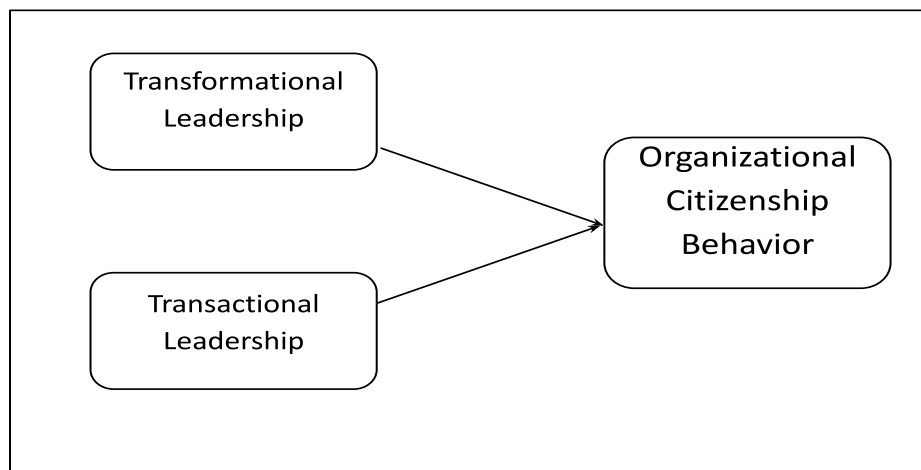


Figure 1 - Research Model

Source: Researchers – Sophie Allieu/Samba Moriba

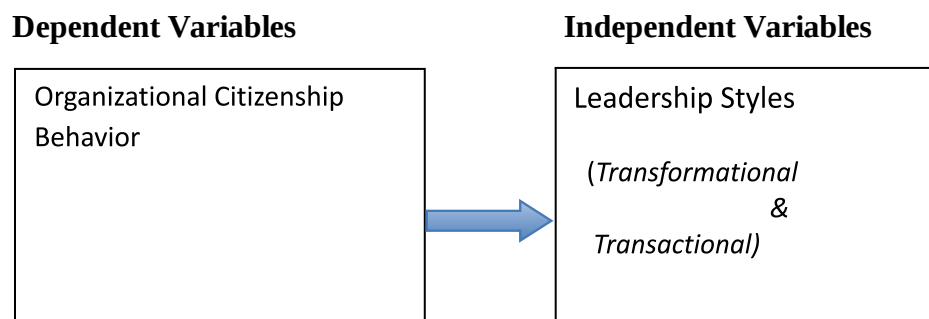


Figure 2 - Conceptual Framework

Source: Researchers – Sophie Allieu/Samba Moriba

1.2. Literature Review

1.2.1. Transformational-Transactional Leadership Theory. In the Pulitzer Prize-winning book entitled *Leadership*, Burns (1978) first introduced transactional and transformational leadership concepts. Burns (1978) asserted there were two basic types of leadership: transactional and transforming. According to Burns (1978), transactional characterizes the relationships between most leaders and followers, "leaders approach followers intending to exchange one thing for another: jobs for votes, or subsidies for campaign contributions" (p. 4). Transforming leadership is distinguished from transactional as being more complex and more powerful: The transforming leader recognizes and exploits an existing need or demand of a potential follower. Beyond that, the transforming leader looks for possible motives in all followers, seeks to satisfy higher needs, and engages the follower's full person. The result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents (Burns, 1978, p. Transactional leaders offer a financial reward for efficiency and production or deny a financial reward for low productivity (Bass & Riggio, 2006). Transactional leaders motivate followers by using contingent rewards, contingent punishment, and active management by exception (Pierce and Newstrom, 2010). Transformational leaders use their values, vision, commitment to a mission, and passion for motivating and moving others (Burns, 1978). According to Bass (1999), "transformational leaders uplift the morale, motivation, and morals of their followers, transactional leaders cater to their follower's immediate self-interests" (p. 9). Pierce and Newstrom (2010) assert that transformational leadership yields trust and adoration in the leader, which causes the follower to accomplish the extraordinary by going above and beyond. Bass (1998) built on the work of Burns (1978) with his "full-range leadership theory" or the "transformational-transactional" leadership theory and asserted that transformational leadership, a different form of leadership from transactional (typically based in an exchange), accounted for follower outcomes centered on a sense of purpose and idealized mission (Avolio & Bass, 1991; Day & Antonakis, 2012). With transformational leadership, the leader's idealized and inspiring behaviors motivate followers to surpass their self-interests for those of the greater good (Antonakis & House, 2012). What do transactional and transformational leaders do? The Full Range Leadership model involves three components of transactional leader behavior, the four elements of transformational leadership, and non-leadership behavior, known as laissez-faire leadership (Bass & Riggio, 2006). The Full Range Leadership model posits that every leader exhibits some degree of both transactional and transformational factors, "but each leader's profile involves more of one and less of the other" (Bass, 1999, p.11). Transactional leadership involves contingent reward; the leader assigns what needs to be done by the follower and promises rewards offered in exchange for completing the task (Bass & Riggio, 2006). Transformational leadership involves moving the follower beyond immediate self-interests "through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration" (Bass, 1999, p. 11). Transformational leadership involves four components of behavior (known as the four I's): intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration (Antonakis, 2012; Bass & Riggio, 2006; Riggio, Bass, & Orr, 2014). Intellectual stimulation involves the leader empowering and intellectually challenging the followers, resulting in

expanding the followers' skills and abilities to be innovative and creative problem solvers (Antonakis, 2012; Bass & Riggio, 2006; Riggio, Bass, & Orr, 2014). With inspirational motivation, the leader inspires and motivates the followers to reach challenging and unique goals (Antonakis, 2012; Bass & Riggio, 2006; Riggio, Bass, & Orr, 2014). Idealized influence, also known as charismatic leadership, elicits strong emotions in the follower, and the follower identifies with the leader, thereby using the leader as a role model for their behavior (Antonakis, 2012; Bass & Riggio, 2006; Riggio, Bass, & Orr, 2014). In individualized consideration, leaders provide support and encouragement to followers by focusing on the followers' specific needs and goals (Antonakis, 2012; Bass & Riggio, 2006; Riggio, Bass, & Orr, 2014). Laissez-faire leadership is the absence of leadership and represents a non-transaction; all leadership responsibilities are ignored (Antonakis, 2012; Bass & Riggio, 2006). After developing an understanding of transactional and transformational leaders' behavior, it is essential to understand how these two leadership styles are connected. What is the relationship between transactional and transformational leadership? Riggio, Bass, & Orr (2014) asserted that transformational leadership "transcends" transactional leadership "because it is built around the notion that leaders and followers are held together by some higher-level, shared goal or mission, rather than because of some personal transaction" (p. 50). Evidence in the research literature indicates that transformational leadership results in followers exceeding expected performance, high levels of follower satisfaction, and high levels of organizational commitment (Bass, 1985, 1998). Bass (1985) proposed an augmented relationship between transactional and transformational leadership and asserted that transformational leadership boosts transactional leadership in predicting follower satisfaction and performance. Transformational leadership accounts for unique variance beyond what is accounted for by transactional leadership (Bass & Riggio, 2006). The Podsakoff Transformational-Transactional Leadership Model is conceptually like the Full Range Leadership Model proposed by Bass and Riggio (2006). The Podsakoff Model emphasizes six factors of transformational leadership: developing and articulating a vision (identifying new opportunities, creating, communicating, and inspiring others with a vision of the future), providing an appropriate role model (sets an example for employees to follow, being a good role model, "doing" rather than "telling"), fostering the acceptance of group goals (promoting cooperation and teamwork among employees, moving employees to work together toward a common goal), high-performance expectations (setting challenging goals, articulating high expectations for excellence, quality, and high performance), providing individualized support (considering the feelings of others, respecting others, demonstrating concern for employees feelings and needs, and intellectual stimulation (challenges employees to think differently, rethink their work and how it can be performed) (Bass and Riggio, 2006; Podsakoff et al., 1990).

1.2.2. Transformational-Transactional Leadership and the Public Service. Transformational leadership theory is a suitable model for explaining leadership in nonprofit organizations (Den et al., 1996; Riggio, Bass, & Orr, 2014). Nonprofits are frequently less bureaucratic than for-profit organizations, following Bass' (1985) assertion that transformational leadership should be more effectively inflexible, less bureaucratic structures (Den et al., 1996). Service- and community-oriented missions are the central and driving force for nonprofit organizations, and mission is also at the heart of transformational leadership (Riggio, Bass, & Orr, 2014; Wright, Moynihan, & Pandey, 2012). Transformational leadership aims to develop a shared understanding "that bonds leader and followers in a moral commitment to a cause that goes beyond their self-interests" (Bass, 1998, p. 26), ultimately converting followers into leaders and moral agents (Bass, 1985). Transformational leaders seek to envision the future and enlist support from followers to pursue new directions by inspiring a shared vision (Jaskyte, 2014). The sense of moral good and ardent commitment to the cause or mission involved in transformational leadership makes this theory very appropriate for explaining leadership in nonprofit organizations where commitment to the cause and commitment to the greater good are prevalent themes in this sector (Riggio, Bass, & Orr, 2014). Transformational leaders embrace an ethical philosophy and believe studying the broadest range of its stakeholders to meet their needs best serves the organization (McMurray et al., 2012). The idealized influence component of Bass' (1998) theory of transformational leadership is relevant to nonprofit organization leaders as this behavior results in the development of admiration and respect toward the leader. Followers imitate the leader's commitment and often view the leader as the personification of the organization's values and mission, leading to increased follower commitment to the organization (Riggio, Bass, & Orr, 2014). Inspirational motivation is crucial for nonprofit leaders tasked with motivating volunteers and staff to strive toward a challenging and unique goal (Riggio, Bass, & Orr, 2014). A nonprofit leader must be sensitive to the different motivations that cause volunteers and staff to become involved with the organization, so the concept of individualized consideration becomes especially critical

(Riggio, Bass, & Orr, 2014). Understanding the history of leadership studies and the transformational leadership theory's progression provides a framework for the current analysis. The behaviors enacted by transactional and transformational leadership and understanding how the two leadership styles connect to provide a further foundation for applying to the public sector. The next section examines the literature regarding the other theories that are near related to the present study.

1.2.3. The Social Exchange Theory. The social exchange theory is one of the most widespread theoretical paradigms for understanding employees' behaviors in the workplace. Social exchange theory states that "mutual reciprocation is the most basic form of human interactions" (Blau, P.M., 1964). In the workplace, this theory speculates about interpersonal behaviors (the relationship between supervisor, coworkers, and organization) in terms of the exchange of costs and rewards: for instance, if the employee perceives leadership behavior as fair, in return, they also show more cooperative behavior (Blau, P.M., 1964). Studies also indicate OCB in terms of the exchange relationship (Organ, D.W., 1988). The social exchange theory provides a framework for considering the relationship between an employee and its manager. Blau (1964) explained that social exchange involves "unspecified obligations in which there are favors that create diffuse future obligations, not precisely defined ones," and repaying an obligation is something that "cannot be bargained about," but rather left to the determination of the parties involved (p. 93). Social exchange theory is multidimensional, as there are many kinds of resources that can be exchanged, and the rules for exchanges are unwritten and unspoken, only implied (Colquitt et al., 2013). Diverse utilization of social exchange theory: The social exchange theory has served as the foundation for several avenues of study in the arena of human interactions. Studies have been diverse, including business areas, marital relations, and decisions made by teens. Ironically, Surma (2015) found that social exchange increased the use of social media. Consistent with the hypotheses related to reciprocity, the researcher found that users who interacted with others received the most interactions or posts to their messages on Facebook, which reinforced that social behavior in all formats depends on an exchange (Surma, 2015). The social exchange has recently been studied to create value with customers in service recovery situations. Choi, Lotz, and Kim's (2014) research showed that if the customers felt support and justice from the organization, they felt positive feelings for the organization, even if there was a service breakdown. By offering services over and above the contractual obligation to a client, like OCB, the organization can impress a customer. This can overcome a service gap and recover the previous level of trust and an increased level of affection (Choi et al., 2014). The opposite effect was reported related to a strong emotional reaction when there is a perceived violation of social exchange (Leary, Diebels, Jongman-Sereno, & Fernandez, 2015). Social exchange requires a high level of trust. The reaction may seem out of proportion to the event. The hypothesis is that an exchange violation is not just a violation of trust at the current time but puts future exchanges at risk. A violation or disappointment calls into question the trust that future exchanges will occur, especially exchanges currently owed (Leary et al., 2015). Blau (1964) noted that trust requires a vulnerability level—both parties must accept the risk that the exchange will not occur as expected. Risk-taking is an essential leadership component. Social exchange in work settings: Social exchange theory has been utilized extensively as a concept to explain activities in workplace issues. Shore et al. (2009) stated, "Social exchange theory has gained prominence as a framework for understanding the employee-organization relationship" (p. 289). Social exchange theory has been utilized to study the relationship between employees and their manager, organization, and coworkers. Shore et al. concluded that a robust finding could be perceived between a positive social exchange relationship with an employee and positive outcomes, including stronger employee contributions, higher commitment, decreased intent to quit, noticeable OCB, and better job performance. Therefore, based on the above discussion, it is conceivable that an employee who perceives leadership behaviors as fair is more likely to exceed his/her formal duties by exhibiting behaviors from which the entire organization ultimately benefits.

1.2.4. Leader-Member Exchange Theory (LMX Theory). The social exchange theory has given rise to the leader-member exchange theory based on the relationship between a supervisor (leader) and their employee (member). This theory focuses on each specific dyadic relationship, recognizing that a leader will have many dyadic relationships (Gerstner & Day, 1997; Jha&Jha, 2013). This theory also acknowledges that each member has a different level of connection with the leader (Goody&Yammarino, 2016). Leader-member exchange theory proposes that the relationship between a leader and member could range from a low-quality relationship. Most of the exchanges are economical to a high-quality relationship in which the exchanges include economic with the additional complexity of social exchanges. The LMX theory is a relationship-centered leadership theory

(Dansereau, Graen, and Haga, 1975). The theorization is based on the vertical dyad linkages (or relationships) between leader and follower(s), which are argued against taking place on a dyadic basis. A follower or member is subordinate. A leader is an immediate superior to who the follower must report formally; also, the theorists advocated that LMX theory can also explain workplace peer relationships (Osman, Van Peurse&Eggleton, 2018). The theory claims that the leadership process effectively involves a series of tacit exchange agreements with varying quality dimensions (i.e., high, or low). It considers each leader and followers unique attributes, causing them to work differently in different situations (Graen and Uhl-Bien, 1995). However, given the presence of situational factors (e.g., limited time and resources) constraining leaders and their leadership practices, leaders are also envisaged to discriminately interact with subordinates causing different treatments given to various group members throughout the leadership processes (Duchon, Green, and Taber, 1986). Accordingly, the theory dictates that an effective leadership process is conditional upon mature relationships between leader and followers (Dockery and Steiner, 1990). Such an adult relationship is expected to develop in the environment requiring an appreciation for the personal values (s) agreeing to contribute their energy and talents in accomplishing predetermined organizational targets (Burns and Otte, 1999; Phillips and Bedeian, 1994). Both systematically shape a mature relationship, characteristics, and behaviors of both leaders and members based on three factors of (1) respect, (2) trust, and (3) mutual obligation (Graen and Uhl-Bien, 1995). Therefore, matured relationships are expected to be appropriately developed when there exists (1) mutual respect for the capabilities of others; (2) the anticipation of deepening reciprocal trust; and (3) the expectation that interacting obligation will grow and strengthen over time (Graen and Uhl-Bien, 1995). Within a higher quality relationship, the leader provides tangible and intangible resources to employee members. High-quality relationships arise out of trust and reciprocity (Gouldner, 1960; Jha&Jha, 2013). Formal job descriptions, defined duties, and written memos are the limiting characteristics defining a lower quality relationship. It is also interesting to note that both parties may not view the relationship the same way. The leader may rate the relationship as high quality, but the member may not share that assessment (Goody&Yammarino, 2016). Rashid, Nordin, and Salleh (2014) found the importance of a high-quality leader-member exchange related to safety. A more robust leader-member exchange led to greater compliance with safety communication from the leader and, therefore, a more robust safety culture. The researchers noted that to promote safety, the leader/member relationship should be carefully monitored and nurtured in high-risk situations (Rashid et al., 2014). One feature of social exchange in the leader-member exchange may relate to the leader as the greater organization's gateway. In addition to the exchanges, the leader is also able to represent the membership to those higher in the organization by pointing out positive work, getting special assignments for the member, or mobilizing organizational resources to support the member (Jha&Jha, 2013). In return, this may increase the member's perceived organizational support, job satisfaction, and commitment to the organization, ultimately leading to enhanced job performance. An exciting twist to this exchange is that for the higher level of support to be available, the leader also must have a positive relationship with his/her leaders or organizational superiors (Jha&Jha, 2013). It would seem logical that one of the factors of leader-member exchange would be the leader's wisdom. In a study of 75 religious leaders and 158 of their employees, Zacher, Pearce, Rooney, and McKenna (2014) researched the influence of wisdom on the leader-member exchange. They defined wisdom as having "superior knowledge, understanding, and acceptance of life and human nature; the ability for self-reflection and self-examination and the ability to be empathic and compassionate to others" (Zacher et al., 2014, p. 172). Wisdom was a positive influence in promoting high-quality leader-member exchanges. Zacher et al. looked at the factors in transformational leadership and found that wisdom positively predicted individualized consideration. The researchers suggested that "a wise leader will engage in more supportive practices than a less wise leader, which in turn creates a stronger leader-member relationship" (Zacher et al., 2014, p. 181). One interesting finding in the Zacher et al. study was that wisdom did not impact intellectual stimulation. The researchers suggested that this may not be important as part of the leader-member exchange but may show up in other areas, such as critical thinking or self-development. Zacher et al. suggested additional research to show the value of leaders with lived wisdom. Leader-member exchange has been investigated with some non-traditional workers, as well. Sollitto, Martin, Dusic, Gibbons, and Wagenhouser (2016) studied 210 part-time college students to determine the influence of the relationship with their supervisor in that temporary work environment. Part-time workers with a positive relationship with their supervisor had three positive outcomes: (a) they onboarded to the part-time job to a greater degree, (b) they were more loyal to the organization, and (c) they recognized that the skills and work of the part-time job had value for their future career (Sollitto et al., 2016). In an international study, Yang, Ding, and Lo (2016) found that the leader-member exchange was a mediating factor between the leadership effects on OCB. This

study's practical aspect suggested that by developing a positive relationship with a worker, the worker is more likely to engage in OCB. Having the leader's relationship may give the worker the confidence to move past detailed job descriptions to perform OCB (Yang et al., 2016). Another change in the workplace is the growing dependence on teams to accomplish goals. The concept of team-member exchange brings forth another set of relationships to consider. Also, based on the social exchange theory, team-member exchange is the "exchange (of) quality with other team members, not as unique individuals but in their shared role as team members" (Banks et al., 2014, p. 275). In a meta-analysis of the literature, Banks et al. (2014) found that a positive team-member relationship could contribute over and above a positive leader-member relationship in the areas of organizational commitment and job satisfaction. However, the leader-member exchange was most predictive related to job performance and intention to leave the organization. The researchers suggested that administrators consider these findings when planning work teams to ensure that they have positive relationships but still have a positive relationship with their supervisors (Banks et al., 2014).

1.2.5. Literature Review on Variables.

1.2.5.1. Leadership Style. The leadership styles enjoyed more attention in the 1970s, and currently, perceived organizational support and job satisfaction between employees and leaders is the central theme of this research. Still, the question needs to be answered, are leaders prepared to induce employees' perception of the organization for organizational citizenship behavior in organizations? Transformational leadership behavior is the leading theme in previous research (Bass & Riggio, 2016), and transactional behavior leadership style is mostly ignored for innovation and creativity. Still, the meta-analyses have strongly predicted the transactional leadership for employee's motivation, leader effectiveness, and satisfaction (Judge & Piccolo, 2014). The transactional leadership style played an active role in strategic leadership for organizational effectiveness. In today's organizations, transactional leadership is more universal than any other supportive leadership behavior (Waldman, Rammirez, House, & Puranam, 2018). Therefore, this study is being extended for existing leadership literature for the role of both transformational and transactional leadership in organizational citizenship behavior through organizational support and job satisfaction.

1.2.5.2. Organizational Citizenship Behavior. OCB is defined as "individual discretionary behavior, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the organization's effective functioning (Organ, 1988). And based on this study, five dimensions of OCBs consisting of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue were constructed. However, Podsakoff, Mackenzie, Moorman & Fetter (1990) developed the OCB measuring scale, which consisted of 20 items. Many studies based on OCB by different authors define OCB as an extra role behavior or as an in-role behavior. However, the most widely used definition of OCB was by Organ and scale used for measuring OCB was by Podsakoff, Mackenzie, Moorman & Fetter (1990) as the other scales' constructs seem to overlap with these constructs.

1.2.5.3. Conceptualization of OCB in the Public Sector. OCB is a multidimensional concept. The distinction between OCBI and OCBO provides a useful analytical lens for understanding individual and organizational manifestations of OCB (LePine, Erez, and Johnson 2002; Williams and Anderson 1991). Rayner, Lawton, and Williams (2012) confirmed that this distinction between OCB aimed at the individual and OCB aimed at the organization also holds in the public sector. But these two constructs, while similar in the two sectors, involve different sets of causal relationships. Some concepts are related to OCBI but not to OCBO, and vice versa. For example, two dimensions of public service ethos, public service belief, and public interest, are positively associated with OCBI but not with OCBO (Rayner, Lawton, and Williams 2012). Besides the distinction made between OCBI and OCBO, different OCB dimensions emerge in the literature that have a distinct basis in public administration. For example, Hassan (2015) studied ethical leadership's influence on voice as an extra-role behavior, whereby employees protest or speak up in the face of ethical concerns. Stritch and Christensen (2016) pioneered the idea of environmental OCB, whereby employees voluntarily go beyond their formal tasks to act in ways they believe will be better for the environment, such as saving paper or recycling.

Application of OCB to Public Sector Outcomes

OCB is regularly studied as a performance correlate in the public sector and other types of output- or task-oriented types of performance (Kim 2004; van Loon 2017). New managerial tools from the private sector, such as

high-performance human resource practices designed to build motivation and commitment, have been used to study how public managers can raise OCB level in their organization (Mostafa, Gould-Williams, and Bottomley 2015). This research has led to notions of how to enhance employee motivation in ways that have emerged and been developed in public sector settings. For example, attention has been given to individual-level concepts such as PSM (e.g., Mostafa, GouldWilliams, and Bottomley 2015; Pandey, Wright, and Moynihan 2008) and mission matching (Resh, Marvel, and Wen 2018). This trajectory follows what Coyle-Shapiro and Kessler (2003) described as the search for a better understanding of the relationship between individual predispositions and situational factors such as organization type. Baarspul and Wilderom (2011) argued that we could not understand individual-level behaviors in the public sector without using sharply defined, theory-based definitions from public administration. Thus, while research on PSM gives us information about possible individual-level distinctiveness of OCB in the public sector, there are also unique organizational and social factors needed to understand OCB causes and consequences fully. In this thesis, we conduct a systematic review of the literature on OCB in the public sector. In doing so, we contribute to the literature in three ways. First, we describe how OCB research has developed in the public sector. We look at how it is conceptualized, its sub-dimensions, and how it relates to organizational performance. Second, we analyze the variables that cause OCB and those that are caused by OCB in the public sector. This gives us insights into how OCB could be managed. Third, we identify what major gaps still exist and make recommendations for what should be done in future research.

1.3. Purpose of the Study

Considering the public sector being such a large component of the Sierra Leone economy and workforce, this study can yield implications for public sector leaders and managers to decrease turnover and increase organizational citizenship behaviors to reduce costs and improve organizational performance. An important task for public sector leaders is to motivate employees (Fisher, 2019; Vinnecombe& Singh, 2017).

Leaders are more effective when working from a theory base; therefore, it is necessary to provide education to public sector leaders to understand leadership and motivation theories better and make practical applications in their organization (Fisher, 2019).

It is no exaggeration that this study is important. Good leadership style is vital to promoting effective interaction between followers and their leaders by focusing on ethical behavior in the workplace. Good leadership links inextricably with good organizational practices and performances with ethical dignity, transparency, and integrity. There is a strong need for leaders to establish a working environment that contributes to achieving organizational goals and objectives and stimulates employee engagement and behaviors.

This research will build on knowledge gained from studies conducted and expand knowledge regarding transformational leadership, employee citizenship behavior, perceived organizational support, and job satisfaction in the nonprofit sector. The information gained from this study has practical implications for public sector leadership and may affect reducing turnover and the associated costs. Gaps exist in the current literature around the impact of leadership and employee citizenship behavior in the public sector. Understanding the relationship between leadership, employee citizenship behavior, ...public sector leaders will be better equipped to reduce turnover and increase organizational citizenship behaviors. Human resource management functions related to employees' organizational citizenship behaviors in the public sector require increased attention from researchers and practitioners (Guo et al., 2011; Park & Word, 2012; Seldon& Sowa, 2015; Word & Carpenter, 2014).

1.4. Objectives of the Study

This research's broader objective is to explore the relationship between leadership style and organizational citizenship behavior via perceived organizational support and job satisfaction. Given the general goal, the specific objectives of the study are:

1. To determine how leadership style predict subordinates' organizational citizenship behavior
2. To determine the extent to which leadership style and organizational citizenship behavior mediates the relationship between the leaders and subordinates.

1.5. Research Questions

This research's major motivation is to examine how leadership styles affect subordinates' organizational citizenship behavior in the public service sector in Sierra Leone. Specifically, it pursues to answer the following research questions:

1. Can leadership style predict subordinates' organizational citizenship behavior?
2. To what extent does leadership style and organizational citizenship behavior mediate the relationship between leaders and subordinates?

1.6. Innovative Contribution

The study contributes to the literature review in three different ways. First, it enabled us to determine to what extent is leadership style successful in reassuring certain work behaviors in the government or public sector in Sierra Leone. Second, this research strengthens the present leadership style literature by seeking innovative contexts, which might positively impact followers' outcomes. We attempted to design a contributory flow of how leadership style promotes organizational citizenship behavior. Lastly, the construct organizational citizenship behavior will become familiar as it is not known or used by many.

Although some other studies used different mediators to test this relationship, for example, organizational Justice (Amna, Sajjad, Imran, 2018) and trust (Xu et al., 2016). Yet to the best of our knowledge, no research has explicitly investigated the relationships between leadership style and organizational citizenship behavior specifically in the African context and particularly for the public service sector in Sierra Leone.

1.7. Hypothesis Development

1.7.1. Leadership Style and Organizational Citizenship Behavior. OCB can be defined as "the voluntary individual behavior that is not included in the organization's formal reward system but enhances the organizational performance as a whole" (Ahangari, Hajinejad&Khanmohammadi, 2017). Such behaviors are considered the most desirable organizational effectiveness behaviors (Podsakoff et al., 2015). Initially, psychological antecedents of OCB, such as cognitive, effectual, and contextual factors, were the focus of interest for scholars (Ahangari, Hajinejad&Khanmohammadi, 2017). Later, OCB was found to be related to employee's loyalty and identification. Moreover, OCB also assists organizational functioning and goal achievements (Podsakoff et al., 2015; Lim &Loosemore, 2017; Podsakoff et al., 2015). Similarly, leadership is considered the fundamental factor that molds organizational culture and work environment (Mekpor, &Dartey-Baah, 2017).

It is believed that subordinates are likely to perform what a leader stresses through his/her behavior (Walumbwa et al., 2010). Past evidence reveals that when a leader acts according to his/her values and beliefs, he/she is more likely to accomplish high levels of performance and help others achieve the same (Saheed-Adewale et al., 2018). Besides, scholars suggested that OCB-related behaviors can be developed through personality traits, attitude, and inspiration (Bahadori&Nayeri, 2017). OCB reveals an individual's dispositional traits to be helpful, caring, and cooperative (Mekpor, &Dartey-Baah, 2017). Some researchers also indicate that personality traits are a valid forecaster for the occurrence and consistency of displaying OCBs (Ilies, Morgeson, &Nahrgang, 2017). Therefore, based on the above discussion, it is conceivable that leadership style plays a vital role in affecting employees' OCB. Consequently, we hypothesized that:

H1a: Transformational leadership is positively associated with organizational citizenship behavior (OCB)

H1b: Transactional leadership is positively related to organizational citizenship behavior (OCB)

2. Methods

2.1. Research Design

This study utilized a self-administered, web-based, cross-sectional survey design.

This survey design is a reasonable method to examine the impact of transformational and transactional leadership on organizational citizenship behavior ... (Cho & Perry, 2011; Ko&Hur, 2014; McMurray et al., 2012; Vandenabeele, 2014; Word & Carpenter, 2013; Wright et al., 2012).

Previous studies indicate that web-based surveys can be administered faster than mail surveys that allows for a quicker analysis of the data (Couper, 2000; Newcomer & Triplett, 2015).

In a comparison of mailed surveys and Internet surveys, both rated the same in terms of response rates (Newcomer & Triplett, 2015). Several studies examining the constructs of leadership, organizational citizenship behavior, and work outcomes elicited response rates between 13% and 90%, with an average of a 45% response rate (Ko&Hur, 2013; Vandenabeele, 2014; Word & Carpenter, 2013; and Wright et al., 2012).

This study utilized several supplementary measures found in the research literature to increase the response rate: personalized email messages, piloting the web-survey with a small number of respondents, appealing invitation designs and informed consent methods, reminders through social media, frequent reminders through social media apps, and avoiding open-ended questions. (Cho & Perry, 2011; Elkordy, 2013; YasinGhadi et al., 2011; Guterrez et al., 2012; Newcomer & Triplett, 2015).

2.2. Instrumentation

The researcher utilized the survey planet platform to develop a web-based survey. SurveyPlanet is on-demand software for creating surveys and collecting survey results in the cloud.

SurveyPlanet offers four main result views: (1) Survey Results Summary (2) Question Results Details (3) Participant Summary List (Detailed Participant)

Results of the survey consisted of 2 sections -A&B; 90 items; multiple choice. Demographic information (Gender, Age, and Education and Marital status) was obtained through 18 items and the remaining items were scales found in the research literature measuring the variables of interest and demonstrating validity and reliability: organizational citizenship behavior, perceived organizational support, transformational leadership, transactional leadership, and job satisfaction. See Appendix for the full survey instrument.

2.2. 1. *Leadership Style.* The Multifactor Leadership Questionnaire (MLQ) –also known as MLQ 5X, short instrument or the standard MLQ–measures a broad range of leadership types, from passive leaders to leaders who give contingent rewards to followers and to leaders who transform their followers into becoming leaders themselves. MLQ evaluates three different leadership styles: transformational, transactional, and passive avoidant. This instrument is recognized as a well-established instrument for measuring transformational leadership and has been extensively researched and validated. Avolio and Bass’s MLQ manual shows strong evidence for validity.

Transformational leadership has been operationalized and reliably measured by the Transformational Leadership Behavior Inventory (TLI) developed by Podsakoff, et al., (1990). The TLI measures six dimensions and covers behaviors including developing and articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, high performance expectations, providing individualized support, and intellectual stimulation (Bass and Riggio, 2006; Podsakoff et al., 1990). McMurray et al. (2012) utilized the TLI developed by Podsakoff et al. (1990) asserting that the instrument “contains factors that better represent the conditions pertinent to non-profit organizations” (p. 530), in particular “the factors of ‘fosters acceptance of goals’ and ‘provides individual support’ are very much consistent with the culture of cooperation and mutual respect in non-profit organizations” (p. 530). Podsakoff et al. (1990) conducted a confirmatory factor analysis and results confirmed the six factors of transformational leadership thereby demonstrating content and construct validity (McMurray et al., 2012). Each of the six factors exhibited high internal reliability with Cronbach’s alphas ranging between 0.78 and 0.92 (Podsakoff et al., 1990).

In addition to examining the six sub-factors, researchers also utilized an aggregated measure of transformational leadership (Avolio, Zhu, Koh& Bhatia, 2004; MacKenzie, Podsakoff, & Jarvis, 2005; Podsakoff et al., 1990). Podsakoff et al. (1990) created a “core” transformational leader behaviors measure, by developing a composite variable of items from articulating a vision, providing an appropriate model, and fostering the acceptance of group

goals with high internal reliability with a Cronbach's alpha of .87. Conceptually, Avolio et al. (2004), MacKenzie, Podsakoff, & Jarvis (2005), and Kim (2011) asserted that transformational leadership can be modeled as an aggregated or formative measure, meaning transformational leadership is a function of charisma, idealized influence, inspirational leadership, intellectual stimulation, and individualized consideration (Kim, 2011). McMurray et al. (2012) created a total transformational leadership measure by summing the average of the scores on all six factors of Podsakoff et al.'s (1990) TLI and with a Cronbach's alpha of .93 it exhibited high internal reliability. This study also created an aggregated measure of transformational leadership utilizing the McMurray et al. (2012) procedure.

Examples of items used are: "My leader makes others feel good to be around him" and "My leader expresses with a few simple words what we could and should do".

The items of this construct were measured on a five-point Likert scale, ranging from (1) "strongly disagree" to (5) "strongly agree."

Transactional leadership was measured using twenty items from the Contingent Reward Behavior Scale developed by Podsakoff et al. (1984), which demonstrated high internal consistency reliability with Cronbach's alpha .80. Contingent reward behavior involves the notion of exchange, which Bass identified as the main behavior in transactional leadership (Bass, 1985; Podsakoff et al. 1990). Contingent reward leadership "involves the leader assigning or obtaining follower agreement on what needs to be done with promised or actual rewards offered in exchange for satisfactorily carrying out the assignment" (Bass & Riggio, 2006, p. 8). Examples of items used are "My leader considers the moral and ethical consequences of decisions" and "My leader helps others to develop strengths". The items of this construct were measured on a five-point Likert scale, ranging from (1) "strongly disagree" to (5) "strongly agree."

2.2.2. Organizational Citizenship Behavior: Organizational citizenship behavior is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). The behavior goes above and beyond stated job descriptions and has important benefits for the organization (Steen, 2018). Employees exhibiting organizational citizenship behaviors complete tasks beyond those outlined in their job descriptions, such as assisting their coworkers with their duties, avoiding unnecessary conflicts, and encouraging a positive work environment (GouldWilliams et al., 2013; Kim 2005).

Podsakoff et al. (1990) built upon the work of Organ (1988) and identified the five major categories of organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism is defined as "discretionary behaviors on the part of the employees that have effects of helping a specific other with an organizationally relevant problem" (Organ, Podsakoff, & MacKenzie, 2006, p. 251).

Conscientiousness encompasses "discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth" (Organ, Podsakoff, & MacKenzie, 2006, p. 251). Organ, Podsakoff, and MacKenzie define sportsmanship as "willingness of the employee to tolerate less than ideal circumstances without complaining" (p. 251). Courtesy encompasses "discretionary behavior on the part of an individual aimed at preventing work-related problems with others from recurring" (Organ, Podsakoff, & MacKenzie, 2006, p. 251). Finally, civic virtue is defined as behavior from an individual that indicates participation, involvement, or concern about the life of the organization (Organ, Podsakoff, & MacKenzie, 2006, p. 251).

Podsakoff et al. (1990) developed a 24-item scale to measure the five categories of organizational citizenship behaviors with a 7-point Likert scale ranging from strongly disagree through strongly agree with a neutral response and the subscales had a range of internal consistency reliability Cronbach's alphas between .84 to .88 (Organ, Podsakoff, & MacKenzie, 2006). Most studies support the five-factor structure of the organizational citizenship behavior scale developed by Podsakoff et al. (1990) (Organ et al., 2006). Some studies in the literature explore the five factors of the Podsakoff et al. (1990) measure of organizational citizenship behaviors but additionally create an aggregated measure of organizational citizenship behaviors when OCB is studied as an outcome variable (Kim, 2014; Podsakoff et al., 1990; Podsakoff et al., 2000). Podsakoff, et al., (2014) found that over 54% of the studies in their review utilized a "general" or composite measure of OCB (Walz & Neihoff, 2000; Zhang, Wan, & Jia 2008). This study involves the use of OCB as an outcome variable and utilized Goodwin, Wofford, and Whittington's (2001) procedures for creating an aggregated measure of OCB by collapsing the five subscales into one overall dimension of OCB by averaging the items and found high internal reliability with a Cronbach's alpha of .95 (Organ

et al., 2006). Other studies conducted by Kim (2014), Walz and Neihoff (2000), and Zhang, Wan, and Jia (2008) utilized similar procedures to create an aggregated measure of OCB from altruism, courtesy, civic virtue, sportsmanship, and conscientiousness.

Organizational citizenship behavior (OCB): OCB measured with the 8-item scale developed by Hayes (2013). Examples include “I willingly give my time to help other staff members who have work-related problems” and “I show genuine concern and courtesy toward staff members, even under the most difficult business or personal situations.”

2.3. Population and Sampling

Owing to the nature of the study, the data is in longitudinal form as the aim of this study is to examine the extent to which the above-targeted variables influence the organizational citizenship behavior using the public in Sierra Leone as a case study. The questionnaires were given out using probability sampling methods to choose respondents in the commission and under public sector. Using a sample size of 251 employees 34 staff of the Public Service Commission and 217 staff drawn from the public service community in Sierra Leone from a population of 500 since there was no available data to determine total staff in the public service; theories were assumed to determine population as stated in this article.

The survey considered Section A - demographic demographic information of respondents (age, educational level, and staff level/cadre) and Section B - the instruments comprising the main constructs/variables of the research. Consequently, the participants of this study formed employees in the public sector of Sierra Leone.

2.4. Data collection

This study utilized a web-based, cross-sectional survey design - the Survey Planet application.. The researcher employed various measures to increase the response rate of the web-based survey, including: emailed introduction letters, frequent reminders through email, personalized email messages, piloting the web-survey with a small number of respondents, appealing invitation designs and informed consent methods. This study utilized convenience sampling, a type of non-random/non-probability sampling, in which the most conveniently available people used as study participants (Elkordy, 2013). The target participants for this research study were employees of the public service sector in Sierra Leone over the age of 18.

The researcher utilized existing networks of the Public Service in Sierra Leone to recruit participants. The research design follows a multi-phase, quantitative approach that seeks to uncover statistical evidence regarding how transformational and transactional leadership influences organizational citizenship behavior in public organizations. In summary, Primary data collected from the public service sector in Sierra Leone from levels of employees. This survey questionnaire is designed to evaluate employees' perception of their leaders and their citizenship behavior. A Likert scale was used to measure the responses, which used a 5-point response scale from 1 (strongly disagree) to 5 (strongly agree).

2.5. Validity and Reliability of the Research Instrument

Testing the causal relationships and examining the hypotheses research model. A two-stage model building approach conducted to analyze the data in this research. First, the measurement model tested to substantiate the validity and reliability of the constructs. After which, the structural model was estimated via hypothesis testing. The estimation of the measurement and structural model conducted using MLE. The analytical strategy of Singh (1995) utilized to test the existence of the moderating effect on the structural model by using a subgroup analysis.

2.6. Method of Data Analysis

2.6.1. Analysis by Survey Planet. The survey planet; a virtual data analysis software was used to analyze the completed online survey items. It has an automated analysis system. The likert scale of 1 to 5 was used to gauge responses from respondents. The average of the scale is 3, obtained by finding the mean items of the likert scores i.e 1, 2, 3, 4, and 5. Items whose average fell below 3 are said to disagree with, while items above 3 are said to be upon. Items with an exact mean of 2.5 are said to be indecisive.

The mean of each item are obtained using the formula:

Where \bar{x} is mean

Σx - sum of the total responses

n - is the total number of items

Each questionnaire was evaluated and counted to ensure that all required fields were properly answered by the respondents. Questionnaires also recounted to verify the minimum sample size achieved for the given population. Various analyses performed from the captured data.

2.6.2. Descriptive Statistics. Descriptive statistics computed in the form of frequency tables and percentages to obtain the profile of the sample and to describe the basic features of the data. Frequency tables list items and utilize tally marks to record the number of times they occur.

2.6.3. Approach to Qualitative Analysis. To ascertain the influence of the predictor variable (leadership styles) on organizational citizenship behavior and job satisfaction, Conceptual Graph Analysis Technique was used wherein the data arising from research technique were modeled and integrated into a diagrammatic structure using a series of rules and guidelines (Gordon, S. & Grill 1993). It focuses on cognitive elements such as knowledge, perceptions and attitudes of participants.

2.6.4. Level of Measurement for Variables. Nominal, Ordinal and Interval-Ratio levels of measurements were used for variables to provide categorical information to asked respondents; to rank responses in order of categories and to measure the data on a continuous scale and where possible, with mathematical/statistical formula.

3. Data Presentation Analysis and Results

Out of the 250 questionnaires administered by the researcher, 225 filled questionnaires were collected translating to a 90% response rate. According to Babbie (2002), any response of 50% and above is adequate for analysis and therefore, the response rate of 90% is adequate.

The empirical data are presented in both tabular and graphical forms.

The demographic characteristics of respondents are presented in percentages:

Note: Percentage, is defined by,

Where f is Number of frequency for each item, and N is Total Number of items under consideration

Whilst the rest of the responses based on the constructs are presented in tabular form:

Note: Mean, is defined by $\bar{x} = \Sigma x/n$,

Where \bar{x} is mean

Σx is sum total of numbers of Likert Scale used (1 to 5)

n is the total of Likert Scale numbers used

These presentations are subsequently analysed and interpreted with reference to the stated research questions and hypothesis of the study.

3.1. Demographic characteristics of respondents

3.1.1. Gender Distribution of Respondents

Table 1: Showing Gender distribution of Respondents

Responses	Frequency	CF	Percentage
Male	174	174	77%
Female	51	225	23%
Total	225	---	100%

Source: Research Data 2022

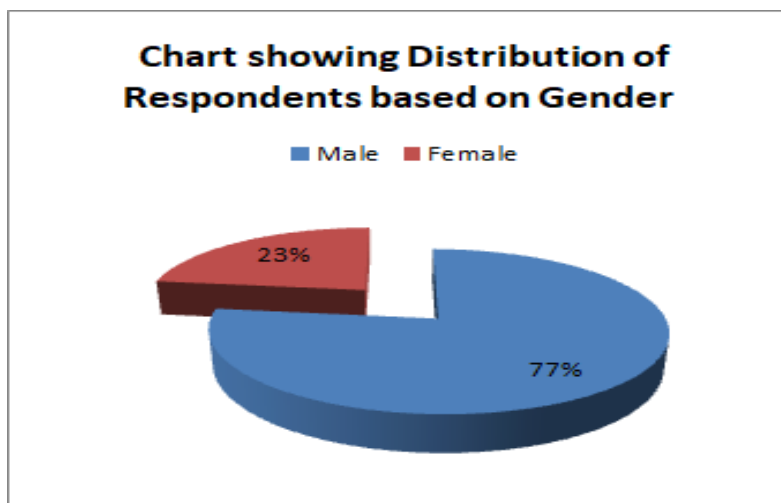


Figure 3: Showing Gender distribution of Respondents

Source: Research Data 2022

The above Table and Figure 4.2.1 show the distribution of respondents based on gender. Results revealed that 174 out of 225 respondents are male and this constitutes 77% of the total respondents while 51 out of 225 respondents are female and this constitutes 23% of the total respondents. We can therefore conclude that there are more male than female respondents in the survey outcome.

3.1.2 Marital Status Distribution of Respondents

Table 2 :Showing marital status of respondents

Responses	Frequency	CF	Percentage
Single	139	139	61.8%
Married	83	222	36.9%
Divorced	2	224	0.9%

Widowed	1	225	0.4%
Total	225	---	100%

Source: Research Field data 2022

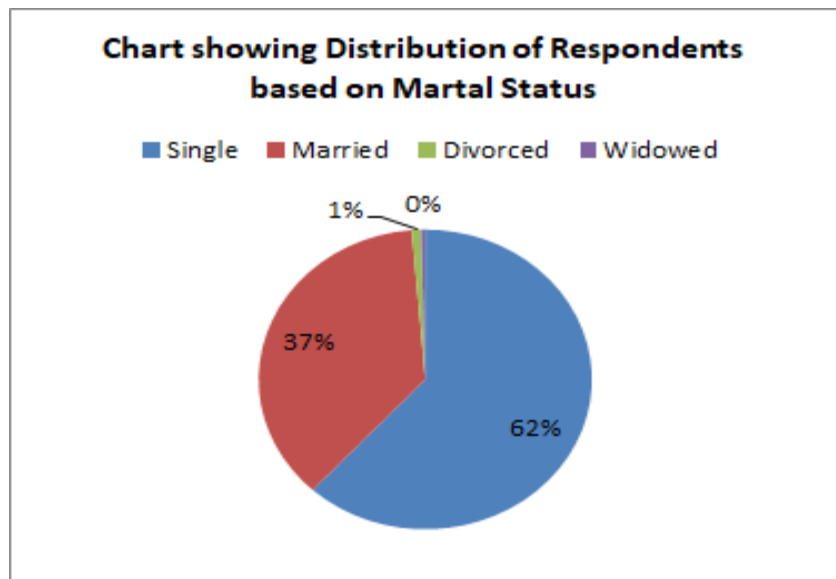


Figure 4: Showing marital status of respondents

Source: Research Field data 2022

The above Table and Figure 4.2.2 show Results that 139 out of 225 respondents are single which constitutes 61.8% of the total respondents, 83 out of 225 respondents are married constituting 36.9% of the total respondents, 2 out of 225 respondents are divorced, whilst 1 out of 225 respondents is widowed. We can therefore conclude from our analysis that there are more single than married and divorced respondents in the research outcome.

3.1.3 Age Distribution of Respondents

Table 3 :Showing age distribution of respondents

Responses	Frequency	CF	Percentage
below 18	0	0	0
18-29	88	88	39.1%
30-44	121	209	53.8%
45-64	13	222	5.8%
65 and over	3	225	1.3%

Total	225	---	100%
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Source: Research Field data 2022

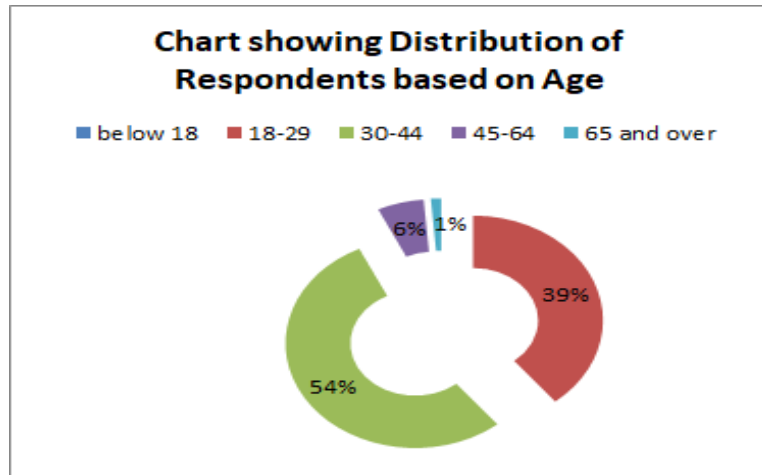


Figure 4: Showing age distribution of respondents

Source: Research Field data 2022

The Table and Figure 4.2.3 above reveal that 0 out of 225 respondents are less than or equal to the age of 18 years and this represent 0% of the total respondents, 88 out of 225 respondents are between the age 18-29 years and this represent 39.1% of the total respondents, 121 out of 225 respondents are between the age 30-44 years constituting 53.8% of the total respondents, 13 out of 225 respondents are between the age 45-64 years and this constitute 5.8% of the total respondents, while only 3 out of 225 respondents are 65 and over years of age and this represents 1.3% of the total respondents. We can therefore conclude that there are more respondents between the ages 30-44 years in the survey outcome.

3.1.4 Educational Qualification of Respondents

Table 3 : Showing educational qualification distribution of respondents

Responses	Frequency	CF	Percentage
Diploma	21	21	9.3%
Bachelor	75	96	33.3%
Masters	94	190	41.8%
PhD	28	218	12.4%
Other specify	7	225	3.2%
Total	225	----	100%

Source: Research Field data 2022

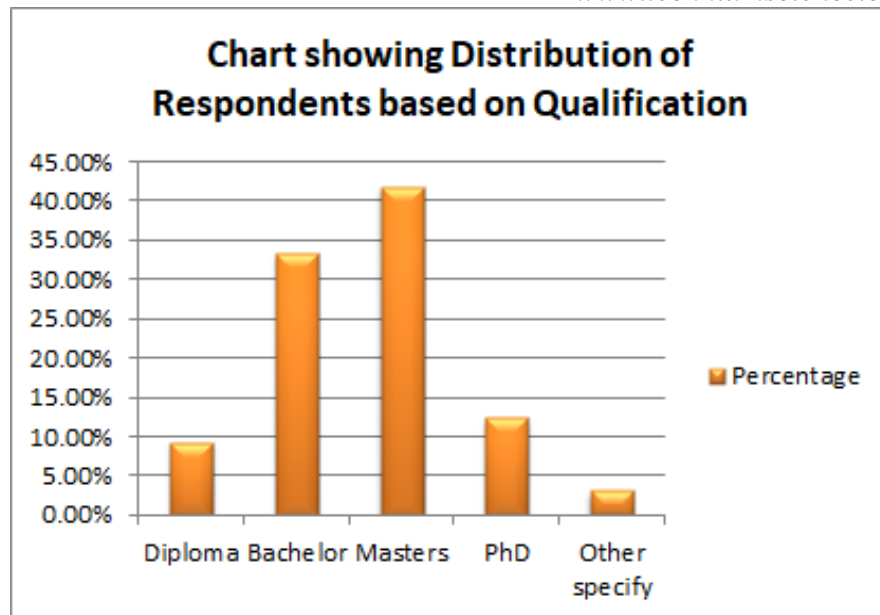


Figure 5: Showing educational qualification distribution of respondents
Source: Research Field data 2022

The results as shown in Table and Figure 4.2.4 above reveal that 21 respondents have diploma qualification, and this gives 9.3% of the whole respondents, However, 75 respondents have first degree qualification, and this represent 33.3% of the whole respondents, 94 respondents have master’s degree qualification and it gives 41.8% of the total respondents, while 28 respondents have PhD degree qualification and it gives 12.4% of the total respondents and only 7 respondents with other qualifications that translated to 3.2% of the total respondents. We can therefore conclude that respondents that have master’s degree qualifications are more in the research outcome than the other qualifications.

3.2. Presentation of Results and Discussion

3.2.1 Result based on Transformational Leadership

Table 4 : Showing mean responses of respondents on Transformational Leadership

S/N	Choice	Score	Average
1.	My leader makes others feel good to be around him	899	4
2.	My leader expresses with a few simple words what we could and should do	894	3.97
3.	My leader enable others to think about old problems in new ways	840	3.73
4.	My leader help others develop themselves	901	4
5.	My leader tell others what to do if they want	889	3.95

S/N	Choice	Score	Average
	to be rewarded for their work		
6.	My leader is satisfied when others meet agreed-upon standards	918	4.08
7.	My leader is content to let others continue working in the same ways always	776	3.45
8.	Others have complete faith in my leader	861	3.83
9.	My leader provide appealing images about what we can do	872	3.88
10.	My leader provide others with new ways of looking at puzzling things	851	3.78
11.	My leader let others know how I think they are doing	806	3.58
12.	My leader provide recognition/rewards when others reach their goals	871	3.87
13.	As long as things are working, My leader do not try to change anything	834	3.71
14.	Whatever others want to do is OK with My leader	648	2.88
15.	Others are proud to be associated with My leader	858	3.81
16.	My leader help others find meaning in their work	899	4
17.	My leader get others to rethink ideas that they had never questioned before	863	3.84
18.	My leader give personal attention to others who seem rejected	842	3.74
19.	My leader call attention to what others can	847	3.76

S/N	Choice	Score	Average
	get for what they accomplish		
20.	My leader tell others the standards they have to know to carry out their work	900	4
21.	My leader ask no more of others than what is absolutely essential	827	3.68

Source: Research Field data 2022

Discussion on Result based on Transformational Leadership

Table 4.3.3 shows the mean responses of respondents on transformational leadership. The table revealed that all the participants agreed to the listed items except item 14 (*Whatever others want to do is OK with My leader*) which got a mean response of 2.88 showing disagreement on that item by the respondents.

3.2.2. Result based on Transactional Leadership

Table 5: showing mean responses of respondents on Transactional Leadership

S/N	Choice	Score	Average
1.	My leader helps others to develop strengths	960	4.27
2.	My leader talks enthusiastically about what needs to be accomplished	932	4.14
3	My leader acts in ways that build others' respect	938	4.17
4.	My leader expresses confidence that goals will be achieved	963	4.28
5.	My leader communicates a convincing vision for the future	936	4.16
6.	My leader talks about his/her most important values and beliefs	890	3.96
7.	My leader encourages pride for being associated with him/her	830	3.69
8.	My leader suggests new ways of	909	4.04

S/N	Choice	Score	Average
	attempting projects		
9.	My leader goes beyond self-interest for the good of the group	909	4.04
10.	My leader considers the moral and ethical consequences of decisions	917	4.08
11.	My leader gets others to look at problems from different angles	924	4.11
12.	My leader emphasizes the value of having a collective sense of mission	925	4.11
13.	My leader specifies the importance of having a strong sense of purpose	924	4.11
14.	My leader re-examines critical statements to query if they are appropriate	891	3.96
15.	My leader spends time teaching and coaching	880	3.91
16.	My leader seeks differing view point, when solving problems	902	4.01
17.	My leader considers an individual to have different abilities and aspirations	903	4.01
18.	My leader provides assistance in exchange for their subordinates efforts	870	3.87
19.	My leader focuses on irregularities, mistakes and deviations from standards	795	3.53
20.	My leader does not interfere until problems become serious	704	3.13

Source: Research Field data 2022

Discussion on Result based on Transactional Leadership

Table 4.3.4 shows the mean responses of respondents on transactional leadership. From the results, all the items have a mean response of more than three which is the average of the scale. This means that all respondents affirm the listed items on transactional leadership.

3.2.3. Result based on Organizational Citizenship Behavior

Table 6: Showing mean responses of respondents on Organizational Citizenship Behavior

SN	Items	Score	Mean
1.	I adjust my work schedule to accommodate other employees' requests for time off	846	3.76
2.	I assist others with their duties	888	3.95
3.	I give up time to help others who have work or non-work problems	852	3.79
4.	I go out of the way to make newer employees feel welcome in the work group	892	3.96
5.	I help others who have been absent	860	3.82
6.	I share personal property with others to help their work	812	3.61
7.	I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations	929	4.13
8.	I willingly give my time to help others who have work-related problems	942	4.19

Source: Research Field data 2022

Discussion on Result based on Organizational Citizenship Behavior

Table 4.3.1.1 shows the mean responses of respondents on organization citizenship behaviors. From the results, all the items have a mean response of more than 3 which is the average of the scale. This means that all respondents affirm the listed items on organizational citizenship behavior.

3.3. Analysis of Main Results

The Survey Planet online application used to design the questionnaire on a Likert Scale of 1-5 was able to generate results and analysis to which assumptions of statistical methods planned to utilize were met as presented above.

The respondents' profile of 225 respondents who filled the questionnaire out of the 250 questionnaires administered are: Majority of the participants 77 % are Males and 23 % are Females. The percentage of Singles are 61.8%; Married 36.9%; Divorced 0.9% and Widowed 0.4%. The majority of our sample population belongs to 30-44 years (53.8%) and 18-29 years (39.1%) followed by 45-64 years (5.8%) and >65 (1.3%), there were no respondents <18

years (0%). The qualification of respondents with the highest number was Masters Degree which accounts for 41.8%, the second highest were those with Bachelor's degree 33.3%, there are some respondents with PhD 12.4%. Frequency analysis was used to determine the demographic characteristics of the sample, descriptive statistics were used for control and study variables.

3.3.1. Analysis of results from Research Question 1: [Can leadership style predict subordinates' organizational citizenship behavior?] The research results support study by Oguz (2010), there is a positive relationship between transformational leadership and OCB. There were 21 items on the instruments, each skewing towards the respondents' perception on the Transformational Leadership style. As earlier stated, the mean calculation of the LikertScale 1 to 5 points was 3, below 3 indicating disagreement, above 3 agreement and 3 neutrality. The lowest scale was 2.88, disagreeing with the statement: 'Whatever others want to do is OK with My leader'; all the remaining 20 items are above 3, with the highest being 4.08 of the 5 points where respondents agree with the statement 'My leader is satisfied when others meet agreed-upon standards'

Research results also support the research of Logomarsino and Cardona (2003) and Cho and Dansereau (2010) that transformational leadership had no effect on OCB. It means that the core of transformational leadership is the ability to engage employees to achieve higher performance (Organ, 2006). OCB can be defined as an employee's behavior that is willing to do more work than just a basic behavior in accordance with a contract agreed by the employee (Wayne, 1997). It should not be understood only in context of subordinates deficiency or weakness. Transformational leadership implementation has not given assurances that subordinates' effect to superiors automatically will be realised. It occurs because leadership will be effective if supported by behaviors competent as attention to subordinates, establishing good communication, empowering and developing employees, and motivating employees. Evidence suggests that transformational leadership has less effect on behavior in contributing a subordinate extra role. When linked to the opinion of Taruno (2011), it can be said that transformational leadership style is characterised by a leadership with ability to change status quo with subordinate values and desire to achieve higher goals. Whereas transactional leadership is leadership that occurs when leaders and subordinates make exchange relationships or reciprocity in meeting their needs. This exchange may be valuable economically, politically, psychologically and otherwise. A similar sentiment was expressed by Yusuf (2013) that basically there is no difference between transformational leadership with transactional leadership. Transformational leadership makes performance that exceeds target, whereas transactional leadership makes performance based on decided targets. This is evident in the results on the variable - Transactional Leadership which had 20 items of which all responses were above 3 points, the least being 3.13 with the statement: 'My Leader does not interfere until problems become serious' and a good number of 4 points agreeing with the statements: 'My leader helps others to develop strengths'; 'My leader talks enthusiastically about what needs to be accomplished'; 'My leader acts in ways that build others' respect'; 'My leader expresses confidence that goals will be achieved'; 'My leader communicates a convincing vision for the future'; 'My leader seeks differing view point, when solving problems'; 'My leader considers an individual to have different abilities and aspirations'; 'My leader suggests new ways of attempting projects'; 'My leader goes beyond self-interest for the good of the group'; 'My leader considers the moral and ethical consequences of decisions'; 'My leader gets others to look at problems from different angles'; 'My leader emphasizes the value of having a collective sense of mission' and 'My leader specifies the importance of having a strong sense of purpose'.

3.3.2. Analysis of results from Research Question 4: [To what extent does leadership style and organizational citizenship behavior mediate the relationship between leaders and subordinates?]. According to (Lin & Chen, 2018), leadership is considered a practice through which a leader influences a group of people or followers to achieve collective goals. According to Jabbar (2019), leaders are said to possess transformational leadership traits when they emphasize encouraging their subordinates to escalate the level of their associations, beliefs, morals, and insights and help them to be motivated with the organizational objectives (Jabbar, 2020). According to Michael & Alex (2019), transformational leaders support their subordinates to become productive, innovative, and compliant to varying organizational environments as well as make efforts to prevent the occurrence of work-related issues (Mesh'al & Adnan, 2018). In comparison, transactional leadership style refers to the exchange between leaders and their subordinates. According to Mocheche & Bosire (2018), this can be considered as a leader and follower exchange-based leadership approach wherein the leader interchanges rewards or punishment with the followers for the performance of tasks, and in response, expect productivity, efforts and loyalty from the followers (Mwesigwa

sekiziyivü, 2020). This research found that transformational leadership positively affects employee's job satisfaction. In addition, it was also found that the transactional leadership style has a significant effect on job satisfaction.

Results indicated that perceived organizational support and job satisfaction both positively affected OCB (Chiang & Hsieh, 2012). Jain, Giga and Cooper (2013) found a significant positive relationship between POS and OCB. The above mentioned results from the research conducted show perceived organizational support and job satisfaction to a greater extent mediate the relationship between the leadership style and subordinates' organizational citizenship behavior. The results of research accomplished also show that there is a significant positive relationship leadership style and subordinates' organizational citizenship behavior.

3.4. Hypothesis Testing

Hypothesis H1 predicted that Transformational and Transactional leadership styles are positively associated with organizational citizenship behavior (OCB). The effect of transformational leadership on OCB showed positive and significant relationships between transformational leadership and OCB was confirmed by the mean analysis in tables 4.3.3 and 4.3.4 (H_{1a} -table 4.3.3 = 2.88-4.08 of 5 point mean, H_{1b} - table 4.3.4 = 3.6-4.28 of 5 point mean).

4. Discussion and Implications

The results of our findings based on the responses of staff of the Public Service and Public Service Commission on the mediating role of Leadership styles (transformational and transactional), perceived organizational support and job satisfaction on their organization citizenship behaviour as analysed above also reveals that:

Even though 7 out of 8 items on the variable perceived organizational table support show agreement yet it has the lowest mean range 2.93-3.92, which also indicates no 4 point recorded; the statement - The organization shows very little concern for me, got the lowest mean on the variable which should serve as a wake-up call for managers. 5 out of 21 items on the variable Transformational leadership have 4 points and above mean in agreement and also a mean response of 2.88 in disagreement of the statement - Whatever others want to do is OK with My leader which also is the lowest mean of the whole research.

With a mean range of 3.13-4.28, the Transactional Leadership variable has 17 out of 20 items on 4 points and above mean; with the highest mean in agreement of statements. The least mean of 3.13 is above the average calculation of 3 with the statement My leader does not interfere until problems become serious 3.13-4.28 - 17 out of 20 items have 4 points and above mean, with the highest mean in agreement of statements on the research instrument. The least mean of 3.13 is above the average calculation of 3 with the statement my leader does not interfere until problems become serious. This does not affect the relationship negatively.

All respondents affirm the listed items on organizational citizenship behavior with a mean range of 3.61-4.19. There should be further research that would make provision for the perspective or perception of managers or employers on the organizational citizenship behavior of subordinates or employees. There are just two items where respondents showed disagreement, no neutrality recorded based on mean calculations

The results of the research further provides a rather new insight to help explain the positive relationship between perceived organizational support, leadership styles, job satisfaction and organizational citizenship behavior. It would be of benefit for management in the sense that they should not only focus on improving the good perceptions of their employees on their leadership styles but make every effort to improve staff perceived organizational support by facilitating all the factors that lead to it to enhanced OCB which in turn affects the organizational performance. Thus, the findings draw attention to the relevance of leadership styles to organizational citizenship behavior. An important policy implication emerging from this study is that public administrators should not underestimate the power of leadership styles in influencing employees' organizational citizenship behavior in an organization.

The study results are expected to provide managerial implications for the Public Sector and the Public Service Commission. Most important implications that can be obtained from this study are: (1) Managers have the role to become decision makers and models to implement and maintain organizational citizenship behaviour. Therefore, leaders who succeed to bring the organization to the pinnacle of success are people who, inspire their subordinates, have a better leadership style, can create comfortable work conditions, perform two-way communication, as well as transactional, so employees do not only improve individual performance but also increase to help among employees

or individuals. (2) It is important for organizations to be able to consider factors that can increase OCB because OCB is able to improve employee performance. The higher employee performance, the higher organization performance. (3) Organization Leaders need to increase job satisfaction, create comfortable work conditions that will enhance perceived organizational support and create a sense of family employee engagement and a high harmonisation to create mutual helping behavior among individuals.

5. Summary, Conclusion and Recommendations

5.1 Summary

This chapter rounds off this research study. It condenses the findings and results of the research, draws up conclusions and makes recommendations for future improvements or initiative on the issues discussed.

The study in essence sought to unearth the mediating role of leadership styles, perceived organizational support, job satisfaction and organizational citizenship behavior in the public service and the public service commission in Sierra Leone and in the process accounts for the relationships between these constructs.

The research contributes to literature on organizational citizenship behavior by exploring the relationship between perceived organizational support, job satisfaction, transformational and transactional leadership in the public service context. Theories and literature were reviewed to develop a suitable research model.

Frequency tables and percentages used to describe features of the data. The nominal, ordinal and interval-Ratio levels of measurements were used to measure the relationship between leadership styles and employee job satisfaction and the mediating effect of perceived organizational support in the model. Results of testing the model using the above mentioned method of analysis discovered two important findings: firstly, all the independents' variables have a direct positive relationship with organizational citizenship behaviour which supported the first hypothesis of the study.

Consequently, in a Statistical viewpoint, the findings confirm that increasing the role played by transactional leadership and perceived organizational support to employees will strongly invoke employees' confidence in the organization, and this perception may lead to their conviction of having job satisfaction. This empirical result is also somewhat consistent and has supported and expanded the perceived organizational support, employee job satisfaction and organizational citizenship behavior research literature mostly published in other settings.

Therefore, the public service must focus on how to foster job satisfaction along with organizational justice to evoke better performance, as employees base their decision to perform OCB on the fair treatment by the organization and the mediation effect of job satisfaction indicates a strong link based on the norm of reciprocity. The findings of the effort can be useful for researchers, practitioners, and the public service.

The researchers believe that this effort will contribute towards understanding the relationship between the three variables which has been known for a while but its understanding has not been well defined. The knowledge of human psychology as part of organizational behavior holds a key position in management sciences. This research work will contribute a lot towards managing competitive institutions of public service in the 21st century.

In summary, what can be concluded is that both leadership styles and perceived organizational support have an impact on employee job satisfaction and organizational citizenship behavior.

5.2 Conclusion

The goal of this study was to examine how leadership styles affect subordinates' OCB in the public service and public service commission in Sierra Leone and how subordinates' organizational support and job satisfaction mediate these associations. All developed hypotheses were supported by the data obtained. Findings of this study showed the expected significant relation between transformational leadership, transactional leadership job satisfaction and employees' OCB. These outcomes are consistent with prior empirical research (e.g. Jha, 2014; Khalili, 2017; Lee, Woo, & Kim, 2018; Mekpor & Dartey-Baah, 2017; Suliman & Al-Obaidli, 2013). For example, in a study of 50 organisations in Iran, with a sample of 2,021 employees, Khalili (2017) studied the influence of transformational leadership on OCB. Her findings validated that this type of leadership has a strong and positive impact on OCB. This result is consistent with Jha's work (2014) on the impact of transformational leadership behaviours on the OCB of 319 employees of different five-star hotels, which revealed a significant and positive

effect of transformational leadership on OCB.

These findings further tell us that when organizational leaders demonstrate transactional leadership, their employees are more involved in OCBS and, therefore, capable of going beyond their defined obligations and responsibilities, assist others in their tasks and assignments, and attend to their fellow workers' both individual and professional needs in the workplace (Babcock-Roberson & Strickland, 2010). This result was also consistent with Mekpor and Dartey-Baah (2017), who examined the impact of transformational and transactional leadership behaviors on OCB employees in the Ghanaian banking sector. Their findings revealed that although transformational and transactional leadership styles predicted employees' OCB, transformational leadership is more significant. Thus, transformational leaders are more capable of leading their subordinates to take actions beyond their prescribed roles

These findings suggest that managers in public service may be able to engage their employees in citizenship behaviors by paying attention to their own transformational leadership, rather than transactional leadership behaviors. The results of our study support the positive and significant influence of transformational leadership behaviors on employees' OCB, pos and job satisfaction. Additionally, our results support the negative and significant influence of transactional leadership behaviors on employees' OCB, pos and job satisfaction, as well as the mediating role of pos and job satisfaction on the transformational and transactional leadership (employees' OCB association).

Although research on the association between transformational and transactional leadership and OCB has gained attention, empirical studies regarding the mediating role of POS and job satisfaction on the link between transformational and transactional leadership and employees' OCB remain scarce. With regard to the effect of employees' satisfaction and POS on their own OCB, as well as on the transformational and transactional employees' OCB relationship, our findings pointed out that employees with the highest level of satisfaction have a robust willingness to be committed in citizenship behaviors.

As a conclusion, transactional leaders have a more positive impact on employees' OCBs in public service in Sierra Leone.

5.3 Recommendations

From the findings the study recommends that the public service must have organizational support packages valuable to the employees and should be based on realistic and reliable standards. They must be clearly identified and meaningful to the employees.

Managers should recognize the right style of leadership based on various conditions and relations and apply it to the proper context.

This research thus recommends the necessity of training managers in finding the appropriate leadership styles and applying the specific style to achieve employees' job satisfaction and, ultimately, better job performance.

Academics and managers should promote organizational citizenship behavior by raising awareness and by keeping employees engaged.

For further research, researchers should look at organizational citizenship behavior from the perspective of managers/employers.

Finally, particular training programs should be developed to promote better transformational leadership behaviors in the public sector.

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