THINK INDIA JOURNAL

ISSN:0971-1260
Vol-22- Issue-14-December-2019

Impact Of Resonant Leadership On Organisational Citizenship Behaviour

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Abstract:

The purpose of the study was to describe and analyse the resonant leadership style of managers as part of the leadership culture in the organization. The aim was to produce scientific knowledge about managers' leadership styles and the factors affecting them, and about the sufficiency of their leadership style knowledge and skills. The leadership styles of managers were examined systematically with the aid of a literature review. Leadership styles affect collaboration, staff well-being and commitment to work and development a working atmosphere within the organisation. Resonant leadership styles have a positive impact on employees' work satisfaction, professional development and retention within the organization. This paper examine the effects of resonant leadership on Organization Citizenship Behaviourin the workplace. Three dimensions of Resonant leadership (mindfulness, hope, compassion);five dimensions of Organization Citizenship Behaviour namely, altruism, sportsmanship, conscientiousness, courtesy and civic virtue have been included in the study. Greta Cummings scale for Resonant Leadership and Podsakoff's scale for Organization Citizenship Behaviour has been used for this study.

Keywords: Resonant Leadership, Organization Citizenship Behaviour, managers and automotive organizations.

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Introduction:

In fast pace competitive environment, public aswell as private sector organizations are facing dilemma of employee citizenship behaviours, motivation, job satisfaction and meaningfulness of workplaces **(Ramlall, 2004).**Organizational citizenship behaviour (OCB) which has been formed by organizational behaviour researchers since 1980s, in the business domain, is undoubtedly one of the most interesting and applicable new issues of management and organizational studies. Attempts to identify and specify such behaviours and finding solutions for their diffusion, take into account both moral and human aspects of today's organizations, and help increase their organizational efficiency **(Ahmadi & Khodami, 2011).** Organizational citizenship behaviour is a relatively new subject in organizational behaviour which is not designed by the organization, but its emergence leads to the organizational efficiency and proficiency. From among citizenship behaviours, one can mention organizational obedience, organizational collaboration, altruism, conscientiousness, magnanimity, and civility **(Organ, 2004).**Although the concept of organizational behaviour was used by **Organ et al. 1993,** before them some other people like Katz and Kahn by differentiating between functional performance, organizational innovations and spontaneity in the 70s and 80s and before them Bernard by putting forward the concept of Willingness Cooperate in 1938, taken this subject to attention**(See in Zamani & Khorasgani 2018).**Makinguse of **Katz's (1964)** definition of extra

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role behaviour, Organ et al. described, for the first time, the concept of "organizational citizenship behaviour" **(Bateman and Organ, 1983; Graham, 1991)** which has a critical role in the organizational success and development and which is expressed as the behaviours involving extra effort on a volunteer basis beyond the defined role-task **expectations (Bateman and Organ, 1983)**. The theory and dimensions of this concept were put forward by **Organ (1989).** Later, this behaviour was defined as pro-social behaviour, good soldier syndrome, organizational volunteerism and extra role-task behaviour **(Graham, 1991; Podsakoff et al., 2000; Motowidlo, 2000).**Organizational citizenship behaviour is defined as discretional extra-role behaviour which is not directly involved or defined in the formal reward system, and which in the aggregate promotes the effective functioning of the organization **(Bateman and Organ, 1983).Smith et al. (1983)** were among the first who tried to explain the term "organizational citizenship behaviour" in their study of nature and antecedents of OCB and proposed three different classes of OCB identified as "altruism" or "generalized compliance". **Podsakoff et al. (2000)** later based his seven themes of OCB on this study. **Organ (1990)** wrote an article by the name of "The motivational basis of organizational citizenship behaviour" in which he reviewed the theoretical framework and explored altruism into dimension such as helping behaviour, conscientiousness, adherence to attendance, work time and organizational rules. OCB is essential in the education system topromote the inclusive range of behaviours required to achieve goals. The employeesOCB is becoming progressively vital in organizations in era of downsizing,

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economizing, and inreaction to the economic pressures of the past decade **(Lo and Ramayah, 2009).**

The responsibilities of managers and leaders within a group or organization are closely linked. Leadership is regarded by many as the ability to guide others into actions that meet the needs of the organization. **MacPhee** describes leadership as "the process of engaging and influencing others" **(2015).**Leaders are recognized as providing visions and strategies, while managers are responsible for operationalizing those visions and strategies **(Pangman & Pangman, 2010).**Relationally focused leadership styles are associated with positive work environments that promote employee engagement and result in greater work satisfaction and productivity **(Uhl-Bien, 2006).** Resonant leadership **(Boyatzis & McKee, 2005; Cummings, 2004)** is an example of a relationally focused leadership style. Resonant leadership is distinguished from other theories of leadership by its foundation on emotional intelligence **(Goleman, Boyatzis, & McKee, 2002).**Four domains compose the emotional intelligence framework: emotional self-awareness, self-management, socio-political awareness, and effective management of relationships with others. They describe six leadership styles used in leading teams in organizations, four of which are labelled resonant leadership, along with two dissonant styles. According to these authors, leaders can develop emotional intelligence competencies and learn when and how to use each style depending on the situation at hand. Resonant leadership styles include visionary, coaching, affiliative, and democratic approaches, whereas dissonant styles include pace setting and commanding**(Goleman et al., 2002)**.

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Review of Literature

Podsakoff et al. (2000) acknowledged thirty different possible types of OCB and argued that conceptual overlap reduces them to only seven. Namely 1) helping behaviour 2) sportsmanship 3) organizational loyalty 4) organizational compliance 5) individual initiative 6) civic virtue and 7) self-development. Conceptually, helping behaviour has two parts 1) voluntary helping others 2) averting the happening of work associated problems. **Organ (1990)** defined sportsmanship as "a willingness to tolerate the inevitable inconveniencesand impositions of work without complaining". OCB historically has been explored in two streams of research as it is not a unidimensional concept 1) OCB and group 2) OCB and individual and recently team has beenadded to the league. **Williams and Anderson (1991)** first described the two factors 1) OCBI – the behaviours that directly benefit individual and 2) OCBII behaviours that benefit the organization. Their evidence suggests the two factors can be distinguished from in-role performance and may be related to other variables differentially. Research identifies antecedents of OCB as clarity of role,leadership, organizational justice (Ehrhart, 2004) organizational commitment, and individual traits **(Chahal and Mehta 2010; Emami, Alizadeh, Nazari & Darvishi, 2012)** and is influenced by demographic factor, personality factors and organizational climate **(Suresh and Venkatammal 2010).**

A recent study by **Squires, et.al. (2010)** examined the influence of resonant leadership on organizational justice, quality of nursing work environments, and nurse and patient outcomes in a study of acute care nurses. **Squires,et al. (2010)** used a newly developed measure of resonant leadership **(Estabrooks, et al. 2009; Estabrooks, et al. 2011)** based on previous research

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models. **Squires,et al. (2010)** found resonant leadership was significantly related to higher-quality leadernurse relationships, improved safety climates, and supportive professional practice environments, as well as lower-emotional exhaustion and job turnover intentions among nurses. This study is one of the first to demonstrate acceptable reliability and validity of the resonant leadership scale. In another recent study, **Estabrooks and colleagues (2011)** found resonant leadership explained a significant amount of variation in emotional exhaustion, job satisfaction, and support for innovative ideas, adding empirical support for the relevance of this notion of leadership in nursing settings. In spite of the significance of impelling subordinates for leadership success, leaders in universities are usually not mindful of how powerful they can be, or obviously reflect their leadership style to inspire and stimulate employees, carry around additional determination and to escalate the performance of the universities **(Lo et al., 2010).**Research by **Wagner et al. (2013)** explores the relationship between a resonant leadership style (relational style of leadership with a focus on building relationships and managing emotion), empowerment of employees (RNs) in the workplace, and workplace outcomes such as job satisfaction, organizational commitment, and spirit at work (SAW). Ongoing research indicates a strong relationship between resonant leadership and sprit at work. Research also indicates that these holistic measures of SAW account for more variance in employee workplace outcomes than job satisfaction **(Wagner et al., 2013; Wagner & Gregory, 2015).**In **(2017) Casale**, performed a research for findingthe level of observed resonant leadership behaviours of participants' immediate supervisors. According to Casale, Resonant supervisory behaviours inversely correlated with faculty peer incivility, with potential to impact satisfaction, recruitment, and retention. They suggested that resonant leaders are instrumental in creating empowering

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environments that contribute to higher job satisfaction in nursing. Therefore, a focus on developing resonant leadership skills among leaders in healthcare organisations will advance the creation of healthy work environments that promote job satisfaction and the retention of employees **(Bawafaa, Wong & Laschinger, 2015).**Leadership behaviours can be divided into transactional leadership behaviours (the leader provides rewards in return for the subordinate's effort), transformational leadership behaviours (leaders motivate subordinate's to do more than they are expected to do), behaviours identified with either the Path-Goal theory of leadership (the leader coaches the subordinates to choose the best paths for reaching their goals), or the LeaderMember Exchange (LMX) theory of leadership (increasing organisational success due to leaders creating positive relationships with subordinates) **(Podsakoff et al, 2000; Podsakoff et al, 1990).**The fact that especially transformational leadership behaviours show significant, consistent, and positive relationships with OCB is not surprising since the heart of transformational leadership is the ability to get employees to perform above and beyond expectations **(Bass, Riggio, 2006),** and this extra effort may show up in the form of citizenship behaviours.The main purpose of this paper is to provide empirical evidence that behaviours exhibited by resonant leaders can contribute positively to OCB and also to extend mainstream research on resonant leadership and its impact on OCB.

Objectives:

1. To examine the impact ofResonant Leadershipon Organisational citizenship behaviour.
2. To evaluate the high level of Resonant Leadership leads to increase of organisational citizenship behaviour in the organization.

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Hypothesis:

Broad hypotheses of this paper are:

H0: High degree of Resonant Leadership does not lead to Organisational citizenship behaviour.

Ha: High degree of Resonant Leadership leads to Organisational citizenship behaviour.

Resarch Methodology:

This study is primary in nature and the data was collected using questionnaires method. The analysis applied in this study embraced descriptive Statistics and parametric test. The inferential statistical measures were Reliability analysis, KMO and Barlett's Test, chi-square tests of independence, Exploratory Factor analysis was performed (EFA), Principal Component Analysis (PCA), one-way analyses of variance (ANOVAs), two-way ANOVAs, correlation and multiple regression analyses was run to check the dependency among resonant leadership and organizational citizenship behaviour

Analysis and Interpretation:

The study is aimed at identifying relationship between Resonant leadership and Organisational citizenship behaviour. In the present study, multiple regression analysis was conducted to identify the impact of factors of Resonant leadership on Organisational citizenship behaviour. For this study, Resonant Leadership were taken as independent variable and Organisational citizenshipbehaviour is taken as dependent variable. In this study, Total four factors were

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identified for resonant leadership and six factors were identified for organisational citizenship behaviour.

Reliability:

Table 1 showed that the calculated value of Cronbach's alpha coefficient value for 34 items of "Resonant Leadership and Organizational citizenship Behaviour" is .762, which is considered acceptable and indicates the reliability of scale

Table 1 **Reliability Statistics**	
Cronbach's Alpha	N of Items
.762	34

Independent Variable (Resonant Leadership):

Descriptive statistics for Resonant Leadership:

This table includes Descriptive Statistics for each variable and the Analyses N, which in this case is 100 because several items have one or more participants missing. The below table represents the mean value as well as the standard deviation value for each statement of resonant leadership.

Descriptive Statistics			
	Mean	**Std. Deviation**	**Analysis N**
Look for feedback even when it is difficult to hear	4.48	.717	100
At on values even if it is at personal cost	4.19	.692	100
Focus on success rather than failures	4.21	1.038	100

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Support teamwork to achieve goals and outcomes	4.84	.368	100
Calmly handle stressful situations	4.38	.678	100
Actively listen, acknowledge, and then respond to request and concerns	4.54	.540	100
Actively mentor and coach performance of others	4.44	.625	100
Effectively resolve conflicts that arise	4.46	.593	100
Engage others in working towards a shared vision	4.59	.588	100
Allow others freedom to make important decisions in their work	4.65	.609	100

KMO and Barlett's Test

The KMO (Kaiser-Meyer-Olkin) and Barlett's test measure of sampling adequacy was conducted to check the appropriateness of Factor analysis. Factor analysis is said to be suitable if the calculated value of KMO is 0.6 or above and Barlett's test should be significant @ 5% level of significance. The KMO value for resonant Leadership was 0.683, which was greater than the recommended value of 0.6 (Kaiser, 1974).

Table 2 **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.683
Bartlett's Test of Sphericity	Approx. Chi-Square	130.936
	df	45
	Sig.	.000

Table 2 indicated that the calculated value of KMO measure of sampling adequacy was 0.683 resonant Leadership which is suitable and adequate for factor analysis. Similarly, the value of Barlett's test of sphericity was also found significant as the Chi-square value = 130.936 with

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degree of freedom of 45 @ 5% level of significance (p = .000). It also signifying that correlation matrix is not distinctive matrix and hence the data is appropriate and valid for factor analysis.

Total Variance Explained:

The Exploratory Factor analysis was performed to identify the factors behind Resonant Leadership with the help of respondents of questionnaire. Likert scale of 5 point was used to examine the response of the managers ranging from 'strongly disagree' to 'strongly agree'. Principal Component Analysis (PCA) with Varimax rotation and eigen value (≥ 1) was used and only those elements were hold with factor loadings ≥ 0.50 (Hair et al., 1998). The Total Variance Explained table shows how the variance is divided among the 10 possible factors. Four factors have eigenvalues (a measure of explained variance) greater than 1.0, which is a common criterion for a factor to be useful. When the eigenvalue is less than 1.0 the factor explains less information than a single item would have explained. For this and other analyses in this chapter, we will use an orthogonal rotation (varimax). This means that the final factors will be at right angles with each other. As a result, we can assume that the information explained by one factor is independent of the information in the other factors.Table4 of Total Variance Explained depicts that there are total 10 attributes for resonant leadership which converts to 4 factors and explaining 62.110% variance in the total output.

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Table 4 (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.543	25.433	25.433	2.543	25.433	25.433	1.714	17.135	17.135
2	1.391	13.910	39.343	1.391	13.910	39.343	1.627	16.274	33.409
3	1.169	11.694	51.037	1.169	11.694	51.037	1.525	15.250	48.659
4	1.107	11.074	62.110	1.107	11.074	62.110	1.345	13.451	62.110
5	.838	8.382	70.493						
6	.769	7.688	78.181						
7	.661	6.614	84.795						
8	.565	5.654	90.448						
9	.496	4.963	95.412						
10	.459	4.588	100.000						

Extraction Method: Principal component analysis

Rotated component matrix

Rotated component matrix table represents the strength of relationship between the item and factor is determined by identifying the highest factor loading in one factor. Generally, factor loading higher than 0.5 is acceptable ***(Hair et al., 1998)*** and for this purpose rotated component matrix was

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Table 5Rotated Component Matrix[a]					
Factor Name	**Attributes of Resonant Leadership**	**Component**			
		1	2	3	4
RL1	Calmly handle stressful situations	.795			
	Actively listen, acknowledge, and then respond to request and concerns	.658			
	Actively mentor and coach performance of others	.591			
RL2	Support teamwork to achieve goals and outcomes		.766		
	Effectively resolve conflicts that arise		.689		
	Engage others in working towards a shared vision		.532		
RL3	Focus on success rather than failures			.798	
	Allow others freedom to make important decisions in their work			.676	
RL4	Look for feedback even when it is difficult to hear				.822
	Act on values even if it is at personal cost				.648
	Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
	a. Rotation converged in 6 iterations.				

done.

Factor Analysis Results of Resonant Leadership:

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The following table depicts the output of factor analysis by rotated component matrix and only those variables are taken into consideration which has factor loading greater than 0.5. On the basis of factor analysis of resonant leadership following factors emerged.

RL1: This factor is a combination of few items and explained 17.135% of variance in the total output of resonant leadership. The following statements are "Calmly handle stressful situations" with 0.795 factor loading "Actively listen, acknowledge, and then respond to request and concerns" with 0.658 loading, "Actively mentor and coach performance of others" with 0.591 factor loading. They are highly correlated with each other. These three mediums reflect the calmly handle stress, acknowledgement, mentor and coach with certain attributes, hence this factor is named as RL1.

RL2: this factor explained 16.274% of variance in the total variance explained by resonant leadership. This factor is a combination of following items, the first item is "Support teamwork to achieve goals and outcomes" with factor loading 0.766, "Effectively resolve conflicts that arise", this item represents .689 factor loading, and lastly the third item "Engage others in working towards a shared vision" has .532 factor loading. They show correlation with each other and reflects the teamwork, conflict resolve, common vision and hence named as RL2

RL3: This factor includes statements, **"**Focus on success rather than failures" and "Allow others freedom to make important decisions in their work" and had factor loadings 0.7989 and 0.676 respectively. This factor is a combination of focus toward success and freedom to make decisions hence named as RL3.

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RL4: This factor is a linear combination of two items. They are "Look for feedback even when it is difficult to hear" and represents .822 factor loading and the other one is "At on values even if it is at personal cost" represents .648 factor loading. This factor is named as RL4.

Dependent Variable (Organisational Citizenship Behaviour):

Descriptive statistics for Organisational Citizenship Behaviour:

This below table describes the Descriptive Statistics of OCB for each variable as well as the Analyses (N), which is 100for OCB. The table also represents the Mean value for each item and the standard deviation value for all statement of Organisational Citizenship Behaviour.

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
I help others who have heavy workloads	6.17	.805	100
I am the classic "squeaky wheel" that always needs greasing	2.47	1.623	100
I believe in giving an honest day's work for an honest day's pay	6.33	1.045	100
I consume a lot of time complaining about trivial matters	2.06	1.549	100
I try to avoid creating problems for co-workers	5.94	1.740	100
I keep abreast of changes in the organization	5.87	1.212	100
I tend to make 'mountains out of molehills"	2.14	1.729	100
I consider the impact of my actions on co-workers	5.81	1.361	100
I attend meetings that are not mandatory, but are considered important	5.59	1.232	100

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I am always ready to lend a helping hand to those around me	6.33	.711	100
I attend functions that are not required, but help the company image	5.35	1.459	100
I read and keep up with organization announcements, memos, and so on	6.06	.862	100
I help others who have been absent	5.67	1.092	100
I do not abuse the rights of others	6.31	1.012	100
I willingly help others who have work related problems	6.17	.877	100
I always focus on what's wrong, rather than focusing on the positive	3.37	2.182	100
I take steps to prevent problems with other co-workers	6.06	.919	100
My attendance at work is above the norm	6.22	.991	100
I always find fault with what the organization is	2.27	1.536	100
I am mindful of how my behaviour affects other people's job	5.79	1.157	100
I do not take extra breaks	5.50	1.337	100
I obey company rules and regulations even when no one is watching	6.49	.785	100
I help orient new people even though it is not required	5.79	1.217	100
I am one of the most conscientiousness people in this organization	5.80	.974	100

KMO and Barlett's Test

KMO and bartlett's test represents that the KMO value for Organisational citizenship behaviour

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was 0.624, which was greater than the recommended value and Barlett's test should be significant @ 5% level of significance.

Table 6 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.624
Bartlett's Test of Sphericity	Approx. Chi-Square	332.439
	Df	171
	Sig.	.000

Total Variance Explained:

After that EFA was also performed to extract the factors of Organisational Citizenship Behaviour. The Total Variance Explained depicts that there are total 24 items for Organisational Citizenship Behaviour. Namely- My attendance at work is above the norm, I obey company rules and regulations even when no one is watching, I read and keep up with organization announcements, memos, and so on, I help orient new people even though it is not required, I willingly help others who have work related problems, I am one of the most conscientiousness people in this organization, I am always ready to lend a helping hand to those around me, I take steps to prevent problems with other co-workers, I help others who have heavy workloads, I tend to make 'mountains out of molehills, I am the classic "squeaky wheel" that always needs greasing, I do not abuse the rights of others, I always find fault with what the organization is, I consider the impact of my actions on co-workers, I attend meetings that are not mandatory but are considered important, I always focus on what's wrong, rather than focusing on the positive, I believe in giving an honest day's work for an honest day's pay, I help others who have been absent, I do not take extra breaks. From the total variance table, it indicates that there are total

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eight factors extracted out of 24 attributes and have cumulative percentage up to 66.874% of the total variance. These factors are further converted to Six (6) factors as two factors representing only a single statement (factor 6 and factor 8) therefore they are merged with the relevant factors representing same items as they have. Factor 6 is merged with factor 5 and factor 8 is merged with factor 7, therefore now total number of extracted factors are six (6).

Table 8Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.266	17.189	17.189	3.266	17.189	17.189	1.976	10.400	10.400
2	1.724	9.073	26.262	1.724	9.073	26.262	1.968	10.360	20.760
3	1.624	8.549	34.811	1.624	8.549	34.811	1.657	8.722	29.482
4	1.453	7.647	42.458	1.453	7.647	42.458	1.581	8.323	37.806
5	1.320	6.948	49.406	1.320	6.948	49.406	1.562	8.221	46.026
6	1.209	6.364	55.770	1.209	6.364	55.770	1.405	7.395	53.421
7	1.083	5.699	61.469	1.083	5.699	61.469	1.291	6.797	60.218
8	1.027	5.405	66.874	1.027	5.405	66.874	1.265	6.656	66.874
9	.893	4.700	71.573						
10	.825	4.340	75.913						
11	.791	4.165	80.078						
12	.638	3.357	83.435						
13	.605	3.183	86.617						
14	.539	2.838	89.456						
15	.510	2.686	92.142						
16	.447	2.350	94.492						
17	.417	2.197	96.689						
18	.335	1.764	98.453						
19	.294	1.547	100.000						

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Extraction Method: Principal Component Analysis.

Rotated Component Matrix:

The Rotated Factor Matrix table is key for understanding the results of the analysis. Factors are rotated so that they are easier to interpret. Rotation makes it so that, as much as possible, different items are explained or predicted by different underlying factors, and each factor explains more than one item. This is a condition called simple structure. Although this is the goal of rotation, in reality, this is not always achieved. One thing to look for in the Rotated Matrix of factor loadings is the extent to which simple structure is achieved. Table 9 represents the rotated component matrix. The researcher found that two factors are showing a single statement, therefore they are merged with the other relative factors.

	Table 9 - Rotated Component Matrix[a]						
Factor Name	**Attributes of Organisational Citizenship Behaviour**	**Component**					
		1	2	3	4	5	6
OCB1	My attendance at work is above the norm	.780					
	I obey company rules and regulations even when no one is watching	.579					
	I read and keep up with organization announcements, memos, and so on	.540					
OCB2	I willingly help others who have work related problems		.805				
	I am one of the most conscientiousness people in this organization		.597				
	I am always ready to lend a helping hand to those around me		.553				
	I help others who have been absent		.533				

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OCB3	I don't help others who have heavy workloads			.725			
	I tend to make "mountains out of molehills"			.692			
	I am the classic "squeaky wheel" that always needs greasing			.622			
OCB4	I do not abuse the rights of others				.756		
	I often find fault with what the organization is				.643		
OCB5	I consider the impact of my actions on co-workers					.784	
	I attend meetings that are not mandatory, but are considered important					.699	
	I always focus on what's wrong, rather than focusing on the positive					.797	
OCB6	I believe in giving an honest day's work for an honest day's pay						.751
	I do not take extra breaks						.905

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Factor Analysis Results for Organisational Citizenship Behaviour

The following table depicts the output of factor analysis by rotated component matrix and only those variables are taken into consideration which has factor loading greater than 0.5. On the basis of factor analysis of Organisational Citizenship Behaviour following factors emerged. In the rotated component matrix, researcher found that two variables are showing negative values of factor loading, "I help others who have heavy workloads" (-.725), "I always find fault with what the organization is" (-.643), therefore researcher used reverse coding method and new statements were formed as "I don't help others who have heavy workloads" (.725), "I often find fault with what the organization is" (.643).

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OCB1: This factor is a combination of three items and explained 10.400% of variance in the total output of Organisational Citizenship Behaviour. The statements are "My attendance at work is above the norm" with 0.780 factor loading. "I obey company rules and regulations even when no one is watching" with 0.579 loading, "I read and keep up with organization announcements, memos, and so on" with 0.540 factor loading. They are very correlated with each other. These three mediums reflect the punctuality, obey, and updated with organization; hence this factor is named as OCB1.

OCB2: This factor explained 10.360% of variance in the total variance explained by Organisational Citizenship Behaviour.This factor is a combination of following items, the first item is "I willingly help others who have work related problems" with factor loading 0.805, "I am one of the most conscientiousness people in this organization", this item represents .597 factor loading, third item "I am always ready to lend a helping hand to those around me" has .553 factor loading and fourth one is "I help others who have been absent"with 0.533 factor loading. They show correlation with each other and reflects the teamwork, conflict resolve, common vision and hence named as OCB2.

OCB3: The third factor is a linear combination of item "I don't help others who have heavy workloads" (.725), "I tend to make 'mountains out of molehills" (.692), "I am the classic "squeaky wheel" that always needs greasing" (.622). All the items are related with help to others etc. Considering these items, Factor 3 is tagged as OCB3. This factor explains 8.722% of variance.

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OCB4: The fourth factor is a linear combination of following items "I do not abuse the rights of others" (.756), "I often find fault with what the organization is" (.643). This factor explains 8.323% of variance in the total variance table. This factor named as OCB4.

OCB5: Fifth factor explains the variance of 15.616% as in this factor one more variable (factor 6 as per total variance explained table-6) is merged due to the representation of a single item. This factor is a linear combination of these statements "I consider the impact of my actions on co-workers" (.784), "I attend meetings that are not mandatory, but are considered important" (.699), "I always focus on what's wrong, rather than focusing on the positive" (.797). this factor is named as OCB5.

OCB6: This is the sixth and last factor of organisation citizenship behaviour explaining the variance of 13.453%. This factor is also a linear combination of two variables from two factors (factor 7 and factor 8 as per the table 6). Statements that this factor includes are "I believe in giving an honest day's work for an honest day's pay" (.751), "I do not take extra breaks" (.905).

Hypotheses:

The null hypothesis is to test the impact of Resonant Leadershipfactors retained through principal component analysis and check the significant factors contributing towards the Organisational citizenship behaviour. Multiple regression modelling was used to examine how the multiple attributes of Resonant Leadership (predictor variable) retained through exploratory factor analysis, namely RL1, RL2, RL3, RL4 are related with factors of Organisational citizenship behaviour namely OCB1, OCB2, OCB3, OCB4, OCB5, OCB6. Once the information is obtained how the predictor variables are related with the dependent variable, it can be used to

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make much more powerful & accurate predictions. Test for multicollinearity indicate very low value of VIF & Tolerance for Model hence no multicollinearity has assumed for the independent variables (Variance Inflation Factor VIF is well below upper threshold limit 10 & Tolerance value above .10). The test of independence is also satisfied as the value of Durbin-Watson as it lies between 0-4 for factor of dependent variable.

Impact of Resonant Leadership on OCB1

Ho1- High degree of Resonant Leadership does not lead to OCB1.

Ha1- High degree of Resonant Leadership leads to OCB1.

Table 10

Dependent Variable	**OCB1**
Test of Independence by Durbin-Watson value	1.784
R-Square Value	.267
F value of the Model	8.641
Significance	0.000 @ d.f.(regression 4), (residual 95)

Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	5.175	2.627		1.970	.052		
RL1	.464	.141	.319	3.286	.001	.822	1.217
RL2	.508	.173	.291	2.943	.004	.791	1.265
Rl3	.006	.132	.004	.047	.963	.960	1.042
RL4	.034	.162	.019	.209	.835	.961	1.040

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Table 10, is to test the hypothesis that factors of Organisational Citizenship Behaviour namely OCB1, is a function of four variables namely- RL1, RL2, RL3, RL4. Test for multicollinearity indicate very low value of VIF & Tolerance for Model hence no multicollinearity has assumed for the independent variables (Variance Inflation Factor VIF is well below upper threshold limit 10 & Tolerance value above .10). The test of independence is satisfied as the value of Durbin-Watson is lies between 0-4 for factor of dependent variable. For OCB1 Durbin-Watson value is 1.784. A value of 0.517 indicates a good level of prediction of OCB1 based on resonant leadership. The R Square column represents the R2 value, which is the proportion of variance in the factor of Organisational citizenship behaviour i.e. OCB1, that can be explained by resonant leadership. R2 value is 0.267 indicating that competencies explain 26.7% of the variability in OCB1. B weight explains the relationship between OCB1 and each predictor variable of Resonant Leadership. The positive value reflects the positive relationship between the predictor and outcome whereas a negative coefficient represents a negative relationship. The F ratio in the Anova table tests whether the overall regression model is a good fit for the data. The table shows that $F(4, 95) = 8.641$, $p < .05$. Thus, regression model is good fit of the data. It can be observed in table 10 that value of Sig. is .000 at 95% confidence level, H01 is rejected and Ha1 is accepted, therefore it can be said that "High degree of Resonant Leadership leads to OCB1".

Impact of Resonant Leadership on OCB2

Ho2- High degree of Resonant Leadership does not lead to OCB2.

Ha2- High degree of Resonant Leadership leads to OCB2.

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Table 11

Dependent Variable	**OCB2**
Test of Independence by Durbin-Watson value	1.831
R-Square Value	.212
F value of the Model	6.387
Significance	0.000 @ d.f.(regression 4), (residual 95)

Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	9.216	3.346		2.755	.007		
RL1	.555	.180	.311	3.091	.003	.822	1.217
RL2	.393	.220	.183	1.789	.077	.791	1.265
Rl3	-.070	.169	-.038	-.413	.680	.960	1.042
RL4	.287	.206	.130	1.396	.166	.961	1.040

Table 11, is to test the hypothesis that factors of Organisational Citizenship Behaviour namely OCB2, is a function of four variables namely- RL1, RL2, RL3, RL4.Test for multicollinearity indicate very low value of VIF & Tolerance for Model hence no multicollinearity has assumed for the independent variables (Variance Inflation Factor VIF is well below upper threshold limit 10 & Tolerance value above .10). The test of independence is satisfied as the value of Durbin-Watson is lies between 0-4 for factor of dependent variable. For OCB2 Durbin-Watson value is 1.831. A value of 0.460 indicates a good level of prediction of OCB2 based on resonant leadership. The R Square column represents the R2 value, which is the proportion of variance in the factor of Organisational citizenship behaviour i.e. OCB2, that can be explained by resonant

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leadership. R2 value is 0.212 indicating that competencies explain 21.2% of the variability in OCB2. B weight explains the relationship between OCB2 and each predictor variable of Resonant Leadership. The positive value reflects the positive relationship between the predictor and outcome whereas a negative coefficient represents a negative relationship. The F ratio in the Anova table tests whether the overall regression model is a good fit for the data. The table shows that F (4, 95) = 6.387, p < .05. Thus, regression model is good fit of the data. It can be observed in table 11 that value of Sig. is .000 at 95% confidence level, H02 is rejected and Ha2 is accepted, therefore it can be said that "High degree of Resonant Leadership leads to OCB2".

Impact of Resonant Leadership on OCB3

Ho3- High degree of Resonant Leadership does not lead to OCB3.

Ha3- High degree of Resonant Leadership leads to OCB3.

Table 12							
Dependent Variable				**OCB3**			
Test of Independence by Durbin-Watson value				2.390			
R-Square Value				.100			
F value of the Model				2.647			
Significance				0.038 @ d.f.(regression 4), (residual 95)			
Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	17.720	4.409		4.019	.000		

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RL1	-.517	.237	-.235	-2.185	.031	.822	1.217
RL2	-.363	.290	-.137	-1.252	.214	.791	1.265
Rl3	.109	.222	.049	.489	.626	.960	1.042
RL4	-.034	.271	-.012	-.125	.901	.961	1.040

The model summary table 12 indicating the value of Ris0.317 indicates a good level of prediction of OCB3 based on resonant leadership. The R Square column represents the R2 value, which is the proportion of variance in the factor of Organisational citizenship behaviour i.e. OCB3, that can be explained by resonant leadership. R2 is 0.100 indicating that independent variables explain 10% of the variability in OCB3. The table also represent the value of Durbin-Watson is 2.390, which is also lie between the desired value i.e. 0-4. The table shows that F (4, 95) = 2.647, $p < .05$. A multiple regression was run to predict Organisational citizenship behaviour of employees from four identified factors of resonant leadership. It can be observed in table 12 that value of Sig. is .038 at 95% confidence level, HO is rejected. Thus, it can be determined that High degree of Resonant Leadership leads to OCB3.

Impact of Resonant Leadership on OCB4

Ho4- High degree of Resonant Leadership does not lead to OCB4.

Ha4- High degree of Resonant Leadership leads to OCB4.

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Table 13							
Dependent Variable				**OCB4**			
Test of Independence by Durbin-Watson value				2.309			
R-Square Value				.068			
F value of the Model				1.723			
Significance				0.151 @ d.f.(regression 4), (residual 95)			
Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	5.583	3.069		1.819	.072		
RL1	.292	.165	.194	1.771	.080	.822	1.217
RL2	.070	.202	.039	.349	.728	.791	1.265
Rl3	.208	.155	.136	1.345	.182	.960	1.042
RL4	-.030	.189	-.016	-.160	.873	.961	1.040

The model summary table 13 indicating the value of Ris0.260 which shows the level of prediction of OCB4from resonant leadership. R2 value is the proportion of variance in the factor of Organisational citizenship behaviour i.e. OCB4, that can be explained by resonant leadership. R2 is 0.068 indicating that independent variables explain 6.8% of the variability in OCB4. The table also represent the value of Durbin-Watson is 2.309, lies between the desired value i.e. 0-4. The table shows that F (4, 95) = 1.723, p > .05. A multiple regression was run to predict Organisational citizenship behaviour of employees from four identified factors of resonant leadership. It can be observed in table 13 that value of Sig. is .038 at 95% confidence level, HO

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is accepted. Thus, it can be determined that "High degree of Resonant Leadership does not lead to OCB4".

Impact of Resonant Leadership on OCB5

Ho5- High degree of Resonant Leadership does not lead to OCB5.

Ha5- High degree of Resonant Leadership leads to OCB5.

Table 14

Dependent Variable	**OCB5**
Test of Independence by Durbin-Watson value	2.241
R-Square Value	.114
F value of the Model	3.045
Significance	0.021 @ d.f.(regression 4), (residual 95)

Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	2.490	3.065		.812	.419		
RL1	.295	.165	.191	1.794	.076	.822	1.217
RL2	.308	.201	.166	1.532	.129	.791	1.265
Rl3	.198	.154	.126	1.282	.203	.960	1.042
RL4	-.124	.188	-.065	-.656	.513	.961	1.040

Table 14, is to test the hypothesis that factors of Organisational Citizenship Behaviour namely OCB5, is a function of four variables namely- RL1, RL2, RL3, RL4.Test for multicollinearity

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indicate very low value of VIF & Tolerance for Model hence no multicollinearity has assumed for the independent variables (Variance Inflation Factor VIF is well below upper threshold limit 10 &Tolerance value above .10). The test of independence is satisfied as the value of Durbin-Watson is lies between 0-4 for factor of dependent variable. For OCB5 Durbin-Watson value is 2.241. A value of 0.337 indicates an average level of prediction of OCB5 based on resonant leadership. R2 value is the proportion of variance in the factor OCB5, that can be explained by resonant leadership. R2 value is 0.114 indicating that competencies explain 11.4% of the variability in OCB5. B weight explains the relationship between OCB5 and each predictor variable of Resonant Leadership. The positive value reflects the positive relationship between the predictor and outcome whereas a negative coefficient represents a negative relationship. The table shows that $F(4, 95) = 3.045$, $p < .05$. Thus, regression model is good fit of the data. It can be observed in table 14 that value of Sig. is .021 at 95% confidence level, H05 is rejected and Ha5 is accepted, therefore it can be said that "High degree of Resonant Leadership leads to OCB5".

Impact of Resonant Leadership on OCB6

Ho6- - High degree of Resonant Leadership does not lead to OCB6.

Ha6- High degree of Resonant Leadership leads to OCB6.

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Table 15							
Dependent Variable				**OCB6**			
Test of Independence by Durbin-Watson value				1.569			
R-Square Value				.080			
F value of the Model				2.057			
Significance				0.093 @ d.f.(regression 4), (residual 95)			
Predictor (Resonant Leadership)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	5.127	2.672		1.919	.058		
RL1	.018	.143	.014	.125	.901	.822	1.217
RL2	.356	.175	.225	2.031	.045	.791	1.265
Rl3	-.043	.135	-.032	-.320	.750	.960	1.042
RL4	.218	.164	.134	1.330	.187	.961	1.040

Table 15, is to test the hypothesis that factors of Organisational Citizenship Behaviour namely OCB6, is a function of four variables namely- RL1, RL2, RL3, RL4. Test for multicollinearity indicate very low value of VIF & Tolerance for Model hence no multicollinearity has assumed for the independent variables (Variance Inflation Factor VIF is well below upper threshold limit 10 & Tolerance value above .10). The test of independence is satisfied as the value of Durbin-Watson is lies between 0-4 for factor of dependent variable. For OCB6 Durbin-Watson value is 1.569. A value of 0.282 indicates the level of prediction of OCB6 based on resonant leadership. The R2 value is the proportion of variance in the factor OCB6, that can be explained by resonant

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leadership. R2 value is 0.080 indicating that competencies explain 8% of the variability in OCB6.The predictor contributes around 8.0% of variance in the outcome variable OCB6. B weight explains the relationship between OCB6 and each predictor variable of Resonant Leadership. The table shows that F (4, 95) = 2.057, p > .05. Thus, regression model is good fit of the data. It can be observed in table 15 that value of Sig. is .0.093 at 95% confidence level, H06 is accepted, therefore it can be said that "High degree of Resonant Leadership does not lead to OCB6.".

From the above findings it can be shown that out of six null (Ho) sub hypothesis for checking the impact of resonant leadership factors on factors of organisational citizenship behaviour, four null (Ho) sub hypothesis were rejected as the significance value (P value) was more than 0.05, therefore we can conclude that Null hypothesis was also rejected and alternate hypothesis was accepted which means that the High degree of resonant leadership leads to organizational citizenship behaviour of employees.

Conclusion:

This paper is about the relationship between resonant leadership and organizational citizenship behaviour, whereas in previous studies, the authors studied about the relationship between some other types of leadership like transformational leadership, servant leadership, charisma leadership etc. with organizational citizenship behaviour. The leaders and follower should have a common goal towards organisation, as a shared goal is always a key to success which describes the people and organisation together. In today's era such goals can be achieved by resonant leadership.

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The resonant leader is inspirational, creates a positive emotional tone characterized by hope, experiences and demonstrates compassion, and is authentic-in tune with self, others, and the environment. Such leaders exude emotions that are contagious and affect all around them; top leaders can impact an entire organization. These leaders are consciously attuned to people, focus them on a common cause, build a sense of community, and create a climate that unleashes peoples' passion, energy, and unified spirit. Researcher had found that this type of leadership by leaders are very helpful in creating an awareness of follower's behaviour towards organisation. With resonant leadership this chapter also explains the organisational citizenship behaviour and provide the evidence about higher the resonant leadership in the organisation higher will be the organisational citizenship behaviour which indicates that employees or subordinates are perform more efficiently and dedicatedly if they have resonant managers as their leaders. As well as they sustain resonance through difficult times through a process of intentional change and self-renewal.

Resonant Leadership and organizational citizenship behaviour (OCB) stayed at peak in the area of organizational behaviour research on account, and has attained huge consideration of researchers pursuing to outline multifaceted dynamics of resonant leadership and their effect on follower's behaviour at work. The voluntary behaviour of Organizational citizenship improves organizational effectiveness, and it goes past formal job duties. This paper attempts to discover the affiliation amongst resonant leadership and organizational citizenship behaviour of managers and their subordinates in Automotive sector in India. Study of

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Organisational citizenship behaviour in automotive corporations is of excessive interest that truly requires attention.

The study wasexamined by using multiple regression modelling approach on research responses gathered from managers. Results indicated that relationship between resonant management and Organizational Citizenship Behaviour is statistically significant. Further it can concludethat Null hypothesis was rejected and alternate hypothesis was accepted which means thatthe High degree of resonant leadership leads to organizational citizenship behaviour of employees or we can say there is a direct impact of resonant leadership on OCB, higher the resonance leadership higher will be the citizenship behaviour towards organisations.

The findings assist and add value to the significant contribution of resonant leadership connected with OCB at work making it more meaningful. The findings make a large contribution to resonant leadership and organisational citizenship behaviour literature in automobile sector and recommend that agencies have to implement practices that help in improving the degree of organisational citizenship behaviour in organisations.

From the above findings it can be concluded that for performing resonant leadership, a leader should have the following qualities- calmly handle the situations, convergent thinker and a good briefer who mentor and coach properly to his/her followers, also he/she should know how to take work from team as the leader should be a good team worker, focused and liberal with followers means give freedom to his followers to take important decision (if needed) so that they feel connected with work and organisation, leaders should be diligent and last but not the least a good leader should always look for feedback even when it is difficult to hear, he should be a good

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listener too. It is also concludedhigh degree of resonant leadership leads to loyalty of employees towards organisation, dedication for organisation work, supportive behaviour for peers, self-reliant and more

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