

Abstract

The study of “The Relationship between Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior : A Case Study of a Private Company” is a Correlational research. The purposes of this study are as follows:

1. To study the relationship between transformational leadership and job satisfaction.

2. To study the relationship between transformational leadership and organizational citizenship behavior.

3. To study the relationship between job satisfaction and organizational citizenship behavior, and

4. To construct an equation predicting job satisfaction and organizational citizenship behavior by using transformational leadership as the predicting variables.

The sample population is employees of a private company totally 294 persons. The population consists of 2 levels of employees : 64 employees at the supervisory level and 230 employees at the operational level.

The instruments were questionnaires which consists of 4 parts as follows: Personal Characteristics Questionnaire, Transformational Leadership Questionnaire, Job Satisfaction Questionnaire and Organizational Citizenship Behavior Questionnaire.

The statistical analysis included frequency, percentage, arithmetic mean, standard deviation, Pearson Product Moment Correlation Coefficient, Mixed Measure Design and Stepwise Multiple Regression Analysis. The results of this study are as follows:

1. There were a middle level in employees' Transformational Leadership perception and a middle level of its components as a consequence of Charismatic Leadership or Idealized Influence, Intellectual Stimulation, Inspirational Motivation and Individualized consideration.

2. There were a high level in employees' Job Satisfaction and a high level of its components as a consequence of Job, Supervision and Co-Workers. However, there

was a middle level of its components as a consequence of Income and Opportunity in Advancement.

3. Employees perceived that they have a high level of Organizational Citizenship Behavior and a high level of its components as consequence as Courtesy, Conscientiousness, Sportsmanship, Altruism and Civic Virtue.

4. There was a significant positive correlation between Transformational Leadership and Job Satisfaction. ($r = .538, p < .01$)

4.1 There was a significant positive correlation between Charismatic Leadership or Idealized Influence and Job Satisfaction. ($r = .497, p < .01$)

4.2 There was a significant positive correlation between Inspirational Motivation and Job Satisfaction. ($r = .530, p < .01$)

4.3 There was a significant positive correlation between Intellectual Motivation and Job Satisfaction. ($r = .508, p < .01$)

4.4 There was a significant positive correlation between Individualized Consideration and Job Satisfaction. ($r = .585, p < .01$)

5. There was a significant positive correlation between Transformational Leadership and Organizational Citizenship Behavior. ($r = .180, p < .01$)

5.1 There was a significant positive correlation between Charismatic Leadership or Idealized Influence and Organizational Citizenship Behavior. ($r = .121, p < .05$)

5.2 There was a significant positive correlation between Inspirational Motivation and Organizational Citizenship Behavior. ($r = .209, p < .01$)

5.3 There was a significant positive correlation between Intellectual Motivation and Organizational Citizenship Behavior. ($r = .149, p < .05$)

5.4 There was a significant positive correlation between Individualized Consideration and Organizational Citizenship Behavior. ($r = .185, p < .01$)

6. There was a significant positive correlation between Job Satisfaction and Organizational Citizenship Behavior. ($r = .399, p < .01$)

7. The stepwise multiple regression analysis revealed that Individualized Consideration was a significant predictor of Job Satisfaction with predictability of 34 percent.

8. The stepwise multiple regression analysis revealed that Inspirational Motivation was a significant predictor of Organizational Citizenship Behavior with predictability of 4 percent.

The result of this research will give awareness to the importance of Transformational Leadership that effects employees' Job Satisfaction and Organizational Citizenship Behavior. In additional, it informs the level of Job Satisfaction and Organizational Citizenship Behavior of employees. This result will bring about the leadership development in organization using Transformational Leadership to increase Job Satisfaction and Organizational Citizenship Behavior of employees.