

MASTER OF HUMAN RESOURCE MANAGEMENT

**Leadership styles on the Organization Citizenship
Behavior within Divisional Secretariats in Colombo
District, Sri Lanka**

Dissertation

**Submitted in partial fulfillment of the requirements for the degree of
Master of Human Resource Management**

By

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ABSTRACT

The purpose of this study was to investigate the relationships between Transformational, Autocratic and Laissez-faire leadership styles of Divisional secretaries in Colombo District and employees' Organizational Citizenship Behaviors (OCB).

The study consists of two core concepts: leadership behaviors and OCB. The sample population for the study was drawn from 280 employees working for divisional secretaries in Colombo District. A self-administered questionnaire was developed by combining two instruments. Two hundred and eighty participants completed multifactor leadership (MLQ) and OCB questionnaires. The findings revealed that there is a positive and significant relationship between Transformational leadership style and OCB. Other two variables namely Autocratic style and Laissez-faire leadership style are negatively correlated with OCB. These results emphasized that only Transformational leadership style play a highly significant role on OCB and other two styles are negatively associated with OCB. These findings are consistent with the previous research studies.

Keywords— Transformational leadership style, Autocratic leadership style and Laissez-faire leadership style, Organizational Citizenship Behaviors.