

The Ministry of Education of Azerbaijan Republic

**THE RELATIONSHIP BETWEEN LEADERSHIP AND VARIOUS
ORGANIZATIONAL BEHAVIOR TYPES**

Aytac Shukurlu

UNEC SABA

Azerbaijan State Economic University



Baku, 2019

ACKNOWLEDGEMENT

Foremost, I would like to express my special thanks to Head of SABAH Center for giving me chance to study in SABAH. I am grateful to our dean, Prof. Doc. Aida Guliyeva, for such amazing education in these 3 years.

I am extremely lucky to have my scientific supervisor, Senior lecturer Khatira Yusifova for her advice, encouragement and patient guidance.

ABSTRACT

In modern society, economic prosperity and progress largely depend on the quality of leadership. This applies to nation-states because it is largely the right of individuals or policymakers, business executives and investors. Leadership is very important in an organization because achievements and results arise from the characteristics projected by the leader. The main purpose of each organization is to grow. The relationship between leader and employees has a major impact on this aim. Employees will expect the employee to work hard to see that the goals of the organization have been fulfilled, and expect more to survive. Organizational behaviour is pure psychology that is valid for achieving organizational goals and to be attached to corporate companies. It constitutes the activities of an organization which can be observed by another organization or experimental instruments.

This research will focus on leadership, organizational behaviour types and their relationship. In the first chapter, we discuss the differences between leader and leadership, general leadership ideas, skills and abilities, main characters. In the second chapter, we will examine the literature review of various authors who are investigating leadership styles. In the next chapter, different types of organizational behaviour are analyzed. In the end, the results of the theoretical study were summarized.

TABLE OF CONTENTS

ACKNOWLEDGEMENT.....	2
ABSTRACT.....	3
INTRODUCTION.....	6
CHAPTER I. THE CONCEPT OF LEADER AND LEADERSHIP.....	9
CHAPTER II. DIFFERENT LEADERSHIP STYLES.....	12
2.1.1. Authoritarian Leadership	12
2.1.2. Participative Leadership	15
2.1.3. Delegative Leadership	17
2.1.4. Transformational Leadership Style.....	18
2.1.5. Transactional Leadership Style.....	20
2.1.6. Situational Leadership Styles.....	23
2.1.7. Servant Leadership.....	24
2.1.8. Authentic Leadership.....	27
CHAPTER III VARIOUS ORGANIZATIONAL BEHAVIOUR TYPES.....	29
3.1.1. Organizational citizenship.....	29
3.1.2. Organizational commitment.....	33
3.1.3. Organizational justice.....	36
3.1.4. Organizational cynicism.....	41
RESULT.....	44
CONCLUSION.....	56
REFERENCES.....	58

INTRODUCTION

The term leadership is considered the buzz word in developing countries and refers to an individual who has the capacity to transform his vision and capabilities into a mission by following a comprehensive strategy. The effect of an individual considered to be a leader is particularly important, which can affect social and economic factors and the society as a whole and affect the employee behavior in an organization to achieve the goals set in the organization. Leaders are considered as a means of change in society and organizations, they can produce the best output by managing the sources of fear. The concept and definition of leadership and style may vary from one person to another. The word leadership means politics, businesses, academics, social affairs, etc. It has been used in various aspects of human endeavour. The previous views on leadership show that it is a personal talent. Messick and Kramer (2004) argued that the degree to which an individual displays leadership characteristics depends on qualities and individual capacities as well as on the state and attributes of the conditioning people can be members of another organization to achieve specific personal goals, their active membership depends on how they are persuaded to ensure that their membership reaches their predetermined goals. Therefore, if an individual believes that his personal goals and objectives can be achieved, he will support an organization; Otherwise, the person's interest decreases. The leadership style in an organization is one of the factors that play an important role in increasing or delaying the interest and commitment of the people in the organization. Thus, Glantz (2002) emphasizes the need to find a manager's leadership style.

The success of an organization largely depends on the effective management of its people. The behaviour of people within an organization is governed by ideas, emotions and activities. For effective management of people, it is important to perceive their needs. However, since human behaviour may differ according to

each individual, it becomes almost impossible to find a unique solution to organizational problems. Therefore, it is important to consider psychological and social aspects to design solutions focused on the solution of organizational problems. Organizational behaviour is related to the examination of human behaviour within groups or organizations and how this behaviour can be modelled by analysis to positively affect the organizations and leaders` role in this field is undeniable.

The key concept of this study is to determine the relationship between leadership and organizational behaviour types. The paper is composed of three parts and result.

The first part provides information on leadership and leadership concept. It is very important to be aware of difference of leader and leadership.

At first glance, there may seem to be little difference between the term. Leader-a person who leads one another or a group of people and leadership-the methods and styles that leaders lead. Leaders learn and apply leadership behaviours. However, behaviours alone are not sufficient. They need to link these leadership practices to their minds, attitudes and values.

The next part of study composes the information about 8 different and common ways(authoritarian,participative,delegative,transformational,transactional, situational,servant,authentic) in which people lead organizations and other people. Not all of these styles are suitable for all situations, so the leader should find the right perspective to see which one is right for your company or situation.

The third part contains 4 types of organizational behaviour. The Organizational Citizenship Behavior (OCB) addresses the behavior of individuals, especially those who benefit from organizations. Organizational commitment is the link that employees experience with their organizations. Generally speaking, affiliated employees often establish a connection with their organization, feel that they are fit and feel that they understand the objectives of the organization.

The organizational justice, first proposed by Greenberg in 1987, describes how an employee perceives the behaviours, decisions and actions of their organizations and how they affect their behaviour and behaviour in the workplace. Organizational cynicism has become an issue that the members of the organization face and require investigation.

CHAPTER I: THE CONCEPT OF LEADER AND LEADERSHIP

Leadership means you can do something through skills, abilities and skills. Talent is a skill acquired through natural talent and aptitude, training and experience. Ability certainly helps but is not necessary. There are many people close to zero to their natural leadership skills, but by the training, experience and most importantly are the excellent leaders.

Leadership is the environment, the leader determines the environment and the situation of people. The leader looks carefully at these situations and thinks about how settings are made most effectively.

Leadership means that the leader provokes trust and confidence. And this inspiration has many flavours. Some leaders are inspired by bold conversations. People with speech; Other people with your example. It can be hardened in several ways, not in one way.

Management behaves according to people's feelings. Leaders look for ways to communicate with human instincts or intuition. Leaders help everyone get their rights. It is a belief leaping into a bad past organization. This is great if the driver can provide concrete evidence to help strengthen it. However, the evidence will be provided after the lead actor has produced the desired results.

Management encourages creative use of limited resources. A leader that allows people to use images is a step closer to solving problems faster, better, and cheaper.

Considering the characteristic approach of a leader's general personal characteristics; It demonstrates the leading role of intelligence in reliability, reliability, accuracy, conceptual ability, empathy, listening and influence. These features are briefly described ;

Intelligence: intellectual talent is defined as intelligence; in direct relation to leadership. It is the most amazing and particular component that distinguishes a person from others. This component makes a differentiating effect by recognizing and understanding other people problem solving producing new ideas and solutions and quick learning.

Commitment: credibility is seen as the most effective reason for the followers to accept and follow the leader. Leadership is important as the interaction between the leader and the followers to achieve the organizational goals and create a positive impression.

Reliability: Trust is the most important source of a reputation for a leader. a leader who loses the trust of the followers also loses the power of management. therefore both the material and socio-psychological factors of the leader to build trust should use effectively. In the places where trust has ensured both employees and the leader can act together and realize their common goals.

Accuracy: Accuracy is one of the leading social capitals of the leader. It gains the trust of the followers with this social capital and accomplishes the directing activity successfully. Accuracy is an issue that must be realized in both the so-called humous and the verb. In other words leaders should pay attention to what they say and do they should not commit to what they cannot do.

Conceptual ability: Conceptual ability is one of the most important characteristics of the leader. Produces a strategy with a conceptual ability and realizes organizational goals. Therefore the strategy of producing thinking strategically and creating an organizational vision are among the main duties of the leader.

Empathy: Empathy is a concept that is associated with the reader's understanding of his her followers. By doing this it will enable the followers to determine what they think about business and management and act accordingly. In addition, the

leader will develop his her empathy skills and will lead her followers to the objectives of the organization successfully.

Leaders abilities and competencies in expansion to the specialized and *interpersonal abilities* which decide in the event that a person will development to higher authoritative levels. (Skarlicki 2009); The *conceptual abilities* which ended up progressively basic (Moldoveau 2009); as the person moves up the association indeed as *technical abilities* got to be less imperative and the interpersonal skill stay vital; There are two other sets that make a world of distinction to leaders and the hone of administration. These two ability sets are *emotional mentality* and *social skill* . The importance of first skill is to know well other`s feelings and affect the ability to ones claim feelings with the capacity to control them. Emotional skill is conceptualized as having qualities such as self-awareness self-regulation compassion and social aptitude. It is particular from cognitive skill; is hereditarily decided in spite of the fact that it can be learned; and is clearly significant to a leaders execution in an association. Golman Bayatzis and Mckee 2006 the quintessence of social ability is being able to examined individuals and their eagerly and adjusting one's conduct in like manner. It is conceptualized as having qualities such as social perceptiveness behavioral adaptability and savvy. Social skill is both alluring and critical for authority and can be moved forward upon.

CHAPTER II. DIFFERENT LEADERSHIP STYLES

2.1.1 Authoritarian Leadership

Autocratic leaders make decisions without considering the views and directions of the people they lead. It is a suitable way to make decisions quickly and not necessarily with teamwork. Nevertheless, this is regarded as a way to prevent workers from reducing workers' loyalty and leaving workers short-term.

Unlike the previous type of leadership, the authoritarian leader is a leader of the intervention. Their paths are one-way, because they only speak to the group they manage, but they never hear them. Otherwise, they like to control. These features are particularly useful for groups of people who are very motivated but very suspected to carry out the tasks assigned to them.

The danger is that this leader can discourage highly-prepared groups. The leader can force everyone to roll to the ground without knowing it.

Finally, authoritarian leaders tend to feel the sense of superiority in the people who rule. This is a poisoning that could make the above warning more dangerous. We can show Margaret Thatcher as an example of imperial leaders in history.

According to the autocratic leadership, there are subordinates and leaders, and there is some reason for their existence. Leaders give orders and their followers do what they say. Autocratic leadership is also called the leadership of the dictatorship. Under this leadership, the order is generally excellent. but the weakness of this leadership. On the contrary, they are rather limited because they are not encouraged by the fans and are obliged to comply with the rules.

Autocratic leadership is often discussed in central power and leadership style that adopts an advisory approach to decision making and does not use it as an incentive tool to use legal effects and mandatory powers luthans 1995 the key features of this type of behavior leader are the following: a very rare idea of empowering and

empowering not to distract their followers from their load power to instigate their followers to exchange rigorous behavior decision.

Empire Leadership: These leaders rely on their power (legal, punishment, rewarding power, etc.). In organizations with autocratic leaders, performance can be achieved as long as the leader of the group. However, most of the employees were found to be hostile to this power. Autocratic leaders do not allow viewers and stakeholders to exclude administration, set goals and visions, and give any reason to make decisions. It is well known that these leaders expect unconditional obedience. Employees are only responsible for the fulfillment of the instructions given by the leader. The leader has all administrative powers.

Like other forms of leadership, authoritarian style has both pros and cons. While those who focus on this approach are often known as dictators, this control level can sometimes be beneficial and useful. It can be depend on the fact that the autocratic style is more useful when and where it is, the situation, the type of work it does and the characteristics of the team members.

Benefits of Autocratic Leadership

The autocratic style is very negative. It may be when it is used excessively or when it is applied to the inappropriate groups or circumstances. However, autocratic leadership may be useful in some cases, because decisions need to be taken quickly without consulting a large group. Some projects require strong leadership to make things work quickly and efficiently. When the leader is the most educated person in the group, the autocratic style can lead to quick and powerful choices. The autocratic leadership can be useful in the following cases:

It can be effective in small groups where there is deficiency of leadership. In such cases, a strong leader using an autocratic model can assume responsibility for the group designate tasks to different members and sets exact dates for the completion of projects. Such group projects tend to work better when they give a person the

leading role, or when they do it alone. By setting net roles, assigning tasks, and setting deadlines, the group is more likely to complete the project on time and with equal contribution from everyone.

It can also be used when there is too much pressure. In particularly stressful situations, such as military conflicts, group members may choose an autocratic style. This allows members of the group to focus on performing certain tasks without worrying about making complex decisions. This also ensures that group members are highly skilled in carrying out certain tasks that are ultimately useful for the success of the entire group.

Manufacturing and construction work can likewise benefit from the autocratic style. In such cases, it is essential that each individual has a clearly assigned duty, a deadline, and the rules that he/she needs to follow. Autocratic leaders tend to be successful in these cases as this style allow the projects to end on time and the workers follow the safety rules to prevent accidents and injuries.

Downsides of Autocratic Leadership

Although autocratic leadership may be helpful from time to time, there are many situations where this leadership style can be problematic.

People who misuse autocratic leadership style are often seen as authoritarian, controlling and dictatorship. This can sometimes cause anger among the group members. Members of the group may feel that they have no say or cannot say how things are done or what they mean and may be particularly problematic when a team of talented and talented members is left feeling when their knowledge and contributions are undermined. Some common problems with autocratic leadership:

This style tends to block group entry. Since autocratic leaders make decisions without learning agreement of people, group members may not like what they cannot contribute to their ideas. Researchers have also discovered that autocratic

leadership often concludes with the lack of a creative solution to problems that could damage the performance of the group.

Autocratic leaders tend to ignore the knowledge and expertise that group members can bring about. Failure to consult with other team members under such circumstances would damage the overall success of the group.

Autocratic leadership may also disrupt the morale of the group in some cases. When people feel they contribute to the future of the group, they feel happier and perform better. Autocratic leaders often did not allow input from team members, so the followers were satisfied and started to suffocate themselves.

2.1.2. Participative Leadership

Participatory or democratic leadership is a leadership behavior that expresses the opinions and recommendations of the subordinates in their decision making and encourages their subordinates to participate in decision-making processes. Participatory leadership is also called democratic leadership, which is the opposite of autocratic leadership, because it attaches importance to the participation of employees in decisions. An autocratic leader does not consult all employees in general and does not ask for their opinions and does not want their contributions.

The participative leadership is to put the people you are walking together for a purpose, to hire them. the exchange of knowledge and power with them.

Democratic leadership is to ensure that you work with the people you work with, the feeling that you are the first among all equal.

To make them feel that you are together in fate, pride and in your dream. taking their consent, taking responsibility with them and testing success together.

Democratic leadership is to know human value.

The responsibility of democratic leadership and the proliferation of power requires membership of decision-making in accordance with their skills and

knowledge. Democratic leaders / administrators are moderate, share. They do not think they are different and superior. They consider you friends and listen. Robert Dahl: Democratic leadership is to influence the behavior of other people, to change them in a way that is fundamental to democratic values and to act independently of Robert. Democratic leaders give people the opportunity to develop and train. He does not see them as opponents and obstacles. It does not make it stand out for its successes, it does not stand out with competitive, exclusive behaviors, but with common feelings of achievement, sadness and joy. He sees every person around him as worth and tries to bring his skills into the equation. Democratic leaders benefit from experience. He knows how to express different opinions and thoughts. It does not rule out. Although much seems to be taking place in an authoritative leadership / management over a short period of time, research has shown that democratic management / leadership is much more effective, effective and satisfactory in the long run. Democratic leadership is becoming more important in service organizations such as education and social assistance.

A democratic approach is very useful when the leader is not sure what direction he is going to take and when he needs help from the people he trusts with. The leader of the enterprise and a strong view is that this leadership style comes out critically about how to apply the terms of this prospect and to do this practice is conducive to the creation of new ideas . The lesson may have drawbacks in certain times in a democratic style. Driving one of the results you choose only this approach will be achieved when acting according to this approach, ideas and discuss what the chaotic failure to achieve a kind of consensus and that its only observable consequences once again come together, tiring and time-consuming does not know that much more to boring bits is meeting. A leader who is willing to postpone even the most important decisions in the hope of creating a consensus

strategy will face the risk of escalation and falling. For this reason, the price of the collision may lead to further escalation.

Pros of participative leadership:

- Improves Employee Morale
- Increases Employee Retention
- Encourages Creative Solutions
- Choosing Level of Participation
- Decreases Competition, Increases Collaboration

Cons of participative leadership

- Decision making slows down
- Security Issue

2.1.3. Delegative Leadership

Delegate leadership, also known as The Laissez-faire leadership, is a leadership style where leaders are free and allow team members to decide. Researchers have found that this is a leadership style that leads to lower productivity among team members in general.

However, it is important to understand that this leadership style can have both benefits and potential dangers. There are also some environments and situations in which a laissez-faire leadership style may be most appropriate. Knowing the dominant leadership style can help you understand your strengths and potential weakness.

The Leadership of Laissez-Faire is a leading-edge approach, giving priority to empowerment. The leader, the project manager, paves the way for the people in the group to make their own decisions.

The team is the foundation of this leadership style and if the team is skilled, the project achieves targeted success.

If the expertise of the team members is inadequate, the decisions they make will negatively affect the success of the project. On the other hand, the team members who will be able to make their own decisions will be more motivated because they will feel more free.

Never forget that you have the authority and the responsibility, not to delegate your powers to them, but to make your own decisions.

If you want the team to get as much ownership of the project as you do, open the way to make their own decisions. If you want the team to do a good job, do the job according to your abilities and get out of the way.

2.1.4. Transformational Leadership Style

Authority is a technique for the initiative that has an enduring effect. James McGregor Burns, a political researcher who created transducer administration ideas, contends that genuine initiative is an alternate sort of authority than offering help to individuals.

Transformational Leadership are social modellers who have a rousing vision, share their vision successfully, continually connect with every one of their devotees, regard them by moving certainty, and induce individuals to change in spite everything being equal.

Achievement in transformational leadership is changing to individuals and establishments. This type of leadership means to build up a shared trust association with supporters and a superior position for everybody.

They have an empowering reason. They accumulate individuals around this objective. Propel individuals. Reveal to them the dream of the story. They manage

positive thinking and eagerness just as the individuals who travel cheerfully as a component of everybody.

They oversee change to understand their vision. Converse with everybody about their obligations and duties to accomplish their objectives.

They manufacture trust with individuals. So as to accomplish transform, we take out the doubt and uncertainty in individuals' psyches and make a willful collaboration condition.

Transformers fill in as guide perusers, yet they likewise give direction to help the individual advancement of supporters. Transformational Leadership feel their supporters are significant and imperative. They comprehend individuals' needs and help them understand their potential. The positive development is conceivable by turning individuals one by one and winding up better individuals.

They urge individuals to attempt new arrangements. These leaders bolster each other's improvement and development as opposed to making inquiries truly.

Transducer pioneers have long haul objectives. For this reason, paying little respect to their position and obligations, they endeavour to uncover the capability of everybody and to build their certainty. It is a wellspring of pride for changing pioneers to gain new aptitudes and to accept new obligations.

Leaders who make genuine changes realize that initiative isn't simply a consequence of allure or power. They join individuals around basic qualities and an objective that everybody embraces.

Changing leaders trust that individuals can accomplish more than they do, and instruct them to confide in them. They work to draw out the best in each individual. Transformers lead the initiative to başar achieve "in spite of a wide range of snags. Transformational leaders are not just the individuals who think, question and go out on a limb yet in addition individuals who have a specific thoroughly considered their conduct. Transformational pioneers make an

atmosphere appropriate for business enterprise and personal development in conventional administration and have an abnormal state of vitality. Transformational pioneers utilize the capacity to persuade to plan conditions for individuals to adjust to specific guidelines. They empower the people they allude to demonstrate regard and responsibility in a characteristic procedure of advancement. Show genuine consideration and enthusiasm to self-adherents.

Transformational leaders are not just the individuals who think, question and go out on a limb yet in addition individuals who have a specific thoroughly considered their conduct. Transformational leaders make an atmosphere appropriate for business enterprise and personal development in conventional administration and have an abnormal state of vitality. This leadership style utilize the capacity to persuade to plan conditions for individuals to adjust to specific guidelines. They empower the people they allude to demonstrate regard and responsibility in a characteristic procedure of advancement. Show genuine consideration and enthusiasm to self-adherents.

2.1.5. Transactional Leadership Style

The principle qualities of transactional leadership are as per the following; utilitarian leaders endeavour to build worker profitability by compensating representatives with fitting prizes and meeting their social needs. Administrative exercises are generally amazing. They are pleased with the smooth and productive work. They centre around plans, activities and spending plans that expansion individuals' execution. Transactional leaders utilize their position to remunerate their subordinates. These type of leaders join significance to contingent prizes, both dynamic and aloof administration and the style of undeniable administration (free enterprise). By and large, operational pioneers complete positive and useful exercises previously, abandoning them to representatives who will serve them later. The most critical element of the transactional leadership is that they interface with the over a wide span of time achievement. This feeling of administration is

adequately utilized and powerful in associations that receive a dormant development and sparing the arrangement. In the wake of deciding the authoritative objectives and execution markers, the leader gives the help that he needs to help the exertion of the subordinate, to clarify who is in charge of accomplishing the execution targets. show contingent reward conduct through gathering singular desires. The individuals who have a feeling of authority incline toward not to make a move on the off chance that they are not in a highly sensitive situation or to intercede in subordinates just when the norms are not met. A few specialists have additionally distinguished this measurement as freeing initiative; on the grounds that the leaders in this comprehension have totally opened up their workers as far as assignments.

Operational leadership is goal-oriented. Such leaders act as guardians of group motivation. Depending on the group's interests and performance awards or penalties. When such leaders perform their tasks creatively, the long-running and tired process will not easily find the group motivated by internal motivation-the task itself, or motivation. As a result, excellent leaders can focus on distributing prizes and do so effectively. The risk of such leadership lies in things such as around the group around the target. This environment is often compromised by the competition we speak of (promotion, vacation, flexibility, etc.). There is a football coach as an example of the head of operations.is goal-oriented. The usable pioneer is the individual who esteems order and structure. Almost certainly, they will direct global tasks that require guidelines and guidelines to oversee military activities, oversee extensive organizations, or complete their objectives on schedule or move individuals and consumables in a sorted out way. Transactional leadership are not reasonable for spots where innovativeness and imaginative thoughts are esteemed.

The operational initiative is most contrasted with transformational administration. Transactional leader depends on self-persuaded people who function admirably

in an organized and coordinated condition. Alternately, the transformational authority plans to inspire and persuade representatives by impacting them as opposed to straightforwardly rousing them.

Transactional administration centres around results adjust to the present structure of an association and measures accomplishment as per that association's reward and discipline framework. Exchange pioneers have official specialist and obligation positions in an association. This sort of pioneer is in charge of keeping up the daily practice by overseeing singular execution and encouraging gathering execution.

This kind of leader decides the criteria for workers dependent on predefined prerequisites. Execution assessments are the most widely recognized method for assessing representative execution. Transactional leadership work best with representatives who know their employment and are roused by the reward pen framework. An association's business, as usual, is kept up through transactional leaders. Contrasts between this type of and other leadership styles :

Transactional contrast from alluring and transformational pioneers regarding both structure and strategy. Appealing authority accentuates impacting a gathering or association to make the world a superior spot. The accentuation on operational authority is to deal with the execution of the individual and to choose how well he performs in a basic situation.

The distinction between transactional and transformational leadership is equally important. Basically, the procedure is a "telling style of initiative and is a transformational" deals, style. The transactional methodology offers positive and negative support, while transformational administration accentuates inspiration and motivation. While operational administration tends to people's own advantages, the transformational style offers need to bunch advance.

2.1.6. Situational Leadership Styles

Situational Leadership was made by Paul Hersey and Ken Blanchard when they consolidated their own individual authority speculations to make the model. The reason of this model is that there isn't single best authority style, rather there are diverse initiative styles which are fitting for various undertakings and people. Effective pioneers can adjust their style to the general population that they work with. The model is comprised of two sections; the students' improvement level and the pioneers' authority style. Situational administration hypothesis centers around watchers. The hypothesis accept that choosing the most suitable initiative style as indicated by the circumstance of the gathering of people straightforwardly influences the dimension of administration achievement. In this hypothesis, created by Fred Fiedler, it was attempted to decide if a pioneer was slanted or identified with the undertaking with the assistance of the alleged 'Least Preferred Work Friend' (Werner (1993). under specific conditions, both assignment arranged directors and human relations-situated administrators have succeeded. He trusts that one of a kind conduct can be successful in each circumstance and condition ve. Fiedler has verified that task and social authority can adjust to the conditions set by three essential situational factors. In the most ideal and negative cases, the initiative conduct is powerful and fitting (which, in the best condition, the gathering is prepared to be overseen and the pioneer hopes to state what should be done; in the most negative cases, the pioneer's conduct towards the individual outcomes in no outcome). In cases that are viewed as constructive and generally antagonistic, the individual arranged administration conduct will be powerful and suitable. The management of situational situation shows that no one leadership style is the best. Instead, all situation depend on the current situation and the type of leadership and strategy best suited to the job. According to this theory, the most influential leaders think of the situation and the type of assignment, the characteristics of the group and the other factors that can help to fulfill the task. The situational leadership theory is often referred to as the author of the "One

Minute Manager", Kenneth Blanchard, "Situation Leader" author Paul Hersey and later Hersey-Blanchard Situational Leadership Theory.

The Situational Leadership II was created by Kenneth Blanchard and expands on Blanchard and Hersey's unique hypothesis. As per the reconsidered adaptation of the hypothesis, compelling pioneers must put together their conduct with respect to the formative dimension of gathering individuals for explicit errands. The formative dimension is controlled by every individual's dimension of ability and duty. These dimensions include:

Excited tenderfoot (D1): High duty, low ability. Disappointed student (D2): Some ability, yet misfortunes have prompted low duty. Skilled however wary entertainer (D3): Competence is developing, yet the dimension of duty fluctuates. Confident achiever (D4): High ability and duty.

2.1.7. Servant Leadership

The meaning of worker pioneer was first proposed by Robert K.Greenleaf in 1970. The most imperative component of this pioneer, as opposed to serving his supporters, was to serve his condition. In this definition, the pioneer isn't a voltran or superman, however a pioneer who, with the new thoughts, makes new stages and changes and attempts to support the ground. Along these lines, the basic leadership control does not gather itself totally with a man-man, it likewise shares with its adherents. What position, situate, position isn't happy with what he increased, such a pioneer fulfills this vision in accordance with his own initiative seeking after his vision of what picked up by devotees. Obviously, here I am not discussing an advantage or orum hardship sađlamak as m card holder card mak. It is essential for the hireling chief that the general population who pursue the pioneer can grow, the amount they can live in flourishing.

Administration is neither about overseeing, nor about power. As per Ken Blanchard and Phil Hodges, creator of The Servant Leader, initiative is neither

about overseeing, nor about power. The pioneer attempts to guarantee that the others live in the most ideal manner in accordance with the vision they have set. Its vision is for everybody. We don't recognize us and the individuals who are definitely not. It has the grasping component. In this manner, we can find that the hireling chief can really approach the meaning of yaklaş shrewd profound pioneer Bundan. Since the worker head inoculates his solidarity to his adherents. He doesn't mark them, that is the thing that they state. It doesn't embrace a forceful and troublesome disposition.

As per Blanchard and Hodges to be a Service Leader, coming up next are the highlights to be possessed;

1-To have a dream

2-To characterize working qualities and conduct standards

3-Creating a situation for accomplices and accomplices

4-To be at the base of the progressive system with administration mindfulness. This type of leader is loaded with sentiments of administration. The servant leader , alongside a cognizant decision, needs to lead. This individual is totally unique in relation to the individuals who revere control or the individuals who need to purchase material. The thing that matters is that the hireling head initially serves the requirements of others, and the worker chief portrays collaboration as somebody who needs to include others in the basic leadership process, who depends on an ethical conduct, and that empowers individuals to create. In any case, servant leadership is characterized as an initiative comprehension and practice that places goodness in the spot of the pioneer's own advantages.

The possibility of servant initiative was proposed by Greenleaf's perusing of Hermann Hesse's in Journey toward the East Hizmet. The story recounts the legendary adventure of a gathering of individuals.

Leo, the fundamental character of the story, fills in as a hireling and proceeds with his life. Be that as it may, one day Leo vanished from the gathering he had a place with.

He finds that Leo has a soul of direction and is the central chief of the gathering. Greenleaf peruses the idea of hireling initiative propelled by the saint Leo in this story. Greenleaf as indicated by the hireling chief, as on account of Leo is essentially a worker. The principle feeling that exists in an individual, which rules his conduct should essentially be to serve.

These individuals who have the intensity of authority be pioneers to serve and join worker and initiative with social, enabling, comprehensive, moral and adjusted hireling pioneers. that they are centered around the development and accomplishment of others and that they focus on the association just as to the general public. Worker pioneers always and sacrificedly guarantee/guarantee to enable their supporters to develop, expressing that hireling heads have a solid administration introduction that influences the imitators' impersonation of worker pioneers. Since hireling pioneers need some help past their own advantages, their capacity turns into a way to serve others. In this way, being both a pioneer and a pioneer is practically compatible. Hireling authority requires overlooking their own objectives for the interests of the group and the association. It contains numerous of its highlights and most alluring components; conveys the most vital and most wanted components of the group. Servant leader depends on uncovering the best in adherents. Hireling leaders are endeavoring to impart one-on-one to comprehend their capacities, needs, wants, objectives and possibilities.

2.1.8. Authentic Leadership

Authentic occasions originates from the English word "valid" references in the genuine, real, genuine, real, true, earnest, for example, which means. In any case, it is commonly acknowledged that the underlying foundations of legitimacy are

established in Ancient Greek reasoning. Regarding initiative, this idea ought to be considered inside the system of genuine, true, earnest and genuine implications.

Following quite a while of work on his authority and qualities, George contends that initiative begins with legitimacy and characterizes real administration as being one George. Most meanings of credible authority start with the hidden validness structure. The validness structure infers self-learning, self-acknowledgment, confidence, and confidence. Legitimacy empowers one to express his actual emotions, wants and inclinations unreservedly, instead of making him/her be straightforward.

Luthans and Avolio characterize credible initiative as the procedure that joins positive administration limit and exceedingly created institutional setting. The credible authority process completely impacts mindfulness and automatic constructive practices of both the pioneer and the adherents and empowers constructive self-improvement and self-advancement.

True pioneers; individuals who know their identity and what they put stock in, who show straightforwardness and consistency between esteem decisions, moral thinking, and frames of mind, and who build up a positive temperament among themselves and with their partners, for example, certainty, good faith and adaptability.

From the expert's perspective, Bill George (2003) characterized true initiative similar to "the individual you were destined to be, to act naturally, to be" rather than "to make the impression or presence of a pioneer." Goffee and Jones keep up that validness is a property that others need to credit to you ya that is, it is a social wonder instead of an individual property, as opposed to being genuine or non-bona fide. Rather than saying his credible or, not true da, it is progressively suitable to utilize the terms olarak increasingly genuine their or ağ less true it. reasonable (self-acknowledgment) and a self-articulation segment.

Authentic leaders characters are following:

Self-awareness: They know very well their identity. It incorporates amazing, frail sides, inspirations, feelings, qualities, and others.

Balanced thinking: Based on target appraisals when deciding. They are available to the positive and negative results of others. They enable them to scrutinize their choices.

Transparency in relationships: They cover up and express their contemplations and sentiments.

Internal Spiritual Compass: They pursue their very own qualities, don't disregard the outer impacts, they fit what they state.

CHAPTER III: VARIOUS ORGANIZATIONAL BEHAVIOUR TYPES

3.1.1. Organizational citizenship

organizational citizenship behaves as an act of direct involvement with an organization that can not be clearly distinguished within the framework of the organization's official grant thoughtful and experimental thoughts about the OCB are investigated and the OCB measurements OCB variables and OCB's pros and cons are widely recognized and identified by leaders and bosses OCB representatives. Podsakoff, Mackenzie, Paine and Bachrach, 2000) describes the concept of "organizational citizenship behavior" as "behavioral, organizational citizenship behavior", organizational citizenship behavior, volunteerism, and extra effort. Organ and friends for the first time (Bateman and Organ, 1983), using

the definition of extra role behavior. Theory and dimensions emerged from the Organ was introduced. Then this behavior; behavioral behavior, good military behavior, organizational volunteerism, and extra role-playing behavior. Organizational citizenship behavior contributes to the effectiveness of the organization's functionality, which is not directly or indefinable in the formal award system, and is characterized by an extra role behavior (Bateman and Organ, 1983) differ from those of open behavioral and non-guiding short-term business behaviors (Organ and Konovsky, 1989), but differ from the behaviors of formal, and behavioral behaviors for short, medium and long-term organizational success (Williams and Anderson, 1991). This type of non-formal behavior that goes beyond official and written, business and duty behaviors is generally called organizational citizenship behavior. In general, OCB reflects the organization's behavior. Component becomes less demanding and conflict between professionals. Therefore, the adequacy of the organization will increase and the organization will continue to work. They explained in detail the proximity of the OCB to an organization that led to the migration of the workforce. Those who are loyal to the organization stay longer in the organization, and come together and link the organization's victories in different ways. In this way, the development of the OCB in an organization creates a stronger business environment within the organization, which can lead to worker work and subsequently substitution and exchange of qualified employees.

From the definition of organizational citizenship behavior and the scope of such behavior; it appears that organizational citizenship behaviors combine at three basic points.

1) Being motivated and voluntary,

2) Non-official position definition, Role 14 Organizational Citizenship Behaviors: Impact of Conceptual Development and Education Organizations including many behaviors,

3) to contribute to the organization's effectiveness and success. When investigating the structure of organizational citizenship behaviors, it can be seen that such behavior can be evaluated in two groups: 1) Avoiding any behaviors that do not harm the Organization and behaviors to prevent these behaviors from occurring within the organization. The general characteristic of the first kind of behavior; the active contribution of the individual to the organization, the contribution of the organizational structure to the organization by making it active, working and sacrificing. The general characteristic of the second type of behavior joins the organization by avoiding the behavior that may be harmful to the organization and preventing such behavior from occurring. There are some major differences between these two types of behaviors, together with the point that lies in both of them; enhancing the organization's success and effectiveness

Advantages of Organizational Citizenship Behavior and Its Impact on Educational Institutions

The first and most comprehensive research on the nature and nature of organizational citizenship behaviours; Bateman and Organ (1983) and Smith, Organ and Their Relatives (1983). In these studies, altruism (to think and choose others) and an effective and effective leadership style have come to the fore. In the meta-analysis of Organ and Ryan (1995), the job supply has come to the forefront, and the sense of justice, organizational trust, and leadership support are also among the key pillars. The adoption of justice in the case of Konovsky and the Organ (1996) and the fact that job satisfaction affects the corporate citizenship behaviours independently, and being conscientious is also effective in providing some of the corporate citizenship behaviours.

According to the results; job aspiration, the level of relationships between the individual and the organization, the level of relationships, leadership support, sense of justice, remuneration and job satisfaction, are important in terms of organizational citizenship behaviours. According to MacKenzie, Podsakoff, and

Ahearne (1998), job satisfaction and organizational commitment are crucial to the formation of organizational citizenship behaviours.

Special effects

Organizational citizenship behaviours have a very positive impact on the individual. In this meaning; personal and professional development of the individual, careful and honest behavior of his / her duties, his / her involvement with seriousness and discipline, suggestions for the development of business and processes, compliance with such rules when supervised and notified the establishment of new ideas and projects that will contribute to the development of the organization (Borman, 2004), paying close attention to work time, efficient and effective use of work time (Konovsky's Organ, 1996), being volunteering to do things that are officially not required by the business but for the organization, helping colleagues and colleagues , taking on a job that does not come to work, and supporting him in the business, even if he is not a part of the business recourse, to support newcomers, difficulties and troubles and the can be shown among such features by working with selflessness in the interests of the organization. Likewise, being absorbed in his work, coming out of his work and lovingly caring for his job and duties, he has the ability to behave in a way that is likely to increase his productivity and to keep his organization secret and do not talk about his particular situation, damaging the organization. avoiding any attitudes and behaviours that may occur, or attempting to prevent the occurrence of such conduct within the organization, and showing any sacrifice in the name of eliminating any adverse events within the organization are considered within the context of the individual effects of corporate citizenship behaviour

Impact of the organization

Powerful organizational culture; organizes stability, confidence, and success
Effective organizations have a strong and distinctive common culture and is the key function of the leadership, the organization's culture (Hoy and Miskel, 2010:

165). Behaviours in organizations are not just official expectations, personal needs, and motor functions. The relationships between these elements are dynamic . The organization's theorists have revealed that personalities such as People are personalities. For example, organizations; They can be either flexible or tough, supportive, or sincere, innovative, or conservative. Organizational theorists have documented the critical role that culture plays in the lives of members of the organization. Organizational culture; this is the basis of the understanding of the staff of the organization. (Robbins and Judge, 2012). Members of the organization are in their place of business and have their own values, needs, goals and beliefs. These individual characteristics are to soften and make humane effective aspects of organizational life. Thus, the organization is, apart from being a simple human society created by individuals, by its peculiarities and personality. Thus, the general identity of the members develops (Hoy and Miskel, 2010). This concept of workplaces the development of a positive and positive attitude toward the nature of the organization, the environment, the atmosphere.

3.1.2. Organizational commitment

Organizational commitment is the mental relationship of people with an organization. In common the organization's commitment and work fulfilment are straightforwardly connected to low-intentions to take off the organization.

This concept is the interface which representatives encounter with their own organizations. In general partnered workers regularly set up an association with their organization feel that they are fit and they get it the goals of the organization. the included esteem of such workers is that they are more fix in their work have generally tall proficiency and are more proactive in giving them an endorsement.

Researchers have recognized three sorts of regulation commitments. These are following:

Affective commitment: Typically an employee's passionate bond to the institution. This portion of the Three-Component Model (TCM) says that a representative incorporates a tall level of dynamic commitment, and after that, the worker features a tall chance of remaining within the organization for a long time. Dynamic commitment isn't as it were the bliss of a worker but too to teach proactive work morals and so on. This implies giving profitable inputs or organizational exercises, such as making recommendations, discourses and going to gatherings.

Sustainability: The commitment to supportability relates to the circumstance in which people think they have misplaced more than they can gain. In reality the commitment to maintainability is the fear of misfortune on the off chance that cleared out alone. harm can be in any range such as glory wage fellowship or social loss. This can be a level of commitment that a specialist would think would be going through on an organization. Since they need to remain within the organization for a longer period of time, they ought to stay in charge, since they have as of now contributed sufficient vitality and have to remain within the organization since they are both rationally and candidly. For illustration, amid a period of time, an individual tries to make an additional work environment, and this may be one of the reasons why a labourer needs to go out since of sincerely contributing.

Normative commitment: It feels like you have got to remain independently. more often than not this can be a commitment to the organization. This commitment can be killed from moral cynicism a magnanimous trade since the organization carries out the organize. Typically the level of commitment a labourer considers fundamental to remain within the organization. What are the components that make such a commitment? Is somebody else accepting in them since they are an ethical obligation they need to stay? Or are they fairly treated and don't want to

induce a chance to urge out of the watercraft and profound ocean? Typically a circumstance where they accept they ought to remain.

It is basic to urge it that the level of commitment depends on various components and can modify from one person to another. For outline, hypothetical considering works with an advantageous exhibit to examine the company and is paid morally. In this case, when a person is playful to stay inside the company, he contains a chance to encourage a nostalgic commitment, but he may, in addition, have a commitment to supporting his compensation and work reassurance. At long final, taking into thought the core of the case, the individual will need to stay in his work and to supply a directing commitment.

How to move forward Organizational Commitment?

High levels of organizational commitments are related to predominant trade execution, expanded benefit, made strides efficiency, worker maintenance, client fulfilment measurements, diminished client churn and overall moving forward the work environment culture. That's the level of commitment an organization would anticipate from its representatives. But how do we get there?

1)Creating a solid cooperation culture

The two workers in an organization cannot be precisely the same. When individuals come from diverse foundations, there will be contrasts within the way they see and see things, and the same will happen when individuals work in a group. In any case, in the event that an organization underpins a team-building culture, workers will be persuaded to work together and accomplish more. This will offer assistance to extend commitment levels and make long-term commerce culture compliance.

2) Communicate clear objectives and desires to employees

Most of the representatives need to be the portion of a terrible future, need to know what is most critical in their work and how they can accomplish

fabulousness in their work. The objectives and desires of the administration ought to be clearly communicated to the workers so that the objectives are important and viable. Workers tend to remain longer in an organization when they feel a sense of proprietorship.

3) Be clear and development open communication

When an organization is clear with its labourers and offers the numbers with them labourers have distant better; a much better; a higher; a stronger; an improved a stronger chance of feeling a profitable and extending having a put. in this way to form strides agent execution through straightforwardness.

4) Keeping up commerce morals

Workers get to feel extraordinary around the organization they work with. having tall rules of commerce ethics ensures that labourers feel moved and mindful of the institution. when agents know that an institution has tall morals they remain related to the organization. awesome work ethics ensure that all agents have a break indeed with a playing field to grow and make their careers inside the organization

5) Energize innovation

Innovation is one of the bests ways of empowering representatives. When a representative has thought of doing things in an unexpected way and in a higher way, don't dishearten them, on the opposite, spur them to come up with more great ideas.

6) Provide helpful input and not criticism

Employees ought to be given with useful feedback whenever required. They ought to be acknowledged for what they are doing great which can offer the assistance they raise their assurance. Tell employees when they are off-base, but no more- tell them why it's off-base and overall- how to do superior. There's a

distinction between criticism and useful input. Feedback, as it were, tells what's off-base, helpful criticism tells you what is off-base, why is it off-base and how to induce it right!

3.1.3. Organizational justice

Organizational capital alludes to the avocation of specialists within the working environment. These concepts are separated into four categories: distributive, procedural, edifying and shared connections. Distributive equity reflects roughly half-life and the procedural equality reflects the distinction within the frame that comes about in these results. Third kind of equity, uniformity of data and obligation for sensible circumstances

In our daily dialect the concept of is justice ; it is used to verify the similarity fairness and clarity of an action or activity. It is a method of evaluating the administrative preferences for the fulfilment of the obligations of the workers compliance with the additional period authorization wage level and the distribution of grant factors. From this point of view it can be stated that organizational right can be a concept related to how workers perceive the choices and honours of organizational people.

The Significance of Organizational Justice

Employees see a circumstance in which they are behaving the shape of the representatives, the organization's fair perceptions almost whether or not organizational justice It increments its significance. Organizational equity; the accuracy of representatives, organizational hones and choices the recognition of these discernments covers the impacts. There are imperative discoveries uncovering that discernments of equity influence work practices and practices (Beugre and Noble, 2001: 324). It can be expressed that the equity issue inspected by the analysts for a long time has been imperative for the workers for at slightest two reasons. To begin with; equity permits representatives to maximize their

individual picks up. The Diary of Enterprise and Advancement so representatives can disregard their short-term pick up to extend their long-term profit. This see is known as "personal intrigued model" or "instrumental demonstrate. Equity is seen as a implies of maximizing the individual.

Scope and Role of Distributive Principles

Distributive standards shift in numerous sizes. Distributive equity (income, wealth, openings, employments, welfare, benefits, etc.) within the nature of dissemination beneficiaries; and on what premise ought to it be conveyed. This passage centers on the standards of advantage sharing and the weight of financial movement among people in society. In spite of the fact that these standards have been the prevailing source of British-American debate over the final six decades, other articles within the reference book are too secured. See at these at the national level whereas tending to clashes of equity (equity, society) and related equity, but moreover at the same level of decency. standards, but as a ideals (see equity as a custom).

Whereas numerous standards of dissemination are shifted totally different sizes, it is basically displayed here in expansive categories. This common classification of the writing, for the most part, alludes to the feedback of each gather, but regularly incorporates disentanglement. A few reactions cannot be connected similarly to each rule within the gather. Briefly examines the reactions of the dispersion standards and the strategy of response In most parts of history, individuals are in an awesome position and have a troublesome financial circumstance. The dispersion of financial benefits and merchandise is more often than not decided by nature or by a god. As it were financial revamping and the burden of the government's burden on cargoes have ended up a live point of far-reaching equity. Presently the subject is inescapable. The laws and arrangements influencing the dissemination of financial benefits and merchandise in governments are continually changing and changing. Nearly all changes, charges,

industry, instruction, wellbeing, etc. Note that they have a wholesaler impact. Numerous distributive equity journalists protect and protect their standards by depicting or looking into perfect social orders they work. They spurred them to assist them get it what their standards implied. Tragically, as a result of this hone, a few perusers and the open examine conveyance equity as it were in ideal theory and accept within the expulsion of the scholarly first class. it is exceptionally imperative for existing political debate. As a result of this misunderstanding, the most reason of the equity hypothesis isn't about ideal social orders, but social orders. To overcome this irregularity, it is vital to acknowledge that there's no free society or society, one of the principles proposed by Rawlsian society or the dispersion. Rather than voters among perfect social orders, distributive standards are the foremost valuable thought to supply otherworldly direction for the determination of each society. In this manner, the Rawls Differing Guidelines ought to be changed into the foremost suitable administrative structures and guarantee the end of life within the perfect society. Other speculations conversation almost changes to bring monetary benefits and truly provide huge loads. Liberals argue that the decay in government mediation within the economy will not give way better citizens with consolation and/or self-confidence. In a few cases, a few hypotheses can offer the same changes to existing applications; At other times they will change. When utilizing theoretical devices, the diverse presumptions ought to be well-maintained within the discussion around which our society ought to be denied.

Procedural justice

What is the procedural justice? It is prevalent that reasonable strategies are the leading ensure for a reasonable fair result. The definition of the strategy includes taking and executing choices based on a appropriate prepare. Individuals accept that acknowledged methods are aware and honourable; This makes it simple to acknowledge indeed in the event that they do not.

But what makes the method reasonable? To begin with we centre on consistency. Reasonable strategies ought to guarantee that the same cases are tended to. All qualifications must reflect the genuine course of an individual's personality instead of the outside highlights of the separation mechanism. Second, individuals who take after the strategy ought to be reasonable and impartial. Decisions of non-biased decision-makers ought to take steps to realize a reasonable and adjust result. The parties concerned ought to accept that the eagerness of third-party institutions are well-intentioned that they treat individuals similarly which they need to require an account of partner perspectives.

The Significance in a Worldwide

Nevertheless that people groups come together to arrange or make choices on worldwide legislative issues reasonable forms of co-operation are fundamental. Reasonable strategies ought to be embraced by those who permit the interface of all parties creating arrangements and other worldwide settlements. Indeed military standard methods must be followed. In circumstances where the standard military or arms control methods are not complied with there may be an emergency circumstance. For case countries that have conducted military works out without concurred alarming methods may increment a conflict. Even in combat there are standard methods to take after. Fear strategies for the case are not respected as a reasonable fighting prepare. Guiltless citizens cannot be military targets. Jus rules in bello can be respected as an uncommon shape of procedural equity.

Interactional Justice

Robert J. Bies and Moag the interactivity of justice dealing with the recognition of equity between managers and chairmen or between bosses. Robert J. Bies depicted the author's equity as the states of mind and conduct of specialists utilized in organizational operations. Reasonable interaction requires chairmen to be conscious to the workgroup to esteem them for the case tuning in to curious ones compassion for others etc. and socially delicate. Considering that it is an

autonomous or portion of a prepared reasonable interaction can moreover be considered as at slightest two sub-elements. These are Intercultural sensitivity and True practice. They must be gentle and respectful. They tend to have lower performance less negative attitudes toward work even when they experience unresponsive practice. the other is a description or a social assessment. Explanation those who are dealing with behavior explain why they are deprived of some things. When individuals are provided with a fairly fair situation there is more tolerance to their situation. in another sense Jerald Greenberg has proposed as a classification as a solution a modern justice process should not be a part of a justice or a separate dimension of justice. Gerald Greenberg's criterion as interpersonal justice reflects the extent to which the authorities deciding on the results are treated with the sensitivity courtesy seriousness respect and value of the worker. In the fair classification of interactive justice researchers share ideas that organizations can interact with employers' managers and/or employers and may affect their citizenship behaviors. In studies Skarlicki and Robert Folger claim that they are in the workplace distribution and procedural justice are not essential in high interactive justice.

3.1.4. Organizational cynisizm

The meaning of cynicism is a concept that begins to look at the recent interest in organizational behavior literature. The root of the word cynicism is BC. It dates from the 4th century. One of the primary traps is Sokrates and after that known as a philosophical approach set forward by Sinop Diogenes. Initially criticism is synonymous with strict criticism. Cynicism is an antisthenes logician claiming that bliss can be accomplished as it were by ethicalness and by denying common joys (refusal of property family religion etc.) It is Diogenes which lets cynicism and hence spread criticism. The most philosophical positions of the Kipnis are moulded by lack of interest and basic approach to the values of civilization. Their fundamental moral guideline is early and lives with the flexibility and freedom of

the individual they get it. The word criticism is known as the cynicism and cynicism from the historical underpinnings root. Within the 19th century Nietzsche criticism used the word cynicism. Typically utilized in English writing criticism (English Sheyn 2009: 2) and this philosophy-inspired psychiatry is called Diogenes disorder which is ordinarily exceedingly socially-cultured and recommends they have exceptionally moderate behavioral clusters.

This item could be a negative demeanor towards a manager organization comprising of three managers: 1) the judgment of the organization 2) the negative effect on the organization and 3) the debasement and basic behavioral inclinations towards the organization. The conceptualization of organizational connection is exceptionally imperative in giving numerous points of interest over existing conceptualizations. Numerous of these preferences are based on the utilize of a trilateral demeanor. Firstly conceptualization clarifies that organizational negativity is one of the foremost critical highlights of the state it is based on specific organizational encounters and proposes that it can alter marginally within the involvement of people. On this premise as an attitudinal framework we have separated from the criticism based on identity-oriented human nature. Besides it isn't restricted a particular sort of trade; adaptability of course can be watched in a huge work.

Anderson believes that people are only interested in their own interests and these are more important than others, and therefore he thinks that everyone is Kinship and he calls it cynicism. Therefore, although there are various definitions about organizational cynicism the dean reflects the negative attitude of the associations of Brown individuals in 2000 organizational cynicism; Belief in an organization lacked honesty and that this belief came together with a strong negative reaction led to shocking and critical behavior. Emotional responses are the cognitive dimension of belief including effective measures resulting from negative emotions towards the institution and then negative situations occurring in the

organization. The cognitive dimension of subconsciousness that constitutes classification is the acceptance of workers as honesty and injustice. Affective dimension after accepting the size of the employees; nervousness anger tension anxiety. As a measure of behavior this is expressed as a negative transfer complaint and criticism of employees Dean 1998: 345-346 emotions disrespect hate self-esteem frustration and trust are especially felt in the service sector.

Causes of organizational cynicism

There are many various elements that cause cynicism in the organization. Mismanaged change efforts excessive stress and role burden lack of personal and organizational expectations insufficient social support increased competitiveness contradiction increased organizational complexity poor decision-making failure to communicate are insufficient Andersson 1996; Reichers et al. 1997 Wanous 1994 in particular cynicism establishes positive relationships with low leadership potential excessive suspicion high concern introversion and insidious belief system. In addition obsessive and compulsive disorders negative emotions and personality traits such as mechanism also point to organizational sarcasm. May be effective in the emergency.

In what cases will organizational cynicism arise?

When it comes to employees the organization compares the status of its own and other employees and managers. If equal pay for equal pay does not create a problem the unequal wage policy among employees is in fact a phase where cynicism begins to flare. The distribution of the course is not only salary but also destructive behaviour although it may be beneficial when it is a course it can be effective in organizing cynicism. At the same time, it is unacceptable for employees to differ from employees' organizational profits some employees pay high salaries and pay a high salary for some employees. In parallel some organizations in the organization are offered to some people and other workers say that the organization faces danger.

RESULT

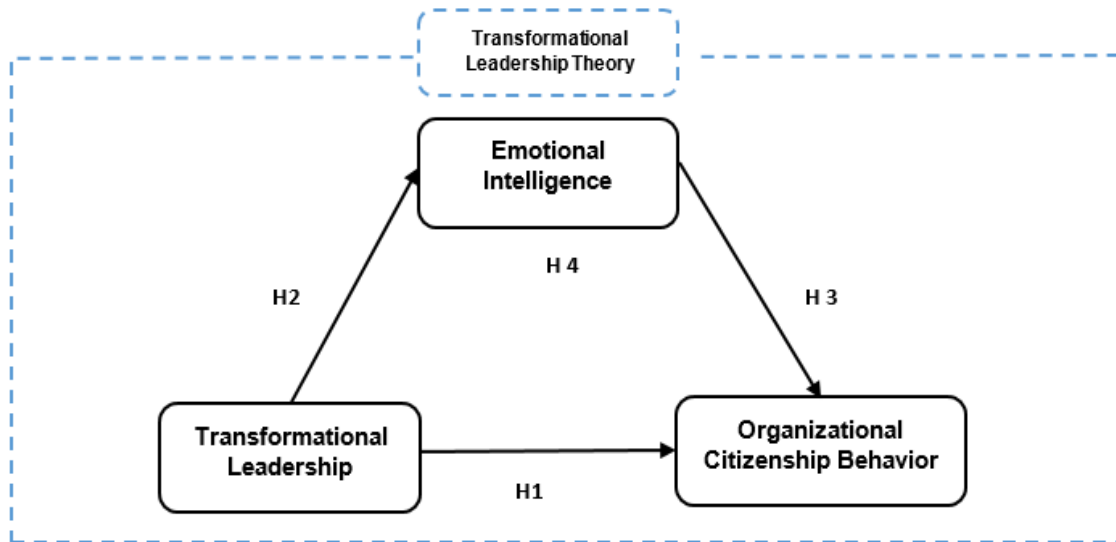
1.Theoretical works have provided information that leadership behaviour Positive in terms of employees' OCBs .

(Podsakoff 2000). This applies especially to authentic leadership behaviour facilitates a fair and open job high satisfaction, confidence, commitment and preparing to exhibit extra-role behaviour (Avolio & Gardner,2005; Avolio 2004;) Various processes have been proposed in which authentic leaders can influence their employees: positive modelling, emotional transmission, personal and social identification, increased confidence in leaders, positive social changes and self-determination. Authentic leaders who display a high level of self-awareness, balanced transaction, ethical and transparent behaviour in their interactions with their employees are capable of raising their personal identity with their employees in the sense of being an example and being a reference to their employees, and

following the social identities of employees with groups and organizations. On the other hand, personal and social identity will lead to an increase in the trust and optimism of employees and will result in increased satisfaction and loyalty to the leader and the team (Avolio et al., 2004)

Trust and commitment have positive results on OCBs. A recent study (Walumbwa et al. 2010) was performed with 397 employees and their 129 emergency chiefs showed data positive attitude towards authentic leadership behaviour (OCBs) and mediated this relationship. Identifying employees with their supervisors and feelings of empowerment. Studies confirming both the individual and positive relationships of the original leadership with OCBs (Walumbwa et al., 2008) used both global and global criteria of both structures. Therefore, this study aims to further examine the impact of such leadership on OCBs, with a focus on the relationship of four components to OCBI and OCBOs. However, there is evidence supporting the idea that employees do not perform OCB equally (Barling and Cooper, 2008). An examination of such behaviour indicates that it exists. Also, the results of the study confirmed that transformational leadership style is positively associated with OCB. This study developed the previously proven relationship between transformational leadership and OCB by presenting the concept of emotional intelligence as a tool. Also, the relationship found positive between emotional intelligence and OCB. As a result, the results are based on the assumption that there are very few researchers on the effect of leadership style on OCB (Bass, 1985; Burns, 1978) The results of the study provide the assurance of the relationships mentioned. Adaptation of transformational leadership increases the spirit of employees. Improves your requests to work and do extra work with more meaning. In particular, transformational leaders have great importance in creating a sense of belonging towards the institution. Employees who trust their leaders are more likely to show OCB. Mayer et al. (1995) argue that the model of effective trust deduces the

reliability of their followers and that these implications affect attitudes and behaviours. For example, the model argues that when they think that their leaders have high integrity, capability and/or helpfulness, they are more likely to be behaviours (eg, proactive participation, sharing sensitive information) that put them at risk. On the other hand, when followers do not trust their leaders (for example, due to lack of integrity), they will direct resources that prevent them from entering extra-role behaviours, such as OCB, to turn their backs (Buna). In parallel with this reasoning, a recent meta-analysis found an adjusted average correlation of 0.48 for the relationship between the leader and confidence in OCB (Colquitt et al. 2013). Past studies support the mediating role of trust in the relationship between transformational leadership and working OCB. For example, the integration of the literature on trust in leadership, Burke et al. (2007), the transformational leadership, trust and trust in OCB offers the propositions. In another study, Pillai et al. (1999) built on the theory of social change and relied on the leader to find an indirect relationship between transformational leadership and OCB. There are reasons to assume that transformational leadership behaviours are important in triggering the attitude towards OCB. For example, it is likely that transformational leaders, who display admirable behaviours that lead to identification with the followers (ie the idealized effect) and visions of engaging and inspiring (ie, inspiring motivation), are likely to have a strong impact on the emotional organizational commitment by directing followers to organizational orientation. objectives and interests. Likewise, rotational leaders who meet the needs of the followers and act as mentors should increase the job satisfaction of the followers by facilitating the achievement of the work values of the followers.



Source: Authors' own research.

Servant leadership and dimensions have declined with general OCD, including all dimensions. The data provides general support to the hypothesis that servant leadership is related to OCB. The results of multiple regression support the hypothesis that both aspects of servant leadership are positively associated with OCD. The results increased the findings of Ehrhart (2004). He stated that the leadership of servant leadership has a significant positive relationship with OCB and that the employees who benefit from their leaders are more likely to exhibit help and care behaviours. The theoretical framework was proposed by Greenleaf (1977), who believed that a leader serving his followers had obtained a more attentive and supportive workforce. Smith, Organ and Near (1983) supported the view that leadership should be related to OCB. They argued that the leaders who came to their followers as role models in the service showed social-oriented behaviours to their followers. Different aspects of personal characteristics such as listening, empathy, persuasion, conceptualization, prediction, and confidence in personality make it cute among subordinates. Listening to the part of the leader sends a 'heard' signal among the followers. Similarly, other features such as conceptualization; The ability to imagine or to think beyond realities from day to day helps the leader think beyond the future. These features create an environment

in which each employee likes to work. These things convey a sense of belonging to individuals, which leads to the acquisition of a good citizen for the organization. Servant leadership has a power that helps employees to improve their potential; therefore, they should also encourage employees to go beyond business conduct and find ways of looking at events from a different perspective, having other resources and skills; therefore, being more creative in their professions is an area not yet explored in the servant leadership literature.

The main characteristic of transactional leadership is the stock exchange relationship between leaders and subordinates. In this sense, the process leader clarifies the goals to be reached and the achievement of these goals will be rewarded successfully, while the failure to comply with the objectives brings with them penalties (Bass 1996; Bass 2003). Therefore, these leaders motivate their subordinates by making mutual agreements, which may be responsible for developing subordinates' feelings of confidence in the leader, if effectively followed over time (Whittington, Goodwin, Coker, Ickes and Murray, 2009). This trust can lead to the production of organizational citizenship behaviours, and enable them to take actions that go beyond expectations about their organizational role in achieving their objectives. In this sense, some empirical evidence suggests that operational leadership predicts organizational citizenship behaviours (Minimum, Silong, 2008; MacKenzie, Paine and Bachrach, 2000;):

H1 - Transactional leadership style positively predicts organizational citizenship behaviours

2. Numerous organizational commitment theories stem from studies by Sheldon (1971). Steers (1977) conducted studies related to organizational commitment and found that organizational commitment was affected by four main factors: Personality, Profession Specialty, Payment and Work Experience. Affected result organizational commitment, willingness to hold, retention demand, attendance rate and job performance. Based on the relevant theory, proposed a cause-and-

effect relationship model. It is clearly seen that this model is organizational. The commitment is variable, which affects the value, attitude and behavior of a member in the organization. On this basis, the following hypotheses are formulated: H: Leadership styles and organizational commitment tend to differ among the salaries of the selected participants.

This research found that transformational leadership behaviours were positively associated with efficacy, continuity and normative commitment, although not very strong. This shows how leadership behaviours, such as raising confidence, inspiring a shared vision, creating enthusiasm, encouraging creativity, providing coaching and recognizing achievements, make employees feel, need, or feel necessary. The more they exhibit this behaviour, the more employees may want to stay, may or may not need to stay. Transactional leadership behaviours had a positive relationship with normative commitment. This includes leadership behaviour, including compliance standards, as well as ineffective performance, including clarification of objectives and objectives and ensuring that targets are achieved

Authentic leaders are transparent in showing their feelings and emotions towards employees, and on the other hand, they try to control all emotions to reduce inappropriate and destructive behaviors that represent negative behaviors in the organization. Organizational commitment from the assembly section of the Meyer and Alien model predicts the behavior of organizational workers; they belong and they are related to the organization. It has an impact on performance and absences.

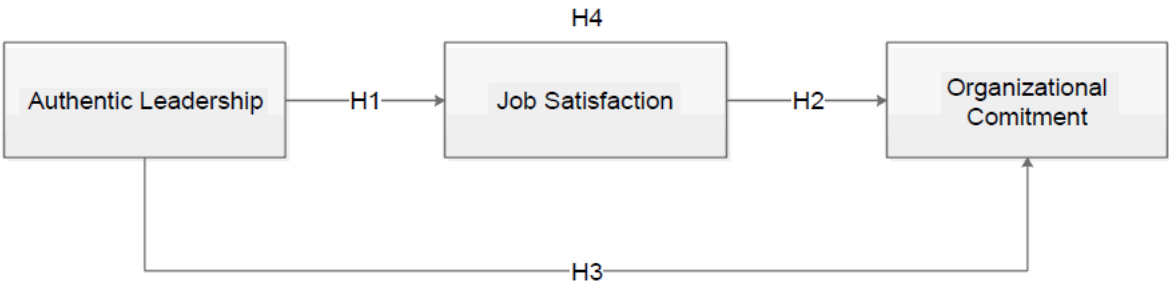


Figure 1: Theoretical framework.

In addition to closely following the deviations, errors it seems that the punishment of the followers, as well as the corrective action as soon as possible time, encourages employees to feel the need to remain in the organization as long as they do not comply with these standards. These findings also suggest that the behaviour of fascist-fair leadership has a negative relationship with emotional, normative and continuity commitment. This emphasizes that leadership behaviours, including avoiding interfering when the problem occurs, will negatively affect the emotional commitment. This also explains some changes in how employees feel that they do not want to stay in the organization. Existing leadership and management research shows that managers' leadership style can lead to higher institutional commitment measures in direct reports. This study showed a positive relationship between leadership styles and organizational commitment. The general findings from this study show that transformational, procedural and false-fire leadership behaviours play an important role in determining the levels of emotional commitment, continuity commitment and normative commitment.

Napp (2011) demonstrated the differences between the leadership styles and the level of emotional commitment in the fire brigade. This study used viewers' perceived leadership style as the independent variable and their adherence levels as dependent variables. Findings show that transformational and conditional reward leadership styles have a positive relationship with organizational commitment. However, there is no relationship between the active and exceptional passive leadership styles in the exceptional situation and the organizational commitment of the firefighters.

3. The results provide evidence that leadership style affects the perceptions of procedural and interpersonal justice. Specifically, the leadership of the prototype leader

The high degree of the directive and the occasional dictatorial leadership (Schriesheim, House and Kerr, 1976) weakened the perceptions of the members and their interpersonal justice. Conversely, the transformational leadership styles (Jung and Avolio, 1999), in which the relationship between the leader and the follower are based on trust and loyalty, increased their perceptions of justice. Similarly, the results provided evidence that the type of group affected the procedural but not interpersonal perceptions of justice. The results also provided evidence that procedural perceptions of procedural fairness were weakened in cross-functional teams. This finding is not surprising that leaders face difficulties due to the same conditions leading to potential advantages for cross-functional teams (Ford and Randolph, 1992). The functional diversity of members creates communication barriers; each function usually has its own way of doing things; functional subunits often different objectives, time orientation and priorities; and member loyalty usually depends on the functional subunit; team goals (Yüksel, 2006). These conditions the importance of making decisions only according to the procedure. The results of this study, both procedural and interpersonal justice, Roberson and Colquitt (2005) recommend this procedure The most powerful input for the emergence of justice must be shared team justice is based on official practices and common organization representatives for the entire team members; whereas interpersonal justice must be slightly weaker when taken into account. There are obvious similarities between the characteristics of certain justice components and leadership. For example, procedural justice has been found to increase organizational commitment (Greenberg, 1990).

(Limsila and Ogunlana, 2008). Since both procedural justice and transformational leadership share some common elements, their similarities may be responsible for

their similar relationship with organizational commitment. I mean, both procedural justice and transformational leadership emphasizes open, effective and transparent communication as a means of disseminating information to subordinates. In addition, interactive justice and transformational leadership focus on respectful, dignified and professional aspects of personal relationships, and reasonable on an individual level. There are similar aspects when looking at operational leadership and justice. When we look at Greenberg's (1990) study, organizational justice was significantly lower for the group experiencing lower levels of interactive justice. In addition, in some cases, it is unlikely that transaction leadership would support logically the loyalty (Limsila and Ogunlana) from the information in the study of Greenberg (1990). This can be because operational leadership does not include the level of individual approval, respect and professionalism that exists in transformational leadership. It can lead to more parallelism between organizational justice, which can lead to a reduction in organizational commitment, as well as operational leadership and lack of procedural and interactive justice components and leadership styles. De Cremer, Van Dijke and Bos (2007) examined the extent to which the components of justice affect the perceptions of subordinates on transformational leadership. Framing transformational leadership through a vignette of different justice components, researchers have found that interactive justice causes subordinates to see transformational leaders as a recurring finding in a field survey. This notion once again recognizes that the similarities between the polite, respectful and dignified treatment characterizing the interactive justice overcame similarities between them, closely reflect the practices of a rotating leader, working one-to-one with individuals and still working professionally. respectful. Van Dijke, Mayer and Van Quaquebeke (2012) examined the similarities between leadership style and organizational justice. Researchers have altered whether an individual was exposed to self-development and a leader who encouraged independent action . To encourage self-development

The characteristic of transformational leaders is that it is a characteristic of transactional leaders to encourage subordinates to address their problems on their own. Expanding this topic, De Cremer, and Bos (2007) research, the relationship between another aspect of transformational leadership and distribution of justice examined. In other words, the researchers examined the effects of self-sacrifice Behaviour, an element of transformational leadership, had an organizational commitment when the distribution of justice was low (Bos et al.). This study is particularly interesting when we look at how the attitudes of employees change according to what kind of leadership they experience when they perceive the consequences as unfair. The researchers found that when the leader was self-sacrificing, the attitudes and loyalties of the subordinates were positively affected (Bos et al.). When the distribution justice is low, employees perceived their output as unfair, but when a leader showed his willingness to perform self-sacrificing behaviour on behalf of his subordinates, the commitment of these subordinates increased. When certain elements of organizational justice exist or do not exist, the perceptions of employees will be affected by their leadership in these situations. Study on the selfless behaviour of Van Knippenberg and Van Knippenberg (2005) The leadership perspective reinforces these findings. The researchers found that the leaders in their self-sacrificing behaviour were considered more effective and more charismatic and increased sub-productivity.

4. To achieve targets on time, the results and the maximum impact on employees must be assumed by the leader. In addition, employees should be encouraged and participatory to make decisions effectively connect others in the workplace. Lack of these requirements and lack of guiding work can lead to negative attitudes such as organizational cynicism. From this point on, this study examines whether democratic leadership affects organizational cynicism. According to the results, democratic leadership has a negative predictive value with three sub-dimensions as cognitive cynicism, emotional cynicism and behavioural cynicism in

organizational cynicism. It means that the democratic leadership adversely affects the organizational cynicism in the context of the public unions. Otherwise, the test to determine a statistical difference between the average of the two normal-distributed populations shows that there is no significant difference between the two groups with organizational cynicism and democratic leadership. In the literature, there is a consensus on the relationships between the leader and the organizational perceptions of the employees (Foels et al. 2000). Therefore, the negative relationship between democratic leadership and organizational cynicism can be seen easily similar to the literature (Neves, 2012). Because such leadership expresses positive results, reduces negative attitudes. Bhatti et al. (2012) emphasizes this result and adds that leadership style has a positive effect on job satisfaction.

Therefore, the bilateral relationship between the leader and the workers can lead to frustration as well as development in accordance with the theory of leading member change. For this reason, professionals should consider leading behaviour in order to reach targets as well as achieving goals.

meets the needs of the employee's work-related human. On the other hand, research should prefer to choose a comparison study to understand which leadership style is more effective in negative workplace perceptions. In contrast, perceptual and behavioural studies can provide a unique perspective on the minds of professionals.

Researchers have discovered how attribution processes are formed within the leader-member relationship in terms of leadership and how attribution affects organizational cynicism. This research testifies that transformational leadership is negatively associated with cynicism related to organizational change; employees' perceptions of group compliance regulate the relationship between transformational leadership and cynicism about organizational behaviour; They found that high perception of group compliance strengthened the effect of

organizational leadership on cynicism associated with the organizational behaviour. In the work of the leadership behaviour of hospitals to determine the effect of staff on job satisfaction, employees' job satisfaction is high, managers four types of leadership style; it has demonstrated supportive, instrumental, participatory and success-oriented leadership; It has been determined that leadership styles with high job satisfaction (multidimensional, instrumental, success oriented and supportive leadership) have a positive effect on job satisfaction of the personnel katlı (Tokgöz and Yılmaz, 2008, p. 294). Bommer et al. (2005), in their work, “described the strategies used by the change-makers as transformational leadership behavior, and developed a hypothesis about the effects of transformational leadership on cynicism related to organizational change. They used the combination of communication research and social learning theory as the theoretical basis of hypothesis. Ultimately, they found that transformational leader behavior is often associated with a low level of organizational change-related cynicism and that transformational leadership reduces cynicism associated with organizational change. Bul in Cinnableness, Scharmer (2007), who looks at the framework of the development of leadership skills of employees, is the most important tool in the new leadership technology it refers to itself and calls its theory kuram Theory U. According to the theory, cynicism is seen as one of the tree obstacles to the development of employees' cognitive abilities. The other two are constantly criticized others in and fear.

There are some characters that leaders should have, A leader should make the right business plan, to keep the company in the forefront in order to reach the target, to share the work correctly, to motivate the teachers, to bring responsibility to the job and to reward to increase the efficiency when necessary. If we talk about reinforcements that increase the efficiency of the work with motivation, it is seen that the most important one is based on the level relationship between the leader and the teacher. Performance enhancing factors are of course not limited to this.

From the physical conditions of the working environment to the harmony between staff, from the tendency to teamwork to disciplined work significantly affects. It is possible to say that the styles, behaviours and attitudes of the leader are effective in many aspects of the employees. At this point, it can be said that the cynicism that the leader applies to his employees will have negative effects on organizational commitment, motivation, job satisfaction and productivity.

CONCLUSION AND RECOMMENDATION

This study is an attempt to investigate the relationship between leadership and organizational behaviour types. As we mentioned, the purpose of each organization is to work effectively by creating an effective working environment. It was determined that, an organization could not reach its goals without supporting the healthy working condition.-Leaders' attitudes and behaviors towards their employees play an significant role in determining the effectiveness of such an organization. Effective communication is required for better performance. Based on the above findings of this study, the main results are as follows:

Although each of the 8 leadership styles we have explored has the same goal, their method of management, approach to employees, and methods for solving problems are separate. In general, we see that leadership has a positive relationship between the types of organizational behaviour. Right now theoretical

and practical aspects of transformational and transactional leadership are more and more popular. As an adaptation of transformational leadership increases the spirit of employees. Improves your requests to work and do extra work with more meaning.

In addition, beside organizational cynicism, it is clear from other materials that there is a positive dependence on other organizational behavior rules and leadership.

It is very difficult to direct people or employees with different educational backgrounds, abilities and perspectives. The business environment created by the leader affects the type of culture that develops within the organization. The personality of the leaders is reflected in all activities of the organization. An unethical leader cannot be expected to carry out an ethical organization and cannot even expect them to be loyal and ethical to the work of their employees. And the opposite. An aggressive leader nurtures an aggressive organization. A leader who is a designer will nurture a design-oriented organization. A leader who believes in creativity and innovation will encourage his staff to further research and development. Leaders should ensure that passive-aggressive behaviour is not present in the company. A workplace should not sustain misery and its focus should be on developing a culture of honesty, honesty and respect. In addition, a clearly defined type of leader provides greater stability in policies and better organizational results. It also provides a better task structure and better supervisor-employee relationships. Therefore, managers should predict and control people. Before a person takes on the leadership role, the ability to work clearly in order to give the right person the right task should be adequately accessed. The leader should not be autocratic, dictatorial, or immoral in dealing with his employees; Based on the above results, the main proposal of the study is that the leaders should be carefully selected in organizational order and sent to education to update their knowledge and skills. Information on employee responsibilities

should be immediately and clearly communicated so that they can be better placed to perform their duties effectively and efficiently.

REFERENCES

- 1) Avolio, B.J. and Gibbons, T.C. (1988), “Developing transformational leaders: a life span approach”, in Conger, J.A. and Kanungo, R.N. (Eds), *Charismatic Leadership*:
- 2) Gurdjian, P., Halbeisen, T., & Lane, K. (2014). *Why leadership-development programs fail*. McKinsey & Company
- 3) Lee, J. 2005. *Effects of leadership and leader-member exchange on commitment*. *Leadership & Organization Development Journal*, 26(7/8): 655-673.
- 4) Meyer, J.P. & Allen, N.J. 1991. *A three-component conceptualisation of organizational commitment*. *Human Resource Management Review*, 1: 61-89.
- 5) T. A. & Sajuyigbe, A. S., 2012. *Impact of leadership style on organizational performance: a case study of Nigerian banks*. *American Journal of Business*

and Management, 1(4), pp. 202-207.

6) M. A. & Devanadhen, D. K., 2015. *Impact of Leadership Styles on Organizational Behaviours*

7) Kilburg, R. R. (2012). *Virtuous leaders: Strategy, character, and influence in the 21st century*. Washington, DC: American Psychological Association.

8) Rost, J. C. (1991). *Leadership for the twenty-first century*. Westport, CN: Praeger.

9) Wang, G., Oh, I.-S. & Courtright, S. H., 2011. *Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research*

10) Eberly, M. B., & Fong, C. T. (2014). *Leading via the heart and mind: The roles of leader and follower emotions, attributions, and interdependence*. *The Leadership Quarterly, 24*, 696–711.

11) Donohue, M. D., & Kilburg, R. R. (2014). *Academic leadership*. In M. A. Benvenuto (Eds.), *What you need for the first job, besides the PhD* (pp. 93–106). New York: American Chemical Society Books.

12) Folger, R. & Crpanzano, K. (1998), "*Organizational Justice and Human Resource Management*", Sage Publications.

13) Riaz, A., Haider, M, H, (2010). "Role of transformational and transactional leadership on job satisfaction and career satisfaction". *Business and Economic Horizons* , 29-38.

14) Frances H., and Cohen M., (1999). "Leader to Leader. San Francisco". CA: Jossey-Bass Publishers.

15) Shore, L. M., Barksdale, W. K., & Shore, T. H. (1995). "Managerial perceptions of employee commitment to the organization". *Academy of Management Journal, 38*. 1593 - 1615.

- 16) Bass, B., M. (1985). *“Leadership and Performance Beyond Expectation”*. NY: Free Press.
- 17) Bowes-Sperry, L. (1996). *Emphasis on distributive, procedural, and interactional justice: Differential perceptions of men and women. Psychological Reports, 79, 1327–1330.*
- 18) Williams, S. (1999). *The effects of distributive and procedural justice on performance. Journal of Psychology, 133, 183–193.*
- 19) Gumusluoglu, L., Karakitapoglu-Ayguın, Z., & Hirst, G. (2013). *Transformational leadership and R&D workers’ multiple commitments: Do justice and span of control matter? Journal of Business Research, 66, 2269-2278.*
- 20) Folger, R., & Cropanzano, R. (1998). *Organizational justice and human resource management. Beverly Hills.*
- 21) Cohen, J. (1988). *Statistical power analysis for the behavioral sciences. Hillsdale, NJ: Lawrence Earlbaum Associates.*
- 22) Aquino, K. (1995). *Relationships among pay inequity, perceptions of procedural justice, and organizational citizenship. Employee Responsibilities and Rights Journal, 8, 21–33.*
- 23) Carless, S. A., Wearing, A. J., & Mann, L. (2000). *A short measure of transformational leadership. Journal of Business and Psychology, 389–405.*
- 24) Grover, S., & Coppins, A. (2012). *The intersection of justice and leadership: Testing a moderation model of contingent reward and interpersonal fairness. European Management Journal, 490–498*
- 25) Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books*
- 26) Barling, J., & Cooper, C.L. (2008). *The Sage handbook of organizational*

behavior, vol. 1: Micro approaches. London:

27) Luthans, F., & Avolio, B. (2003). *Authentic leadership development. In K.S.*

Cameron, J.E., Dutton, & R.E. Quinn (Eds.), Positive organizational scholarship. Foundations of a new discipline (pp. 241-259).

28) Riaz, A. & Haider, M. H. (2010). *Role of Transformational and Transactional Leadership on Job Satisfaction and Career Satisfaction*

29) Conger, J. A. (1989). *The Charismatic Leader: Behind the Mystique of Exceptional Leadership. San Francisco, CA, Jossey Bass Publishers*

30) Pearce, C. L. & Herbig, P. A. (2004). *Citizenship Behavior*

31) Tichy, N. & DeVanna, M. (1986). *The Transformational Leader, John Wiley & Sons Inc, New Jersey.*