

**THE RELATIONSHIP BETWEEN FOLLOWERS' TYPOLOGY, CONFORMITY AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**



**RESEARCH MANAGEMENT INSTITUTE (RMI)  
UNIVERSITI TEKNOLOGI MARA  
40450 SHAH ALAM, SELANGOR  
MALAYSIA**

**BY :**

**AZLYN AHMAD ZAWAWI  
NUR ZAFIFA KAMARUNZAMAN  
ZALIHA HJ HUSSIN (PROF. DR.)  
JAMES CAMPBELL (DR.)**

**FEBRUARI 2013**

## Contents

1. Letter of Report Submission .....	iii
2. Letter of Offer (Research Grant).....	iv
3. Acknowledgements .....	v
4. Enhanced Research Title and Objectives.....	vi
5. Report.....	1
5.1 Proposed Executive Summary .....	1
5.2 Enhanced Executive Summary.....	2
5.3 Introduction.....	2
5.4 Brief Literature Review .....	4
5.5 Methodology .....	19
5.6 Results and Discussion .....	24
5.7 Conclusion and Recommendation .....	28
5.8 References/Bibliography.....	31
6. Research Outcomes.....	35
7. Appendix.....	36

## **List of Tables**

Table 1	Factors of Transformational Leadership
Table 2	Followers' Typology
Table 3	Population and sample size of study
Table 4	Items distribution for each dimension
Table 5	Scoring of items
Table 6	Distribution of items in Organizational Citizenship Behavior Scale
Table 7	Scoring of items in Organizational Citizenship Behavior Scale
Table 8	Range of score distribution for Organizational Citizenship Behavior
Table 9	Reliability of instrument
Table 10	Profile of respondents
Table 11	Hypothesis 1
Table 12	Hypothesis 2
Table 13	Hypothesis 3
Table 14	Model Summary
Table 15	ANOVA
Table 16	Coefficients
Table 17	Summary of Regression
Table 18	Reliability Analysis of Pilot and Actual Study
Table 19	Followers' Typology in Study



## 5.2 Enhanced Executive Summary

The compositions of followers and the intensity of citizenship behavior in teams have been a research interest of behavioral psychology. Team theory suggested interesting points to begin with, members of a team often think alike in an insight called 'mental model'. This mental model allows flow of communication and smooth continuation of task implementation. The fact is that, this mental model guides most members to think in a similar way and it is an advantage to task success. In order to have a good structure of mental model, teams have to understand each other's behavior, and so does the leaders. This may include understanding the type of followers that they are. Followership is a factor that drives organizational effectiveness. This research entails the relationships between followers' typology, conformity and organizational citizenship behavior. It involved 271 military men from two infantry units in Kedah, Malaysia. Data was collected at individual basis to project their followers' typology, conformity and OCB. Results indicated strong positive relationships between all hypothesized variables.

## 5.3 Introduction

The 'good soldier syndrome' as identified by Organ (1988) goes beyond performing extra role behavior at the workplace. It exhibits loyalty, obedience and sincere altruism that reflect the culture of an organization. These syndrome, or also infamously known as organizational citizenship behavior (OCB) are caused by multiple and overlapping motives that also include affiliation (desire to have positive relationships with others), power (over favors others are indebted for) and organizational loyalty. Although discretionary (and a behavior of choice), OCB could be seen evidently in teams that are cohesive and solidly structured. Most closely bonded groups often perform OCB at a remarkably consistent regularity. OCB is a personal choice and usually indicate specific behavior in a specific context, which is not an absolute requirement of the job description.

Follower's influence the overall organizational achievement, pressure leaders' judgment and more often than not, leaders are occupied with how followers think and behave, thus making followers at the center of decision making. Although the focus on followership in local research is still rare, some studies done in recent years indicate the needs for followers' empowerment and improvement. Some other research professed the needs for leaders to start looking at their people for a change. Most motivational problems in organization exist because it's 'people' are unhappy and some of these unhappiness are caused by poor understanding in followers' behavior. Kilburn (2010) asserted:

*"Contrary to common perception, influence is not solely possessed by the leader. The sheer existence of followers suggests that leaders are not the sole possessors of power. Followers have some control over their own destiny in that they choose to follow or not to follow. It may be said that it is the followers who gives a leader power, through the choice to follow"*

In understanding followers' behavior, followers are categorized in a model according to their responses and support to leader i.e. as alienated followers, passive followers, conformist followers, pragmatic followers or exemplary followers. These behavioral patterns could be the turning points of