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.)

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2.0 Letter of Offer (Research Grant)

Surat Kami

600-RMI/SSP/FRGS 5/3/Fsp (14/2011)

Tarikh

: 20 Julai 2011





Pn Azlyn Ahmad Zawawi Fakulti Sains Pentadbiran dan Pengajian Polisi Universiti Teknologi MARA Cawangan Kedah Peti Surat 187, 08400 Merbok, Kedah Darul Aman

Y. Brs Profesor/Tuan/Puan

KELULUSAN SKIM GERAN PENYELIDIKAN FUNDAMENTAL (FRGS) FASA 01/2011

Tajuk Projek

Relational Modeling of Followership Typology

Kod Projek

600-RMI/SSP/FRGS 5/3/Fsp (14/2011)

Bidang

Sains Sosial

Tempoh

01 Julai 2011 - 30 Jun 2013 (24 bulan)

Peruntukan Diluluskan (KPT)

RM 28,530.00

Peruntukan Pengurusan

Peruntukan Pengoperasian

: RM 1,426.50 (5%)

Penyelidikan

: RM 27,103.50 (95%)

Kelua Projek

Pn Azlyn Ahmad Zawawi

Dengan hormatnya perkara di atas adalah dirujuk

- pihak Kementerian Pengajian Tinggi Sukacita dimaklumkan melalui JPT.S(BPKI)2000/09/010 Jld.11 (52) yang bertarikh 6 Jun 2011 telah meluluskan kertas cadangan penyelidikan Y Brs Profesor/tuan/puan untuk di biayai di bawah Skim Geran Penyelidikan Fundamental (FRGS) Pasa 01/2011.
- Bagi pihak Universiti kami mengucapkan tahniah kepada Y. Brs. Profesor/tuan/puan kerana kejayaan ini dan seterusnya diharapkan berjaya menyiapkan projek ini dengan cemerlang
- Peruntukan kewangan akan disalurkan melalui tiga (3) peringkat berdasarkan kepada laporan kemajuan serta kewangan yang mencapai perbelanjaan lebih kurang 50% dari peruntukan yang diterima.

Peringkat Pertama	20%
Peringkat Kedua	40%
Peringkat Ketiga	40%

Untuk tujuan mengemaskini, pihak Y Brs. Profesor/tuan/puan adalah diminta untuk menandatangani perjanjian FRGS, melangkapkan semula kertas dadangan penyelidikan mengisi borang setuju terima projek penyelidikan dan menyusun perancangan semula bajet yang baru seperti yang diluluskan. Sila lihat lampiran bagi tatacara tambahan untuk pengurusan projek Sekian, harap maklum.

"SELAMAT∤MENJALANKAN PENYELIDIKAN DENGAN JAYANYA"

PROFESOR DR ABU BAKAR ABDUL MAJEED

Penolong-Naib Canselor (Penyelidikan)



nent Institute IRMN Upibersit Texnologi (JARA) 40450 Snah Alam, selangor Malaysia

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