



**Impact of Transformational Leadership on Organizational Citizenship Behavior (OCB): Mediating effect of Psychological Empowerment: A study on Apparel Sector Sri Lanka**

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**Abstract**

Employees with optimistic and affirmative feelings and having enthusiasm towards achieving the business objectives are key to sustain and continue in this competitive business world. Hence, leader of an organization is substantial in reaching the highest in the competitive world, as the role of a leader plays a main role in inspiring and guiding the actions of employees. The purpose of this study is to examine how transformational leadership of a leader and psychological empowerment of subordinates are related to OCB demonstrated by employees, where it identified as the voluntary commitment of the employees apart from well-defined duties and responsibilities. 130 employees of apparel sector manufacturing organizations in Sri Lanka were selected as respondents to respond about their boss's leadership, their individual empowerment, and whether they go further from their basic requirements of the job. Self-administered anonymous questionnaire used to collect data, which consist of standard measures. Transformational leadership was significantly positively related with OCB of employees and psychological empowerment act as a partial mediator on the relationship between transformational leadership and OCB of employees. This paper contributes on knowledge areas of transformational leadership and psychological empowerment on OCB while support in creating practices to develop psychological empowerment of employees and direct leaders to emphasis on improving OCB through changing their style of leadership.

**Keywords:** Transformational Leadership, Psychological Empowerment, Organizational Citizenship Behavior (OCB)

**INTRODUCTION**

With the emergence of the highly competitive and volatile environment, organizations tend to enhance their performance through innovative practices by motivating the employees to enhance their task performance. However, the question remains is what causes employees to perform by putting extra effort than the formal job requirements (Mayfield & Taber, 2010).

Podsakoff, MacKenzie, Paine, and Bachrach (2000), found that Organizational Citizenship Behavior (OCB) is different job behaviors that perform beyond the job descriptions which has been a popular area of studying during the past twenty years. As per scholars such as Organ, OCB helps to maximize the efficiency and promote the effective and smooth functioning of the organization, which emphasizes that OCB is important for the survival of organizations

(Murphy, Athanasou, & King, 2002). This has been further studied by many scholars and found that OCB has a positive impact on enhancing the organizational performance (Podsakoff & MacKenzie, 1994). Modern psychology researchers also accepted the fact that OCB has a positive effect on the organizational functioning (Wagner & Rush, 2000), and enhances the organizational effectiveness as well (Mayfield & Taber, 2010). It indicates that employees who devote their time energy toward the organization helps the organization to achieve competitive advantage in this volatile business environment, but if an organization is not with such employees will not be able to achieve it (Alizadeh, Darvishi, Nazari, & Emani, 2012).

Leadership style of the supervisor is a significant factor, which affect the subordinate's behavior. Transformational leadership motivate the followers to work happier under managers (Krishnan, 2012). Also he has found that transformational leadership has significant impact on several aspects of organizational life and employee spirituality. Psychological empowerment is a common factor which present organizations looked for. It is a psychological state shows how employees believe about their work and the extent they believe in their role. Also it influences the organizational outcomes and it causes the employees to feel self confident and have higher probability to get success (Vacharakiat, 2008). When the global competition and the need for organizational change emerge, the organizations need employees who are willing to take risks, who stimulate innovation, and a person who cope up with uncertainty in the business environment which enhances the need of psychological empowerment of employees.

In the Asian context, Dash and Pradhan (2014) found that OCB has positive impact on organization such as enhancing employee satisfaction, reduce the absentism, turnover and increase the retention. Also it was identified that strategies such as HR practices, job embeddedness and employee engagement can be used to promote OCB in an organization. Same as in the Sri Lankan context managers deliberately develop human resource management strategies in a way that develops the OCB of employees in their organizations (Dhammika, 2013).

Apparel sector in Sri Lanka has boom rapidly after the liberalization of the economy in 1977. It is the highest industrial employment generator in Sri Lanka and also the highest foreign exchange earner of the country. Majority of the apparel manufacturing companies are located in western province of Sri Lanka. (BOI 2015). As the apparel sector is one of major industry in the country, a huge competition exist among the manufacturers.

The companies have to provide best quality products, which meet the customer's requirements. Hence, top managers of apparel companies have to encourage better performance from employees within the organizations which enhances the organizational performance as well.

OCB is a concept which is not well studied in the Sri Lankan context (Sivalogathan & Jeyaweera, 2009). Therefore it is difficult to identify what factors are affecting OCB and how it changes in the apparel manufacturing sector in Sri Lanka. According to few preliminary interviews with some line managers of the apparel manufacturing organizations, there are some of problems to be seen on OCB among their subordinates. Accordingly the problem of this study is, 'why executive level employees in apparel manufacturing organizations do not demonstrate the desired OCB?'

## **LITERATURE REVIEW AND THEORETICAL DEVELOPMENT**

Though the factors affecting OCB has extensively studied, there is a need to study variables are that beyond the conventional personality, ability and attitudinal factors (Podsakoff et al., 2000). Several studies have conducted to investigate on antecedents of OCB in cross cultural environment have produced inconsistent and questionable results (Gelfand, Erez, & Aycan,

2007) where is calls the need for more studies in this area. Also according to Avolio, Walumbwa, & Weber (2009 cited in Wijewantha and Kailasapathy 2015) there is a significant process has been carried in developing the traformational leadership, yet there are areas still need further cosideration and responsiveness.

### ***Organizational Citizenship Behavior and Transformational Leadership***

Organizational Citizenship Behavior (OCB) is defined as the individual conduct that is preferred, chosen by themselves where not directly or clearly acknowledged by the formal reward system and cumulatively stimulates the effective functioning of the organization. Also he defined that OCB is a manner that individual behave is a flexible nature that is not involved in the employee's official job description, but employee contributes to the organization towards its success (Organ, 1988). According to Chen and Kao (2012 cited in Salehzadeh, Shahin, Kazemi, & Barzoki, 2015) OCB is defined as the extra role and pro social behaviors of the employees.

When the management of an organization cares for the employees and relationship of the employer and employee gets personalized. This will make the organization strong and stable as well. Also when an employee feel that the management respect and treat without any biasness employees start to trust the organization (Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore, Girard, & Serroni, 2004). When trust and fairness includes in the employee employer relationship, it enhances the OCB (Aryee Budhwar, & Chen, 2002 cited in Chiang, Yang, Klein, & Jiang, 2013).

According to Organ, Podsakoff and MacKenzie (2006) OCB includes behaviors directly toward people and impersonal behaviors. This includes helping towards each other, carefulness about the workplace, involvement with the work, loyalty towards the organization, adhering to the organizational rules and regulations, creativity, and self-development. These both behaviors enhance the efficiency and effectiveness, which increases the overall productivity of the organization. Podsakoff et al. (2000) have found that there are three antecedents of OCB as individual differences, work attitudes, and contextual variables. Individual differences are defined as traits and values such as personality, knowledge, training, need for autonomy, and ability of the individual. Work attitudes are organizational commitment, supportiveness towards the organization, perceived fairness and leadership that derived from the emotions and perceptions of the working environment of the individuals. Contextual variables are the external influences, which occurred in the job, work group, organization, or environment such as task and group characteristics, limitation of the organizations and its culture, and style of the leadership. But he has found that both work attitudes and contextual factors are more strongly associated with OCB than individual factors.

Robbins (2001) found that OCB is a behavior that is not involved in formal job requirements which a voluntary behavior. Nevertheless, OCB stimulate the smooth and effective functioning of the organizations. Employees, who create positive statements about their team and organization help the members of the team, try to eliminate pointless conflicts within members, perform extra activities of the job voluntarily, obey to the organizational rules and regulations and bear infrequent annoyances of the work are some of the work behaviors, which show by the employees who engaged in 'good citizenship'.

Leadership is a significant managerial competency that organizations use as it has a positive effect on enhancing the performance of the managerial employees (Jena & Sahoo, 2014). Dumdum, Lowe, and Avolio (2002) have found that transformational leadership has a positive impact on work related attitudes and behaviors of individual employees and organizational level as well. When the management of an organization cares for the employees and

relationship of the employer and employee gets personalized. This will make the organization strong and stable as well. Also when an employee feel that the management respect and treat with any biasness employees start to trust the organization (Appelbaum et al., 2004).

As Bass (1985 cited in Avey, Hughes, Norman, & Luthans, 2008) expressed that generally tranformational leaders transform their followers towards higher performance levels. Nevertheless they promote positive work related outcomes in their followers through charisma, inspirational motivation, intellectual stimulation and individualized consideration. It is explained that tranformational leaders promote the follower's goals and stimulate their in to high oder values where then the followers understand the organizational vision and mission very clearly and consequently perform better in the job (Avolio, 1999).

According to Bass (1990), transformational leadership develops whenever a leader extends and uplift the comforts and interest of their employees. In addition, he specified that when the leaders produce attentiveness and recognition towards the organizational mission, that develops employees to behave beyond the expectations and employees begin to work with their interest for the sake of the organization. Also traformational leaders express a collective vision where followers act to go beyond their self interests where it shows that the tranformational leadership has a significant imact on positive work related outcomes. (Lowe, Kroeck, & Sivasubramian, 1996).

There is a positive relationship between tranformational leadership and organizational citizenship behaviour (Gamage & Herath, 2014). When the leaders display traformational leadership behaviours, it is belived that it has a impact on followers behaviour because followers feel trust and respect towards the leader and they are motivated to do more than they are expected to do Yukl (1989 cited in Podsakof et al. 1990).

Based on the empirical evidence, the first hypotheis of the study is raised as follows to be tested in this reaserch context.

H<sub>1</sub> - There is a significant positive impact of transformational leadership on organizational citizenship behaviour.

### ***Transformational Leadership and Psychological Empowerment***

Spreitzer (1995) defines psychological empowerment as stimulus concept that displayed in four cognitions: meaning, competence, self- determination and impact. These four cognitions shows active orientations to a work role rather passive. It means that individuals feel that they able to shape up their role and the context. Also psychological empowerment can be defined as where employees and managers share equal responsibility on results and maximizing the employee contribution towards achievement of organizational vision and mission (Jaffee & Scott, 1993). When employees have proper understanding about the responsibilities of the job consequently develops the self-motivation among themselves (Mohrman, Cohen, & Morhman, 1995).

Empowered employees believe in their roles, feel more confident that others and they are excited to be successful by development and growth. When the individuals see their working environment as providing opportunities rather providing limitations, their behaviors become more positive and they are tend to give positive outcomes, which can be explained as psychological empowerment. By empowering psychologically provides employees to feel more confident about themselves and be success in the current scenario and in the future as well (Wijewantha & Kailasapathy, 2005).

Transformational leadership lead to empower the employees (Kark, Shamir, & Chen, 2003), enhance work engagement, autonomy and self-efficacy (Dvir, Eden, Avolio, & Shamir, 2002), and it enhances commitment as well (Avolio, Zhu, Koh, & Bhatia, 2004). Bono and Judge (2003) cited in Avey, Hughes, Norman, & Luthans (2008) found that followers of transformational leaders view their work and more important and self congruent. This supports the idea of followers of transformational leaders are empowered with greater autonomy, meaning and ownership. According to Shamir, House, & Arthur (1993) transformational leaders motivate the followers through enhancing their self efficacy, linking followers social identification with organization and connecting organizational values with the followers values. This helps the follower to feel more independent and enhances the level of empowerment. Also they suggested that transformational leaders enhances the follower's self efficacy by communicating high performance expectations and developing self confidence to support in achieving the organizational goals and objectives. Transformational leaders display individualized consideration by being as a coach or a mentor by giving close attention and listening followers attentively towards followers achievement needs and growth while making them inspiring to take more responsibilities to progress (Avolio, 1999).

There were several studies have been conducted and found that there is a positive relationship between transformational leadership and psychological empowerment (Ozaralli, 2003; Jung, Chow, & Wu, 2003). In more Jung et al. (2003) found that transformational leadership is positively associated with group cohesiveness and its effectiveness and a organizational climate where is embrace the innovation.

With the above evidence derived through the literature the second hypothesis is derived to be tested in this study is as follows.

H<sub>2</sub> - There is a significant positive impact of transformational leadership on psychological empowerment

#### ***Psychological Empowerment as a Mediator***

OCB is believed that where individuals go out from the frame of the job description and perform beyond the expected requirements (Puffer, 1987). Psychologically empowered employees believe them as someone who delegates and decentralizes the work environment (Kanter, 1983). According to Spreitzer (1995) psychologically empowered employees have positive work-related behaviours. Transformational leadership enhances the employees performance by developing trust and giving meaningful responsibilities Podsakof et al. (1990). It was found that when the leaders demonstrate transformational leadership characteristics, followers are found to be empowered and that influence their work behaviour (Bass, 1990).

Also it was expressed psychological empowerment is partially mediated the relationship between charismatic leadership and workplace aggression (Hepworth & Towler 2004), where Avolio, Zhu, Koh, & Bhatia (2004) found that the relationship between transformational leadership and follower's organizational commitment has been mediated by psychological empowerment. Also it has found that psychological empowerment has a direct impact on job performance and OCB has a mediating role between psychological empowerment and job performance (Chiang & Hsieh, 2008 cited in Firozabad, 2013).

Above empirical evidence supports the third hypothesis to be tested, in this study as follows.

H<sub>3</sub> - Psychological empowerment mediates the relationship between transformational leadership and organizational citizenship behavior.

Consequently, the theoretical model of the study is shown in Figure 1.

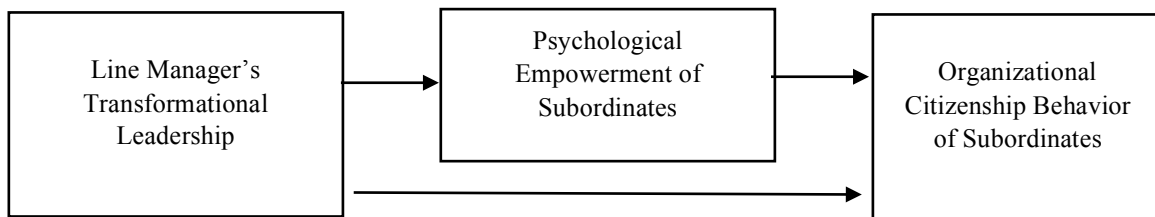


Figure 1 – Theoretical model of the study

## METHODOLOGY

This study is a quantitative study done under deductionism. It is an explanatory research as it tries to explain the problem related to the dependent which is organizational citizenship behavior using the variables transformational leadership and psychological empowerment. The study is based on primary data and follows the survey strategy where a cross sectional study as data is collected only in one point of time. The unit of analysis here is a dyad which is supervisor and subordinator. The population of this study is all executive level employees in the five leading apparel-manufacturing companies and their immediate bosses. Since there is no population frame available as convenience sampling technique was used in selecting the sample. A self-administered anonymous structured questionnaire used to collect data. Bosses (line managers) filled the questionnaire A, which was on subordinates' organizational citizenship behavior, and the subordinate employees filled the questionnaire B regarding their supervisor's transformational leadership and their own psychological empowerment. Finally, personal details were collected from each party. 260 questionnaires were distributed among the individuals and 130 were collected and response rate is 50%. All the questionnaires were considered as they all were in a usable condition. As such the final sample of the study is 130.

## MEASUREMENT OF VARIABLES

### *Organizational Citizenship Behavior*

Organizational behavior is a variable with five dimensions as presented by Organ (1988) which are Altruism, conciseness, courtesy, sportsmanship and civic virtue. It was measured using a 24 items scale developed by Podsakoff et al. (1990) based on the five dimensions of the Organ (1988).

### *Line Manager's Transformational Leadership*

A twenty item scale was taken from Multifactor Leadership Questionnaire covering the four dimensions idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Hinkin and Tracey (1999) developed the shorter version which used in the study of the original version of transformational leadership measure developed by Bass and Avolio (1990).

### *Psychological Empowerment*

The twelve item original measure developed by Spreitzer (1995) on seven point likert scale covering four dimensions – meaning, competency, self-determination and impact was used to measure psychological empowerment of subordinates.

## SAMPLE DESCRIPTION

When considering the followers, most (62%) of them are in between age of 25-30 years and most (69%) are females. Majority (49%) of the followers had been in the organization for more than 5 years and they have 2-3 years of experience in the current job.

Most (65%) line managers are in between age of 45-50 years. When considering them 70% are males and most (52%) were been in the organization for 8 years. Most (68%) of the line managers have more than 4 years of experience in the current job.

## DATA ANALYSES

This section is devoted to describe the data analyses done using SPSS version 21.0. Descriptive statistics, correlation and reliability statistics related to the three main variables in the model are shown in table 01 below.

Table 01 - *Descriptive statistics*

Variable	Mean	SD	Correlation	Reliability
OCB	2.83	1.53		0.73
Psychological Empowerment	3.47	1.42	0.74(OCB) 0.53(TL)	0.76
Transformational Leadership	2.45	1.33	0.67	0.78

### *Hypotheses Testing*

Since there is one independent variable the direct relationship between transformational leadership and OCB, and direct relationship between transformational leadership and psychological empowerment were tested using simple linear regression and the mediation effect of psychological empowerment was tested using multiple regression analysis hierarchical regression (Field, 2009).

The summated means of each variable was used to run the regression analyses. There was a positive correlation between the variables and therefore the gradient of the regression equation testing hypotheses is positive. The  $B_0$  in the regression equation indicates the level of OCB in the absence of transformational leadership and psychological empowerment.

### *Measuring the direct relationship between transformational leadership and OCB*

A simple linear regression was performed to test the relationship between transformational leadership and OCB. In order for the hypothesis, There is a significant positive impact of transformational leadership on OCB to be true the impact of transformational leadership on OCB should be statistically significant and positive.

Standardized beta for transformational leadership (0.71) indicated that there is a positive impact of line managers transformational leadership on OCB. In addition the probability of the t-statistics (9.31) for the standardized beta coefficient of the independent variable is significant as the p value was 0.000 (Field, 2009). 43% of the variance in OCB is accounted by the transformational leadership. As there is a statistically significant contribution from line managers transformational leadership towards OCB of subordinates, hypothesis 01 is supported.

Table 02 – Hypothesis 01

Variable	B	t	Sig.
<i>Independent Variable</i>			
Transformational Leadership	0.71	9.31	0.000
<i>Model Summary Statistics</i>			
R	0.67		
R <sup>2</sup>	0.45		
Adjusted R <sup>2</sup>	0.43		
F	70.65		
Sig.	0.000		

***Measuring the direct relationship between transformational leadership and psychological empowerment***

A simple linear regression was performed to test the relationship between transformational leadership and psychological empowerment. In order for the hypothesis, There is a significant positive impact of tranformational leadeship on psychological empowerment to be true the impact of tranformationall leadership on psychological empowerment should be stattiistically significant and positive.

Standardized beta for tranformational leadership (0.65) indicated that there is a positive impact of of line managers tranformational leadership on psychological empowerment. In addition the probability of the t-statistics (8.52) for the statderdized beta coeffiecinet of the independent variable is significant as the p value was 0.000 (Field, 2009). 25% of the variance in psychological empowerment is accounted by the tranformtional leadership. As there is a statistically significant contribution from line managers tranformational leadership towards psychological empowerment of subordinates, hypothesis 02 is supported.

Table 03 – Hypothesis 02

Variable	B	T	Sig.
<i>Independent Variable</i>			
Transformational Leadership	0.65	8.52	0.000
<i>Model Summary Statistics</i>			
R	0.53		
R <sup>2</sup>	0.28		
Adjusted R <sup>2</sup>	0.25		
F	68.34		
Sig.	0.000		

***Mediation effect of psychological empowerment***

Next hypothesis 03 was established based on the psychological empowerment theory. “Mediation requires significant correlation among all three constructs” (Hair, Black, Babin, & Anderson, 2010). To test the mediation four step three regressions approach proposed by Judd and Kenny (1981).

01. Direct effect was tested using a simple linear regression on line managers transformational leadership and OCB and indicated the existence of a statistical significant direct positive relationship

02. A simple linear regression was used to test the relationship between psychological empowerment and line managers transformational leadership to test whether mediator predicted by the independent variable. Regression results indicated the existence of a statistical significant direct positive relationship between the variables.



03. The third regression is run to test for the indirect effect, when the first two regression shows significant relationships. A two step regression was performed here, where in step one the dependent variable was regressed for the independent variable and in step two for the mediating variable. Subsequently relationship between transformational leadership and OCB was reduced after adding psychological empowerment where the partial mediation is supported. Therefore, hypothesis 03 is supported and accepted.

Table 04 – *Mediation effect of psychological empowerment on line managers’ transformational leadership and OCB*

	Model 01			Model 02		
	B	$\beta$	t	B	B	t
<b>Reg. 1</b>						
<i>Independent Variable</i> - TL	0.69	0.71	9.31			
R <sup>2</sup>	0.45					
Adjusted R <sup>2</sup>	0.43					
$\Delta R^2$	0.45					
$\Delta F^2$	70.65					
<b>Reg. 2</b>						
<i>Independent Variable</i> - TL	0.64	0.65	8.52			
R <sup>2</sup>	0.28					
Adjusted R <sup>2</sup>	0.25					
$\Delta R^2$	0.28					
$\Delta F^2$	68.34					
<b>Reg. 3</b>						
<i>Independent Variable</i> - TL	0.69	0.71	9.31	0.57	0.59	4.30
<i>Mediating Variable</i> - Psychological Empowerment				0.63	0.67	4.39
R <sup>2</sup>	0.45			0.56		
Adjusted R <sup>2</sup>	0.43			0.52		
$\Delta R^2$	0.45			0.11		
$\Delta F^2$	70.65			64.32		

## DISCUSSION OF FINDINGS

This study was conducted to investigate why executive level employees in apparel manufacturing organizations do not demonstrate the desired OCB?, where it emphasizes that employees demonstrated less OCB in companies. The descriptive statistics shows that problem discussed in the study is exist as the mean value has a low value (2.83). This depicts that there is a problem associated with OCB of the subordinates.

In addressing that issue the study investigate how the transformational leadership of line managers impact the OCB of subordinates and is was found that it has a significant impact where R<sup>2</sup> = 0.45, P = 0.000. This says that when the line managers possess transformational leadership characteristics, that leads the subordinates to perform by going beyond the job description given, where they enhance their performance where it supported by the previous empirical evidences (Gamage & Herath 2014; Yukl 1989; Lowe, Kroeck, & Sivasubramaniam 1996; Avey et al. 2008; Bass 1990) where the H<sub>1</sub> is supported. By considering the previous studies, the present study also confirms that the tranformational leadership of line managers has a significant positive impact on OCB of the subordinates.

Next, the study investigated how the transformational leadership of line managers impact the psychological empowerment of the subordinates. This was found that there is a significant positive impact where  $R^2 = 0.28$ ,  $P = 0.000$ . This confirms that transformational leadership motivates the subordinates by enhancing their autonomy which consequently enhances their empowerment. In line with the previous studies (Kark, Shamir, & Chen, 2003; Dvir, Eden, Avolio, & Shamir, 2002; Avey et al., 2008; Shamir et al., 1993; Ozaralli, 2003; Jung et al. 2003), the present study also confirms that line manager's transformational leadership has an impact on the follower's psychological empowerment, where  $H_2$  is supported.

In this study it was found that psychological empowerment has a partial mediation on the relationship between transformational leadership and OCB. According to Bass (1990) when the organizations consist with transformational leaders, the followers are empowered and it influences to enhance the work behaviour. So that the  $H_3$  is supported and it is consistent with literature (Avolio et al. 2004; Firozabad, 2013; Hepworth & Towler 2004). This suggests that transformational leadership is not only contribute to the OCB of the followers, but also creates followers psychologically empowered and also psychological empowerment as a factor that where transformational leadership is differently associated with OCB.

## **SIGNIFICANCE OF THE STUDY**

### *Theoretical implications*

According to Sivalogathan & Jeyaweera (2009) OCB is a concept, which is not well studied in the Sri Lankan context. Also the studies on OCB in Sri Lanka context with respect to apparel manufacturing companies is very limited, so that the present study fills the gap of the stock of knowledge. This study contributes to the knowledge in areas of organizational behavior, leadership and management.

Most of the managers and leaders of the organizations believe that investment in employee moral will help in enhancing the employee performance (Kossen, 1996), however researchers have less confidence regarding this relationship (Murphy, Athanasou, & King 2002). In spite of that, leadership has been a hot topic where researchers focus on nowadays and this topic has been an interest topic among academia (Elbers, 2007). With that, there is a need for more research studies on this area where this study attempts to study the area of transformational leadership and this study focuses on the transformational leadership and OCB with psychological empowerment in the apparel manufacturing organizations in Sri Lankan context which contribute to the leadership theory.

Through the previous studies, Spreitzer et al. (1999) found that there is a relationship between leadership and psychological empowerment, but psychological empowerment was not much identified as a factor which impacts OCB of the followers. This study focuses on this argument. Also there were less studies to be found using the psychological empowerment as a mediator between transformational leadership and OCB and no studies in the apparel sector specially in the Sri Lankan context. So that this study introduces this concept into an unexplored context.

### *Practical Implications*

Currently the apparel sector manufacturing is the most significant and dynamic contributor to the Sri Lankan economy rather than the tea exporting industry. Providing quality and innovative products for the global market is the main strategy of these companies. For that the employees should drive towards an extra mile where embrace change with the courage. So that the leaders of apparel sector manufacturing organizations always look for new strategies which drive the companies to a competitive edge. According to Dhammika (2013) managers of the

Sri Lankan organizations deliberately develop HR strategies to enhance the OCB of the employees.

Thus, the present study pays an attention on how the OCB can be enhanced by the role of the managers. This study shows that if the line managers inculcate their role with the transformational leadership characteristics, will help the followers to an extra step forward that fulfilling the requirements by the job description. Also by enhancing the empowerment psychologically the followers feels independence where finally give more positive outcomes towards the organization. Managers can develop induction programmes for employees to understand the leadership and empowerment practices and go beyond the job requirements, which enhances the effectiveness of the organization (Jha, 2014). This study helps to energize the efforts of the HR department to look in to these practices with eyes open where it helps in developing more strategies to achieve the vision and mission successfully.

#### **LIMITATIONS OF THE STUDY**

Though this research has above contributions, there are some of the limitations, which are stated below.

This study is conducted only in apparel sector using five leading companies. These are small and medium level companies in apparel sector where they also focusing on achieving a competitive edge. However, as this study is done with the five leading companies, applying the findings for those small and medium companies is questionable.

This study has used the questionnaire methods for data collection. In addition to the questionnaire there are several methods which can be used, but those were not used with the time restriction. So that there is a possibility of misunderstandings to be occur (Zikmund, 2010).

Another limitation of the study was that, this study was a cross sectional study, the data was collected only one time. The relationship would be even better if the relationship was tested after the line managers demonstrated their transformational leadership characteristics for a time period. If this could be done the relationship would be more strengthen.

The sample size is small, where it used a convenient sampling. Also the sample was collected from only the five leading companies, there is less representation of the whole apparel industry. Also there were only two variables were considered in this study, where there are several factors that affect OCB, which is being another limitation of this study.

#### **DIRECTIONS FOR FUTURE RESEARCH**

This study investigates the areas of transformational leadership, psychological empowerment and OCB and more theoretical and empirical work in the Sri Lankan context is clearly needed. Though OCB is more attractive area within the researches, there are much more areas to be revealed as this study only concentrate on two variables. Further researches can be carried out by using more independent and mediating variables. This study has done on five leading apparel manufacturing companies, but there are several companies in small and medium scale where the researches can do their further researches. A comparative analysis between industries using the same variables also can be carried out. Also the sample size of this study is less, so that the data analysis was done only through SPSS version 21.0. But a further research can be carried out with more sample and the analysis can be done using Structural Equation Modeling (SEM).

## CONCLUSION

This research study contributes in different domain, which adds value for knowledge as well as for the practical scenario. This study gives the managers a message that organizations can develop strategies where is enhances the OCB of the followers through transformational leadership and psychological empowerment. It also conveys that the importance of OCB to any organization where it focuses on enhancing the employee performance.

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