

Impact of transformational leadership on creating organizational citizenship behaviour: A case of food and beverage processing firms in Colombo District in Sri Lanka

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Abstract

Most of the contemporary organizations are giving prominence to the efficient and loyal human resource due to its value and importance in achieving organizational objectives. In such context, employees who are willing to perform more tasks than the formal responsibilities assigned through their contract of employment are considered as citizens of their organizations while, they are treated as valuable assets to the organization. However, the competitive nature of the job markets and the changing employee aspirations has led organizations towards a situation where they find it difficult to recruit and retain such loyal employees. The literature revealed that the managerial style of the immediate supervisor is one of the key determinants of influencing the organizational citizenship behavior among employees. This study was carried out to examine the impact of transformational leadership style on creating organizational citizenship behavior among employees in the food and beverage companies and to determine the most influencing trait of transformational leadership on creating organizational citizenship behavior. The study was conducted with the data collected from hundred employees of twenty medium and large scale food and beverage companies established in Colombo District through a questionnaire based survey. The Spearman's Rank Correlation and Kruskal- Wallis test were used to analyze the data. The results revealed that transformational leadership style of the supervisor is positively and significantly related to the creation of organizational citizenship behavior among the employees while, inspirational motivation was identified as the most influencing trait of creating organization citizenship behavior. Therefore, the study highlights the importance of further developing transformational leadership traits among the first and middle level managers of food and beverage companies with the intension of creating and maintaining positive citizenship behavior of the employees within the organization.

Keywords: *Food and beverage companies, organizational citizenship behavior, transformational leadership.*