THE MEDIATING ROLE OF LEADERSHIP STYLES ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND INNOVATIVENESS RELATIONSHIP

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Keywords	ABSTRACT
Organizational Citizenship Behavior, Leadership Styles, Innovativeness.	This study focuses on the relationships among the organizational citizenship behavior, leadership behavior and innovativeness. The relationships among the three dimensions of leadership behavior-*change oriented leadership, task oriented leadership, relation oriented leadership-*, five dimensions of organizational citizenship behavior (OCV)- *altruism, courtesy, civic virtue, conscientiousness, sportsmanship-*, and innovativeness have been examined in details. Afield survey using questionnaires was conducted in that survey. The obtained data from the questionnaires are analyzed through the SPSS 16.00 Statistical Packet Programme. Factor analysis, reliability analysis, correlation and hierarchical regression analyses are used to evaluate the data. Analyses results revealed change oriented leadership mediates effect of organizational citizenship behavior on innovativeness.
JEL Classification
M10, L20	

1.INTRODUCTION

Effective organizations have employees who undertake responsibilities beyond their formal responsibilities and who could make sacrifices in order to fulfill a task successfully. Although these behaviors are not based on an oral or written requirement, they make a significant contribution to successful functioning of the organization (DiPaola and Hoy, 2005). These behaviors which go beyond the traditional behaviors required by the organization are generally called organizational citizenship behavior (OCB). These behaviors include helping other employees in work-related matters, accepting them without problems, not making complaints about temporary problems, contributing to keeping the workplace clean and tidy, speaking highly of the organization, and preserving organizational resources (Bateman and Organ, 1983). Researchers who investigated the precursors of OCB have associated it with concepts such as job satisfaction (Bateman and Organ, 1983; Koys, 2001; Yafang and Shih-Wang, 2008); perception of organizational justice (Organ and Ryan, 1995; Van Dyne, Graham and Dienesch, 1994), personality traits and leadership (Farh, Podsakoff and Organ, 1990). Leadership is one of the most important precursors of OCB because of its both direct and indirect effect on OCB (Nguni, Sleegers and Denesen, 2006). There is a strong connection between leadership and tendency to show OCB, and in this process the exchange between leaders and each employee is as important as leadership styles (Podsakoff et al. 1996). Leader's change-oriented behavior is important in determining employees' information about their organization (LaPolice, 2002).

Enterprises operate in ever changing and developing competitive environment. In this ever changing and renewing environment, managers have become responsible for fostering organizational learning, developing entrepreneurial activities, and implementing strategies that take into account both competitors and customers. Leaders play a primary role in fostering the innovative potential of an organization by deciding on successful creation of knowledge and putting it into implementation, and by promoting the suitable medium for it (Kanter, 1983; Van de Ven, 1993). In this scope, OCB, leadership, and innovation are considered to be intermingled concepts, and this study will investigate the relationships among organizational citizenship behaviors, leadership styles, and innovativeness in firms.

2.LITERATURE REVIEW

a.Organizational Citizenship Behavior

Organizational Citizenship Behavior means that employees go beyond the formal rules determined by the organization and perform more than required from them. What makes organizational citizenship behavior significant for the organizations lies in the idea that "for healthy and smooth functioning of an organization, coordination between organization members in sharing information is required" (Barnard, 1938). Katz underlines the significance of helping and coordinative behavior which adds positively to the operations of the organization (Katz, 1964). In this context, organizational citizenship behaviors fall into the category of behaviors which contribute positively to the organization, exceeding the normal requirements for the job. Employees show these behaviors willingly. Katz and Kahn assert that in the provision of organizational effectiveness and continuity, employees should be willing to perform innovative and sincere behaviors that go beyond their predefined roles (Katz&Kahn, 1978). According to Organ (1988), organizational citizenship behavior represents an individual's behaviors which improve the operations of an organization "as a whole". For Greenberg and Baron (2000), organizational citizenship behavior occurs when an employee goes beyond and performs more than what was formally required by the organization (Greenberg &Baron, 2000). Organ (1988) defines organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicity recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization". On the other hand, Motowidlo (1993) asserts that contextual performance which shows resemblance to organizational citizenship behaviors is the maintenance and improvement of the psychological and social environment that supports job performance. Organizational citizenship behaviors include constructive behaviors which employees generally show in order to improve the performance and effectiveness of the organization such as supporting the objectives and missions, holding organizational interests above personal interests, bringing innovation to the organization. With this scope, organizational citizenship behavior goes beyond the conventional performance-boosting behavior and covers occupational behaviors which are required for long-term success and is studied with this sense. It can be defined as behavior which includes positive and extra-role behavior at employee's discretion which regulates the harmony of work, and avoidance from negativities. Organ (1988) classifies those behaviors into 5 categories: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism: Organ (1988) defines altruism as all discretionary behaviors of the employees in the form of helping other members of the organization in their specific tasks or in organizationally relevant problems. At the heart of this behavior lies coworkers' sense of helping each other. Altruistic behaviors help develop voluntary collaboration among work groups in the organization (Organ, 1988).

Civic Virtue: The dimension of civic virtue includes development of and support for organizational policies, and organization members' involvement in the operations (Organ, 1966). It involves total organizational commitment, and macro-level interest in the organization (Podsakoff, 2000). When considered as provision of support for organizational development, civic virtue includes having a say at personal discretion, suggesting solutions to problems, participation in the decisions, and making constructive suggestions to improve unit functions (Bommer & Lilliy, 1999). It involves expressing opinions clearly and encouraging other colleagues to do so (Organ, 1988). It is keeping pace with the developments in the organization, following closely the changes in the organization and active involvement in other's adopting changes (Ozen İşbaşı, 2000).

Conscientiousness: It is defined as voluntary behaviors shown by the organization members that go beyond the minimum roles required from them in certain matters related to the internal order of the organization such as attendance to work, punctuality, and protection of resources. (Organ,1988).

Sportsmanship: Organ (1988) defines sportsmanship as the ability to tolerate, resist, and prevent prostration resulting from unavoidable negativities and hardships arising from work. Sportsmanship is further defined as the behavior of tolerating grievances and annoying issues in organizational life without protest and complaint (Schnake & Dumler, 2003). Individuals who show sportsmanship behavior do not complain when things do not go well in the organization and they take on a positive attitude.

Courtesy: Courtesy refers to continuous interaction among organization members, who work for shared purposes of the organization, and collective, positive behaviors such as communicating with the other members the work accomplished, and decisions made. Creating an environment in which all parties affected by decisions could contribute to the decision-making process will open channels for required communication which is vital (Bingöl, 2003).

b.Leadership

Leadership has been defined in terms of traits, behaviors, influence, interaction patterns, role relationships, and occupation of an administrative position (Yukl, 2002;2). There is no consistency on the definition of leadership in literature because researchers define it according to their individual perspectives and the aspects of the phenomenon of most interest to them. After a comprehensive literature review, Stogdill (1974;259) concluded that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept", which supports the previous statement. Different research disciplines revealed different taxonomies. So, there has been astonishing number of taxonomies on leadership behavior (see Yukl, 2002; Yukl et al., 2002; Bass, 1990; Dienesch and Liden, 1986). While so many leadership behavior description and taxonomies have been found in the literature (Lindel and Rosenqvist, 1992; Quinn, Faerman, Thompson and McGratth, 1996; Hooijberg and Choi, 2000;), Yukl's Leadership Behavior Taxonomy (LBT) model is brought in the forefront (Strang, 2007). Yukl (2002) proposed a three-dimensional leadership behavior model by adding "change-oriented leadership" to "task-oriented leadership" and "relationship-oriented leadership" which were generally proposed by behavioral leadership schools.

Change-oriented Leadership: Change-oriented leadership is directed towards making strategic decisions, adapting to surrounding change, increasing flexibility and innovation, making drastic changes and innovations in products, services, and processes, and covers the following behavior sets (1) intervention to organization culture (2) formation of vision, (3) implementation of changes, (4) boosting innovation and learning (Yukl, 2002).

Task-oriented Leadership: Task-oriented leadership is related to the behaviors shown in order to effectively use human resources and material, and enable secure and orderly performance of operations. Yukl (2002) states that with task-oriented leadership gives rise to certain (1) planning, (2) clarifying and (3) monitoring behaviors.

Relationship-oriented Leadership: Relationship-oriented leadership is related to the development of behaviors which foster relationships between people, increase teamwork, boost job satisfaction of subordinates, and ensure integration with the organization and (1) supporting, (2) developing, and (3) recognizing behaviors form the basis of relationship-oriented leadership (Yukl, 2002).

c.Innovativeness

The role of innovativeness in the process of entrepreneurship was first considered by Schumpeter (1934). Schumpeter (1934) calls it creative destruction when new wealth is created as a result of the destruction of current market structures with the launch of new products or services which lead the current company to form or develop into new companies. The main action in this process, namely entrepreneurship, signifies the competitive entry into market of innovative "new combinations" which ensure a dynamic evolution in economy (Schumpeter, 1934). Therefore, innovativeness is on the foreground as an important element which is employed in defining entrepreneurship (Lumpkin ve Dess, 1996).

Innovativeness reflects the tendency of a firm to engage in and support new ideas, novelty, experiments, and creative processes which may result in new products, services and technological processes (Lumpkin ve Dess, 1996). The firm may incorporate innovation in a continuum of activities from launching a new product line to wishing to experiment with a new advertising method or wishing to become pioneers in developing new products and technology (Lumpkin ve Dess, 1996).

As Andersen (2001) indicates, organization performance depends on the firm's self-appraisal in terms of profitability and growth relative to its competitors (Dess and Robinson, 1984) and the level of innovation in the

organization. Innovation means being the first or early user of a system, tool, process, product or service, which is vital for companies that would like to survive in a medium of increased competition (Price, 1972; Damanpour, 1991; Scott ve Bruce, 1994).

d.Development of Hypotheses

It is inevitable that a competitive culture should be built in an organization where competition in the market increased, customer expectations escalated, and restricted time is left to provide new products of services. In this ever changing and renewing environment, managers have become responsible for fostering organizational learning, developing entrepreneurial activities, and implementing strategies that take into account both competitors and customers. Leaders play a primary role in fostering the innovative potential of an organization by deciding on successful creation of knowledge and putting it into implementation, and by promoting the suitable medium for it (Kanter, 1983; Van de Ven, 1993). Especially change-oriented leaders encourage learning in an enterprise by communicating with their employees showing that they care about them, by providing role models with their behaviors, by forming a vision to which people will commit themselves, and by rewarding achievements (Schein, 1992).

As indicated in the literature, organizational citizenship behavior means that an employee goes beyond the formative rules of the organization and performs more than required from him. Also among its constitutive elements is offering creative ideas for development and advancement. It should be noted that contribution to making decisions in an organization will lead to sharing of ideas which will contribute to the emergence of new ideas and their implementation will lead to innovativeness. If leaders support employees in a workplace where they contribute more than required from them, their innovative ideas flourish and increase. Simply telling the employee to use new technology will not guarantee an automatic change in employee behavior (Lily and Durr, 2012), employees with a positive attitude toward new technology were more likely to have higher levels of both the civic virtue and loyalty dimensions of organizational citizenship behavior (Lily and Durr, 2012), employees engage in higher levels of OCB when the supervisor exhibits high levels of leadership behavior and lower levels of OCB when the supervisor exhibits low levels of leadership behavior regardless of whether that leader behavior is relationship- oriented or task- oriented (Lily, 2015). So it is expected that employees performing organizational citizenship behaviors will prone to contribute more into the innovativeness of the organization if they are supported by leadership behavior.

Accordingly, the following hypotheses are stipulated with the thesis that leadership styles could affect organizational citizenship behavior and increase innovation performance in companies:

$H1_a$: *Change oriented leadership mediates the effect of altruism on innovativeness*
$H1_b$: *Change oriented leadership mediates the effect of civic virtue on innovativeness*
$H1_c$: *Change oriented leadership mediates the effect of conscientiousness on innovativeness*
$H1_d$: *Change oriented leadership mediates the effect of sportsmanship on innovativeness*
$H1_e$: *Change oriented leadership mediates the effect of courtesy on innovativeness*

$H2_a$: *Task oriented leadership mediates the effect of altruism on innovativeness*
$H2_b$: *Task oriented leadership mediates the effect of civic virtue on innovativeness*
$H2_c$: *Task oriented leadership mediates the effect of conscientiousness on innovativeness*
$H2_d$: *Task oriented leadership mediates the effect of sportsmanship on innovativeness*
$H2_e$: *Task oriented leadership mediates the effect of courtesy on innovativeness*

$H3_a$: *Relation oriented leadership mediates the effect of altruism on innovativeness*
$H3_b$: *Relation oriented leadership mediates the effect of civic virtue on innovativeness*
$H3_c$: *Relation oriented leadership mediates the effect of conscientiousness on innovativeness*
$H3_d$: *Relation oriented leadership mediates the effect of sportsmanship on innovativeness*
$H3_e$: *Relation oriented leadership mediates the effect of courtesy on innovativeness*

3.DATA AND METHODOLOGY

3.1. Research Goal

In this survey we aim to identify the mediating effect of leadership style on the relationship between organizational citizenship behavior and innovativeness. The relationships among the three dimensions of leadership behavior-*change oriented leadership, task oriented leadership, relation oriented leadership-*, five dimensions of organizational citizenship behavior (OCV)- *altruism, courtesy, civic virtue, conscientiousness, sportsmanship-*, and innovativeness have been examined in details. To test the propositions, a field survey using questionnaires was conducted.

3.2.Sample and Data Collection

The survey of this study is conducted on 1041 employees of 237 firms operating in service industry in Turkey. 243 questionnaires obtained from 15 firms are eliminated because they did not meet the requirements. Data obtained from those 798 questionnaires of 222 firms were analyzed through the SPSS statistical packet program and proposed relations were tested through hierarchical regression analysis.

3.3.Measures

Five dimension scale, developed by Niehoff and Moorman (1993) was used to measure organizational citizenship behavior (OCB). It includes 4 items for each dimensions-*altruism, courtesy, civic virtue, conscientiousness, sportsmanship.* However 1 item of *civic virtue* with low factor loading was eliminated, and remaining 3 items of *civic virtue* and the 4 items of *altruism* share the same factor in the process of the exploratory factor analysis. Remaining 19 items were loaded on four different factors (*altruism-civic virtue, courtesy, conscientiousness, sportsmanship*) without any cross-loadings. Three-dimension-leadership behavior scale developed by Yukl (2002) was used to measure leadership style. Although 33 items -13 items for change oriented leadership (COL), 10 items for task oriented leadership (TOL), and 10 items for relation oriented leadership (ROL)- were used in scale, 2 items of ROL are eliminated because they do not load to any extracted factor. Innovativeness was measured by 8 item scale adopted from Prajogo and Sohol (2006). Remaining 39 items were loaded on four different factors (*change oriented leadership, task oriented leadership, relation oriented leadership, innovativeness*) without any cross-loadings.

4. ANALYSIS AND RESULTS

Overall, 58 items using 5 likert-type scale are used to measure four dimensions of OCB- *altruism-civic virtue, courtesy, conscientiousness, sportsmanship;* three dimensions of leadership behavior (*change oriented leadership, task oriented leadership, relation oriented leadership),* and innovativeness. Those items with factor loadings were depicted on the Appendix 1. Also as it has been seen on the Appendix 2, the Cronbach's Alpha values for each factors exceeds 0,70, which indicates the reliability of scales used in that survey.
In this study, hierarchical regression analysis were also conducted to test the hypotheses and to define the direction of relations. When we examined the Appendix 3, it can be seen that four dimensions of OCB and three leadership styles have significant effect on innovativeness.

According to the Appendix 3, four dimensions of OCB (**β**=,166; p= ,000 for *altruism-civic virtue;* **β**=,137; p= ,001 for *conscientiousness;* **β**=,093; p= ,017 *for sportsmanship;* **β**=,069; p= ,050 for *courtesy)* have significant relationships to innovativeness. As depicted on regression model 2A, although three dimensions of OCB (**β**=,239; p= ,000 for *conscientiousness;* **β**=,117; p= ,003 for *sportsmanship;* **β**=,072; p= ,041 for *courtesy*) have significant effects on change oriented leadership, *altruism-civic virtue* does not have (**β**=,003; p= ,951). According to Regression model 3A, there is significant relationship between change oriented leadership and innovativeness (**β**=,434; p= ,000).
However when change oriented leadership has been included in regression analysis with the dimensions of OCB (*altruism-civic virtue, courtesy, conscientiousness, sportsmanship*) as independent variables, the significant effects of *conscientiousness* (**β**=,046; p= ,242) *sportsmanship* (**β**=,048; p= ,183), c*ourtesy* (**β**=,041; p= ,200) on

innovativeness have disappeared.   So, hierarchical regression analysis results support $H1_c$, $H1_d$, and $H1_e$ hypotheses. However $H1_a$ and $H1_b$ hypotheses are not supported.

Regression models 2B and 2C indicate same two dimensions of OCB- conscientiousness and *sportsmanship* have significant effects on task oriented leadership (β=,202; p= ,000 for conscientiousness; β=,130; p= ,001 for *sportsmanship*), and relation oriented leadership (β=,223; p= ,000 for conscientiousness; β=,095; p= ,017 for *sportsmanship*). The other two dimensions of OCB - *altruism-civic virtue and courtesy* do not have statistically significant relations to neither task oriented leadership (β=,001; p= ,989 for *altruism-civic virtue*; β=-,043; p= ,221 for *courtesy*) nor relation oriented leadership (β=-,043; p= ,308 for *altruism-civic virtue*; β=-,007; p= ,848 for *courtesy*). According to Regression models 3B and 3C, task oriented leadership (β=,363; p= ,000) and relation oriented leadership (β=,353; p= ,000) have significant impact on innovativeness. However when task oriented leadership and relation oriented leadership have been included in regression analysis with the dimensions of OCB (altruism-civic virtue, courtesy, conscientiousness, sportsmanship) as independent variables, as depicted on Regression models 4B and 4C, the significant effects of conscientiousness (β=,074; p= ,062 for task oriented leadership; β=,068; p= ,087 for relation oriented leadership) and *sportsmanship* (β=,053; p= ,159 for task oriented leadership; β=,064; p= ,088 for relation oriented leadership) on innovativeness have disappeared. So, hierarchical regression analysis results support $H2_c$, $H2_d$, $H3_c$, $H3_d$, hypotheses, while do not support $H2_a$, $H2_b$, $H2_e$, $H3_a$, $H3_b$, and $H3_e$. In accordance with the regression analyses results, research model is being shaped as it has been shown at Appendix 4 attached.

5.   CONCLUSION

Our survey results revealed that change oriented leadership has a mediating effect on the organizational citizenship and innovativeness relationship, which has not been examined till this survey. Literature also supports the findings of this survey. Liden and Graen (1980) state that employees who have high-quality exchange relationships with their leader or managers endeavor to contribute to the organization more than required from them. Therefore, leaders who establish high-quality communication with their employees and develop a good vision to which the employees could commit themselves can both increase the employees' commitment and foster organizational performance, as employees will contribute more than required from them. With the behavior of "increasing innovation and learning" (Yukl, 2002), which is the most crucial part of change-oriented leadership, leaders decide upon successful creation and implementation of knowledge and encourage suitable environment for this. Thus they play a significant role in the shaping of innovative potential of the organization (Kanter, 1983; Ven de Van, 1993) and make a positive contribution to innovation performance. Change-oriented leaders reconcile organizational values with employees' individual values by forming a shared vision, and they encourage learning-oriented behaviors by creating convenient environment for fostering innovation and learning. Thus they increase even employees' contribution to the organization. Change-oriented leaders show behaviors that lead to develop strategic decisions, are attuned to change in the environment, and make great changes and innovations in product-services or processes (Yukl, 2002). In addition, such leaders add to innovativeness and innovation performance by ensuring that the information they obtained from rivals and customers are constantly disseminated, used and proactively investigated and recreated in the organization. In other words, change oriented leaders increase the innovativeness by creating available environment for employees. In that available environment, employees will be more willing to contribute to the organization beyond the required, which will affect the innovativeness of a organization in a positive way. Employees who work in an environment where the managers reward novelties and new ideas and reconcile employee's goals with that of the organization will be more eager to learn, take risks, experiment with new ideas, use their initiative in relations with the customers, which will increase the innovativeness in the organizations.

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APPENDICES

Appendix 1
Factor Analysis Results

Independent Variables	Altruism-Civic Virtue	Conscientiousness	Sportsmanship	Courtesy
Help others who have heavy work loads	,812			
Willingly give of my time to help others who have work related problems	,791			
Help others who have been absent	,733			
Help orient new people even though it is not required	,725			
Attend and participate in meetings regarding the organization	,670			
Keep abstract of change in organization	,582			
Attend functions that are not required, but that help the company image	,554			
I am always punctual		,810		
Do not take extra breaks		,755		
Never take long lunches or breaks		,726		
Obey company rules, regulations and procedures even when no one is watching		,643		
Consume a lot of time complaining about trivial matters (R)			,799	
Constantly talk about wanting to quit my job (R)			,781	
Make problems bigger than they are (R)			,765	
Always focus on what's wrong with my situation, rather than the positive side of it (R)			,686	
Inform my executive before taking any important actions				,789
Consults with my subordinates or other individuals who might be affected by my actions or decision				,771
Do not abuse the right of others				,759
Take steps to prevent problems with others				,739
Total Explained Variance %60,505				

Appendix 1 ctd.

Depended Variables	Change-Oriented Leadership	Task-Oriented Leadership	Relation-Oriented Leadership	Innovativeness
Encourages and facilitates innovation and entrepreneurship by others	,752			
Develops innovative new strategies linked to core competencies	,748			
Empowers people to implements new strategies	,737			
Experiments with new approaches	,735			
Forms task forces to guide implementation of change	,732			
Makes symbolic changes that are consistent with a new vision or strategy	,728			
Builds a coalition of key people to get change approved	,713			
Envisions exciting new possibilities for the organization	,708			
Encourages people to view problems or opportunities in a different way	,678			
Encourages and facilitate learning by individuals and teams	,651			
Announces and celebrates progress in implementing change	,646			
Interprets events to explains the urgent need for change	,639			
Studies competitor and outsiders to get ideas for improvements	,560			
Directs and coordinates the activities of unit		,725		
Assigns work to groups or individuals		,721		
Explains rules, policies, and standard operating process		,697		
Monitors operations and performance		,688		
Clarifies role expectations and task objectives		,667		
Organizes work activities to improve efficiency		,623		
Plans short term operations		,603		
Resolves immediate problems that would disrupt the work		,564		
Emphasizes the importance of efficiency, productivity, and quality		,552		
Sets high standards for unit performance		,509		
Recognizes contributions and accomplishments			,687	
Socializes with people to build relationships			,681	
Consults with people on decision affecting them			,667	
Keeps people informed about actions affecting them			,638	
Provides support and encouragement			,636	
Expresses confidence that people can attain challenging objectives			,624	
Helps to resolve conflicts			,582	
Provides coaching and mentoring			,552	
Implementation speed of novel technologies in new products and other processes				,882
Technological innovativeness in new products and processes				,874
Change in technology, techniques and processes				,862
The number of new products and services in last 5 years				,826
The number of new products introduction				,818
The level of technological competitiveness				,800
Executives' attention into the R&D, technological leadership, and innovativeness				,755
The number of radical changes in product and service lines in last 5 years				,717

Total Explained Variance %65,854

Appendix 2
Cronbach Alpha Values and Source of Scales

Concepts	Number of Items	Scale Format	Cronbach Alpha	Scale Sources
Altruism-Civic Virtue	7	LRF	0,861	Niehoff and Moorman (1993) Podsakoff and Mackenzie (1989)
Conscientiousness	4	LRF	0,794	Niehoff and Moorman (1993)
Sportsmanship	4	LRF	0,810	Niehoff and Moorman (1993)
Courtesy	4	LRF	0,776	Niehoff and Moorman (1993)
Change-Oriented Leadership	13	LRF	0,958	Yukl (2002)
Task-Oriented Leadership	10	LRF	0,912	Yukl (2002)
Relation-Oriented Leadership	8	LRF	0,931	Yukl (2002)
Innovativeness	8	LRF	0,941	Prajogo and Sohol (2006)

Notes: a LRF - Likert Response Format (Five point: 1=strongly disagree to 5=strongly agree)

Appendix 3
Regression Analysis Results on the Mediator Effect of Leadership Styles on Organizational Citizenship and Innovativeness Relationship

Regression Model	Independent Variables	Depended Variables	Standardized β	Sig.	Adjusted R^2	F Value	Model Sig.
1	Altruism-Civic Virtue	Innovativeness	,166***	,000	,092	21,133	,000
	Conscientiousness		,137***	,001			
	Sportsmanship		,093*	,017			
	Courtesy		,069*	,050			
2A	Altruism-Civic Virtue	Change Oriented Leadership	,003	,951	,086	19,821	,000
	Conscientiousness		,239***	,000			
	Sportsmanship		,117**	,003			
	Courtesy		,072*	,041			
2B	Altruism-Civic Virtue	Task-Oriented Leadership	,001	,989	,084	19,153	,000
	Conscientiousness		,202***	,000			
	Sportsmanship		,130***	,001			
	Courtesy		-,043	,221			
2C	Altruism-Civic Virtue	Relation-Oriented Leadership	-,043	,308	,062	,14,067	,000
	Conscientiousness		,223***	,000			
	Sportsmanship		,095*	,017			
	Courtesy		-,007	,848			
3A	Change-Oriented Leadership	Innovativeness	,434***	,000	,187	184,150	,000
3B	Task-Oriented Leadership	Innovativeness	,363***	,000	,131	120,697	,000
3C	Relation -Oriented Leadership	Innovativeness	,353***	,000	,123	112,856	,000
4A	Altruism-Civic Virtue	Innovativeness	,165***	,000	,226	47,501	,000
	Conscientiousness		,046	,242			
	Sportsmanship		,048	,183			
	Courtesy		,041	,200			
	Change-Oriented Leadership		,385***	,000			
4B	Altruism-Civic Virtue	Innovativeness	,166***	,000	,180	35,960	,000
	Conscientiousness		,074	,062			
	Sportsmanship		,053	,159			
	Courtesy		,083*	,013			
	Task-Oriented Leadership		312***	,000			
4C	Altruism-Civic Virtue	Innovativeness	,179***	,000	,180	35,938	,000
	Conscientiousness		,068	,087			
	Sportsmanship		,064	,088			
	Courtesy		,070*	,034			
	Relation-Oriented Leadership		,308***	,000			

Appendix 4.
Final Research Model