

The Influence of Transformational Leadership, Organizational Culture, and Organizational Citizenship Behavior on Job Performance

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Abstract - This study aimed to study: 1) the influence of transformational leadership, organizational culture, and organizational citizenship behavior on job performance and 2) develop the model and test by using structural equation modelling. The samples were 560 staffs of seven higher education institutions in the North-Eastern. The instrument was questionnaire. Data were analyzed by descriptive statistics and structural equation modelling (SEM). The result indicated a high average mean in each component, were inspirational leadership, adaptation culture, sportsmanship and quality. Organizational culture had mostly direct effect organizational citizenship behavior and job performance respectively. While transformational leadership had direct effect organizational citizenship behavior. Meanwhile organizational culture had mostly total effect job performance through organizational citizenship behavior, and transformational leadership had total effect job performance through organizational citizenship behavior. Furthermore job performance had relationship among transformational leadership, organizational culture and organizational citizenship behavior at 86.0 %.

Keywords - Transformational Leadership, OCB, Organizational Culture, Job Performance, SEM

I. INTRODUCTION

Contemporary studies of organizational citizenship behaviour (OCB) are recognized as essential for modern organizations. Many studies indicated that organizations with more emphasis on the OCB are healthier and more successful [1]. Much literature examines the relationship between transformational leadership and organizational performance [2]. Meta-analysis results showed a positive relationship between transformational leadership and organizational performance [3]. The inconsistency of past research results states there is a positive and significant relationship between transformational leadership and performance [4]. The results also showed that employees, who act beyond their job duties and exert OCB, belong to high productivity workgroup and enterprise with excellent quality in comparison to employees with low level of OCB [5-6].

Transformational leadership is a paradigm of leadership in organizational psychology and has been the subject of extensive research throughout the world [7]. If today's organizations are not able to adapt to environmental changes, they will be quickly out of the competition taking place between competitors. Therefore, in such situation organizations need leaders who transform them into organizations with higher ability to grow and survive [8]. Indeed, domination of the transformed situation on today's organization, increasing competition and necessity of efficiency reveal the

requirement of a worthwhile generation of employees which are remembered as organizational soldiers [7]. Organizational culture is the values, principles, traditions, and ways of working that are shared by the members of the organization and influences the way the members act [9]. The benefits of implement good organizational culture is that it can improve the spirit of mutual cooperation, increase togetherness and openness, build better communication, improve labor productivity, increase responsiveness to developments of the world, and so forth, most of which are part of OCB [10].

OCB in the organization context according to Organ [11] is a behavior with dictionair character which is indirectly or explicitly not admitted by formal reward and aggregately increases the efficiency of the organizational function or organizational activities. An employee with good job performance (OCB) will have high expectation to reach high achievement, under the assumption that organization management could give attention to the important factors to form job performance either or job satisfaction, working environment, organizational commitment or employees' OCB. As stated by Luthans [12] that organization citizenship behavior positively correlated with high expectation, individual performance, group performance and organizational performance. Similarly, the results of Boerner, Eisenbeiss, Griesser [8] states that OCB affects the performance of employees. Performance is defined as the result of someone who has achieved the ability he already has on certain conditions. Thus the performance is the result of the relationship between effort, ability, and perceptual tasks that have been imposed [13].

II. LITERATURE REVIEW

A. Transformational Leadership (TL)

There are many theories of leadership, but TL has been most broadly area of research in last three decades. Bass (1985) did lot of work on TL and developed it and popularized this theory and found that leadership had four dimensions, namely intellectual stimulation,

idealized influence, individualized consideration and inspirational motivation. Idealized influence refers to the extent to which a leader is engaging in promoting the follower to generate trust and follow the leader. Inspirational motivation characterizes the extent to which a leader presents a vision to motivate followers. Thirdly, intellectual stimulation characterizes the extent to which a leader encourages followers to innovate and challenge themselves. Finally, individual consideration characterizes the extent to which the leader cares about the followers' individual needs. Furthermore, transformational leadership is closely positive relationship related to OCB [8, 15].

B. Organizational Culture (CULTURE)

In each organization, there are values, symbols and myth that steadily change. These common values, as the origin of movement and dynamism, show how the personnel understand and react to their environment [9]. Organizational culture is a special pattern of assumptions, values, and norms that shape the activities, language, symbols, and events of employees' socialization in the company [16]. Organizational culture is described by Robbins and Coulter (2005) as the shared values, beliefs, or perceptions held by the employees within an organization or unit, composed of four dimensions, namely adaptation culture, achievement culture, bureau culture, and clan culture [9]. Organizational culture reflects the values, beliefs and behavioral norms used by employees in an organization to give meaning to the situations they encounter, it can influence the attitudes and behavior of the staff. Organizational culture is the values, principles, traditional, and ways of working that are shared by the members of the organization and influences the way the members act. According to organizational culture is a set of feelings and perceptions of the various workers who may change from time to time and from one worker to another worker [17]. Meanwhile, organizational culture is the assumption that is shared in such a closed way and held by a group that determines how it is perceived and reacts to diverse environment.

In most organizations, the values and practices that are shared have been growing rapidly along with the times and really influence how an organization run [18]. Organizational culture that is able to bring its members to improve performance in the achievement of organizational goals is not easy to build. This is because basically humans have different behavioral characteristics in accordance with the level of their needs. Cultural organization has a goal to change attitudes and behavior of human resources in order to increase labor productivity to face many challenges in the future [9].

C. Organizational Citizenship Behavior (OCB)

OCB has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognised or rewarded by the company, through salary increments or promotions for example OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must promote the effective functioning of the organization [19]. He defined OCB are behavior of a discretionary nature that are not part of employees' formal requirements, but nevertheless promote the effective functioning of the organization. He found that OCB have five dimensions, namely;

1) **Altruism** - Discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem.

2) **Conscientiousness** - Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.

3) **Sportsmanship** - Willingness of the employee to tolerate less than ideal circumstances without complaining to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes".

4) **Courtesy** - Discretionary behaviors on the part of an individual aimed at preventing work - related problems with others from occurring.

5) **Civic Virtue** - Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the organization. [19].

D. Job Performance (PERF)

Seymour (1991) defines performance as the actions done in completing tasks that can be measured. Performance means results achieved by one's effort with his / her ability in certain circumstances. Thus performance is result of relationship between effort, ability, and perceptual tasks charged [20]. Griffith states performance is one of total collection of work within worker [21]. Performance is quality and quantity results of work that achieved an employee in carrying out their duties in accordance with responsibilities assigned to him. Employee performance is a part of behavior of employee to reach the organizational purpose [22].

Based on the description, the hypothesis proposed is as follows: performance and organizational performance. Some study results found a relationship between OCB with such performance. They found that individual OCB level will have positive and significant effect on employee performance. Likewise, Chiang Hsieh (2012) states that OCB affects on employee performance [23].

Dharma (1991) provides a benchmark against performance, which consists of three components: 1) quantity, amount that must be completed, 2) quality, the output quality, and 3) goal, conformity with a predetermined time [24].

III. OBJECTIVES

1. To study the status and the influence of organizational culture, transformational leadership, organizational citizenship behavior on job performance.
2. To develop the model and test by using structural equation modelling.

IV. CONCEPTUAL FRAMEWORK

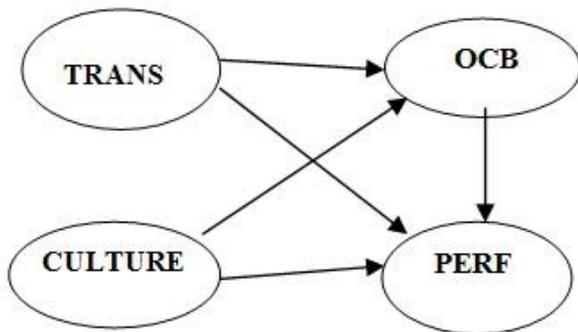


Fig. 1 Hypothetical Model

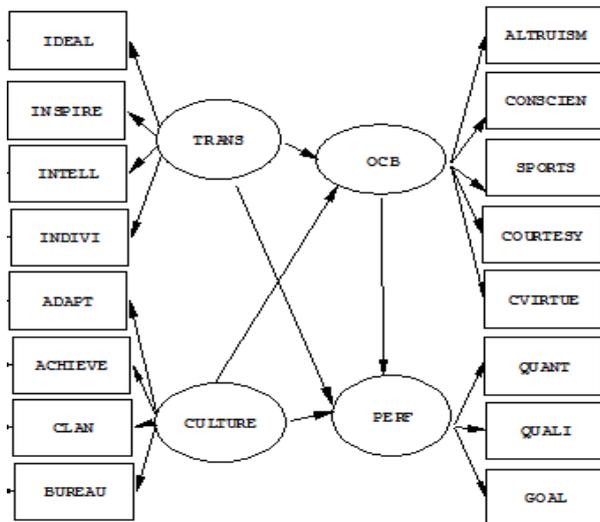


Fig. 2 Conceptual Model

V. HYPOTHESES

- H₁: TRANS has positive influence on OCB
- H₂: TRANS has positive influence on PERF
- H₃: CULTURE has positive influence on OCB
- H₄: CULTURE has positive influence on PERF

H₅: OCB has positive influence on PERF

VI. RESEARCH METHODOLOGY

Based on research objectives, it is an explanatory research, is used to test hypothesis between hypothesized variables. The samples were 560 staffs of seven higher education institutions in the North-Eastern of Thailand. Each institution collected 80 staffs by using random sampling. They are North Eastern university, Suranaree University of Technology, Nakhon Ratchasima Rajabhat University, Ubon Ratchathani University, Vongchavalitkul University, Surindra Rajabhat University and Nakhonratchasima College.

A. Research Instrument

In this study, OCB mediates effect of transformational leadership, organizational culture on job performance. The instrument was questionnaire. Data were analyzed by descriptive statistics and structural equation modelling (SEM).

VII. RESULTS AND DISCUSSION

Transformational leadership observed in this study was formed by four indicators. It can be seen from the results of confirmatory factor analysis, namely: intellectual stimulation with a value of loading factor of 0.877, idealized influence (0.619), individualized consideration (0.669), and inspirational motivation (0.611).

Results of the analysis of organizational culture variables factors formed by four indicators, the results of confirmatory factor analysis, namely: achievement culture with a value of loading factor of 0.807, bureau culture (0.669), adaptation culture (0.635), and clan culture (0.629).

Results of confirmatory factor analysis, of OCB was formed by five indicators, namely: sportsmanship with a value of loading factor of 0.798, conscientiousness (0.722), altruism (0.662), civic virtue (0.660), and courtesy (0.635).

Each employee who works in an organization would want to be successful in the work. The results of confirmatory factor analysis of job performance were quality with a value of loading factor of 0.813, organizational goal (0.751), and quantity amounted (0.703).

Based on the model test results for all study variables by using SEM, the results of SEM showed that the data was normally distributed (Fig. 3). After adjusted model, the good fit model test results demonstrate the chi-square value of 110.63, degree of freedom at 86, p-value at 0.09, GFI = 0.96, AGFI = 0.93, CFI = 0.97, RMSEA = 0.03 and Critical N = 307.44 (Table I).

Moreover based on table II, transformational leadership has a direct and positive influence on OCB (0.27), on job performance (0.01). Organizational culture has a direct and positive influence on OCB (0.45), on job performance (0.36). Organizational culture had mostly direct effect OCB and job performance respectively. While organizational culture had mostly total effect job performance through OCB. In addition job performance had relationship among transformational leadership, organizational culture and OCB.

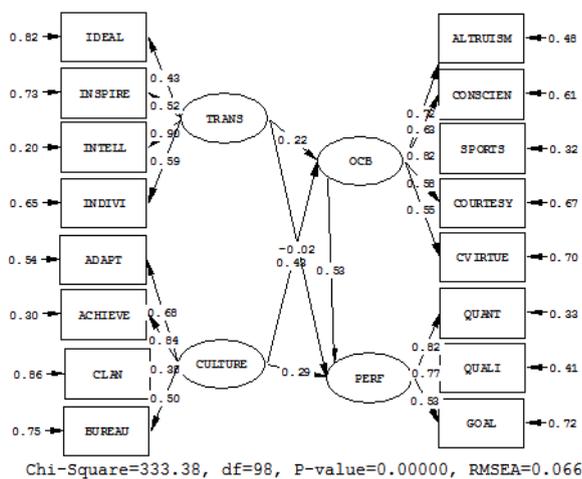


Fig. 3 Structural Equation Model

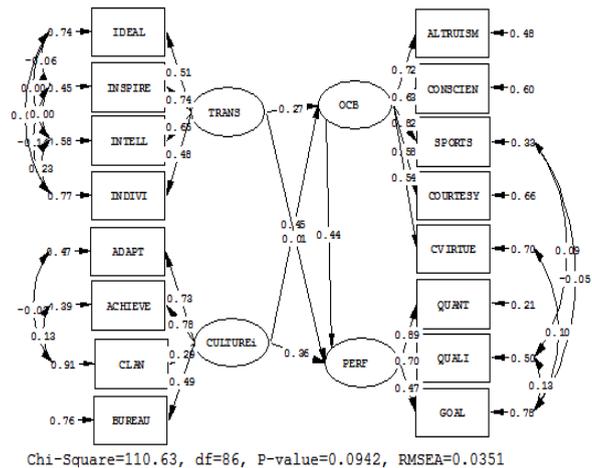


Fig. 4 Adjusted Structural Equation Model

TABLE I
MODEL FIT TESTING

Model fit criteria	Value	Acceptable Level Value
Chi-Square	110.63	-
Degree of freedom (df)	86	-
Chi-Square/df	1.28	< 2.0
p-value	0.09	> .05
GFI	0.96	>.09
AGFI	0.93	>.90
CFI	0.97	>.90
RMSEA	0.03	<.05
Critical N	307.44	>200

TABLE II
COEFFICIENT'S DIRECT EFFECT, INDIRECT EFFECT, AND TOTAL EFFECT

	EFFECT	TRANS	CULTURE	OCB
OCB	DI	0.27	0.45	N/A
	IND	0.00	0.00	N/A
	TE	0.27	0.45	N/A
PERF	DI	0.01	0.36	0.44
	IND	0.71	0.89	-
	TE	0.72	1.25	0.44

VIII. CONCLUSION

The results of this study revealed a high average mean in each component were inspirational leadership, adaptation culture, sportsmanship and quality. Transformational leadership had direct and positive effect on OCB and job performance, meanwhile organizational culture had direct and positive effect on OCB and job performance. Hence transformational leadership and organizational

culture had indirect and positive effect on OCB and job performance. Data analysis were in conformity with all the hypotheses. Hence organizational culture had mostly total effect job performance through OCB.

Moreover job performance had relationship among transformational leadership, organizational culture and OCB at 86.0%. With this result, then OCB is a mediating variable that will effectively help to improve the performance of employees in higher education institutions in the North - Eastern of Thailand.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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