

The Effect of Transformational Leadership on Organizational Citizenship Behavior: The mediating performance of Organizational Commitment

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Abstract

Every organization wants to have employees who are willing to work beyond what is stated in the job description because this can increase company productivity. This research will explore the impact of transformational leadership and commitment factors on employee desires in working beyond his job description (OCB). This research utilized explanatory approach with a total sample of 115 respondents which is determined by accidental sampling. Data of this study is analyzed using regression analysis. The results showed that transformational leadership and commitment affect organizational citizenship behavior. The study also indicates that organizational commitment significantly mediates transformational leadership towards organizational citizenship behavior.

Keywords: Transformational leadership, Organizational commitment, Organizational Citizenship Behavior.

Introduction

Higher education is the main pillar that serves as a buffer of quality human resources (HR) and competitive advantage of a nation. An important element in higher education institution is the lecturer. The performance of lecturers from higher education institution is not only required to carry out their main duty (tri dharma: Teaching, Research and community service) but they should do extra work to improve institution performance. It is very important for higher education institution because it contributes positively to the performance of an institution. Through organizational citizenship behavior, lecturers are expected to understand the existence of the organization with all its limitations and willingly have a commitment to the effectiveness of organizational functions. When the organization is faced with a variety of situations that are less conducive and the quality of work life decreases, extra-role behavior (OCB) behavior needs to be supported. If the organization has people who have high OCB, it can be expected that the organization will be able to face challenges that arise from environmental changes, both internal and external (Permatasari, Galib, 2017) Various factors influence OCB, one of them is transformational leadership (Huang, 2012; Podsakoff, 2000.) Transformational leadership is marked through the capability of the leaders to create changes in employees' behavior. Leaders who give examples to do OCB, will motivate their subordinates to do OCB (Muawanah, Luddin, Purnawa, 2019).

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In addition to leadership, commitment will also increase OCB. Organizational commitment is the loyalty and identification of individuals towards the organization (Navid, 2013). Abid and Farooki (2016) stated that an increase in organizational commitment led to an increase in OCB.

Based on the elaboration of the above problems and based on previous research and limited research on OCB in Indonesian higher education, researchers are interested and need to know more about the Mediation Effects of Organizational Commitment in the relationship of Transformational Leadership and Organizational Citizenship Behavior at private university in Bandung, Indonesia.

Literature review

The influence of Transformational Leadership on Organizational Citizenship Behavior.

Robbins and Judge (2013) define that OCB is a behavioral choice that does not part of an employee's formal job, but supports the functioning of the organization effectively. OCB is individual behavior that promotes organizational success that is not directly connected to the organization's reward system, carrying out activities that are innovative and spontaneous afar from his/her job description. (Huang, 2012, Kumar et al, 2009)). Bass and Avolio (1999) posit that leaders who have a transformational leadership style will be able to stimulate and inspire their followers to achieve more results (Benyamin, 2006).

Transformational leadership is a pattern of leadership that can motivate employees to attain the objectives of the organization beyond their ideal values which is the foundation in building trust. Transformational leadership consists of four aspects which include: consecrate effect, stimulating motivation, intelligent inspiration, and individualized consideration (Robbin and Judge, 2013; Sopiah 2008).

Various studies have shown that transformational leadership influence and organizational citizenship behavior (Cho and Dansereau, 2010; Humprey, 2012, Hutapea, 2019)

The influence of Commitment on Organizational Citizenship Behavior

Another factor that triggers OCB is organizational commitment. Porter (2008) proposes that organizational commitment is the readiness of a worker to deal with work and accept organizational goals. Given the important role of lecturers in improving community progress, a lecturer must always have an organizational commitment to improve performance both in the field of learning and its role in society (Karniti and Tukijan, 2013). Organizational commitment is the loyalty and identification of individuals to the organization. Sesen (2012) asserts that when employees have high organizational commitment, they will automatically be willing to do OCB. Previous studies (Milwati, 2013, Rahayu 2017) found that organizational commitment has significant effect on OCB.

The mediating effect of organizational commitment on the relationship between transformational leadership and Organizational citizenship behavior.

Leaders have powerful capacity in increasing OCB achievement by increasing employee positive attitudes and organizational commitment (Milwati, 2013). Increased commitment, OCB and empowerment need to be supported by strong leadership in the organization. Awan and Mahmood (2010) prove that transformational leadership style creates influential change on organizational commitment. Transformational leadership, and organizational commitment also significantly influence the extra behavior (Boener 2007; Utomo, 2001).

Research Hypotheses

Based on literature review, hypotheses of the research are:

H1: Transformational leadership influences organizational commitment.

H2: Organizational commitment influences Organizational citizenship behavior.

H3: Transformational leadership influences organizational citizenship behavior.

H4: Organizational commitment mediated the relationship transformational leadership and organizational citizenship behavior.

Research Method

This study is explanatory research with the objective of investigating the effect of Transformational Leadership, Organizational Commitment on Organizational Citizenship Behavior (OCB). The study was conducted at a private university in Bandung. The population of this study is the lecturers of a private university in Bandung. This study used survey method in collecting the information. The sample size of this study is 115 people which is determined by accidental sampling methods.

Measurement of the study is developed base on relevant previous research. The measurement of the study divided into two section: the first section is to find the information about respondents' profile and the other section about transformational leadership, commitment, and citizenship behavior.

Result and Discussion

Respondent profile

Table1. Demography profile

Gender	Female	47.7%	Male	52.3%						
Education	Magister	71.3%	Doctoral	28.7%						
Age	<30	8%	30-40	43%	41-50	30%	51-60	9.3%	>61	9.7%
Years of work	<5	30%	6-15	28%	16-25	23%	>25	19%		
Marital status	Married	81.3%	Single	19.7%						

Table 1 reveals the profile of the respondents. Based on the gender, 52.3 % of the respondent is male and the rest is female. Most of the respondents has magister education background (71.3%). The age of the respondent ranges from less than 30 years old to more than 61 years old. Most of the respondents at the age of 30 years to 50 years old (73%). Based on the length of working experience, most of the respondents has more than 5 years (61%), and more than 25 years (19%).

Hypotheses testing

Table 2 reveals that there is a significant relationship between transformational leadership and organizational citizenship behavior ($r = 0.0.294, p < 0.01$) and organizational commitment ($r = 0.712, p < 0.01$). This study also shows that organizational commitment influences organizational citizenship behavior ($r = 0.472, p < 0.01$). The result explains that H1, H2, H3 are accepted.

Table 2. Direct hypotheses testing

Hypotheses	R ²	Adjusted R ²	Standardized Beta	Results
1-TL to KO	0,787	0,712	0,589	Accepted
2-TL to OCB	0,503	0,472	0,107	Accepted
3-KO to OCB	0,345	0,294	0.159	Accepted

Based on the approach developed by Baron and Kenny (1986) in calculating the mediating role of a variable, Table 5 shows that the correlation of transformational leadership and organizational citizenship behavior is mediated through organizational commitment.

Thus, hypothesis 4 is accepted. From these results it can be indicated that organizational commitment may enhance the relationship between transformational leadership and organizational citizenship behavior.

Table3 Mediating variable hypothesis

Hypothesis	Model 1	Model 2	Result
4. Organizational commitment mediates the correlation between transformational leadership and organizational citizenship behaviour.			Accepted
R ²			
Adjusted R ²		.709	
Beta changed TL	.503	.667	
Beta changed OCB	.472	.094	
	.107	.211	

Discussion and Conclusion

The result of this study is in line with previous research which proved that transformational leadership increase organizational commitment (Permatasari, Galib, 2017. Hutapea, 2016). Lamidi (2009) has conducted research on employees of Muhamadiyah hospital. The research affirms that transformational leadership positively influences organizational commitment. Bushra, Usman, and Naveed (2011) explain that if managers support employees 'innovative thinking, spend more time training and teaching employees, consider employees' personal feelings before implementing a decision, and help employees develop their skills, these will increase employees' emotional attachment to their organization.

The study also confirms that organizational commitment effects organizational citizenship behavior. Organizational commitment injects feelings of loyalty, attachment, duty, devotion and a positive sense of security in employees (Liu, 2006). Organization strive to increase and sustain organizational commitment as it has positive impact upon employees work behavior (Cohen, 2007). Number of studies shows that organizational commitment is recognized as one of more consistent and stable determinants of organizational citizenship behavior (Meyer et al., 2002, Wesson, 2011, Saudi, 2014).

Transformational leadership also influences the organizational citizenship behavior of lecturers (Hutapea, 2016; Prasetyo, 2018) The effect of transformational leadership on organizational citizenship behavior and the role of organizational commitment as mediation on the relationship of transformational leadership is also evidenced in research. Various previous studies support the results of this study (Lian and Tui, 2012; Hutapea, 2016. Lamidi, 2008). If higher education institutions have lecturers who have high organizational citizenship behavior, higher education institutions will be more easily able to build synergy between members in the institution. Extra-role behavior allows the lecturer to have a role that exceeds the main task, among others, delivering services to students outside the teaching and learning process, motivating and helping colleagues, and having a feeling of pleasure in doing every task given by the organization.

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