

## ENSURING CITIZENSHIP CULTURE: A LONGITUDINAL STUDY OF TRANSFORMATIONAL LEADERSHIP (PENENTUAN BUDAYA KEWARGAAN: SATU KAJIAN LONGITUDINAL TERHADAP KEPIMPINAN TRANSFORMASIONAL)

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**Abstrak:** The purpose of this study is to examine the influence of transformational leadership on organizational citizenship behavior and organizational performance under the mediating role of psychological empowerment. This is a quantitative and longitudinal study in nature. The sample size is 450 employees working in call centers in Lahore and data were collected by questionnaire survey method. In time 1, 370 out of 450 data that are valid. In time 2, after 4 months once again data have been collected from the same respondents by applying simple random sampling. Confirmatory factor analysis (CFA) was carried out to check the validity and goodness of model fit. Further structure equation modeling (SEM) technique has been used through AMOS to test the hypotheses. Results of study signified that transformational leadership positively and significantly affect the organizational citizenship behavior and organizational performance. Findings also divulged that psychological empowerment partially and significantly mediates the relationship between transformational leadership, organization citizenship behavior and organizational performance. Results also enlightened that respondent's behavior towards understudy variables became stronger in time 2 as compared to time 1. More importantly results signified that transformational leadership plays significant role to develop citizenship behavior in employees and also constructive job related behaviors.

**Keyword:** Transformational leadership, psychological empowerment, organization citizenship behavior, organizational performance.

**Abstract:** Tujuan kajian ini adalah untuk mengkaji pengaruh kepimpinan transformasional terhadap tingkah laku kewargaan organisasi dan prestasi organisasi dalam konteks pemeraksanaan psikologi. Data kajian longitudinal ini diperoleh secara kuantitatif menerusi borang soal selidik yang melibatkan seramai 450 pekerja pusat panggilan di Lahore. Pada waktu 1, daripada keseluruhan data 450 responden yang terlibat, sebanyak 370 data yang diperoleh dapat diguna pakai. Pada waktu 2, data sekali lagi diperoleh daripada responden yang sama setelah empat bulan menerusi persampelan rawak mudah. Analisis Faktor Pengesahan (CFA) dijalankan untuk kesahan dan kesesuaian model. Model Persamaan Struktur (SEM) juga digunakan menerusi AMOS untuk menguji hipotesis. Dapatan kajian menunjukkan kepimpinan transformasional secara signifikan dan positifnya memberi kesan terhadap tingkah laku kewargaan organisasi dan prestasi organisasi. Hasil kajian juga mendapati pemeraksanaan psikologi turut mempengaruhi hubung kait antara kepimpinan transformasional, tingkah laku kewargaan organisasi dan prestasi organisasi. Dapatan kajian turut mendapati bahawa tingkah laku responden terhadap pemboleh ubah-pemboleh ubah yang dikaji lebih kukuh pada waktu 2 berbanding waktu 1. Keputusan kajian juga mendapati bahawa kepimpinan transformasional turut memberi peranan dalam membangunkan kewargaan dan tingkah laku dalam kalangan pekerja.

**Kata kunci:** Kepimpinan transformasional, pemeraksanaan psikologi, tingkah laku kewargaan organisasi, prestasi organisasi.

### Introduction

Leadership is key determinant of organizational effectiveness (Bass & Avolio, 1993; Ismail *et al.*, 2009) and due to global competitiveness to

accomplish organizational plans and objectives; patterns of leadership style of organizations have been moved from transactional to transformational. One of the latest approaches

emerged in this area is transformational leadership (Akbari *et al.*, 2013). Transformational leaders are trusted “role models” who encourage instead of stifle challenge and develop leaders throughout the organization (Bruce J Avolio, 2010). Furthermore, empowered employees do not hesitate to respond to the organization’s needs as Jha, (2014) argued that employees who are psychologically empowered feel good about the tasks they are doing and perceive them to be meaningful and challenging. In addition, organization citizenship behavior is concentrated on conducts beyond the expectancies but significant and essential for organizational persistence (Vigoda-Gadot, Beerli, Birman-Shemesh, & Somech, 2007) (Vigoda-Gadot *et al.*, 2007). It was argued that organization citizenship behavior in managerial literature is considered to be a firsthand concept and simultaneously old concept in humanitarian conducts (Vigoda-Gadot, 2006). Moreover, performance is remembered as a main issue in the practical space (Akbari *et al.*, 2013) and (Gupta, 2014) argued that effects of leadership on performance are significant to understand because leadership is considered by some researcher as basic driver of enriched organizational performance.

Organization citizenship behavior in its nature is exceptionally constructive and preferred (Gathungu *et al.*, 2015). Organization citizenship behavior has been less focused in Pakistan as it is considered to be comparatively first hand notion in institutional behaviors (Danish *et al.*, 2014) and argued that as smaller consideration is given towards leadership development particularly in Pakistan. Previous studies have enlightened that transformational leadership directly effects organization citizenship behavior and organizational performance, culture and vision. It was argued that there is direct association between transformational leadership and organization citizenship behavior (helping, virtue, altruism, courtesy and sportsmanship) (Gathungu *et al.*, 2015). Additionally, psychological empowerment has been slightly ignored by researcher. Most of research was done on structural empowerment, however this

study explored the other mediator psychological empowerment (Wong & Laschinger, 2013).

The purpose of this study is to elaborate the influence of transformational leadership on organization citizenship behavior and organization performance by concentrating on the mediating role of psychological empowerment.

## Literature review

### Transformational leadership and OCB

The empirical evidence (Chamariya *et al.*, 2015) facilitated significant effect of Transformational leadership on OCB. There was significant impact between transformational leadership styles on organizational citizenship behavior based on theoretical studies (Jha, 2014; Jung & Hong, 2008; Madhu & Krishnan, 2005; Vigoda-Gadot *et al.*, 2007). In addition, (Danish *et al.*, 2014) mentioned in their study that transformational leaders could motivate employees to play a part in organizational citizenship behavior. Future researchers can get better results by considering psychological empowerment as mediator in this study that was ignored by researcher. Moreover, transformational leadership directs and significant eventuality on organizational behavior citizenship that was identified by (Lee, Kim, & Kim, 2013) in empirical research on transformational leadership style to the organizational citizenship behavior. Other research conducted by (Madhu & Krishnan, 2005) three indicator of OCB stated: altruism, Conscientiousness and Courtesy increased by transformational leadership.

*H1: Transformational leadership has significant and positive association with organization citizenship behavior.*

### Transformational leadership and Organization performance

In a study by Elenkov (2002), relation between transformational leadership and organizational performance was revealed. Using the characteristics of transformational leadership; leaders directed their followers towards having

a performance more than expected (Humphreys & Einstein, 2003). Moreover, it stimulated the requisite and motivation of subordinates and create prominent changes in overall organizational level, group level and individual level performance (Simola *et al.*, 2012). Most of the research work done on health sector and academic sector while researcher slightly ignored the information technology sector that must be considered in today's competitive environment. Similarly, in a study by García-Morales *et al.* (2012), there was significant relationship between organization performance and transformational leadership style enlightened. Furthermore research enlightened positive relationship with transformational leadership components and organization performance (Akbari *et al.*, 2013). It plays crucial role in organizational performance since the individual can boost the organizational performance. They are also motivated by features of transformational leaders (Kukandeh & Del, 2015).

*H2: Transformational leadership is significantly and positively related with organizational performance.*

### **Mediating Role of Psychological Empowerment**

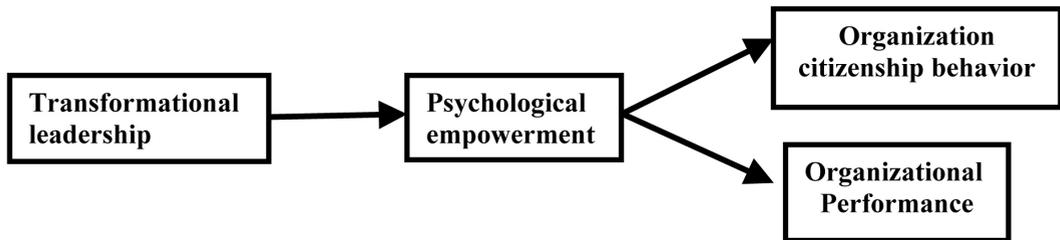
The empirical research proposed that significant positive eventuality of transformational leadership and psychological empowerment (Allameh *et al.*, 2012). Similarly one of the strong effect of transformational leadership was empowerment (Sima, 2010). Moreover, transformational leader features could impact on employee cognitive ability features like inspirational motivation and personal influence and intelligence stimulation that made employee to employee relation (Gumusluoglu & Ilsev, 2009). Similarly, (Khan, 2010) demonstrated positive relationship among constituents of both transformational leadership and psychological empowerment. Experimental studies described that transformational leadership considerably assists empowerment perceptions (Kurnaz & Arslan, 2011).

In a longitudinal study of Hassanzade & Abdolmajid (2010), it was indicated that transformational leadership positively and significantly affects the psychological empowerment. Moreover, it was argued by Bogler & Somech (2004) that teachers' opinions about their level of empowerment and OCB were considerably related. Furthermore, it has been indicated that psychological empowerment and OCB are positively associated (Ackfeldt & Coote, 2005). Trust and psychological empowerment (Wat & Shaffer, 2005) directly impacts all components of OCB. It is found in studies that psychological empowerment is also associated with organizational performance directly and indirectly. Another study conducted by Aryee & Chen (2006), showed that empowerment positively correlated with organizational commitment, job satisfaction and job performance. Similarly (Taktaz *et al.*, 2012) identified that psychological empowerment is the considerable aspect that affect the employee performance. Thus, it will ultimately impact the organizational performance. There is positive association (Yilmaz, 2015) between psychological empowerment and job performance of employee. Furthermore, it was summed up that impact and self-determination dimensions of empowerment impacts the employees' job performances. Oğuz (2010) concluded that teachers' OCB positively and significantly associated with transformational leadership. Similarly in a study (Rowold, 2011) found a considerable correlation between transformational leadership and employee performance. Transformational leadership and organizational performance are considerably and positively correlated (García-Morales *et al.*, 2012).

*H3: Psychological empowerment significantly mediates relation between transformational leadership and organization citizenship behavior.*

*H4: Psychological empowerment significantly mediates relation between transformational leadership and organizational performance.*

## Research Model



## Methodology

### Questionnaire Design

To explore the relationship of transformation leadership, organization citizenship behavior, organizational performance and mediation of psychological empowerment the survey method was used. Self-administered questionnaires were developed which consist of two parts. First part composed of personal information of respondents (gender, age, educational level, nature of employment and length of service). Second part was questions about proposed variables.

### Measures

All the questionnaires were adopted from previous studies. Transformational leadership was measured with Multifactor Leadership Questionnaire (Bass & Avolio, 1995). MLQ consists of 16 items. Most of studies adopted this scale for measurement of transformational leadership. To measure the psychological empowerment, 12 item scale was adopted (Spreitzer, 1995). Furthermore, to measure the organizational performance, 3 item scale was adopted from Nobbie & Brudney (2003) by measuring the performance on the basis of goal attainment of organization. To measure the OCB, 12 item scale was adopted consisting upon OCBI and OCBO (Podsakoff *et al.*, 1990; Williams & Anderson, 1991).

### Sampling

Data have been collected by applying simple random sampling technique.

### Data Collection Procedure

List of employees was obtained from the head office of all call centers in Lahore. 450 questionnaires were distributed among the employees working in call centers. List of all employees was taken from HR managers were selected 450 employees by using random sampling. Questionnaires were circulated among employees of selected call centers. Respondents were assumed to complete questionnaire within one week. After one week, questionnaires were collected. As study is longitudinal in nature, therefore after 4 months data have been collected again from the same respondents to measure differences of their attitudes with passage of time.

### Data Analysis Procedure

Demographics, descriptive, correlation and reliability analysis were carried out using SPSS. In addition, confirmatory factor analysis (CFA) was carried out to check the validity and goodness of model fit. Further, Structure Equation Modeling (SEM) technique has been used through AMOST to test the hypotheses.

**Results**

**Table 1**

		<b>Time 1</b>						
<b>Construct</b>		<b>Mean</b>	<b>SD</b>	<b>α</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Transformational Leadership	3.63	.851	.825	--			
2	Psychological Empowerment	3.73	.830	.775	.650**			
3	Organization Citizenship Behavior	3.63	.780	.755	.603**	.728**		
4	Organizational Performance	3.48	.734	.832	.380**	.521**	.516**	--

		<b>Time 2</b>						
<b>Construct</b>		<b>Mean</b>	<b>SD</b>	<b>α</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Transformational Leadership	3.76	.814	.882	--			
2	Psychological Empowerment	3.84	.805	.794	.673**			
3	Organization Citizenship Behavior	3.75	.715	.783	.645**	.767**		
4	Organizational Performance	3.72	.671	.847	.412**	.573**	.563**	--

Table 1 represents the descriptive statistics, reliability, and Pearson correlation among all variables for time 1 and time 2. Transformational leadership is positively and significantly correlated with organization citizenship behavior ( $r_{T_1} = .603$ ,  $r_{T_2} = .645$ ) and organizational performance ( $r_{T_1} = .380$ ,  $r_{T_2} = .412$ ). It provides support for hypothesis H1 and H2. Psychological empowerment is positively

and significantly correlated with organization citizenship behavior ( $r_{T_1} = .728$ ,  $r_{T_2} = .767$ ) and organizational performance ( $r_{T_1} = .521$ ,  $r_{T_2} = .573$ ). Organization citizenship behavior and organizational performance are correlated with each other. Values for relationships are stronger in time 2 as compared to time 1. It is enlightening that people responded in positive sense with the time and results became stronger.

**Factor loadings**

**Table 2**

		<b>Time 1</b>						
<b>Construct</b>		<b>Items</b>	<b>Factor Loadings</b>					
1	Transformational Leadership	16	.746, .733, .791, .744, .704, .855, .758, .876, .873, .887, .765, .875, .821, .732, .863, .743					
2	Psychological Empowerment	12	.821, .882, .836, .764, .775, .864, .882, .732, .821, .718, .754, .838					
3	Organization Citizenship Behavior	12	.758, .823, .785, .744, .756, .849, .732, .752, .953, .825, .719, .661					
4	Organizational Performance	3	.782, .941, .793					

**Time 2**

	<b>Construct</b>	<b>Items</b>	<b>Factor Loadings</b>
1	Transformational Leadership	16	.747, .743, .783, .810, .744, .866, .762, .891, .827, .891, .776, .866, .834, .752, .867, .754
2	Psychological Empowerment	12	.731, .891, .837, .764, .775, .854, .882, .745, .834, .729, .761, .845
3	Organization Citizenship Behavior	12	.758, .823, .789, .748, .766, .850, .738, .741, .898, .845, .773, .693
4	Organizational Performance	3	.810, .924, .778

Table 2 describing the factor loadings for all items within the scale. Mostly items are reliable as valued above than 0.7. As compared to time 1, the factor loadings in time 2 are greater.

**Psychometric Analysis**

To measure the validity, psychometric test was performed. Table 3 depicts the convergent and discriminant validity. Moreover the AVE must be greater than 0.5 while CR must be greater than the 0.5. Both of these are constituents of convergent reliability. Table above is describing that AVE for transformational leadership ( $T_1 = .553$ ,  $T_2 = .568$ ), psychological empowerment

( $T_1 = .694$ ,  $T_2 = .659$ ), organization citizenship behavior ( $T_1 = .578$ ,  $T_2 = .598$ ) and organizational performance ( $T_1 = .683$ ,  $T_2 = .692$ ). All the values of AVE are greater than 0.5. Furthermore, it is describing values of CR for transformational leadership ( $T_1 = .765$ ,  $T_2 = .810$ ), psychological empowerment ( $T_1 = .872$ ,  $T_2 = .859$ ), organization citizenship behavior ( $T_1 = .891$ ,  $T_2 = .846$ ) and organizational performance ( $T_1 = .719$ ,  $T_2 = .754$ ). All the values for CR are greater than 0.7. Some values decreased in time 2 but overall values are stronger in time 2 compared to time 1. It proves the convergent reliability and discriminant validity of scale.

**Table 3**

		<b>Time 1</b>					
	<b>Construct</b>	<b>CR</b>	<b>AVE</b>	<b>TL</b>	<b>PE</b>	<b>OCB</b>	<b>OP</b>
1	Transformational Leadership	0.765	0.553	<b>0.875</b>			
2	Psychological Empowerment	0.872	0.694	0.434	<b>0.775</b>		
3	Organization Citizenship Behavior	0.891	0.578	0.554	0.347	<b>0.769</b>	
4	Organizational Performance	0.719	0.683	0.672	0.678	0.569	<b>0.779</b>

		<b>Time 2</b>					
	<b>Construct</b>	<b>CR</b>	<b>AVE</b>	<b>TL</b>	<b>PE</b>	<b>OCB</b>	<b>OP</b>
1	Transformational Leadership	0.810	0.568	<b>0.881</b>			
2	Psychological Empowerment	0.859	0.659	0.548	<b>0.784</b>		
3	Organization Citizenship Behavior	0.846	0.598	0.569	0.383	<b>0.747</b>	
4	Organizational Performance	0.754	0.692	0.682	0.691	0.610	<b>0.792</b>

**Table 4**

Fit Indices	Time 1		Time 2	
	CFA	SEM	CFA	SEM
Cmin/df	3.02	2.98	3.05	3.04
GFI	0.94	0.95	0.93	0.94
AGFI	0.86	0.87	0.85	0.85
CFI	0.93	0.94	0.92	0.92
RMSEA	0.06	0.07	0.05	0.07

Table 4 shows the fitness of model from both CFA and SEM dimensions. Confirmatory factor analysis supported measurement model. GFI represents goodness of fit index valued at  $T_1=0.94, T_2=0.93$  ( $GFI > 0.9$ ), AGFI representing adjusted goodness of fit index valued at  $T_1=0.86, T_2=0.85$  ( $AGFI > 0.8$ ), CFI is comparative fit index valued at  $T_1=0.93, T_2=0.93$  ( $CFI > 0.90$ ),

RMSEA is demonstrating root mean square error of approximation whose value is  $T_1=0.06, T_2=0.05$  ( $RMSEA < .01$ ) all the values indicate the good fitness of model. Values for both CFA and SEM in time 1 and time 2 are in good range, so all the indicators' values indicate that understudy model is quite fit in statistical terms.

**SEM Path Analysis**

**Table 5**

**Time 1**

Independent Variables	Effects	OCB	Organization Performance
Transformational Leadership	Direct Effect	.373*	.416*
	Indirect Effect	.318*	.374*
	Total Effect	.691*	.790*

**Mediating variable:** Psychological Empowerment

**Time 2**

Independent Variables	Effects	OCB	Organization Performance
Transformational Leadership	Direct Effect	.398*	.442*
	Indirect Effect	.346*	.391*
	Total Effect	.744*	.833*

**Mediating variable:** Psychological Empowerment

Table 5 is representing the path analysis of the given variables and their relationships. Direct, indirect, and total effects are provided to elaborate the direction of relationships.

Transformational leadership has direct impact on organization citizenship behavior, which is positive and significant ( $rT_1 = .373, p < 0.05; rT_2 = .398, p < 0.05$ ). While total

effect of transformational leadership on organization citizenship behavior is positive and significant ( $T_1 = .691$ ,  $p < 0.05$ ;  $T_2 = .744$ ,  $p < 0.05$ ). As mentioned above, total effect, is greater than direct effect both in time 1 and time 2. It supports hypothesis 3 (H3) that psychological empowerment positively and significantly mediates the relationship between transformational leadership and organization citizenship behavior. Transformational leadership has direct impact on organizational performance, which is positive and significant ( $T_1 = .790$ ,  $p < 0.05$ ;  $T_2 = .833$ ,  $p < 0.05$ ). While total effect of transformational leadership on organizational performance is positive and significant ( $rT_1 = .469$ ,  $p < 0.05$ ;  $rT_2 = .489$ ,  $p < 0.05$ ). As mentioned above, total effect is greater than direct effect, both in time 1 and time 2. It supports hypothesis 4 (H4) that psychological empowerment positively and significantly conciliates the association of transformational leadership and organizational performance. Values for associations in time 2 are greater than time 1 where responses of people have been positive over a period of time.

## Discussion and Conclusion

The nucleus seek of this study is to elaborate transformational leaderships' impact on organization citizenship behavior and organizational performance while being conciliated by psychological empowerment. This study is one of few studies that investigated the relationship among transformational leadership on organization citizenship behavior and organization performance being mediated by psychological empowerment. The results demonstrated a positive and considerable correlation between transformational leadership and psychological empowerment.

Findings of study are in harmony with previous researches (Allameh *et al.*, 2012; Kurnaz & Arslan, 2011; Sima, 2010). The findings found that there is positive and significant relation between transformational leadership and organization citizenship behavior. The empirical evidence facilitated significant

influence of transformational leadership on OCB (Chamariya *et al.*, 2015; Jha, 2014; Madhu & Krishnan, 2005; Vigoda-Gadot *et al.*, 2007).

Present study assumed that transformational leadership positively influences organizational performance. It is inline with previous studies, which stated that transformational leadership positively and significantly associated with organizational performance (Elenkon, 2002; Humphreys & Einstein, 2003; Garcia-Morales *et al.*, 2011; Akbari *et al.*, 2013). Results revealed that psychological empowerment significantly and positively mediates relation between transformational leadership and organization citizenship behavior. It was indicated that psychological empowerment and OCB are positively associated (Ackfeldt & Coote, 2005). Trust and psychological empowerment directly impact OCB (Wat & Shaffer, 2005; Oguz, 2010). Psychological empowerment mediates relation between transformational leadership and organizational performance that was argued by this study. The results are in harmony with earlier studies done by Yilmaz (2015); Taktaz *et al.* (2012); Aryee & Chen (2006).

## Practical Implications

Current study has some practical applications for call centers' managers. Results depicted that transformational leadership is positively related with psychological empowerment. Findings of study revealed that transformational leadership has significant and positive impact on organizational performance and organization citizenship behavior. Work of customer service representatives requires empowerment in nature. Findings of study provided an understanding of leadership behavior encouraging positive personal and job related outcomes. Leaders need to create and communicate vision, encourage and reward the creativity, decentralize the working environment; so the employees may feel themselves valued by organization. This will in return increase their citizenship and organizational performance will be enhanced. Furthermore, this study provided a deep insight into the leadership qualities resulting in constructive organizational behaviors.

### Limitations and Future Directions

Nothing is perfect, researchers did their best to refine the study. Therefore, this study has limitations. Researchers only considered the psychological empowerment as a whole. Further, its dimensional mediation may be studied. Single source data was used for this study, as data collection was done only from employees' perspectives not from manager's perspective. For purpose of data collection, questionnaire was adopted and no focus group and detailed interviews were involved in this study due to time constrains and personal resistance of employees. Few of the respondents refused to fill in the questionnaire because of the fear of having a discussion with their superior in what way they have responded towards the organization. Future research may be done to compare the responses of service sector and manufacturing sector for an enriched and deeper insight of the same model. Future research also may be conducted to analyze which aspect of transformational leadership has greater impact on organization citizenship behavior and organizational performance. Moreover, future study could be done to analyze strength of relationship in other service sectors such as information technology, health, education and etcetera.

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