

DOES ORGANIZATIONAL COMMITMENT MATTER? LINKING TRANSFORMATIONAL LEADERSHIP WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract: This research was conducted to identify the antecedents dimension of organizational commitment that consist of affective, continuance, and normative commitment to mediate transformational leadership on organizational citizenship behavior (OCB) in the salespeople's banking sector in Malang, East Java. The population of this research was the employees in the banking sector that provides insurance and investment services in Malang city. The sampling technique used was non-probability sampling. A questionnaire was used as a research instrument. 118 responses were analyzed using Smart Partial Least Square software (Smart-PLS). The study result revealed that organizational commitment does not significantly affect OCB. The affective commitment was the best predictor in mediating the effect of transformational leadership on OCB. In contrast, continuance and normative commitment have an insignificant effect both directly and indirectly on OCB. This study was expected to be a reference for further research in the area of organizational outcome focused on organizational commitment and provide more information for decision making about the importance of leadership styles such as transformational leadership and organizational citizenship behavior.

Keywords: Transformational Leadership, Organizational Commitment, Affective Commitment, Organizational Citizenship Behavior



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Rapid economic development requires responsive responses from various sectors. One of them is the banking sector. One of the financial activities in the banking sector is non-banking activities such as securities and insurance services. Employees who work in the non-banking sector have a higher target and are ex-

pected to provide after-sales service for customers generally. This after-sales service role is called organizational citizenship behavior (OCB) or prosocial behavior. Much attention devoted to the literature of OCB since its appearance in 1980. OCB is described as individual behavior, not explicitly or directly recognized by a formal reward system, that promotes an organization's effective and efficient function (Organ, 1988). OCB refers to how the discretionary conduct of volunteer workers, which is not specifically compensated, will support the organization (Organ, 1988). In organizational behavior,

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efficiency, thriving at work has recently become the most discussed topic. This voluntary behavior is closely related to the leader, especially the leader's behavior and job attitudes like organizational commitment. To some degree, trying to maintain regular effectiveness of job tasks while continuing to help and assist others can produce unnecessary work stress that affects job satisfaction and the quality of family relationships (Qiu et al., 2020). Organizational citizenship behavior is influenced by leadership and organizational factors and those related to employee commitment and loyalty.

Transformational leadership is the key to achieving excellent organizational outcomes (Rodriguez et al., 2019). Transformational leadership is considered a process that a leader can inspire and motivate their subordinates to maximize performance and improve job satisfaction, organizational commitment, and OCB level (Han et al., 2016; Alsheikh, 2019). Organizational commitment is an important predictor in OCB studies (O'reilly and Chatman, 1986; Williams and Anderson, 1991). Lambert (2007) described organizational commitment as an individual strength and involvement with their organization. Organizational commitment requires a high and strong desire and willingness to citizenship for the organization's benefit (Mowday et al., 1979; Donglong et al., 2019). Meyer and Allen (1991) categorized organizational commitment as an affective, continuance, and normative commitment. Furthermore, empirical evidence shows that organizational commitment has a mediating effect between transformational leadership on OCB (Ozdem, 2012; Mehrabi et al., 2013; Fraga et al., 2015; Donglong et al., 2019).

Scholars in organizational outcomes studies rarely define the relationship between its antecedents of organizational commitment, such as affective, continuance, and normative commitment to organizational behavior. The most confirmed study indicates that affective commitment has the highest value than others. This research focused on identifying the relationship between transformational leadership mediated by the antecedents of organizational commitment on organizational citizenship behavior in salespeople non-banking service using a quanti-

tative approach. This research has a novelty to investigate the mediating role of the individual dimension of commitment organizational between transformational leadership and organizational citizenship behavior in the banking sector. This study is expected to consider the importance of organizational commitment to boost employee organizational citizenship behavior by the role of leader in transformational leadership style. Besides, this study is expected to be a source of further research in organizational outcomes focused on organizational commitment, especially in the banking sector.

HYPOTHESES DEVELOPMENT

Transformational Leadership on Organizational Citizenship Behavior

OCB defines as voluntary behavior that takes extra action by employees for their organization's improvement. OCB consists of several dimensions: altruism, virtue, civic, courtesy, conscientiousness, and sportsmanship (Organ, 1988). The role of a leader is needed to force this OCB behavior on their employee. Trust between leaders and employees is required for the transformational leader on OCB (Nohe and Hertel, 2017). Transformational leaders give a different insight that can change their subordinates' ambition, insight, value, and expectations (Bass, 1985). Bass (1985) described that transformational leadership consists of four indicators: individual consideration, intellectual stimulation, idealized influence, and leader inspiration. Researchers have shown that transformational leadership has a relationship with OCB (Sarwar et al., 2015; Rodrigues and Ferreira, 2015; Saif et al., 2016; Randy-Cofie, 2018; Hassi, 2018; Mi et al., 2019; Tian et al., 2020). Thus, the proposed hypothesis is: H1: transformational leadership has a positive effect on OCB

Transformational Leadership on Organizational Commitment

Organizational commitment is a psychological connection between the individual and their organization (Lee et al., 2000). There are three dimensions of organizational commitment: affective,

continuance, and normative commitment (Meyer and Allen (1991). Affective commitment reflects an affection for the organization, so the individuals feel connected with their organization. Continuance commitment reflects the desire for fear of losing a job. Normative commitment relates to the willingness to stay and loyal to the organization. Scholars have shown that transformational leadership significantly affects organizational commitment (Han et al., 2016; Eliyana et al., 2019). But different result comes from Widagdo and Roz (2020) and Luturlean et al. (2019) that transformational leadership does not relate to organizational commitment. Most research has a different result about the dimension of organizational commitment, especially in affective commitment. The affective commitment was the best predictor in organizational commitment rather than other commitments (Rodriguez et al., 2015; Hassi, 2018). Thus, the proposed hypothesis is as follows:

- H2: transformational leadership has a positive effect on affective commitment
- H3: transformational leadership has a positive effect on continuance commitment
- H4: transformational leadership has a positive effect on normative commitment

The Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment is known as factors to enhance OCB in an organization (Tambe, 2014). These voluntary behaviors are seen as proven actions as good citizens of the organization. Affective commitment refers to a positive attitude toward the organization (Singh et al., 2015; Grego-Planer, 2019). Employees who have strong affective commitment work harder than others. Continuance commitment related to the alternative of employment if they are leaving their job. Normative commitment is related to the moral obligation of their organization. A significant effect of affective commitment on OCB was found by Ng and Fieldman (2011), Bilgin et al. (2015), Donglong et al. (2019), and Grego-Planer (2019). This result differs from the other dimension of commitment like continuance and normative commitment that has an insignificant effect (Ng and Fieldman, 2011; Grego-Planer, 2019).

Thus, the proposed hypothesis is as follows:

- H5: affective commitment has a significant effect on OCB
- H6: continuance commitment has a significant effect on OCB
- H7: normative commitment has a significant effect on OCB

The Mediating Role of Organizational Commitment in The Relationship of Transformational Leadership on OCB

Transformational leadership shapes the behavior and motivates subordinates to seize organizational goals effectively and efficiently (Jiang et al., 2017; Arif and Akram, 2018; Tian et al., 2020). Most research showed that organizational commitment has a mediating role between transformational leadership on OCB (Ozdem, 2012; Mehrabi et al., 2013; Fraga et al., 2015). Thus, the proposed hypothesis is as follows:

- H8: affective commitment mediating the effect of transformational leadership on OCB
- H9: continuance commitment mediating the effect of transformational leadership on OCB
- H10: normative commitment mediating the effect of transformational leadership on OCB

METHOD

The quantitative approach was used in this study. This study tried to describe the relationship between variables tested: transformational leadership mediated by organizational commitment antecedents on organizational citizenship behavior. The population of this study was employees in the banking sector that provides insurance and investment services in Malang city, East Java. A non-probability sampling of an unidentified population was used in this study. The minimum samples are based on tested variables (Cooper and Schindler, 2014). Hair et al. (2014) stated the minimum samples with a variable \leq of 5 should 100 or above because unidentified number of the population. The number of samples in this research was 118 respondents who meet the criteria required by Hair et al. (2014). Data measurement using a questionnaire, the first sec-

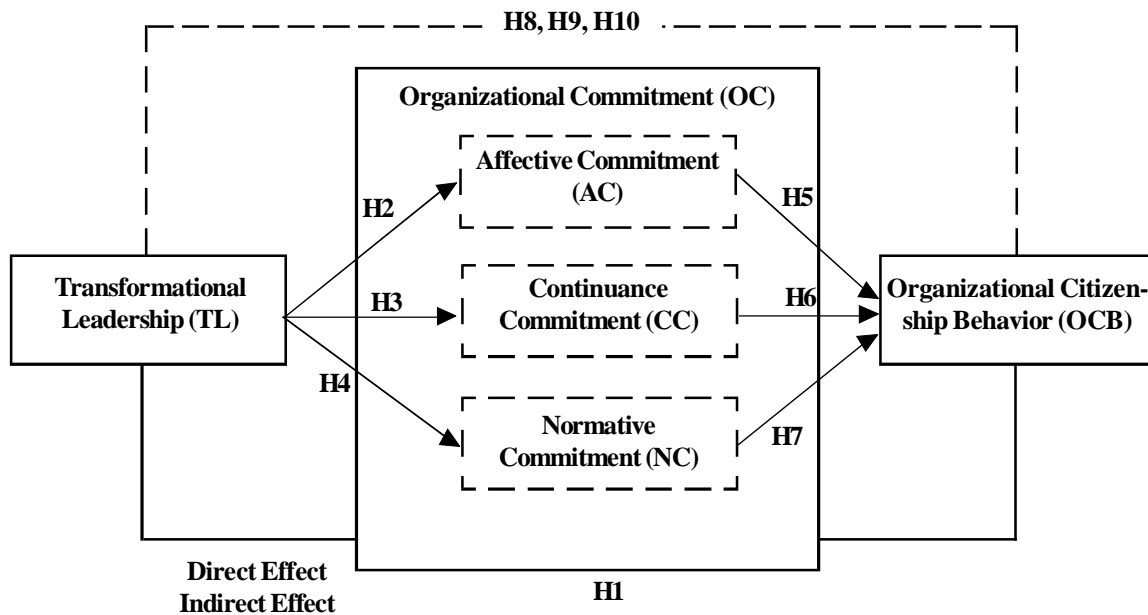


Figure 1. Model of Research Framework

tion part of the respondent demographic description and the second part measures transformational leadership, organizational commitment, and organizational citizenship behavior responses. A five-point Likert scale was used for this study. It is ranging from 1 (strongly disagree) to 5 (strongly agree).

Transformational leadership was measured by the Multifactor Leadership Questionnaire (MLQ) by Bass (1985) with 16 items of questions based on four indicators (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration). The organizational commitment dimension (affective, continuance, and normative) was measured by nine items adapted from Allen and Meyer (1991). Organizational citizenship behavior was measured by fifteen items adapted from William and Anderson (1991) using five indicators (altruism, courtesy, conscientiousness, civic virtue, and sportsmanship). Data analyzed with smart partial least squares (PLS) software that consists of three steps (outer and inner model evaluation and hypotheses testing) were taken. The mediating effect of organizational commitment can be known using Sobel's test.

RESULTS

The following respondent description based on Table 1 can be described as 54% are female and 46% are male, 24% are aged between 26 till 35, and length of work mostly between 1 to 3 years.

The outer model was evaluated using convergent validity and uni-dimensionality in table 2. The ideal loading value must be above 0.7 (Chin, 2010), but loading scores between 0.5 and 0.7 are still accepted (Hair et al., 1998). For this study, the result showed in Table 2 that no variables are below 0.5. No convergent validity problem was detected and all items in the questionnaire are valid.

Uni-dimensionality was evaluated using the score of composite reliability. The score of reliability should be above 0.7 for each variable. In this study, no uni-dimensionality problem was detected since the score of each variable above 0.9.

The discriminant validity score was measured by evaluating the score of its cross-loading with the outer loading. The score of outer loading should be above its cross-loading. Result analyzed found that the score of outer loading of each variable is above

Table 1. Respondent Demography

Particulars	Items	Frequency (N=118)	Percentage (%)
Gender	Male	54	45.7%
	Female	64	54.3%
Age (years)	20 – 25	18	15.2%
	26 – 30	28	23.7%
	31 – 35	26	22.1%
	36 – 40	12	10.3%
	41 – 45	24	20.3%
	>46	10	8.4%
Tenure	1 – 3 years	58	49.2%
	4 – 6 years	33	27.9%
	7 -10 years	27	22.9%

Source: own primary data (2020)

Table 2. Validity Score

Variable	Factor Loading	Note
Transformational Leadership		
TL-01 (idealized influence)	0.881	Valid
TL-02 (inspirational motivation)	0.863	Valid
TL-03(intellectual stimulation)	0.857	Valid
TL-04 (individual consideration)	0.773	Valid
Organizational Commitment		
AC (affective commitment)	0.918	Valid
CC (continuance commitment)	0.907	Valid
NC (normative commitment)	0.906	Valid
Organizational Citizenship Behavior		
OCB-01 (altruism)	0.851	Valid
OCB-02 (courtesy)	0.835	Valid
OCB-03 (conscientiousness)	0.863	Valid
OCB-04 (civic virtue)	0.832	Valid
OCB-05 (sportsmanship)	0.843	Valid

Table 3. Outer Loading and Composite Reliability Score

Variable	Cronbach's Alpha	AVE	Composite Reliability Score
Transformational Leadership	0.969	0.692	0.973
Organizational Commitment			
Affective Commitment	0.908	0.844	0.942
Continuance Commitment	0.895	0.825	0.934
Normative Commitment	0.893	0.823	0.933
Organizational Citizenship Behavior	0.972	0.715	0.974

Source: own primary data (2020)

the cross-loading score. Therefore, no discriminant validity problem detected as follows:

The score of R2 is divided into three parts: weak (0.19), moderate (0.33), and substantial (0.67) (Chin

Table 4. Outer Model Evaluation Score

Construct	AC	CC	NC	OCB	TL
Affective Commitment (AC)	0.918				
Continuance Commitment (CC)	0.864	0.908			
Normative Commitment (NC)	0.887	0.924	0.907		
Organizational Citizenship Behavior	0.495	0.413	0.429	0.846	
Transformational Leadership (TL)	0.534	0.460	0.440	0.608	0.832

Source: own primary data (2020)

et al., 2008). For this study, the score of R2 is considered weak. This study uses stone-geisser predictive relevance (Q2) to explain the model's values (Chin, 2010). The endogenous construct of Q2 must be above 0 ($Q2 > 0$) based on Hair et al. (2014). The score of Q2 is above 0. Therefore this

model has ideal predictive relevance. The goodness of Fit (GoF) score of 0.10 is considered small, 0.25 is medium, and 0.36 is large (Cohen's, 1988). In this study, the GoF score is 0.482. Therefore, it is considered moderate.

Table 5. Inner Model Evaluation

	R2	Q2
Affective Commitment	0.285	0.222
Continuance Commitment	0.212	0.160
Normative Commitment	0.193	0.146
OCB	0.246	0.157
The goodness of fit = 0.482		

Source: own primary data (2020)

Ten hypotheses are proposed in this research. Table 6 summarized the direct hypotheses test for the effect of each variable. Transformational leadership has a significant effect on OCB (H1) and all dimensions of organizational commitment in H2 (affective commitment), H3 (continuance commitment), and H4 (normative commitment). Hypotheses 4 showed a positive significant effect of affected commitment on OCB. But continuance commitment (H6) and normative commitment (H7) do not significantly affect OCB.

Table 6. Research Hypothesis Test of Direct Effect

Hypotheses	Path	Coefficient	T-statistic	Results
H1	TL → OCB	0.478	6.365	Supported
H2	TL → AC	0.534	7.285	Supported
H3	TL → CC	0.460	6.233	Supported
H4	TL → NC	0.440	5.576	Supported
H5	AC → OCB	0.550	3.442	Supported
H6	CC → OCB	-0.052	0.228	Not Supported
H7	NC → OCB	-0.011	0.043	Not Supported

Source: own primary data (2020)

Table 7 summarized the indirect effect of organizational commitment in mediating transformational leadership on OCB. Hypotheses 8 predicted the best mediating role of affective between transformational leadership and OCB. The indirect effect calculation showed the score of T-statistic 2.870 higher than the coefficient 0.294. Thus, affective

commitment has a positive and significant mediating effect of transformational leadership on OCB. The different result comes from continuance commitment and normative commitment that does not mediate between transformational leadership and OCB.

Table 7. Research Hypothesis Test of Indirect Effect

Hypotheses	Path	Coefficient	T-statistic	Results
H8	TL → AC → OCB	0.294	2.870	Supported
H9	TL → CC → OCB	-0.024	0.211	Not Supported
H10	TL → NC → OCB	-0.005	0.039	Not Supported

Source: own primary data (2020)

DISCUSSION

Empirically, the result of the study shows that transformational leadership significantly affected OCB. That indicates that leaders have an important role in improving the employee’s willingness to do an extra job for their organization. Therefore, the transformational leadership style which is assessed from the idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and contingent rewards, can produce high organizational citizenship behavior of employees in the banking sector. The stronger the sense of duty and readiness to work outside of working hours, not showing exhaustion in completing tasks assigned to employees for the good of the organization where they work, the greater the transformational leadership style possessed by the leader. Leaders can provide real examples in completing tasks assigned to employees based on applicable operational standards, rather than only issuing directives orders that must be followed. The result of this study supported previous research conducted by Sarwar et al. (2015) in the Pakistani banking sector, Saif et al. (2016), Randy-cofie (2018) in Ghana multinational employee. This research also in line with Hassi (2018) research in seven different industries in Morocco, Mi et al. (2019) research conducted between 49

supervisors and 215 subordinates in China, and Tian et al. (2020) research result of 505 employees of manufacturing SMEs in Jiangsu Province, China.

Hypotheses 2, 3, and 4 explained the effect of transformational leadership on three antecedents of organizational commitment (affective, continuance, and normative commitment). The statistical value showed a positive and significant direct effect of transformational leadership on organizational commitment. This result strengthens the study conducted by Hassi (2018) in a public, semi-public, and private organization in Morocco and Rodriguez et al. (2019) research of 706 employees from a multinational company in Spain. Leaders can provide real examples in completing tasks assigned to employees based on applicable operational standards and not just giving orders. That impacts employees who feel protected and feel that their existence is not only considered as subordinates but as friends or family of the company. Practically, this study implies that the leader needs to be trusted by their subordinates to behave a high commitment to the organization.

The role of the individual dimension of organizational commitment on OCB was suggested by hypotheses 5, 6, and 7. The statistical calculation suggested that affective commitment (hypotheses 5) has a significant effect on OCB. This result is

similar to Ng and fieldman (2011), Bilgin et al. (2015) research of 768 employees in the Turkey hospitality sector, Donglong et al. (2019) research of university faculty members in China, and Grego-planer (2019), who found that affective commitment means that employees emotionally feel connected and engaged with the organization. Therefore, the organization needs to support its employee. Continuance commitment and normative commitment do not significantly affect OCB. This insignificant effect was similar to the previous study conducted by Ng and fieldman (2011) and Grego-planer (2019) 323 employees of a public and private institution in Poland. Employees do not want to work over working hours without any compensation given by their company. Besides, employees did not want to give extra-role due to career opportunities that were given only based on obtaining target within a certain period. This makes employees reluctant to giving more to the company.

In this study, the indirect effect of transformational leadership on OCB is mediated by the dimension of organizational commitment (affective, continuance, and normative). The result was an indirect and insignificant effect of transformational leadership on OCB. The result of this study indicated that the only positive indirect effect just affective commitment. This result supported the previous research by Fraga et al. (2015) in Timor Leste and Rodriguez et al. (2019). Continuance and normative commitment do not have a mediating effect and correlation between transformational leadership and OCB. That means that the employees do not want to stay at the organization and think to leave the organization. So, they were doing their job description and did not want to do extra work for their organization. Citizenship behavior is quite low. The leader needs to improve their leadership influence by fulfilled their needs and goals. Special attention is needed for company management to strive and increase organizational commitment to employees to have a high sense of belonging to the company.

This study proposed a conceptual model using the antecedents of organizational commitment to explaining the connection between transformational leadership on organizational citizenship behavior in

the banking sector that is rarely discussed. The result of this study validates the previous study. This study also enhances the normative and continuance dimension of organizational commitment for organizational citizenship behavior studies. The leader needs to work hard to improve the commitment of the employee. That is the only way to reach a higher value of organizational citizenship behavior in the banking sector, especially for the salesperson who works in non-banking services such as securities and insurance services.

CONCLUSIONS

In previous research, organizational commitment is known to have positive effects on organizational citizenship behavior action. Through this study, the confirmation, validation, and explanation about this phenomenon strengthen the existing concept between transformational leadership on organizational citizenship behavior using the mediating role of the antecedents of organizational commitment (affective, continuance, and normative). Organizational commitment in the whole concept has not significant effect directly and indirectly on organizational citizenship behavior for salespeople in banking service.

IMPLICATIONS

The implication of the results of this study emphasizes the importance of a leader's role in increasing employee commitment through various kinds of treatments. The only positive result was an affective commitment in the employees banking sector. Other types of commitment do not have a positive result. If leaders can maintain better moral obligations for their employees, they will decide to stay in their workplace. The leader needs to treat employees well, focus on achieving predetermined targets, and give appreciation for achieving their targets. Along with the increase in employee commitment, employees will also have high engagement with the organization and have high OCB.

LIMITATIONS

This study has some limitations about the generalizability of samples in salesperson banking

services in Malang, East Java. The sample can not cover the whole salesperson in Malang city banking sector due to accessibility and the unidentified exact number of population. This study only focused on the antecedents of individual outcomes such as organizational commitment (affective, continuance, and normative) as mediating variables. Therefore, other variables of individual outcomes need to test such as work satisfaction and individual motivation.

RECOMMENDATIONS

Based on the result of this study, recommendations can be given to the company are to increasing attention to the employees, such as providing transparent career opportunities, providing salaries due to overwork, and maintaining the flow of communication between leaders, employees, and the company. For further study, it needs to develop a different form of leadership style such as transactional, spiritual, or ethical leadership on employee organizational citizenship behavior that can affect employee retention to see which style perfectly fits the banking sector. Organizational commitment can be produced as a comprehensive result in different sectors (private or public sector).

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