

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT: *The aim of this paper is to analyse the impact of transformational leadership and employee commitment on organizational citizenship behavior. For this purpose past researches were analysed and questionnaires were distributed in different sectors of Pakistan. 100 questionnaires were distributed in administrative staff, faculty members, employees and managers. 80 complete questionnaires were received at response rate of 80%. After preparing a detailed literature review, a non-probability random sampling technique was used to select the sample. Pearson's moment quotient and linear regression was applied to study the relationship between transformational leadership, employee commitment and organizational citizenship behavior. This study will help managers and employees how transformational leadership and employee commitment enhances the organizational citizenship behavior.*

Keyword: Transformational Leadership, Employee Commitment, Job satisfaction, Organizational citizenship Behavior.

1. INTRODUCTION:

Organizations worldwide are trying to enhance organizational citizenship behaviors. Organizational citizenship behavior is an informal workplace behavior that goes above the part of duty. Different factors have impact on organizational citizenship behavior.

Transformational leadership has strong impact on extra-role behaviors that goes beyond the specified role requirements and directed towards individuals, organizational members or groups as unit and assists them with their work tasks and responsibilities in order to promote organizational goals [1]. Transformational leadership is responsible for changing the workplace behavior of the employees [2]. Under the supervision of transformational leaders' individuals, organizational members or groups feel more loyalty and trust [3], which increase the satisfaction level of the employees [4], and respect towards leaders and are motivated to participate in extra-role behaviors. Transformational leaders have been shown to enhance individuals and organizational members trust satisfaction and organizational citizenship behavior. It is also found that person who has strong personality set their goals and objectives themselves and can easily distinct them from others on the basis of their capabilities [5]. The transformational leadership motivates the organizational employees that they give the priority to the large organizational interest over individual interest. Transformational leadership is consistently related to individual's organizational citizenship behaviors [6].

Employee commitment is another factor that has impact on organizational citizenship behavior. Affective organizational commitment is referred as antecedent of employee commitment [7]. The employee commitment consists of three component model [8], and finds that this model is very necessary for the awareness and achieving the desired goal of the firm. The employee commitment has a potential to construct a win-win situation for both of the parties [9]. When organizational members have strong belief that their membership in organization must be maintained and the goals and objectives are widely shared then it'll create

effective commitment in the employees and they become more loyal and will more participate in organizational citizenship behaviors. Employees with strong affective organizational commitment are more valuable employees to the organization. When organization links the rewards with individual's performance then it'll create an emotional link with the organizational interest. So may get benefit through a reduced turnover but their productivity increases and it results in higher job satisfaction, higher self-actualization, and high participation in organizational citizenship behaviors.

Organizational citizenship behavior can be extremely important in the organizations and can contribute to competitive advantage. organizational citizenship behavior includes such a type of behavior of employees which create the positive impact in the organization performance [10] and the employee have higher job satisfaction level because normally it is observed that there is positive relationship between OCB and Job satisfaction level [11]. Organizational citizenship behavior is considered relatively new concept in organizational behaviors so that in Pakistan there has been given less importance to organizational citizenship behaviors. An effective leadership program can be of greater importance to help and build leadership qualities among individuals within the organization [12]. But in Pakistan less importance is given to leadership development. The managers in Pakistan do not feel much responsibility to assist and motivates the employees in their tasks and duties then employees cannot enhance their abilities properly and less participates in organization citizenship behaviors. In Pakistan most of the organizations don't link rewards with individual's performance so employees feels less committed to the organization and will less participate in extra-role behaviors.

2. LITERATURE REVIEW:

The prime objective of organizations is to increase affective commitment among employees of the organization. Different research was conducted in the past to determine the relationship of the leadership behavior and its effect on the organization citizenship behavior and it is found that it

positively effect on the employees cognitive abilities [13] and some researcher shows its adverse effect on organizational citizenship behavior [14], so the managers of this era should focus on the leadership behavior which brings fruitful results for the organization [15]. Result of this research proves that Psychological empowerment enhances the commitment of the employees. if jobs are designed to make employees understand the importance of their task/job and be clear about their roles, responsibilities and what is expected from them and that the job done by them has significant impact on the day-to-day work activity then it will generate high degree of affective commitment. It is important to develop the employee commitment because it leads positive work behaviors which make organization prosperous and [16] and those who have low employee commitment make adverse effect on the organization performance [17]. However, no relationship was found between psychological empowerment and continuance commitment [18].

There is an obvious link between the different components of service climate and customer satisfaction whether a direct link or an indirect link. Like In customer orientation if we provide high quality services to their customers, and developing a system of customer feedback then it has a direct impact on customer satisfaction. Similarly if manager's put emphasis on two ignored elements of service climate, managerial support and work facilitation by making coordination and providing facilities to employees then the commitment of employees increase they become more loyal with managers and will focus on customers and hence indirectly influence the customer's satisfaction [19].

The transformational leadership have strong positive relationship with the employee commitment on the basis of ground that strong leader always have optimistic influence on their employees and all of them are fully motivated and committed with their work but some researcher didn't agree with that they believe that there is no positive relationship between employee commitment and leadership behavioral aspects [20]. If employees perceive that their managers are using transformational-leadership and use the methods to encourage acceptance of change then they perceived that the costs associated with the replacement of the employees reduced and the degree of perceived burnout decreases and they feel less stress associated with their jobs [21]. With the help of one-to-one coaching sessions and structured workshops you can successfully transformational leadership to the employees this lead to a successful leadership [22] but there is also an need to be focus on Individual as team based behaviors [23] That's why the perception of individual and group level plays an important role in understanding the relationship between leadership and organizational citizenship behavior [24].

Organization should enhance the leadership skill of their managers so that they could work with their style and easily manage the workforce diversity [25]. The strong leadership behavior always can be used as an instrumental tool by creating a positive attitudes and working climate in the organization and it's always play a key role in bringing an innovative ideas from the employees. Employees who are

experienced more stress are more engaged in Organizational citizenship behavior [26]. This association is more distinct in cohesive groups than in non-cohesive groups [27]. The antecedents of the organizational citizenship behavior led to different personal traits, leadership behavior and organizational commitment [28]. The one of the antecedents of organizational citizenship behavior is materialistic attitude and it has negative impacts on it. All dimensions of materialistic attitude and organizational citizenship behavior are negatively correlated [29].

OBJECTIVE OF THE STUDY:-The aim of this paper is to examine the impact or transformational leadership and employee commitment on organizational citizenship behavior.

Using the above literature the following hypothesis can be drawn:

H₁: Transformational Leadership positively affects the Organizational Citizenship Behavior.

H₂: Employee commitment positively affects the Organizational Citizenship Behavior.

4. METHODOLOGY:-

To get the most important information questionnaires are filled by the respondents and separate questionnaires are distributed in administrative staff, faculty members, employees and managers to examine the impact of leadership style and employee commitment on organizational citizenship behavior. Questionnaires contain two sections demographic and subjective. Demographic section comprises of Gender, Age, Marital Status, Sector, Industrial Sector, and Job tenure. Subjective section comprises of Transformational Leadership, Employee Commitment and Organizational Citizenship Behavior. 30 administrative staff, 10 faculty members, 39 employees and 21 managers are selected to get responses and 100 questionnaires were distributed and 80 out of 100 were received complete questionnaires at the response rate of 80% to analyze the impact of transformational leadership and employee commitment on organizational citizenship behavior. 40 items are considered to get responses from administrative staff, faculty members, managers and employees. While 5-points Likert scale is used to measure the responses. Data is gathered from higher education institutes of Pakistan with stratified random sampling technique. University of the Punjab Gujranwala Campus, Gift University, Govt. College, Askari and Silk bank was selected as target population. 15 questionnaires were distributed in the University of the Punjab Gujranwala Campus, 15 were distributed in Govt. College, 10 were distributed in Gift University, 30 were distributed in Silk bank and 30 were distributed in Askari bank. Administrative staff and faculty members of the university, employees and managers of Banks were the unit of this study. A survey instrument in the form of close ended questionnaire was developed for the purpose of data.

5. RESULTS AND DISCUSSIONS:-

To analyze the impact of transformational leadership and employee commitment on organizational leadership behavior, Pearson’s moment correlation was examined and to test the relationship of transformational leadership and employee commitment with organizational citizenship behavior linear regression was conducted. Descriptive statistics was also conducted to compute the mean and standard deviation and to test the reliability of analysis Cronbach’s alpha was conducted. In Table 1 mean value of transformational leadership is 3.35 and .68 is the standard deviation. 3.35 is close to 4 that indicate transformational leadership has positive relationship with organizational citizenship behavior while .68 indicate 68% variation among responses. .913 is the value of alpha that indicates 91.3% reliability of the survey about transformational leadership of the respondents. Mean value of employee commitment is 3.50 and .93 is the standard deviation. 3.50 is close to 4 that indicate employee commitment motivates employees to participate in the organizational citizenship behavior while .93 indicates 93% variation among responses. .674 is the value of alpha that indicates 67.4% reliability of the survey about employee commitment of the respondents. In Table 1 correlation value between transformational leadership and employee commitment is .667(**) that indicates both are highly correlated and highly significant with each other. In Table 1 mean value of organizational citizenship behavior is 3.69 and standard deviation is .93. .776 is the value of alpha

that indicates 77.6% reliability of the survey about organizational citizenship behavior of the respondents. Table 1 indicates transformational leadership and employee commitment is strongly correlated with organizational citizenship behavior and highly significant with each other. Employee commitment and organizational citizenship behavior linear regression is applied while Durbin-Watson is applied to test the normality of data and nature of correlation. Table 2 shows R=.841 shows 84.1% variation in transformational leadership, employee commitment and organizational citizenship behavior. R Square is the coefficient of determination which shows that 70.8% total variation with its linear relationship of transformational leadership and organizational citizenship behavior. Durbin-Watson test is applied to test the nature of correlation whether it is positive autocorrelation, negative autocorrelation and zero autocorrelation. Since the value of “d” is less than 2 it indicates there is positive autocorrelation Table 3: of ANOVA shows level of significance since the value of “P” is less than .05 so it is accepted that impact of transformational In Table 4 A=.864 is the average of organizational citizenship behavior when transformational leadership is zero whereas .731 is the value of “beta” that indicates one unit increase of transformational leadership will bring .731 unit increase in organizational citizenship behavior.and employee commitment on organizational citizenship behavior is highly significant leadership ANOVA^b

Table 1: Pearson’s moment correlation N=100

Variables	Mean	SD	Alpha	1	2	3
1. Transformational Leadership	3.35	.68	.913			
2. Employee Commitment	3.50	.93	.674	.667**		
3.OrganizationalCitizenship Behavior	3.69	.93	.776	.534**	.841**	

**Correlation is significant at the 0.01 level (2-tailed).To test the relationship of transformational leadership

Table 2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841 ^a	.708	.702	.50531	1.857

Table 3:- Anova^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.065	2	30.033	117.617	.000 ^a
	Residual	24.768	97	.255		
	Total	84.833	99			

a. Predictors: (Constant), Employee Commitment, Transformational Leadership

b. Dependent Variable: Organizational Citizenship Behavior

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.864	.258		3.345	.001		
	Transformational Leadership	.731	.117	.534	6.251	.000	1.000	1.000
	Employee Commitment	.837	.054	.841	15.368	.000	1.000	1.000

a. Dependent Variable: Organizational Citizenship Behavior

Organizational Citizenship Behavior = .864 + .731 (Transformational Leadership)

Above linear equation shows that one percent transformational leadership will bring 73.1% change in organizational citizenship behavior. $A=.864$ is the average of organizational citizenship behavior when employee commitment is zero whereas $.837$ is the value of "beta" that indicates one unit increase in employee commitment will bring $.837$ unit increase in organizational citizenship behavior.

Organizational Citizenship Behavior = .864 + .837 (Employee Commitment)

Above linear equation shows that one percent change in employee commitment will bring 83.7% change in organizational citizenship behavior.

According to table 4 if tolerance value exceeds than 5 and VIF exceeds 10 it means Collinearity in data exist. Table 4 indicates 1.000 and 1.000 tolerance value is less than 5 and VIF is less than 10 that indicate there is no Collinearity exists.

6. Limitations and Future Research:-

Transformational leadership and employee commitment is considered important for organizational citizenship behavior. Future research may be conducted with large population and other sampling technique in this study the population size is small because data is only gathered from one city in order to get more concrete result data should be gathered from different cities that's why its generalizability is affected.

A future longitudinal research is needed for the extensive study of the relationship between transformational leadership and organization citizenship behavior. Transformational leadership and employee commitment both shows positive relationship with organizational citizenship behavior. A further research should examine other factors with organizational citizenship behavior. In Future research larger sample size can be taken for more accurate results Future researchers can get better the general application of the current study by replicating these results using other statistical tools and methods.

7. Conclusion:-

Organizational citizenship behavior plays important role in improving the effectiveness of the organization. The managers and employees should need to understand how to enhance organizational citizenship behavior by transformational leadership behavior concept [30] in which managers trained for applying different modern approaches [31]. The result shows that transformational leaders should motivate employees to participate in organizational citizenship behavior and should have clear understanding of company's policies and develop such an organization climate and focuses on the fairness of the organizational justice where the satisfaction of the employees maximizes and they feel responsibilities towards the organization In this way any firm can easily achieve their perspective goals and objectives because the success of the organization always

depend upon the commitment and leadership behavior of the employees.

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