



INTERNATIONAL JOURNAL OF
ENTREPRENEURSHIP AND
MANAGEMENT PRACTICES
(IJEMP)

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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP
ON ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) OF
EMPLOYEES AT TERENGGANU'S GOVERNMENT LINKED
COMPANIES (GLCS): A CONCEPTUAL FRAMEWORK

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Article Info:

Article history:

Received date: 11.10.2021

Revised date: 25.10.2021

Accepted date: 12.11.2021

Published date: 01.12.2021

To cite this document:

Zaki, M. A. A. M., Yusof, J. M., & Awi, N. A. (2021). The Influence Of Transformational Leadership On Organizational Commitment And Organizational Citizenship Behaviour (OCB) Of Employees At Terengganu's Government Linked Companies (GLCS): A Conceptual Framework. *International Journal of Entrepreneurship and Management Practices*, 4 (16), 01-12.

Abstract:

This study provides a conceptual framework for understanding the impact of transformational leadership on organizational commitment and organizational citizenship behaviour (OCB) among employees in Terengganu's Government Linked Companies (GLCs). In this context, this paper mainly aims at providing a new perspective to understand the occurrence of organizational commitment. It seeks to intrinsically enhance the employees for their discretionary behaviours to the organization's activities. To date, only limited studies are available that consider OCB as a connection developer between transformational leadership and organizational commitment. Organizational commitment is a critical concept with multiple antecedents and implications for organizational performance, goals, employee turnover, and work satisfaction. Employees' commitment to their jobs and organizations is determined by situational and dispositional factors, or by a combination of the two. This study examines how leaders' influences drive employees' OCB and its relationship with organizational commitment. The framework suggests that transformational leadership has a direct influence on organizational commitment and employees' OCB. It is hypothesised that OCB both directly influence and mediate transformational leadership on organizational commitment.

DOI: 10.35631/IJEMP.416001.

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GLC, Transformational Leadership, OCB, Organizational Commitment, Employees

Introduction

The employee is a valuable asset of the organization's antecedents to the success or failure of organizational performance (Hameed & Waheed, 2011). This phenomenon requires the leaders to consider the necessary retaining who are talented workers in the organization as well as possible (Gupta, Kashyap, Hyde, Lalwani & Chhabra, 2019) since it increasingly becomes one of the critical issues for organizational leaders nowadays (Gupta et al., 2019), especially for organizations that play a vital role in a country's economic development, including government-linked companies (GLCs). Most of the GLCs in most countries are contributing to their national economy's growth, such as Canada (Boardman, Vining & Weimer, 2016), China (Gu, Wei & Cook, 2015), Philippines, Indonesia and Malaysia (Menon, 2017). In Malaysia, Government Linked Companies (GLCs) have been classified as the backbone of its economy (Najid & Rahman, 2011) and were ranked as the fifth-highest companies in the world trade economy performance (Kowalski, Büge, Sztajerowska and Egeland, 2013), and showed well-managed balance sheets (PCG, 2015). In addition, GLCs also have important responsibilities that primarily derive the Malaysian government's commercial objective directly controlled by the board of directors of GLCs (PCG, 2015; Said, Jaafar, & Atan, 2015; Awani, 2019).

However, the achievement of GLC directors has not been comprehensively examined in which leadership in the GLCs has received less attention, thus leading to less committed employees and impacted GLC's performance in Malaysia, whether at the federal nor state level (Lo, Ramayah, Min & Songan, 2010; Ishak, 2011; Jamaludin, Sanusi & Kamaluddin, 2015). For example, Terengganu's GLCs, which the performance in most of them has been labelled less favourable lately required Menteri Besar Terengganu, Dr Shamsuri Mokhtar to decide to close, merge and continue any GLCs companies that are considered no longer contributing to the Terengganu economy (Bernama, 2019). According to Andrew (2017), the importance of commitment among employees highly impact toward the increasing of organizational performance and maintaining it, moreover organizational commitment significantly factor in order to retain an organizational yielding a positive result and achievement of goals (Nordin, 2012; Jones, 2014; Gathungu, Iravo & Namusonge, 2015).

In addition, the existence of booster facets should include stimulating employee behaviour especially organizational citizenship behaviour (OCB). The culprit does not expect any retaliation for their actions (Alparslan & Can, 2015). Thus, it is crucial to stimulate their enthusiasm for a job and retain it. According to Hamidi and Salimi (2015), the organization's non-occupational and non-duty activities are important variables in determining the organization's effectiveness. In addition, the organizational pattern encourages good results to the organization and its employees (Ramesh & Kumar, 2014), primarily through a time of uncertainty that requires a different approach of leadership (Bakar, 2013). This type of leadership style can affect employee commitment (Faupel & Süß, 2019) and improve the OCB among employees (Rita, Payangan, Rante, Tuhumena & Erari, 2018). As a result, this study attempts to investigate transformational leadership as a predictor of organizational commitment and organizational citizenship behaviour (OCB) among employees in Terengganu's GLCs.

Transformational Leadership

Transformational leadership is indeed a phrase that refers to leaders who are charismatic and visionary in their approach to leading (Woodcock, 2010; Pradhan, Jena & Bhattacharyya, 2018), which is to please and encourage attitudes among employees and organizational outcomes such as high minds of commitment in the workplace (Yahaya & Ebrahim., 2016; Allen, Attoh & Gong, 2017), organization's performance (Gelard et al., 2014), effective management (Buil, Martínez & Matute, 2019), the creation of an inspirational person to employees' commitment to change (Kit et al., 2015) and spirituality (Asrar-ul-Haq & Kuchinke, 2016). Leaders can reach an expected organizational achievement by influencing subordinates through inspiring and motivating them in high ideals and goals (Elrehail et al., 2018; Buil et al., 2019) in which the collaboration between employees and leaders is frequently in line with the organization's objectives (Mahmood, 2015; Faupel & Süß, 2019). According to Masood, Dani, Burns and Backhouse (2006), a transformational leader brings the people together to achieve common goals, and he or she encourages them by showing appreciation, encouraging teamwork and giving special attention to each employee. They can also transform low-key jobs into meaningful work by encouraging employees to engage in innovative behaviours (Bright, 2018; Pradhan & Jena, 2019). They can spark constructive ideas from employees to their organizations (Wang, Xu, Sun & Liu, 2019) and transform employees' emotional actions into professional actions to provide the best service for their organization (Luo, Guchait, Lee & Madera, 2019). This way, leaders can reflect employees' values, goals, and inspirations in line with organizational goals (Lee, Woo & Kim, 2018). Furthermore, transformational leaders are efficient leaders in executive management in line with current technological developments (Abouraiia & Othman, 2017). In the context of this study, transformational leadership is described as the ability of a leader to examine the demands of his or her employees through motivational and inventive approaches to achieve results.

Organizational Commitment

Organizational commitment is conceptualised as major pledges towards the achievement of organizational objectives such as high productivity, low employee turnover rate, and the development of a professional work environment (Lin & Shiqian, 2018; Gupta et al., 2019). Organizational commitment can be defined as individual abilities to impasses their attitudes (Ng & Feldman, 2011) in a communication process between individuals and organizations, either directly or indirectly (Yao et al., 2019). It is also understood by many researchers as an emotional attachment to an organization's activities, which refers to multi behaviour construct of employees such as earnings, absence and duration of working as well as an essential key to improving their performance in the organization (Shukla & Pandey, 2019). Organizational commitment can be divided into three main types, namely affective, normative and continuous commitment (Meyer & Allen, 1990). According to Kuncoro & Wibowo (2019), affective commitment is the dominant type of organizational commitment of employees. It indicates how far is the employees' confidence level to their organization's effectiveness and performance. Employees' level of commitment to their jobs and the community organization is determined by a combination of situational and dispositional factors, or by a combination of both aspects. In the context of this study, organizational commitment is defined as the emotional attachment of employees to commit to their work and organization in the same direction towards the organization's objectives.

Organizational Citizenship Behaviour (OCB)

Organizational citizenship behaviours are naturally voluntary engagement by employees involved in any activities to go beyond in-role expectations without any reward claims

(Whittington & Galpin, 2010). Organ (1998) stated that OCB is "Individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (Robertson & Barling, 2017). OCB is the behaviour of workers who contribute to an organization's activities voluntarily and not driven by financial factors (Özduran & Tanova, 2017; Yu et al., 2018), which is very important in raising interest in work done personally and in organizations (Hamidi & Salimi, 2015; Yu et al., 2018). Furthermore, OCB can influence employees to cooperate (Zhang, Guo & Newman, 2017) and be more devoted to ensuring that the social and psychological work environment is conducive to task performance and the organization (Hackett, Wang, Chen, Cheng & Farh, 2018). OCB refers to the voluntary action beyond their job description (Okeke & Nnamani, 2018), working on holidays (Hamidi & Salimi, 2015; Okeke & Nnamani, 2018), actively involved in non-work activities (Okeke & Nnamani, 2018), maintaining a conducive working environment (Chen, Hu, & King, 2018), encompassing social and psychological aspects (Hackett et al., 2018; Okeke & Nnamani, 2018) and maintaining organizational reputation (Chen, Hu & King, 2018). As highlighted by Organ (2015), the organization can receive a more harmonised environment among the employees from many ways through organizational citizenship behaviour (OCB), including spontaneous help, information sharing and the members' encouragement among employees where an essential source of organizational effectiveness function improves the context of work performance (Montani & Véronique, 2018; Chen et al., 2018) and enhancing employee's innovation (Chen et al., 2018). In the context of this study, organizational citizenship behaviour (OCB) is defined as the employees' extra behaviour instead of working in ordinary work circumstances and commitment to their organization.

Relationship between Transformational Leadership and Organizational Commitment

According to numerous prior studies, there is a good relationship between transformative leadership and organizational commitment (Gao, 2011; Kara, 2012; Feizi, Ebrahimi & Beheshti, 2014; Al Zefeiti, 2017; Buda & Ling, 2017). When 443 employees in Turkey's five-star hotel industry were asked about their organizational commitment, Kara (2012) discovered a positive correlation between employee organizational commitment and transformational leadership styles based on five dimensions: idealised attributes, idealised behaviours, inspirational motivation, intellectual stimulation and individual. Transformational leaders have personalities that increase organizational commitment among workers according to research conducted by Selamat, Nordin and Adnan (2013), Njoroge (2015) as well as Buda and Ling (2017). In the education sector, transformational leaders have personalities that increase organizational commitment among educational workers.

The relationship between perceived transformational leadership behaviour and organizational commitment was investigated in another study at an educational construct by Selamat et al. (2013), who looked at 186 secondary school teachers in the district of Klang and examined the relationship between perceived transformational leadership behaviour and organizational commitment. They discovered that secondary school teachers in the Klang district perceived their administrators as exhibiting transformational solid leadership behaviour, which was confirmed by the researchers. In addition, 340 vocational instructors in Jordan were studied by Khasawneh, Omari and Abu-Tineh (2012), who discovered conflicting results in their study of the relationship between transformational leadership and the organizational commitment dimension. The discovery revealed a substantial, positive and statistically significant result in both cases. The principals of the schools, on the other hand, displayed a moderate-to-high level of transformative leadership behaviour. According to the fourth component of the idealised

influence of transformational leadership's dimensions, vocational teachers in Jordan do not have any impact on their organizations' dedication. A strong effect of transformational leadership style on organizational commitment was discovered by Njoroge (2015) at technical institutions in Kenya, but not when the components of transformational leadership style were considered individually, as was the case previously (idealised influence, individualised consideration and intellectual stimulation). Other findings revealed that inspiring motivation was a significant predictor of affective and normative commitment separately and that it was a significant predictor of all three categories of commitment when considered together (Njoroge, 2015). According to Verma and Krishnan (2013), Porter (2014) as well as Gulluce, Kaygin, Kafadar and Atay (2015), the study in the organization continues to produce inconsistencies in results (2016). Therefore, this study proposed its hypothesis as follows:

H₁: Transformational leadership is positively significant with organizational commitment

Relationship between Transformational Leadership and Organizational Citizenship Behaviour (OCB)

Leaders of transformation have characteristics of citizenship behaviour such as altruism, loyalty, sports, welfare and welfare of society (Allen et al., 2017). All these features are apparent when employees are prepared to work outside their scope of work without claiming any official gifts, including additional pay (Han, Seo, Yoon & Yoon, 2016; Özduran & Tanova, 2017). A leader with a transformational mindset contributes to the values of organizational citizenship behaviour in social responsibilities such as individuals, societies and organizations (Allen et al., 2017). Transformational leadership is interconnected with employees' extra-role behaviour and creates a positive outcome to the value of work at the organization (Majeed et al., 2017). Many empirical previous studies found that transformational leadership style is positively associated with OCB (Humphrey, 2012; Jha, 2014; Nasra & Heilbrunn, 2015; Ismaeelzadeh, Anjomshoa & Fard, 2016).

According to Humphrey (2012), transformational leadership was found to be negatively associated with organizational citizenship. The authors, although transformational leadership was found to be positively associated with employees' organizational citizenship behaviour (OCB), attempted to expand and integrate previous research on the mediating effects of trust in supervisors and job satisfaction on the relationship between transformational leadership style and organizational citizenship behaviour (OCB). Therefore, this study proposed its hypothesis as follows:

H₂: Transformational leadership is positively significant with organizational citizenship behaviour (OCB)

Relationship between Transformational Leadership, Organizational Citizenship Behaviour (OCB) and Organizational Commitment

The existing organizational citizenship behaviour (OCB) among employees could contribute to organizational effectiveness and performance (Smith, Organ & Near, 1983). A study by Hasani et al. (2013) discovered a significant effect of organizational citizenship behaviour (OCB) on organizational commitment, which included all staff of physical education offices in the provinces of Kurdistan, Kermanshah, West Azerbaijan and Hamadan in Iran. The study selected 293 individuals by referring to the table by Krejcie and Morgan (1970). The study found a significant relationship between OCB and staff organizational commitment, including

affective commitment, continuance commitment and normative commitment at four physical education offices in Iran (Hasani et al., 2013).

According to Baron and Kenny (1986), the mediator is the third variable that acts as a mediator between the independent and dependent variables influenced by the independent variable to influence the dependent variable. In this study, OCB considered the mediating mechanism as OCB has a role in establishing the relationship between related and construct development (Agarwal, 2016). OCB can be supported by leadership as a predictor variable in which the leadership style of leaders applied affects the development of organizational commitment and OCB in the organization (Hasani et al., 2013). There has been limited study on the influence of transformational leadership and organizational commitment mediated by OCB. Most of the previous researchers have studied the relationship between transformational leadership and organizational commitment with the mediating role of several variables. As such, it was mediated by leader-member exchange (Shiva & Suar, 2010); empowerment (Ismail, Mohamed, Sulaiman, Mohamad & Yusuf, 2011); gender (Verma & Krishnan, 2013); pride in being a follower of the leader (Chan & Mak, 2014); organizational culture (Shim & Hoover, 2015); organizational culture (Chrusciel, Wolfe, Hansen, Rojek & Kaminski, 2015); psychological empowerment (Avolio, Zhu, Koh & Bhatia, 2004; Kim & Shin, 2017); perceived social responsibility and organizational identification (Allen et al., 2017). The previous empirical studies were interested in applying OCB as the outcome of organizational commitment in the similar construct variables in this study, including the study by Han, Seo, Yoon and Yoon (2016); Kariuki and Kiambati (2017); Lee et al. (2018); Akoto, Mosley, Assad, Perkins, Thiagarajan and Stammerjohan (2019); Fazriyah, Hartono & Handayani, (2019). Therefore, this study proposed its hypothesis as follows:

H₃: The organizational citizenship behaviour (OCB) is positively significant with organizational commitment

H₄: The organizational citizenship behaviour (OCB) mediates the relationship between transformational leadership and organizational commitment

The Proposed Conceptual Model

Aiming to broaden the existing literature on transformational leadership, organizational commitment and OCB, the proposed model in this study is intended to do so in three ways. The relationship between transformational leadership as an independent variable and organizational commitment as a dependent variable is explained by the model proposed in this article. Between these two constructs, OCB serves as a go-between. Based on the review of pieces of literature, the proposed model is presented in the following Figure 1.

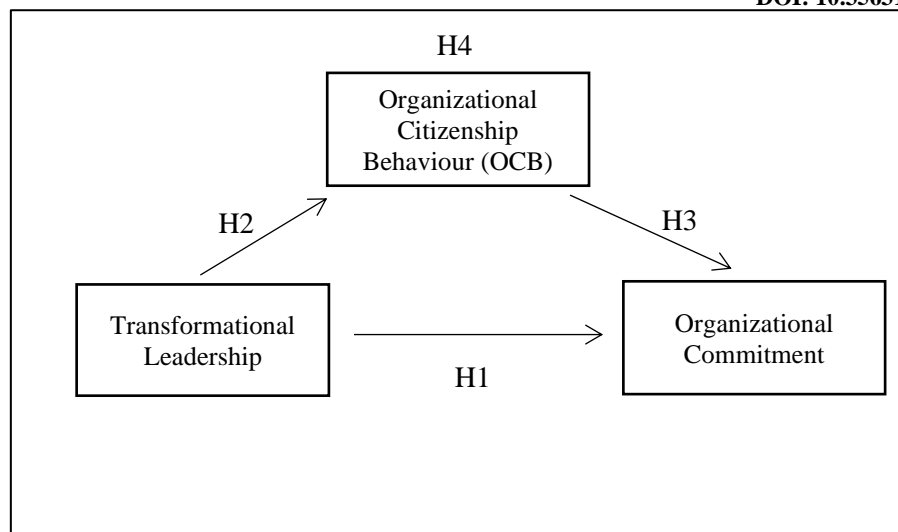


Figure 1: The Proposed Conceptual Model

Limitations and Future Directions

This paper attempts to fill a significant gap in the field of organizational behaviour studies. According to the framework presented in this paper, transformational leadership has an impact on organizational commitment and OCB. Leaders' knowledge was greatly enhanced by the proposed conceptual model presented in this paper; the first attempt considered the influence of transformational leadership on organizational commitment and OCB in an organization. Furthermore, leaders must place a strong emphasis on the importance of employee commitment, as well as on factors that contribute to increased organizational commitment to achieve high levels of employee retention and performance (Porter, 2014). Additionally, this framework took into account the mediating effect of organizational commitment on the influence of transformational leadership. However, there was a significant limitation to the study's main focus. It was limited in scope when compared to other types of leadership styles in terms of organizational commitment and OCB. Furthermore, since this study only used a small integration model, it was not possible to investigate all of the mechanisms that influence organizational commitment. As a result, all of these concepts can be used as useful topics for future research and literature extensions.

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