

Transformational Leadership and Organizational Performance Cross Level Study of Their Effects on Organizational Citizenship Behavior and Task Performance

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Abstract:

In industry 4.0, individual behavior in organization is still very much considered as the main determinant of organizational performance. Organizational citizenship behavior (OCB) is one of the unique behavior of individuals affecting the effectivity of the organization. This study focuses on organizational citizenship behavior (OCB) based on the aspects of antecedents and their consequences. This study aims at examining (1) the indirect influence of transformational leadership on individual performance through organizational citizenship behavior motivation (OCBM) and OCB, (2) the direct influence of OCB on individual performance and organizational performance, (3) the direct influence of OCB for individual performance and organizational performance. This study was conducted on 66 heads of study programs and 410 lecturers at college in West Sumatera and analyzed using cross level methods and hypothesis testing using hierarchical linear modeling (HLM). The findings of the study are 1). OCBM and OCB simultaneously mediate the relation between transformational leadership with individual performance and also have role in elevating the individual performance, 2) individual performance is the mediator between OCBM with organizational performance and it contributes in elevating the organizational performance. The theoretical and practical implications of this study are the transformational leadership-oriented organizational citizenship (TL-OC) is able to motivate the members to carry out OCB actively in organizations. This study is concluded with a discussion of theoretical and practical implications as well as future research directions.

Keywords: transformational leadership, organization, citizenship behavior, organizational task performance, cross level

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I. INTRODUCTION

Organizational citizenship behavior (OCB) is an interesting topic for the researchers within

the last 30 years (Podsakoff et al., 2014). However, previously, the extra role individual behavior had grabbed the attention of researchers concerning organizational success. (Kim, Dyne,

Kamdar, & Johnson, 2013). The interest on the behavior of organizational citizenship since 1970 until now shows the great interest upon the subject and it could be seen within 2000-2009. OCB became the mostly used, reviewed and published by five main journals such as Journal of Applied Psychology, Academy of Management Journal, Journal of Personality and Social Psychology, Administrative Science Quarterly, and Human. (Ocampo et al., 2018).

The studies on organizational citizenship have shown an inconsistency. Some studies found the influence of organizational citizenship toward; 1) employees' performance (Harwika, 2016), 2) student activity unit (Mihaela, Deaconu, & Popescu, 2015), 3) the effectivity of organization mediated by task performance (Podsakoff et al., 2014), 4) sales performance mediated by customers' satisfaction (Schneider et al., 2005), 5) service quality (Bienstock et al., 2003). However, many studies stated otherwise. Challenge and affiliation oriented—organizational citizenship (AOCB and COCB) behavior have direct yet insignificant influence toward the effectivity of organization (MacKenzie et al., 2011); the negative correlation OCB *sportmanship* unit with team performance of high sales experience and negative correlation for relation of OCB civic virtue unit with team performance of high sales (Mariadoss, 2007); OCB negative correlation and team performance (Lin & Peng, 2010); the relation of OCB unit with service quality and customers satisfaction on unit level show the insignificant result (Sepulveda-Martinez, 2001).

The differences in the finding show the researchers' limitation of knowledge, and it requires the deeper study by the researchers to explore their skills (Podsakoff et al., 2014). There are some issues that rooted the study gaps such as the issue of concept definition, dimensionality, unit of analysis and methodology (Podsakoff et al., 2014). First, the issue of concept definition. At

first, the definition of OCB is limited to the discretionary behavior however, as the development goes, and the critics comes from the experts, the concept is revised into the support of OCB toward social environment and psychology within the working environment (Smith, Organ, & Near, 1983). Second, the dimensionality issue. The debate on OCB dimensionality does not result in one agreement therefore the researches are granted with freedom to identify the dimension to their own liking. Some researches may contain different dimension in accordance with their research goal (Ersoy et al., 2015). Third, the unit analysis issue. The polemic of extra and in role behavior are managed by using analysis level such as organization, unit, team and individual level. (Bergaron, 2005). Individual level orientated on task performance contributes on work evaluation while organization, team and group level elevate the organizational performance. (Ariani, 2011b). Fourth, the antecedent variable issue, consequence and moderating. Generally, antecedent variable is linked to individual differences, behavior, perception, satisfaction in working, commitment to organization, peace perception, transformational leadership, work characteristics, work attachment, MSDM practice, motivational and cultural. (Ariani, 2011a; Luthans, 2012; Ocampo et al., 2018; Organ et al., 2006; Podsakoff et al., 2014; Podsakoff et al., 2000; Robbins & Timothy, 2015). The consequence variable goes through significant development. It can be seen by emerging study which measures the OCB influence on financial performance, marketing performance, and production performance. The moderator variable consists of five categories that can be used as potential variable, such as team, supervisor, work, organization and cultural or environmental characteristic.

The previous research shows the limitation of research such as 1). Generally put, the previous research only studies the OCB on individual level

while the analysis on organizational and institute level was done in limited number 2). The antecedent and consequence variable of OCB was done separately 3) The less amount of focus given on motivational of organizational leadership behavior for it is dominated by motivation concept in general 4) types of OCB which is limited on OCB on type individual and organization (OCBI/OCBO), while type challenge and affiliation are found in limited number 5) there has yet exist the study on OCB and its influence on individual and institution performance in the form of comprehensive model 6) limited amount of sample, cultural context and different types of organizations which dominate the methodological problem.

This study focus on OCB that analyzes the relation between OCB comprehensively either from its antecedent and consequence. Antecedent variable is transformational leadership and OCBM while consequence variable is individual and organizational performance. The purpose of this study are to test: (1) the indirect influence of transformational leadership towards individual performance through OCBM and OCB, (2) the direct influence of transformational leadership towards OCBM and OCB (3) the direct influence of OCB towards individual and organizational performance.

Essentially, motivation and behavior are interrelated for behavior is based on someone's motivation (Hellriegel & Slocum Jr, 1989; Luthans, 2012). Specifically, motivation that push someone to perform OCB are prosocial value, focus of organization and impression management (Borman & Penner, 2001). The research that uses OCBM shows the motivational impression management causes OCB (Finkelstein, 2006; Yun et al, 2007), while another research shows the weak relation between motivational impression management with OCB (Rioux & Penner, 2001).

The main role of a leader in organization is to motivate and push the members to achieve the vision and goal of the organization (Gibson et al., 2012; Hughes et al., 2012; Luthans, 2012; Robbins & Judge, 2017; Yulk, 2001). The success of a leader is not only depend on vision development, strategy and cultural changes, but also depend on cultivating and motivating the members to engage in changes (Gill, 2002). Transformational leadership is one type of leadership that motivate the members to do more than what is expected (Northhouse, 2013; Yulk, 2001). Besides, transformational leadership is the modern leadership that is able to create high performance organization (Luthans, 2012). Several studies show that transformational leadership is able in giving strong motivation for the members to perform OCB (Chen et al., 2015; Chen et al., 2002; Herold et al., 2008; Krishnan & Arora, 2008; Paulsen et al., 2013). However, several studies state otherwise; transformational leadership does not give direct influence on OCB (Arar & Abu Nasra, 2019; Jahangir, Akbar, & Haq, 2004)

OCB, transformational leadership, OCBM, individual and organizational performance are the complex relation between two different level such as an individual and group level. This study offers distinctiveness and originality compared to previous studies. They are 1) cross level approach such as individual and organizational level by using hierarchical linear modeling (HLM) analysis. 2) the collaboration between antecedent and consequence variable, 3) the application of specific OCBM.

This study offers several contributions to how to improve the organizational performance (study programs) including individual performance (lecturers). First, This study makes the OCB variable as the main focus and relating it transformational leadership antecedent and OCBM. This is done so the lecturers and head of

study program are able to develop an interaction pattern oriented on OCB. To further cultivate OCB, it needs an inspiring and innovating transformational leadership to create the significant changes.

Second, This study contributes in creating the OCB model in integrated college. This study offers the collaboration model which collaborate antecedent – consequence variable and hierarchical linear modeling (HLM) analysis for two different unit analysis; individual and organizational. This integrated OCB model is the result of model development done integrately by paying attention on the limitation of the study and suggestions for research development on OCB.

Third, This study offers the use of specifically modified and aggregated instrument for individual and organizational performance variables namely lecturers' workload (*BKD*) to measure the individual performance (lecturers) and national accreditation institution (*BAN-PT*) instrument to measure the organizational performance (study program). These two instruments have been tested and are used massively in Indonesia.

II. LITERATURE REVIEW AND HYPOTHESES

Transformational Leadership

Leadership is skill to influence and motivate others to achieve the targeted goal (Gibson et al., 2012; Hughes et al., 2009; Robbins & Judge, 2017; Robbins & Coulter, 1999; Robbins & Timothy, 2008; Yulk, 2001). To achieve the vision and goal, an organization needs a strong leader, oppose the status quo, create future vision and motivate the members (Robbins & Judge, 2017). Transformational leadership is modern leadership recommended by the experts (Gibson et al., 2009; Luthans, 2012; Northhouse, 2013; Robbins & Judge, 2017). Transformational leadership was new and popular approach since

1980s (Northhouse, 2013). This concept was introduced by Burns (1978) by promoting the transforming leadership term which then developed in wider sense by Bass (1985) in his book entitled *Leadership and Performance Beyond Expectation*.

Research on transformational leadership has interest researchers since early 1980s (Northhouse, 2013). In 2009, there were 350 research on transformational leadership which used MLQ as the measuring indicators. (Hughes et al., 2009). Within period of 2000-2012 there were 752 articles on transformational leadership published in top 10 academic journal (Dinh et al., 2014). The interesting thing about the study is the transformational leadership is often found in low level public institution, and transformational leadership is an effective organizational predictor compared to transactional leadership and *laissez-faire* (Hughes et al., 2012).

Transformational leadership is leadership skill that inspire the members to push aside their own importance and skill to influence others (Hughes et al., 2009; Hughes et al., 2012; Luthans, 2012; Northhouse, 2013; Robbins & Judge, 2015; Robbins & Coulter, 2005; Robbins & Coulter, 2010; Robbins & Timothy, 2008). Transformational leadership gives new and stronger spirit for the members to perform out of what organization expected. Therefore, the role of transformational leader is to motivate the member to behave in positive way for instance OCB. Relationship between transformational leadership and OCBM can be explained with the reinforcement theory. According to this theory, behavior is the function of its consequences (Robbins & Judge, 2017). This means the reinforcement given to someone will affect the behavior. The reinforcement given by the leaders to members will motivate the members to perform OCB.

Several researches prove that transformational leadership is capable in motivating the members to perform OCB (Bogler, 2001; Chen et al., 2002; Coyne et al., 2013; Herold et al., 2008; Krishnan & Arora, 2008; Paulsen et al., 2013; Syafii, Thoyib, & Nirman, 2015; Zhang et al., 2015). Therefore, transformational leadership will always inspire and motivate the members to behave positively and constructively which are useful for organization to achieve the vision and goal of the organization. This leads to the proposed hypothesis below.

H₁: transformational leadership has positive and significant influence on OCBM

OCB will be more effective and advantageous for organization if supported by the leader. Transformational leadership is a leadership type which supports, motivates and inspires the members to achieve the vision and goal of the organization (Gibson et al., 2009; Luthans, 2012; Northouse, 2013; Robbins & Judge, 2017). Several researches found that transformational leadership has significant influence on OCB (Majeed et al, 2018; Pradhan et al, 2016).

The relation between transformational leadership between OCB can be explained with two theories: social cognitive and reinforcement theory. Social cognitive theory states that individual can view the colleague as the role model and can learn the proper and improper behavior (Wood & Bandura, 1989). Someone's behavior is influenced by environment and others. OCB performed by someone is influenced by the leader who direct, guide, watch and other managerial functions. Reinforcement theory states that behavior is the function of the consequences (Robbins & Judge, 2017). This means the more often the leader encourage the members to behave

positively, the more intent the members in doing so.

Therefore, transformational leadership and OCB has strong relation because leadership plays an important role in motivating the members to behave advantageously for the organization. This leads to proposed hypothesis below.

H₂: transformational leadership has positive influence on OCB

The success in achieving the vision and goal of the organization is a huge achievement for a leader. The leader is deemed to have an effective and good performance in leading. Yukl (2001) state some opinions from the experts which say that leadership effectivity can be seen based on the consequences of the leader's action on the members and other aspect in the organization. There are measures used to measure the leadership effectivity such as 1) how far the leadership unit manage to achieve the goals, 2) how well the leader in fulfilling the needs and expectation of the members, 3) does the leader capable in increasing the process quality of the group which can be felt from within and without.

While the relation between transformational leadership with performance can be explained by transformational leadership theory, it can also be explained by goal-setting theory. Goal-setting theory stated the specific and difficult purposes with feedback will result in higher performance (Robbins & Judge, 2017). The more specific and difficult a goal is, the higher the performance will be for the goal itself is the power to motivate members in performing better performance (Kaswan, 2017). Therefore, the role of a leader is to set the good and difficult purpose with feedback to create the better performance.

Several studies that have been done discover the positive relation of transformational leadership with performance (Bass & Riggio, 2006; Gerstner & Day, 1997; Howell & Hallmerenda, 1999;

Jiang, Lu, & Le, 2016; Yammarino & Dubinsky, 1994). In other words, transformational leadership has role in achieving individual performance in the organization which leads to the hypothesis below.

H₃: transformational leadership has positive influence on individual performance

Organizational Citizenship Behavior Motivation (OCBM)

Motivation is the energy to encourage someone to behave in specific way to achieve the goal. Motivation is identical with “actions” which encourage someone’s behavior or push someone to spring into action (Luthans, 2012). Motivation has three important dimensions such as intensity, direction and persistence (Robbins & Judge, 2017). Intensity describes how hard the effort is made, direction describes the achieved goals is in the right direction to benefit the organization, while persistence describes the duration it takes to maintain the result. Hellriegel & Slocum Jr (1989) describes the motivation as the influence that causes the current and support the members’ behavior.

Motivation is related with psychological process (like wishes, intensity, needs, behavior) action and purpose of the organization (Hellriegel & Slocum Jr, 1989; Luthans, 2012; Robbins & Judge, 2007). This makes motivation important and it determines the performance in the organization based on specific behavior done. OCBM is specific motivation to encourage someone to perform OCB. Rioux & Penner (2001) identify three motives that have specific relevance with OCB such as prosocial values (motive to help others), organization interest (motive to maximize organization needs) and impression management (motive in creating advantageous impression to get instrumental rewards).

The relation between OCBM and OCB can be explained with attribution, social cognitive and expectation theories. Attribution theory refers to motive, means and characteristics that can be seen with the visible behavior (Ariani, 2011b). It means someone’s motive in performing OCB can be seen by someone’s behavior. Social cognitive theory is where colleague becomes the role model (Wood & Bandura, 1989). It means someone’s motivation in performing OCB is influenced by the example performed by the colleague, creating an unconscious learning process.

Several studies find that the impression management motive causes OCB (Finkelstein, 2006; Yun et al., 2007). Kim et al. (2013) used three dimensional OCBM to inform the relation between prosocial motive with OCB directed to others and organizational concerns with OCB directed to organization. On the contrary, impression management motive has weak relation with OCB. It can be concluded that OCBM and OCB have strong relation where OCBM pushes OCB, resulting in proposed hypothesis below:

H₄: OCBM has positive influence on OCB

High motivation possessed by the members will influence with the individual or organizational performance. It is clearly stated that motivation is an important variable in performance determinants. (James L Gibson et al., 2012; Hellriegel & Slocum Jr, 1989; Mahmudi, 2015; Robbins & Judge, 2017). The relation of motivation and performance can be explained with the goal setting theory where specific and difficult goals with feedback will result into high performance (Robbins & Judge, 2017). Setting the goals will push people to achieve it. Several studies prove that motivation has significant influence on performance. Grant (2007) found that motivation can strengthen the outcomes employees such as persistence, productivity and performance. Research done by Gungor (2011) is consistent with the other studies who find relation

between motivation on performance. This leads to a proposed hypothesis below:

H₅: OCBM has positive influence in individual performance

The focus of transformational leadership is to motivate the members to change the way of thinking in order to follow the way of thinking and action oriented on achieving vision and goal of the organization. (Jin et al., 2016; Schaubroeck et al., 2016; Yulk, 2001). Transformational leader views that giving motivation as crucial for it will encourage the member to achieve the highest performance. In other words, transformational leadership has relation with motivation and performance.

This relation can be explained with the goal setting theory and expectation theory. Goal setting theory describes that specific and difficult goals will result into higher performance (Robbins & Judge, 2017). Expectation theory describes that action is depended on expectations that the action will be followed by the existing results and its appeal on the members (James L Gibson et al., 2012; Robbins & Judge, 2017). These two theories explain that to achieve performance as the goal or expectation, certain direct or indirect factors will be needed.

Study done by Charbonneau et al. (2001) found that motivation will strengthen relation between transformational leadership with individual performance thus leading to a point where motivation becomes the important variable to mediate transformational leadership with individual performance. This leads the proposed hypothesis below:

H₇: OCBM mediates transformational leadership with individual performance

OCBM and OCB are two interrelated variable for specific motivation which push people to perform OCB.

OCBM is specific motivation in performing OCB. Rioux & Penner (2001) identify three-dimensional OCBM such as prosocial value, organization interest and impression management. Several studies discuss the relation between OCBM and OCB. Kim et al (2013) found the relation between prosocial motive with OCB directed to others and organizational concerns with OCB directed to organization. On the contrary, impression management motive has weak relation with OCB. The studies done by Finkelstein (2006) and Yun et al., (2007) also found that the impression management causes OCB.

The relation between motivation and behavior can be explained with the goal setting theory which explains that determining specific goals will encourage the behavior (Robbins & Judge, 2017) and reinforcement theory which stated that behavior is the function of its consequences; reinforcement encourages behavior (James L Gibson et al., 2012). Attribution theory can also explain relation between motivation and behavior in which motive, means and other characteristic can be seen from the visible behavior. (Ariani, 2011b). OCBM and OCB are important in elevating organizational performance. Transformational leadership motivates and inspire the members to achieve the vision and goals of the organization for motivation is the main key to encourage members to behave, leading to proposed hypothesis below:

H₈: OCBM and OCB mediate transformational leadership and individual performance

Organizational Citizenship Behavior (OCB)

OCB in practical definition is discretionary behavior, explicit, informal, extra role, out of work contract (Ariani, 2012; Bolino et al., 2002; Jain & Cooper, 2012; Kim et al., 2013; Podsakoff et al., 2014; Podsakoff, Mackenzie, et al., 2000; Smith et al., 1983). OCB is an individual unique

behavior which influence on individual, team and organizational performance (Gibson et al., 2012; Konopaske et al., 2014; Organ et al., 2006; Podsakoff et al., 1990; Podsakoff et al., 2014; Podsakoff, Mackenzie, et al., 2000; Robbins & Judge, 2015).

The relation between OCB with individual and organizational performance can be explained with social exchange theory and social identity theory. Social exchange theory explains where people return the advantage they gained from others (Lambert, 2000). They feel it is necessary to return what others do to them as form of gratitude. Social identity theory is socio-psychological theory which explains when and why an individual is identified as a part of the group and a part of social or organizational group (Ariani, 2011b). This means OCB is performed because they feel that they are part of organization, and they want to show their OCB is dedicated for the sake of the organization.

Several studies study the influence of OCB on individual and organizational performance. Basu et al. (2017) found that OCB is significant predictor in individual and organizational performance of health organization in India and Ehrhart et al., (2006) found that OCB level is related with unit effectivity while Whiting et al., (2008) also reports that OCB has significant influence on performance.

It can be concluded that OCB benefits an individual mainly the interaction among workers and it contributes on achieving the vision and goal of the organization thus leading to proposed hypothesis below:

H₆: OCB has a positive influence on individual performance

OCB is like an oil that helps the effectivity of organization (Ariani, 2012; Bolino et al., 2002;

Jain & Cooper, 2012; Kim et al., 2013; Podsakoff, Mackenzie, et al., 2000; Smith et al., 1983). The benefits of OCB in organizational level are to increase colleague productivity, increase manager productivity, save the management and organization resource, become the effective means in coordinating teamwork effectively, increase the organization skill to recruit and to maintain workers with good performance quality, help organization to maintain and adapt to changes, help to save rare resources to maintain group functions, increase organization skill to maintain the best workers and increase organizational performance stabilization (Podsakoff et al., 2014; Smith et al., 1983)

Some empirical research report that OCB has significant influence and prove to increase organizational performance effectively (Allen & Rush, 1998; Bolino & Klotz, 2015; Chen, 1998; Harwiki, 2016; Wang et al., 2005).

It can be concluded that OCB is important in interaction among workers for it helps to achieve vision and goals of the organization faster. The leader must encourage the workers to perform OCB either in individual organizational level. This leads to proposed hypothesis below:

H₁₀: OCB has positive influence on organizational performance

Individual and Organizational Performance

Performance is related to measure or evaluation on someone's job within the organization which represent the goal achieved by the organization, and it is done by individual, organization or study program itself. Performance refers to work implementation demanded or the total of existing jobs, and also to shows the outcomes from the functions or indicators of the job during certain time (Gibson et al., 2012; Lambert et al., 2008; Schermerhorn, 2010; Stolovich et al., 1992)

Gibson, et al(2012)emphasized that the main determinant for the success of the organization in achieving performance effectivity lies on the people management in the organization. Managing resources become very important because people are the main actors in resource management in the organization. Organizational performance, in other words, is determined by individual performance in the organization.

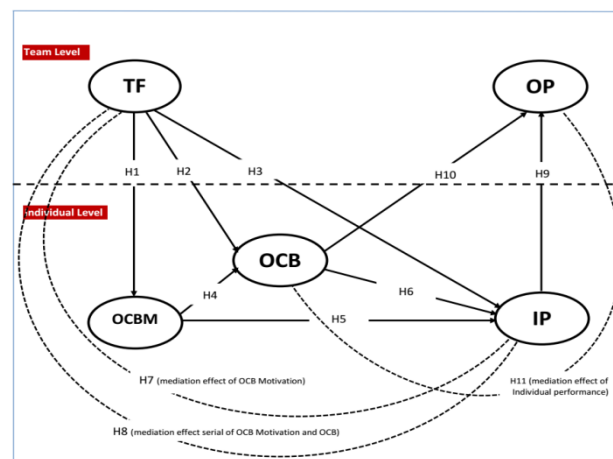
Several studies support the idea that individual performance gives concrete contribution in achieving organizational performance. Oluseyi& Ayo(2009)found that work motivation, leadership effectivity, and workers time management contribute to performance of some industries in Nigeria about 27%. Mark et al, (2017)also found the positive significant relation between employees development with organizational performance. It can be concluded that individual performance represents organizational performance thus leader should always encourage individual performance optimally to achieve targeted organizational performance. This leads to proposed hypotheses below:

H₉: Individual performance has positive influence on organizational performance

H₁₁: Individual performance mediates the relation between OCB and organizational performance

Research Model

The study model for 10 hypotheses can be seen below.



Note: TF: tranformational leadership, OCBM: organizational citizens behavior motivation, OCB: organizational citizens behavior

IP: individual performance, OP: organizational performance

Figure1. Research Model

III. METHODOLOGY

Participants

The design of this study is hypotheses testing and cross-sectional across level. Stratified random sampling and purposive sampling were both used as the sampling technique. The respondents for This study consisted of 410 lecturers who come from 66 study programs of colleges in West Sumatera, Indonesia. The majority was taken by female lecturers (N = 226, 55.1%) with rank lector (N = 165, 40.2%) and civil servants (PNS) level IIIb (N = 140, 34.1%). The majority of the work-hour was less than 10 (N = 202, 49.3%) with status as regular lecturer (N = 273, 66.1%) and the latest education was Master (N = 312, 76.1%) as well as active in using social media (N = 328, 80%).

Instrument

Transformational leadership was measured by using self-report research instrument MLQ-1995 which was developed by Bass et al. (2003). There were 4 dimensions with 16 scales and using

semantically different scales with range 1 (strongly disagree/never) to 7 (strongly agree/always). The Cronbach's Alpha value for this scale was .958.

Organizational citizenship behavior used instrument developed by Rioux & Penner (2001) consisted of 3 dimensions with 28 items and used semantically different scales with range 1 (strongly disagree) to 7 (strongly agree). The Cronbach's Alpha value for this scale was .881.

Organizational citizenship behavior was measured by using the scale developed by Podsakoff (2000) consisted of 7 dimensions and 26 items and used semantically different scale with range 1 (never) to 7 (always). The Cronbach's Alpha value for this scale was .956.

Individual performance was measured by using the performance values developed by Directorate General of Higher Education Ministry of Education (2010) about the lecturers' workload consisted of 4 dimensions with 33 items and used semantically different scales with range 1 (never) to 7 (always). The Cronbach's Alpha value for this scale was .941.

The lecturers' performance was measured by using the standard instrument applied to all lecturers in Indonesia and had been implemented since 2010. The measured aspects were related to the main responsibility of lecturers in Indonesia consisted of educational assignment, research and service, knowledge and activity outside status (Law No 12 2012 on Higher Education, 2012; Law No 14 2005 on Teachers and Lecturers, 2005). The instrument development for lecturers workload is in accordance with the concept of workers' performance which was developed by other researchers (such as Kessler et al., 2003; Williams & Anderson, 1991). Measuring worker performance, essentially, was to measure the potential, knowledge, and ability in achieving purpose which, expectedly, reflect the quantity

and quality of the activity during certain time range (Baş & Artar, 1990; Shahzad et al., 2011; Yildiz et al., 2008)

Organizational performance was measured by using the instrument used by Accreditation Board for Higher Education (2019) consisted of 7 dimensions and 25 items and used semantically different scales with range 1 (strongly disagree) to 7 (strongly agree). The Cronbach's Alpha value for this scale was .939. This instrument was developed by Apparatus of Accreditation Board for Higher Education Akreditasi on 1994 and has been used for all college in Indonesia. This developed instrument is in accordance with the developing and practical demands of accreditation process applied in international sense. Therefore, most of college in the world use peer review and accreditation as the measure of their performance (Hazelkorn, 2015). Generally put, the measure for college performance which was done by trusted accreditation board like *Quacquarelli Symonds (QS)*, *World College Rankings (WUR)*, *Academic Ranking of World College (ARWU)*, focused on research and teaching indicator, income gained through research projects, and focused on students and stakeholders satisfaction (Abubakar et al., 2018).

Technique of Data Collection

This study was conducted to lecturers and head of study program of colleges in district or subdistrict in West Sumatera such as Padang city, Bukittinggi city, Padang Panjang city, 50 Kotadistrict, Padang Pariaman district and Pariaman city. Each of these regions have samples consisted of academy, higher school, polytechnic, institute and university.

The sample was chosen by several required consideration or criteria. For study programs, the required criterion is study program under accreditation B while the required criterion for

lecturer was the lecturers who had served at least 2 years.

The researcher sent permission letter and questionnaires to 66 study program of 16 college. Afterwards, the head of study program would ask the selected lecturers from each study program to fill the questionnaires. The returned questionnaire percentage was categorized good with percentage of 65% and 67% (Babie, 2017).

Statistic Analysis

This study used cross level approach with hierarchical linear modeling (HLM) analysis. Hierarchical linear modeling analysis is analysis done to test the hypothesis with different level of analysis such as an individual and organizational unit. (Hofmann, 1997; Hofmann & Gavin, 1998; Raudenbush & Bryk, 2002). Besides, this analysis is necessary when a phenomenon is influenced by high rank organizational unit (Kozlowski & Klein, 2000). This type of analysis is seldomly used (Nielsen et al., 2009) therefore suggested by many researchers (Podsakoff et al., 2014) for cross level analysis is a mega project research topic on organizational behavior in the future (Li, Lu, Cui, & Han, 2019). The used analysis tool for hypothesis testing was HLM 7 to test H1 - H7 and SPSS 24 process version and 3.4 to test H8 - H10.

The stages in HLM analysis consisted of three stages (1) unit level data testing, (2) testing between variance for dependent variable, (3) hypotheses testing. First, unit level data testing is data testing in unit level or group for transformational leadership variable and organizational performance which were done by applying aggregation. Aggregation justification was done by using 2 indicators such as interrater agreement (IRA) and intraclass correlation ICC (1) and ICC (2) (Bartko, 1976; Hofmann & Stetzer, 1996; James, Demaree, & Wolf, 1993; Seibert, Silver, & Randolph, 2004). The IRA result using r_{wg} index for transformational leadership showed

1.1797 (average) and 0.9567 (median) which means above the limit 0.7. The result of ICC (1) and ICC (2) showed 0.1337 and 0.9176 average. Based on this, all unit can be used for the next analysis.

Second, between variance testing for dependent variable was done with unconstrained (null model) test dependent variable (OCBM, OCB and individual performance). The result showed the significant chi square value for OCB ($\chi^2 = 79.92659$; $p\text{-value} = 0.001$), OCBM ($\chi^2 = 63.54697$; $p\text{-value} = 0.035$), lecturers or individual performance ($\chi^2 = 63.66341$; $p\text{-value} = 0.035$). Therefore, there is the difference on outer variable between work unit and cross level testing can be done.

Third, hypothesis testing for three types of test, such as cross level direct (H_1, H_2, H_3) which tested the influence of transformational leadership towards the OCBM, OCB and individual performance. The individual level direct testing (H_4, H_5, H_6) which tested the OCBM, the influence of that tested OCBM and OCB towards individual and organizational performance. Mediation testing (H_7, H_8) which tested the simultaneous and direct influence of OCBM and OCB to relation between transformational leadership and individual performance. Mediation testing followed the steps by Zhang et al. (2009) and requirements stated by Baron & Kenny (1986) such as 1) there exist the significant independent variable (for instance, the significant value of transformational leadership influence towards individual performance ($\gamma = 0.030$, $p < 0.001$), 2) there exists the influence of significant independent variable and mediation variable (the influence of transformational leadership towards OCB with significant value of ($\gamma = 0.027$, $p < 0.001$), 3) the significant influence of mediation variable with dependent variable (the influence of OCB towards individual performance with significant value of ($\gamma = 0.283$, $p < 0.001$),

4) putting the mediation variable into relation of independent variable towards dependent variable (OCB is put into equation model with grand mean centering, with significant result of ($\gamma = 0.327$, $p < 0.001$) where there is an increase of regression coefficient value from before. Below were the example HLM cross level equation (H_1 , H_2 , H_3) and individual level equation (H_4 , H_5 , H_6).

Level-1 Model

$$PKO_{ij} Motivation = \beta_0 + \beta_1(PKO Motivation) + r_{ij} \quad (1)$$

Level-2 Model

$$\beta_{0j} = \gamma_{00} + \gamma_{01}*(Transformational Leadership_j) + u_{0j} \quad (2)$$

Mixed Model

$$PKO Motivation_{ij} = \gamma_{00} + \gamma_{01}*Transformational Leadership_j + u_{0j} + r_{ij} \quad (3)$$

$$PKO_{ij} = \gamma_{00} + \gamma_{10}*PKO Motivation_{ij} + u_{0j} + r_{ij} \quad (4)$$

IV. RESULTS

This part shows the respondents demographic in details, including average score, deviation standard, reliability coefficient and correlation between group and individual level variable, the result of HLM analysis which is showed in table 2 and 3 and result of SPSS analysis in Table 4 and 5.

Table 1
Descriptive and Correlational Statistic

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
<i>Individual Level</i>												
1 Sex	1.45	0.50										
2 Rank	2.69	0.94	.134**									
3 Class	3.51	2.01	.094	.368**								
4 Accreditation	1.46	0.51	-.019	.006	.080							
5 Work Duration	1.71	1.01	.116*	.671**	.380**	-.041						
6 Lecture's status	1.39	0.63	.071	.221**	.164**	.037	.138**					
7 Education	1.29	0.46	.242**	.444**	.266**	-.149**	.361**	.241**				
8 Social Media	1.29	0.53	.002	.126*	.014	-.021	.082	.000	.084			
9 OCB	3.77	0.91	.013	.051	.059	-.026	.111*	.201**	.058	-.043		
10 OCBM	4.11	0.91	.048	.071	.078	.003	.065	.153**	.052	-.077	.559**	
11 Individual Performance	3.39	0.96	.161**	.253**	.155**	.008	.184**	.256**	.245**	-.004	.283**	.304**
<i>Group Level</i>												
1 Sex	1.45	0.50										
2 Rank	2.69	0.94	.134**									
3 Class	3.51	2.01	.094	.368**								
4 Accreditation	1.46	0.51	-.019	.006	.080							
5 Work Duration	1.71	1.01	.116*	.671**	.380**	-.041						
6 Lecturers status	1.39	0.63	.071	.221**	.164**	.037	.138**					
7 Education	1.29	0.46	.242**	.444**	.266**	-.149**	.361**	.241**				
8 Sosial Media	1.29	0.53	.002	.126*	.014	-.021	.082	.000	.084			
9 Transformational Leadership	3.47	0.64	-.037	-.032	.014	-.115*	.080	.093	-.046	-.010		
10 OCB	3.38	0.85	-.016	.096	.040	.162**	.000	-.039	.117*	.055	.050	

for individual level, N = 410, for group level, N = 65, * $p < 0.05$; ** $p < 0.01$

Table 2
Result of HLM V7 Analysis for Group And Individual Level Hypothesis Test H1-H6

Variable	OCBM				OCM				IP			
	γ	S.E	p-value	Ket	γ	S.E	p-value	Ket	γ	S.E	p-value	Sig
Group Level (2)												
TL	0.027	0.046	<0.001	signf	-0.010	0.060	0.879	tdk signf	0.155	0.084	0.042	signf
Indiv. Lev (1)												
M PKO					0.552	0.038	<0.001	signf	0.331	0.062	<0.001	signf
PKO									0.313	0.082	<0.001	signf

Notes:
TL(tranformational leadership), OCBM (organizational citizenship behavior motivation), OCB(organizational citizenship behavior), IP (Individual Performance),
Sig= Significant level

Table 3
Result of HLM Analysis Hypothesis Test 7 Mediation's Influence OCBM

Stages	Direct Influence	Influence after Mediation	Note
1st step: TL influence on IP	$\gamma = 0.030$ $p = <0.001$ $r^2 = 29.3$		significant
2nd step: TL influence on OCBM	$\gamma = 0.027$ $p = <0.001$ $r^2 = 6.6$		significant
3rd step: OCBM influence on IP	$\gamma = 0.283$ $p = <0.001$ $r^2 = 10.5$		significant
4th step: TL and OCBM influence on IP		$\gamma = 0.327$ $p = <0.001$	significant

Notes:
OP (organizational performance)

Table 4
Result of Double Regression Analysis Hypothesis Test 8 & 11

Influence	Influence	Bootstrap		Test Result
		BootLLCI	BootLLCI	
Indirect				
TL on IP through OCB	.0577	.0034	.1177	significant
OP on IP through OCBM	.0363	.0071	.0749	significant
TL on IP through OCBM & OCB	.0393	.0093	.0763	significant
OCB on OP through IP	.1204	.0733	.1756	significant

Table 5
Result of Double Regression Hypothesis Test H9 and H10

Variable	Simple Regression Test		Note
	Standardized Coefficients Beta	Sig. (2-tailed)	
IP \rightarrow OP	0.387	0.000	significant
OCB \rightarrow OP	0.174	0.000	significant

It can be seen in Table 1 that OCBM variable has positive and significant correlation with OCB ($r = 0.553^{**} < 0.05$) which means the higher the individual motivation in doing OCB, the higher the individual intensity in doing OCB will be. Individual performance has positive correlation with OCB ($r = 0.298^{**} < 0.05$) which means the more individual perform OCB, the better the individual performance will be. Individual performance has positive correlation with OCBM ($r = 0.315^{**} < 0.05$) which means the higher the individual motivation in doing OCB, the better the individual performance will be. In table 2, there is significant relation between transformational leadership with organizational performance ($r = 0.281^{**} < 0.05$) which means the head of study program use transformational leadership type in leading the study program and this will give the real contribution to overall organizational performance.

The result of cross level-direct hypothesis test (H_1, H_2, H_3) and direct hypothesis test on individual level (H_4, H_5, H_6) gives result that transformational leadership has significant influence on OCBM ($\gamma = 0.027, S.E = 0.0046$ and $p\text{-value} < 0.001$) so the proposed hypothesis 1 is supported. Transformational leadership does not have significant influence on OCB ($\gamma = -0.010, S.E = 0.060$ and $p\text{-value} 0.879$) so the proposed hypothesis 2 is not supported. Transformational leadership has significant influence on individual performance ($\gamma = 0.155, S.E = 0.084$ and $p\text{-value} 0.042$) so the proposed hypothesis 3 is supported. OCBM has significant influence on OCB ($\gamma = 0.553, S.E = 0.038$ and $p\text{-value} < 0.01$) so the proposed hypothesis 4 is supported. OCBM has significant influence on individual performance ($\gamma = 0.331, S.E = 0.062$ and $p\text{-value} < 0.01$), so the proposed hypothesis 5 is supported. OCB has significant influence on individual performance ($\gamma = 0.313, S.E = 0.082$ and $p\text{-value} < 0.01$.) so the proposed hypothesis 6 is supported as well.

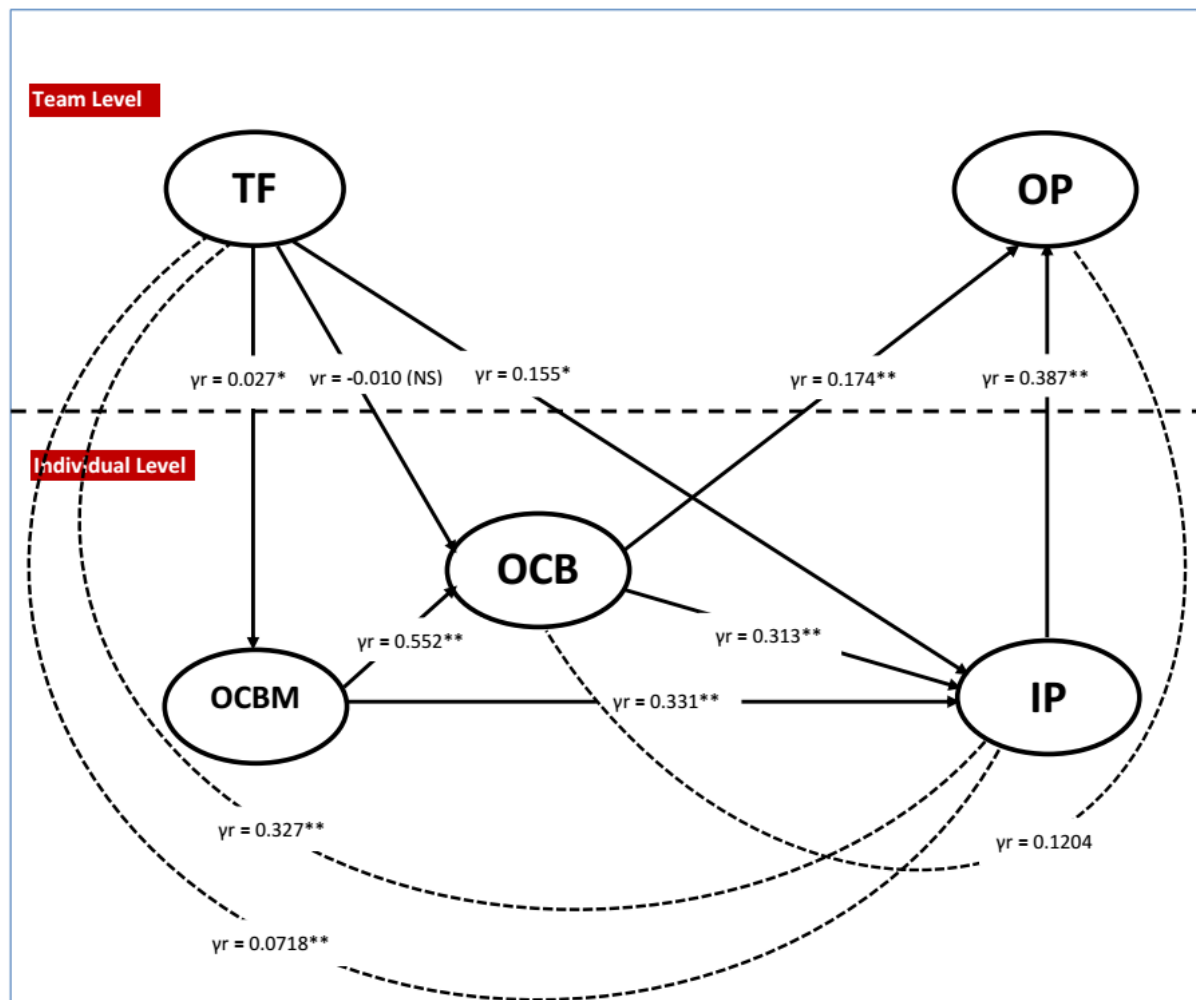
The result of hypothesis 7 following the steps stated by Zhang et al., (2009) gives the following results: 1) 1st step—influence of transformational leadership on individual performance variable—gives the matched result with supported hypothesis 3 (significant) with ($\gamma = 0.030, p < 0.001$), 2) 2nd step—the influence of transformational leadership on OCBM— gives the matched result with supported hypothesis 1 (significant) with ($\gamma = 0.027, p < 0.001$). 3) 3rd step—influence of OCBM on individual performance—gives the matched result with supported hypothesis 5 (significant) with ($\gamma = 0.283, p < 0.001$), 4) 4th step—influence of transformational leadership on individual performance through OCBM as the mediation variable and OCBM is put into equation model with grend men cantering—gives the matched result with supported hypothesis 7 (significant) with ($\gamma = 0.327, p < 0.001$) where the regression coefficient value is found higher than before.

The result of hypothesis 8 –the indirect influence of transformational leadership with individual performance through OCBM and OCB simulataneously—shows there is no zero mark given by the estimate bootstrap result on mediation influence (ME) which means the proposed hypothesis, the influence of simaltenous mediation of OCBM and OCB in transformational leadership towards the individual performance gives the matched result with supported hypothesis 8 (significant), is accepted. Therefore, the OCBM and OCB variable are the mediation variable of relation between transformational leadership with individual performance. The result of hypothesis 11—the indirect influence of OCB towards organizational performance through an individual performance— shows there is no zero mark given by the estimate bootstrap result on EM which means the hypothesis, the mediation influence of individual performance regarding the relation between OCB and individual gives the matched result with the

supported hypothesis 11 (significant), is accepted. Therefore, the individual performance variable is the mediation variable regarding the relation between OCB and organizational performance.

The result of hypothesis 9 and 10 is the significant influence of individual performance on

organizational performance (regression coefficient = 0.387, significance = 0.000) for hypothesis 9 is supported and the significant influence of OCB on organizational performance (coefficient correlation = 0.174, significance = 0.000) is accepted as well.



Note: TF: transformational leadership, OCBM: organization citizens behavior motivation, OCB: organization citizens behavior, IP: individual (lecturer) performance, OP: organizational (study program) performance

Figure2. Final Research Model

V. DISCUSSION

The main purpose of this study to test the influence of cross level transformational leadership towards individual and organizational performance as the mediator. This study is done by using cross level analysis 'cross-sectional' toward 410 lecturers in 66 study programs in colleges in West Sumatera, Indonesia.

OCB becomes the attention in this study considering this behavior is informal, for extra discretionary role is not directly and explicitly legalized in regular reward system (Podsakoff et al., 2014). The function of this behavior is to smooth the social engine of the organization and is confirmed capable in helping the effectivity of the organization (Ariani, 2012; Bolino et al., 2002;

Jain & Cooper, 2012; Kim et al., 2013; Podsakoff et al., 2000; Smith et al., 1983). The study model in placing the OCB as the mediator considering this behavior is out of regular rewards system useful for organization, and also considering the OCB from antecedent and consequences factors.

Overall, the result of this study is there a support from cross level on direct and indirect influence of transformational leadership towards individual performance through OCBM and OCB as the mediator and there is direct influence of OCB towards the individual and organizational performance. The findings show the influence of transformational leadership towards OCBM and individual performance. It is sufficed to say that the transformational leadership plays an important role in setting the OCBM into motion to contribute on individual performance. This finding is consistent with several previous studies that shows the importance of transformational leadership in giving strong motivation for the members, so they will be motivated in performing OCB (Chen et al., 2015; Chen et al., 2002; Krishnan & Arora, 2008; Syafii et al., 2015). The previous studies also found out that transformational leadership gives positive and significant influence on individual performance. (Bass & Riggio, 2006; Gerstner & Day, 1997; Howell & Hallmerenda, 1999; Jiang et al., 2016; Yammarino & Dubinsky, 1994).

The role of OCBM is the mediator to the relationship between transformational leadership and individual performance to further elevate the individual performance. This finding is constant with the previous research done by Charbonneau et al. (2001) who study the relation between transformational leadership and sport performance which are mediated by intrinsic motivation in which the result states that intrinsic motivation is the mediator of transformational leadership and sport performance. However, This study provides the deeper discussion in which OCB gives

stronger influence than transformational leadership and OCBM is important in elevating individual performance.

This study also finds that OCBM and OCB simultaneously work as the mediator between transformational leadership and individual performance. OCBM and OCB are two interrelated variables because motivation refers to specific motivation that push people to perform OCB (Rioux & Penner, 2001). This finding is supported by previous studies by Kim et al (2013), Finkelstein (2006) and Yun et al (2007) who found the strong connection between prosocial value pattern and impression management with OCB that strengthen the individual performance. The study done by Weiping Jiang, Zhao, & Ni (2017) find that OCB mediates the transformational leadership and employees performance. This study finds the linear relationship on transformational leadership, OCBM, OCB and individual performance variable. In other words, transformational leadership encourage individual motivation to perform OCB which leads to the improvement of the individual performance. The interesting point of this study is OCBM gives stronger influence than OCB and transformational leadership. Alternatively, elevating individual performance can be done by elevating OCBM which will set OCB into motion.

This study result views the role of OCBM and transformational leadership are very important in setting OCB into motion for the members of the organization and also elevating the individual and organizational performance. The formed relationship is the leadership has its direct influence on OCBM. OCBM will encourage OCB which contributes in individual and organizational performance. It is important for the organization to elevate the individual and organizational performance. To encourage OCBM in massive scale, transformational leadership is needed. Thus, transformational leadership with OCB oriented is

the proposed concept worth considering. Transformational leadership with OCB oriented refers to leadership encourages, motivates, inspires the members to achieve vision and mission of the organization by focusing on motivating the members to behave positively and constructively for the organization.

The important point of this study is transformational leadership does not have direct influence on OCB. The OCB is not caused by the direct intervention from the leaders. This result contradicts with previous studies which stated that transformational leadership motivates motivating the members in performing OCB (Chen et al., 2015; Chen et al., 2002; Herold et al., 2008; Krishnan & Arora, 2008; Paulsen et al., 2013). By contrast, the result of this study is supported by the previous studies which stated that transformational leadership does not have direct influence on OCB (Arar & Abu Nasra, 2019; Jahangir et al., 2004). This result can be explained from transformational leadership point of view and OCB point of view. Essentially, leadership does not have direct intervention with people behavior; the leaders merely motivate and encourage the individual to behave (Gibson et al., 2012; Hughes et al., 2009; Hughes et al., 2012; Robbins & Judge, 2017; Yulk, 2001). This also goes to transformational leadership which transforms the members by encouraging and motivating the member towards the new vision (Northhouse, 2013; Yulk, 2001). The things felt by the members are trust, admiration, loyalty and respect towards the leader, and they will be motivated to do more than what is expected (Bass, 1985; Bass & Riggio, 2006; Yulk, 2001). Besides, the OCB is the extra role behavior out of the work contract which comes from the heart without being forced by anyone. (Ariani, 2012; Bolino et al., 2002; Jain & Cooper, 2012; Kim et al., 2013; Podsakoff et al., 2000; Smith et al., 1983).

This study also finds that OCBM influences both OCB and individual performance. OCBM encourages the individual to perform OCB thus elevating their performance. Individual performance relies on OCBM which encourages OCB. The result is consistent with the previous study by Kim et al. (2013) who found the strong bond for proportional value motivation with OCB directed by the others and motivational concerns with OCB directed to organization, and Grant (2008) who found that motivation can strengthen outcomes employee like persistence, productivity and performance, and Gungor (2011) whose finding also stated the strong bond between motivation and individual performance.

This study also finds that OCBM influences individual and organizational performance. Individual performance gives direct influence on organizational leadership, and also mediates the relationship between OCB and organizational performance. This finding is consistent with theory proposed by several experts who said that OCB is advantageous towards individual and organization (Gibson et al., 2012; Konopaske et al., 2014; Organ et al., 2006; Podsakoff et al., 1990; Podsakoff et al., 2014; Podsakoff, Mackenzie, et al., 2000; Robbins & Judge, 2015). The previous study also proves that OCB contributes to individual performance achievement (Harwika, 2016), sales performance mediated by customers' satisfaction (Schneider et al., 2005), service quality (Bienstock et al., 2003), student activity unit performance (Mihaela et al., 2015), the effectiveness of the organization mediated by task performance (Podsakoff et al., 2014). However, the interesting point is OCB has small influence on organizational performance in educational context at higher education. Conversely, the individual performance has stronger influence on OCB and additionally, organizational performance can be elevated by optimizing the individual performance.

Theory and Practical Implication

OCB is the mostly used, reviewed and published topic in famous journal regarding the organizational behavioral study (Ocampo et al., 2018). This study begins with research gap and several identified issues such as definition issue, concept development, dimensionality, types, unit of analysis, antecedent, consequences, moderator and measurement of methodology (Podsakoff et al., 2014).

This study is a complex and integrated study with cross level approach to analyze the OCB from antecedents to consequences. Antecedent variable in this study is transformational leadership where the main finding is there is no significant influence on OCB. This means transformational leadership does not have direct intervention on members in performing OCB, however, OCB is directly encouraged by individual motivation given by the leaders. Sufficed to say that relationship of transformational leadership, OCBM and OCB form the linear relationship with OCBM and OCB as the mediator. This relation has integrated several theories such as reinforcement theory, determinant theory, and attribution theory. Integration from several theories with cross level resulted in new relationship between variables which then creating the OCB model with an organizational unit context specifically on unit of study program

OCB is very important to be cultivated by individual within the organization because it is one of three behaviors which affect the performance in working environment (Robbin, 2015) and OCB is able in supporting the effectivity of the organization (Ariani, 2012; Bolino, 2002; Jain & Cooper, 2012; Kim et al., 2013; Podsakoff et al., 2000; Smith et al., 1983). The finalized OCB model tells the importance of transformational and OCB in elevating the organizational performance on individual and organizational performance.

This study proves that transformational leadership as the antecedent to OCBM and OCB. The head of the unit of study program must possess the transformational characteristics in his leadership to become the transformational leader who can encourage and inspires the members in performing OCB.

OCBM is partially proved to be the mediator in the relationship between transformational leadership and individual performance, and it elevates the individual performance. This also proved to be the same with OCBM and OCB which simultaneously proved to be the mediator between transformational leadership and individual performance, and their ability in elevating individual performance. For the lecturers in every unit of the study program who want to improve OCBM, it can be done by increasing their understanding of how the study program works, lessen the non-constructive behavior such as laziness, prideful, irresponsible, pretend to be busy, and avoid any troubles. OCB must be made more intensive so the work culture in study program will elevate the work discipline in every aspect.

Individual performance is mediation variable in the relation between OCB and organizational performance, and it is capable in elevating the organizational performance. Elevating individual performance is the main thing to elevate the organizational performance. For those who have low performance, especially in research and publication, are recommended to cooperate and involve in group discussion. The head of unit of the study program must push the individual performance by cultivating the cooperation value among members in OCB model.

VI. CONCLUSION

The results indicate that there are influences of cross level toward direct and indirect transformational leadership to individual

performance through OCBM and OCB as mediation variable, and also the direct influence of OCB towards individual performance and organizational performance.

Transformational leadership plays an important role in encouraging the OCBM to elevate the individual performance. It mediates the transformational leadership and individual performance thus elevating the individual performance. Besides, OCBM and OCB simultaneously mediate the relation between transformational leadership and individual performance thus elevate the individual performance. However, organizational citizenship behavior does not directly influenced by the intervention of transformational leadership because leadership, essentially put, does not directly intervene with someone's behavior, but only motivate and encourage the individual to behave (Gibson et al., 2012; Hughes et al., 2009; Hughes et al., 2012; Robbins & Judge, 2017; Yulk, 2001). OCBM plays an important role and strongly influences the individual performance. OCB influences the individual performance and organizational performance, where the relation of OCB and organizational performance is mediated by individual performance in order to elevate the organizational performance. Therefore, the individual performance must be elevated to make a better organizational performance.

Limitation of Research and Future Research

This study has enough complexity considering the individual performance and organizational performance in the colleges. The study poses the OCB variable as a mediation variable between transformational leadership and individual performance. The antecedent variable of OCB is complicatedly dependent upon research content, respondents' characteristic and the studied unit of analysis. The design of the study samples taking was done randomly for fear of

resulting uneven distribution of lecturers as the samples. It is important to take sample carefully and discuss the competent party to get the proper portion. The data collection method uses questionnaire in which close-ended responses are viewed to be the weakness in this research. The questionnaire must be arranged carefully by adopting the previous studies and translating them and finally creating modification that is in accordance with the content of the study.

The future study on OCB model development the individual and organizational performance must be done by considering different types of leadership for example transactional leadership, LMX and authentic. The experimental research design must be considered in order to lessen the bias in respondents' answer by using survey. The use of more complex software such as Mplus for multilevel analysis must be considered so the model can be analyzed completely and thoroughly.

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