

## **Transformational Leadership and Organizational Citizenship Behavior: Exploring the mediation of Organizational Learning Culture and Organizational Justice**

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**Abstract:** Organizational citizenship behavior (OCB) manifested from employees' positive-social behaviors that have been getting popular and beneficial to individuals and organizations, especially in the context of nurses in hospitals who are likely to work beyond the call of duties. The current study attempts to measure the mediation effects of organizational learning culture (OLC) and organizational justice (OJ) in the influence of transformational leadership (TFL) toward OCB among nurses. The current study uses questionnaires distributed to nurses in the public hospital, Tuban, Indonesia. A total of 205 out of 208 responses were collected. Then, partial least squares (PLS) were employed to examine the proposed hypothesis. The results reveal that OLC and OJ are significant predictors to promote OCB. Surprisingly, TFL does not show a significant implication on OCB. In addition, the findings of the current research prove that both OLC and OJ completely mediate the relationship between TFL and OCB. This study also proposes that managers have to encourage learning and create a fair environment in fostering employees to exhibit OCB frequently.

**Keywords:** *Organizational Learning Culture, Organizational Justice, Transformational Leadership, Organizational Citizenship Behavior*

### **INTRODUCTION**

Nowadays, organizational citizenship behavior (OCB) has received more attention of plentiful scholars in discipline of human resources setting and organizational behavior since OCB is considered a positive prosocial behavior that increases organizational effectiveness (Aldag and Reschke, 1997). This behavior involves a variety of positive employee behaviors, including volunteering in the formidable tasks, cooperating and helping with co-workers, complying with the regulations and procedures, and being professional despite the unpleasant situation (Agarwal, 2016). OCB is related to discretionary behaviors that are not related to formally reward program of organization and in the aggregate, contribute to the function of the organization effectively (Organ, 1988).

According to Markoczy and Xin (2004), good citizens are those who have a tendency to exhibit OCB in their work environment and support the organization to survive and continues to grow. Various studies show that OCB has significant improvement on performance both individual and organization (Sani et al., 2018; Basu et al., 2017). OCB, through indicators of awareness, civil virtue, tolerance and altruism create a positive contribution to organizational commitment (Hakim & Fernandes, 2017; Núñez et al., 2020) and employee job satisfaction (Robbins &

Judge, 2017) which ultimately contribute in achieving the organization's goals effectively (Podsakoff et al., 2009).

Thus, it is essential to identify what factors increase the frequency of employees performing OCB. Chiaburu et al. (2011) have investigated the role of characteristics of employee personality to boost OCB. In addition, organizational commitment, organizational climate, justice in organization, task interdependence, organizational culture and leadership style of a supervisor shows a significant role as predictors of employees' citizenship behavior (Shahin et al., 2014; Belwalkar et al., 2018; Obedgiu et al., 2020). Leadership, among other factors, is known as the critical element in changing employee behavior (Gibson et al., 2012). In particular, transformational leadership (TFL) is strongly associated with high-intensity behavior beyond predetermined roles (Rodrigues & Ferreira, 2015; Supriyanto et al., 2020), since it builds extraordinary changes in employees and encourages them to put more interest on the organization rather than individuals (Bass & Bass, 2008; Idris et al., 2020). Mackenzie et al. (2001) show evidence that TFL behavior creates mutual help behavior, sportsmanship, civic virtue among employees.

Basically, OCB can be applied in various organization sectors, such as hospitals as human resource-intensive and non-profit oriented organization. This study concerns on nurses in the public sector hospital in Tuban, Indonesia. The selection of the object of this study was based on several phenomena related to extra-role behavior, which we obtained from the performance report of government agencies for public sector hospital Tuban. First, employees at the hospital, especially nurses, tend to get overloaded jobs and sometimes experience work imbalance, due to the characteristics of continuous nurse work which has to work beyond the predetermined hours and job descriptions. Secondly, based on the performance report of government agencies (LKjIP) in 2019, the results of the evaluation of the Hospital Accreditation Committee (HAC) team found that there were still behaviors of health workers who had not fully complied with regulations of the organization. Lastly, the value of Minimum Service Standards (MSS) is in the medium category and has not met the national target, which requires good quality services. It illustrates that the hospital is cannot fully provide excellent customer services (LKjIP, 2019). It is essential, in this context of the study, to investigate what factors can boost employees to show positive social behavior that goes beyond duties and responsibilities and the role of leaders in fostering the high frequency of employees to exhibit OCB in hospitals (Ali, 2016).

Although previous researches have explained the role of various antecedents of employee's extra-role behavior, most of the research focuses on aspects such as leadership, commitment to organization and satisfied in job as predictors of OCB (Nguni et al., 2006; Han et al., 2016). Organizational learning culture (OLC) (Islam et al., 2016), and organizational justice (OJ) (Obedgiu et al., 2020) are rarely discussed as antecedents of OCB. OLC refers to learning organization from a cultural perspective that is characterized by systemic learning process from gaining to generating new knowledge and transforming individual behaviors to improve their capacities which are running continuously (Islam et al., 2016). Marsick and Watkins (2003) state that a learning culture occurs both formally and informally involving seven aspects: continuous learning, inquiry and dialogue, empowerment, team learning, system connections, embedded systems, and

strategic leadership. TFL covers employees' needs in learning and encourages them to think rationally (Idris & Adi, 2019), which ultimately triggers them to engage in discretionary behavior (Supriyanto et al., 2020). Earlier study revealed that OLC fosters employee extra-role behaviors by sharing knowledge, teamwork, and asserting the organizational value that boosts employees to become active to the organization (Islam et al., 2014). Furthermore, OJ is more broadly concerned with how employees feel that leaders and decision-makers treat them fairly at work (Robbins & Judge, 2017). Previous studies have shown that OJ creates positive perceptions of workers that leaders honor them, and thus it encourages workers to perform extra-role behaviors (Tziner & Sharoni, 2014; Chen & Jin, 2014).

In addition, no previous research has attempted to explore OLC and OJ as mediations between TFL and OCB. Furthermore, several previous studies have shown that OJ mediates the relationship between leadership style and employee OCB. For instance, Tran and Choi (2019) investigated the role of OJ as a mediator of the influence of servant leadership on employees' citizenship behavior. However, the study was not correlated to the role of TFL as a predictor toward OCB. Moreover, a previous study also found that organizational learning acted as a mediator between TFL and employees' OCB (Kim & Park, 2019). However, the study did not include cultural elements in organizational learning. Therefore, responding to gaps in the research, we construct seven proposed hypotheses: 1) TFL influences OCB significantly; 2) TFL influences OLC significantly; 3) TFL influences OJ significantly; 4) OLC influences OCB significantly; 5) OJ influences OCB significantly; 6) OLC as a mediator the influence of TFL toward OCB; 7) OJ as a mediation of the influence of TFL toward OCB.

## METHODS

### Participants and procedure

This study is categorized in explanatory research. Initial contact with the human resource manager was carried out by sending an email to clarify the study's objective as well as the research permit. Once approved, we met directly with the nursing manager to discuss the technicalities of the research conducted. With regard to the research objectives, this overall used a survey method. In the survey method, we used a questionnaire as the primary tool to gather data from respondents. Respondents in this study were permanent and non-permanent employees in the public sector hospital in Tuban, Indonesia. The questionnaire was distributed to nurses who had worked for more than one year. The questionnaires were distributed online and offline, 52 questionnaires were distributed directly to nurses and there were two non-returned questionnaires and two incomplete questionnaires. Then, online distribution was conducted by sending the online survey link to the nursing field manager, which was forwarded to prospective respondents on behalf of the researcher, and 157 responses were obtained after eliminating five incomplete responses so that the total number of questionnaires could be processed was 205. Concerning the demographic distribution of respondents exhibited in Table 1.

**Table 1.** Respondent Demographic Distribution

Characteristics	Categories	Frequencies	Percentages
Gender	Male	54	26.34
	Female	151	73.66
Age	≤ 25 years	13	6.34
	26 - 30 years	73	35.61
	31 - 35 years	33	16.10
	36 - 40 years	36	17.56
	> 40 years	50	24.39
Education	Vocational School	1	0.49
	Associate Degree	85	41.46
	Bachelor	6	2.93
	Professional Nurse Program	113	55.12
Length of work	1 - 5 years	77	37.56
	6 - 10 years	34	16.59
	11 - 15 years	24	11.71
	> 15 years	70	34.15
Employment status	Permanent Employees	107	52.20
	Non Permanent Employees	98	47.80

### Measures

Overall, the measurement of the research instrument utilized a five-point Likert scale from strongly disagree (1) to strongly agree (5). TFL was measured using four items adopted from (Podsakoff et al., 1990). One example item includes "My supervisor encourages me to solve problems from a new perspective". OLC is measured by seven items adapted from the dimension of learning organization questionnaires (DLOQ) developed by (Marsick and Watkins, 2003). One example item is "In my organization, employees give open and honest feedback to each other". Furthermore, to measure OJ, two items were adapted from (Paterson et al., 2002). One example item is "My supervisor treats all groups of employees with courtesy". Finally, OCB was measured using seven items adapted from (Podsakoff et al., 2000). One of the items included "I play a part in preventing problems with my coworkers".

### Data analysis

Structural equation model (SEM) based on partial least squares (PLS) was employed to estimate the relationship in the observed concept and calculate the measurement value of indicators and estimate large and complex models (Ghozali, 2014). The research hypothesis testing was carried out after confirming the convergent validity and discriminant validity (measurement model) on each of the indicators of the four constructs. To evaluate the feasibility of the model, this study used the goodness-of-fit model by identifying the value of R-Square ( $R^2$ ) and Q-Square predictive relevance ( $Q^2$ ) to assess how well the observed score generated by the model and parameters estimated (Ghozali, 2014). Score  $Q^2$  is between 0 to 1; the closer it is to score 1, the greater the model is. Furthermore, to test the mediating effect in the PLS method, a bootstrap approach was used (Hair et al., 2017).

## RESULTS & DISCUSSION

### Measurement Model

Analysis of the measurement model in SEM-PLS is used to determine the validity and reliability of a construct. To evaluate construct validity, convergent validity and discriminant validity tests were used. The convergent validity of the measurement model is assessed based on the correlation between the item score/component score and the construct score. The measurement indicators are said to be high if the correlation value exceeds 0.70 with the construct measured. However, the loading value is only 0.50 or 0.60, which can be categorized to be valid (Chin, 1998). Convergent validity also is known through the Average Variance Extracted (AVE) value of each variable which must be greater than 0,6 (Fornell and Larcker, 1981). The results of the convergent validity test as presented in table 2 indicate that all items with latent variables, namely TFL, OLC, OJ and OCB have a loading value above 0.6 and have met the minimum criteria limit for the AVE value, which is greater than 0.6. Thus, all items in each variable are declared valid.

**Table 2.** Convergent Validity (Loading Factor)

Variables	Indicators	Items	Loading Factor	AVE	Conclusion
TFL	Idealized Leadership	TFL1	0.867	0.649	Valid
	Inspirational Motivation	TFL2	0.876		Valid
	Intellectual Stimulation	TFL3	0.891		Valid
	Individualized Consideration	TFL4	0.884		Valid
OLC	Continuous Learning	OLC1	0.746	0.825	Valid
	Inquiry and Dialog	OLC2	0.820		Valid
	Team Learning	OLC3	0.835		Valid
	Embedded System	OLC4	0.847		Valid
	Empowerment	OLC5	0.773		Valid
	System Connection	OLC6	0.842		Valid
	Strategic Leadership	OLC7	0.826		Valid
OJ	Procedural Justice	OJ1	0.890	0.662	Valid
	Interaksional Justice	OJ2	0.926		Valid
OCB	Helping Behavior	OCB1	0.786	0.773	Valid
	Sportsmanship	OCB2	0.751		Valid
	Organizational Loyalty	OCB3	0.852		Valid
	Organizational Compliance	OCB4	0.832		Valid
	Individual Initiative	OCB5	0.859		Valid
	Civic Virtue	OCB6	0.809		Valid
	Self Development	OCB7	0.741		Valid

After convergent validity had been carried out, the next step was to look at discriminant validity. In assessing discriminant validity, Fornell-Larcker criterion is used. The square root AVE value of each construct must be greater than the correlation value of the other squared latent factors (Fornell & Larcker, 1981). The results of the discriminant validity test are shown in Table 3, which indicates that they have met the discriminant validity because the square root value of the AVE of

each construct in this study is better than the correlation value of the other squared latent factors so that all items of each variable are capable to measure the latent variable which corresponds to the indicator.

**Table 3.** Discriminant Validity (Fornell-Larcker Criterion)

Variables	TFL	OLC	OJ	OCB
TFL	<b>0.879</b>			
OLC	0.715	<b>0.813</b>		
OJ	0.724	0.696	<b>0.908</b>	
OCB	0.678	0.799	0.688	<b>0.805</b>

Furthermore, the evaluation of the reliability of the PLS measurement model uses composite reliability with a value of more than 0.7 (Hair et al., 2017) and the value of Cronbach Alpha exceeds 0.6 (Ghozali, 2014). The results of the evaluation of reliability are utilized to analyze whether the indicators have consistency when used to measure a construct (Hair et al., 2017). The results of composite reliability and Cronbach Alpha are exhibited in Table 4 which explains that all variables consisting of TFL, OLC, OJ and OCB have a composite reliability value of more than 0.7 and a Cronbach Alpha value of more than 0.6. Thus it can be concluded that all indicators can be said to be consistent in measuring the latent variables in this study.

**Table 4.** Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Conclusion
TFL	0.928	0.909	Reliabel
OLC	0.904	0.789	Reliabel
OJ	0.932	0.914	Reliabel
OCB	0.932	0.902	Reliabel

### Structural model

Testing of structural model serves to evaluate the accuracy of the model (goodness of fit model) in a research conceptual framework. The goodness of fit model in PLS analysis is carried out using R-Square ( $R^2$ ) and Q-Square predictive relevance ( $Q^2$ ), as previously explained that the fitness of the model indicates a good value if the  $Q^2$  score is close to 1 (Ghozali, 2014). The summary of the results of the goodness of fit model is presented in table 5 which illustrates that OLC, OJ and OCB can be explained by TFL by 51.1%, 52.4% and 67.9% respectively, while the remaining 48.9%, 47.6% and 32.1% are the contributions of other variables that are not a concern in this research.

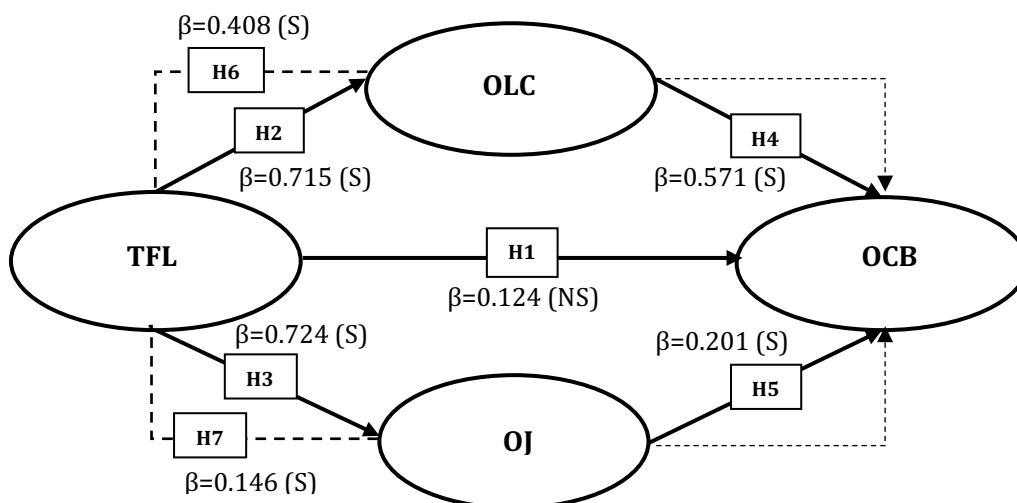
The results of  $Q^2$  analysis indicate a value of 0.925 or 92.5%, which means that the overall model explains 92.5% of the data or in other words the contribution of TFL, OLC and OJ to OCB with an accuracy of 92.5%, while the remaining 7.5% predicted by other variables. Thus, the model proposed in this study is promising.

**Table 5.** Goodness of Fit Model

Variables	R <sup>2</sup>
OLC	0.511
OJ	0.524
OCB	0.679
$Q^2 = 1 - (1 - R1^2) \times (1 - R2^2) \times (1 - R3^2)$	
$Q^2 = 1 - (0.489) \times (0.476) \times (0.321)$	
$Q^2 = 1 - 0.075$	
$Q^2 = 0.925$	

### Hypothesis Testing

The bootstrap resampling method utilizing 500 sub-samples was employed to interpret the proposed hypotheses (Hair et al., 2017). Hypothesis testing used t-statistics, which calculated all path coefficient values for each relationship between variables, explaining which relationships had a significant and insignificant effect. Figure 1 shows that most of the variables are related to each other on the path created. Referring to the model, seven hypotheses were examined with criteria, the t-statistics value must be greater than the t-table value (1.96). The comparison results reveal that 6 hypotheses are accepted and 1 hypothesis rejected as shown in Table 6, TFL and OCB have no significant relationship ( $\beta = 0.124$ ,  $t = 1.424$ ), so that H1 is rejected. TFL significantly influence OLC ( $\beta = 0.715$ ,  $t = 11.988$ ). TFL also proves a significant relationship to OJ ( $\beta = 0.724$ ,  $t = 14.855$ ), OLC indicates a significant effect on OCB ( $\beta = 0.571$ ,  $t = 7.120$ ), OCB also is predicted by OJ significantly ( $\beta = 0.201$ ,  $t = 2.699$ ), so that H2, H3, H4, and H5 are supported. Furthermore, OLC ( $\beta = 0.408$ ,  $t = 5.462$ ) and OJ ( $\beta = 0.146$ ,  $t = 2.578$ ) mediates the relationship between TFL and OCB. Thus, H6 and H7 are accepted.



Note: S= Significant, NS= Not Significant  
Source: Primary Data Processed (2021)

**Figure 1.** Results of Structural Model in Partial Least Squares

**Table 6.** Hypothesis Testing of Structural Model in Partial Least Squares

Hypotheses	Relationship	Path Coefficient ( $\beta$ )	SE	t-stats	Decision
1	TLF $\rightarrow$ OCB	0.124	0.087	1.424	Not supported
2	TLF $\rightarrow$ OLC	0.715	0.060	11.988	Supported
3	TLF $\rightarrow$ OJ	0.724	0.049	14.855	Supported
4	OLC $\rightarrow$ OCB	0.571	0.080	7.120	Supported
5	OJ $\rightarrow$ OCB	0.201	0.075	2.699	Supported
6	TLF $\rightarrow$ OLC $\rightarrow$ OCB	0.408	0.075	5.462	Supported
7	TLF $\rightarrow$ OJ $\rightarrow$ OCB	0.146	0.057	2.578	Supported

The present study is designed to investigate the role of OLC and OJ as mediators in the relationship between TFL and OCB, whereas very few previous studies examined the linkage between these four variables, mainly among nurses in the public sector hospital. The findings of the present research prove that OLC is a consistent variable in promoting OCB among nurses (Islam et al., 2014). As previously mentioned, OLC refers to the notion of learning organization from a cultural perspective that is characterized by systemic learning process from gaining to generating new knowledge and transforming individual behaviors to increase their capacity which are running continuously (Islam et al., 2016). This creates positive employee behavior since employees' behavior that goes beyond their job description increases as the organization fulfills the learning needs among them (Salas-Vallina et al., 2017; Saoula et al., 2018). Another important finding from this study reveals that OJ is a strong predictor to catalyze OCB (Lim & Loosemore, 2017; Schilpzand et al., 2013; Jafari & Bidarian, 2012). Furthermore, Tepper and Taylor (2003) asserted that workers with high intensity of OCB are as they are feeling treated fairly by the leaders or decision-makers. This is acceptable, considering that justice in organization creates employees' positive perception that the organization respects them more, and thus encourages employees to perform extrarole behavior (Tziner & Sharoni, 2014). In this study, the relationship between OLC and OJ towards employees' citizenship behavior are in tune with the social exchange theory developed by Blau (1964) that the interaction between individuals or with leaders is seen as a reciprocal relationship, individuals will reciprocate for support other individuals which then manifested in the form of extra-role behavior.

Surprisingly, although TFL and nurses' OCB have a positive coefficient value, the direct relationship between these variables is not significant. TFL in hospital do not have a strong correlation with nurses' OCB since, in practice, the nurses have understood the urgency of helping behavior based on ethical principles of health workers such as protecting and empowering staff and respecting co-workers which are hospital culture. Furthermore, helping behavior as a feature of collectivism is the dominant culture in Indonesia (Hoftstede, 2001), therefore, TFL tends to play a less crucial role in fostering OCB. The finding is linear with Maharani et al. (2017); Arar and Nasra (2019), which argue that TFL has not significantly implication on OCB. This finding is interesting since, according to Bass and Bass (2008); Hambali and Idris (2020) TFL has a large measure effect to alter behavior of followers to think not only of their personal interests but also the

interests of the organization and its team, which in turn enables employees to take action that goes beyond the predetermined role (Rodrigues & Ferreira, 2015). Although TFL does not have a strong correlation with OCB, as expected, TFL is a critical factor in shaping OLC (García-Morales et al., 2012; Imran et al., 2016) and significantly affects the level of OJ (Hanif & Endang, 2018; Alamir et al., 2019).

The further main findings of this study confirm the hypothesis that OLC plays a highly crucial factor as a mediator in the relationship between TFL and OCB. Marsick and Watkins (2003) confirm that leaders develop a learning culture within the organization through experiences and influence employees to do learning and disseminate it, thus encouraging them to exhibit OCB (Somech and Drach-Zahavy, 2004). As scholars have argued, employees tend to take part in citizenship behavior more, when an organization provides them with more learning facilities. This finding is also consistent with Kim and Park (2019) revealed that organizational learning could be an alternative in the relationship between TFL and the high frequency of employees showing extra-role behavior. Finally, OJ proves that it perfectly mediates the effect of TFL on OCB. This fact is also supported by Tran and Choi (2019) assert that leadership styles significantly create OJ, which ultimately encourages employees to do work that goes beyond their duties and responsibilities voluntarily. TFL is closely related to OJ, mainly social justice since TFL focuses on the needs of employees to develop their competence to work and this leadership is more inclusive and responsive (Eberlin and Tatum, 2008). Employees who exhibit OCB with a high frequency are when they perceive that the leaders or decision-makers have treated them fairly (Tepper and Taylor, 2003).

## **CONCLUSION**

The main purpose of the present study is to investigate the mediation of OLC and OJ in the relationship between TFL and OCB. Based on theoretical and empirical reviews and testing of the proposed hypotheses, the findings of this study and theoretical and managerial implications are provided in this section.

### **Theoretical implications**

The results of the current study are expected to enrich academic knowledge, mainly in the disciplines of organizational behavior, leadership, and human relationships. First, empirically this study analyzes TFL variables as predictors of OCB, although the direct relationship does not show a significant effect that might broaden the literature (Maharani et al., 2017; Arar & Nasra, 2019). Second, previous research had examined the direct relationship between TFL and OCB (Rodrigues and Ferreira, 2015). This study employs the organizational culture variable as a mediator, which has a highly vital role in the influence of TFL on OCB as well as extending ideas (Kim & Park, 2019), since this variable have a strong correlation with TFL (Imran et al., 2016) and OCB (Islam et al., 2016; Saoula et al., 2018). This study also places OJ as a mediator between TFL and OCB as well as enriching the concepts offered (Tran & Choi, 2019), most of the previous studies included psychological factors such as satisfied in job and committed to the

organization (Nguni et al., 2006; Han et al., 2016). In summary, this research means that TFL to improve OCB entails making fair decisions, both procedural justice and interactional justice, as well as encouraging and strengthening OLC because employees who exhibit OCB frequently are when they feel treated reasonably and are provided opportunities to do learning.

### **Managerial implications**

The present study provides several meaningful implications for manager in enhancing the frequency of nurses performing extra-role behavior. First, managers have to pay more attention to the factors that drive employees to exhibit OCB, such as OLC and OJ. OLC is known to be a determining factor in boosting employee OCB (Islam et al., 2014) This also occurs to OJ, that when employees are treated fairly by their leaders, then OCB increases (Tziner & Sharoni, 2014; Lim and Loosemore, 2017). Second, this study reveals that TFL is not able to directly encourage employees to volunteer for work that goes beyond what is required (Maharani et al., 2017; Arar & Nasra, 2019), because employees, in the context of this study, have understood the importance of OCB through ethical principles of health workers guidelines so that TFL relatively plays a lesser role in fostering OCB compared to OLC and OJ. Therefore, managers need to concern more on the role of TFL in strengthening a learning culture and making fair decisions because OLC and OJ can motivate nurses to voluntarily do work that is not part of their contractual tasks.

### **Limitation and future research**

As with most previous studies, this study has several drawbacks that need to be refined for future study purposes. First, the samples in the current study are limited to one public hospital in Tuban, Indonesia which limits the generalization of research findings to different contexts. Future researches are recommended to expand samples gathered from more than one research site and geographic area to broaden the scope of the study. Second, the process of collecting data is not optimal since not all questionnaires can be distributed directly. It is because of the respondent's bustle and physical distancing factors to reduce Covid-19 transmission due to physical contact so that future research is expected to be able to make direct contact with respondents so that data credibility is more guaranteed. Third, this study is limited to the variables of TFL, OLC and OJ in predicting employees' OCB. Further research is suggested to employ other variables that influence OCB, such as servant leadership, trust, and organizational commitment. Lastly, This study also suggests utilizing moderating variables such as emotional intelligence in strengthening the prediction of the proposed model since this study does not investigate it.

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