

Transformational Style of Leadership and Organisational Citizenship Behaviour: Application in Institutes of Higher Learning

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Abstract

In view of the increased competition and need to raise the quality of higher education, the implications of the transformational style of leadership on organisational citizenship behaviour (OCB) of academicians working in various Higher Educational Institutes (HEIs) in India need to be researched. The citizenship behaviour of academicians in HEIs is of immense importance to create and maintain a highly positive and engaged learning environment inside the campuses. This type of behaviour among faculty members brings in quality education and well-rounded students as the concerned citizens of the society. Through a thorough study of the literature, this article explored the relationship between TL and the OCB. The review process included scanning through peer-reviewed articles and published books in various databases for relevant content. Numerous researchers have associated TL to enhanced OCB, but studies in HEIs context are limited. Out of various available leadership styles, the study considers transformational style of leadership as the best model for promoting OCB among employees. The findings also show that TL style helps employees work better and improve organisational efficacy and productivity. TL style will always stimulate and inspire teachers to adapt to the emerging learning pedagogy and management of experiential learning. The findings in this paper, indicate that the transformational style of leadership encourages positive change and has a favourable impact on OCB in HEIs.

Keywords. *Transformational Leadership, Organisational Citizenship Behaviour, Higher Educational Institutes*

Introduction

In numerous organisations throughout the world, that the effectiveness of leadership style as a driver of OCB been well established. OCB is also regarded as the off-task behaviour of employees who take the initiative on behalf of others, manage additional responsibilities, and look for ways to help the organisation become more productive (Koyuncu & Demirhan, 2021). As per Organ (1988) an individual's behaviour towards an organisation may be implicitly or explicitly recognised inside a formal working system and has the potential to improve the effective functioning of any organisation. Thus, OCB of an employee represents the degree of cooperative, helpful, considerate, and tenacious traits of while being engaged in organisational work. Employees who are enthusiastic about their work, exhibit a good attitude towards it on a physical, mental, and cognitive level.

Employees with this drive devote themselves to their activities and perform better in achieving organisational goals (Kahn, 1990).

A study carried out by Podsakoff et al. (1990) brings out that one of the factors fostering OCB in an organisation is leadership. In fact, for decades, organisational behaviour research's highest priority has been leadership (Majeed et al. 2019). The demand for additional cross-cultural validation of leadership theories came from the significance of leadership, particularly TL. Since TL involves forging a strong bond between leaders and followers based on conviction and dedication rather than contractual agreements, it is thought to be a positive component in the context of inspiration and change (Lofquist and Matthiesen 2018). Although, there are many different leadership philosophies, TL is the one that academics most often focus on, as it is more capable of producing favourable job-related results than other philosophies, particularly in terms of OCB (Majeed et al. 2019 and Schmitt et al. 2016).

TL refers to changes that take place inside a team, in an organisation, and the leaders themselves. It also means bringing about significant and lasting changes in the organization's direction, employees' attitudes, and profitability. It also means enhancing morale (Burns, 1978). OCB has been the subject of numerous research studies in the past, but most of them have focused on business organisations of the corporates. Few studies have examined the use of OCB in an academic environment (DiPaola & Tschannen-Moran, 2014). While it is evident that OCB is a significant predictor of an organization's effectiveness, quality, competitiveness, and overall performance; there has been limited research on the precise elements that promote OCB in diverse organisational contexts, particularly in educational organisations (Erturk, 2007). Studies in cross sectoral domains have also revealed the positive and significant effect of TL on OCB with the mediating effect of collective efficacy on the relationship (Verma & Bala, 2022). However, its efficacy and usage across the HEIs remains less explored.

Objectives of the Study

The objective of the study is to analyse the effects of TL on OCB and its application in HEIs.

Methodology

The study is a descriptive through a Systematic Literature Review, alongwith the analysis of contents of studies undertaken previously. It also attempts a global scan of present methodologies being adopted to identify the impact of TL on OCB in educational institutes. Various research studies were selected based on exclusion and inclusion criteria. Use of Google Scholar, EBSCO, ProQuest and other online resources was made to select the studies. To carry out the analysis, a thematic structure was adopted to collate and align various contents towards the final conclusions on the stated objectives.

Transformational Leadership

In the year 1978, James MacGregor Burns first proposed the concept of TL through his theory of leadership and stated that TL is considered to be a continuous process wherein leaders and their followers raise each other's morality and motivation. Bass (1985) built on Burns' work by describing how to measure TL may and also to check how it impacts the motivation as well as the performance of followers. Yukl (2013) proposed that transformation leaders are able to encourage their followers in order to go much more than the expectation and mandate from them. Transformational leaders instil positivism, commitment, and motivation in their employees to make them more productive and results-

oriented. As business gets more complex, leadership's role in managing human resources for the success of businesses becomes even more important, especially in establishing a motivated and engaged workforce. In this regard, TL is considered to be the most appropriate leadership style because it involves and encourages followers to generate results (Mufeed, 2018). TL has the capability of bringing a major change to an organization's and its people's lives by directing them down a new path. It reshapes employee perceptions, organisational values, and expectations, as well as stretching their aspirations within an organisation. (Hlongwane & Asomaning, 2019).

According to Podsakoff et al. (1990) a leader following TL is considered to be a motivator who inspires subordinates to accomplish much more and often beyond their own expectations. The four dimensions of TL that help modify employee behaviour and competitiveness are Individualized consideration, intellectual stimulation, inspirational motivation, and idealised influence (Bass, 1995).

According to Espita & Guhao (2022), managers of HEIs prioritise increasing TL among their employees, promoting learning among staff through information exchange, and putting into practise measures for effective knowledge management achievement. The term TL refers to a process of leader transformation including people, groups, and organisations. It entails implementing significant changes in employee attitudes, morale, and organisational direction (Lian & Tui, 2012). According to Bass, who was cited by Yukl in 1998, TL is a style of leadership that calls for people to work for goals that need a higher standard of morality. Additionally, Yukl (1998) explains that transformational leaders push their followers to go above and beyond what was previously expected by forging strong emotional connections with them.

When compared to other leadership theories, the theoretical justification for TL is distinct because it meaningfully engages followers, ensures the completion of organisational tasks, and promotes personal development (Dong et al. 2017). The emotional responses of followers are significantly influenced by transformational leaders (Bass 1985).

Organisational Citizenship Behaviour

OCB is a behaviour that is largely optional and is not frequently stated in written job descriptions. This behaviour is understood to support the organization's effective and active operation (Organ, 1988). OCB is depicted by altruism, sportsmanship, civic-virtue, conscientiousness, courtesy and overall pro-social behaviour (Putra & Putra, 2022). As per Smith et al. (1983) the five-dimensional framework, of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The most productive area of study for organisational behaviour and industrial psychology is OCB (Kim and Park 2019). This idea is considered critical for the education sector as well because traditional job descriptions cannot predict all the characteristics of behaviour that are necessary for achieving goals (Lofquist & Matthiesen 2018; Belogolovsky and Somech 2010).

Social exchange theory offers as an important framework to elucidate the overall dynamics from which OCB develop (Blau, 1964). This framework offers two psychological mechanisms for TL to link with the OCB. TL affects employees' general job attitudes, and overall job satisfaction in a positive manner. TL and OCB relationship also depends upon relational processes among leaders with his followers or leader-member exchange (LMX). The employees' voluntary behaviour is considered to be very important especially in educational institutions due to the fact that the extra role is frequently accomplished together with the assigned duties and is often a chunk of the official roles (Mohammad et al., 2011). Job satisfaction, both intrinsic and extrinsic,

is a key factor in predicting citizenship behaviours that favour HEIs. As a result, all intrinsic and extrinsic elements should be prioritised so that workers can be additional spontaneous as well as passionate towards achieving the objectives of organisation, inspite of going beyond their official responsibilities and commitments (Mohammad et al., 2011).

The total number of institutions of higher learning providing business management studies and tech education in a developing country like India has exploded in recent years (Raina & Khatri, 2015). Individuals that volunteer to take the initiative on others' behalf, handle additional duties, and look for chances to help the company increase productivity are said to be participating in OCB. This type of behaviour has been found to be useful in terms of boosting university instruction excellence. In other words, it is possible to deduce that when employees engage in OCB, the quality of education will improve (Koyuncu & Demirhan, 2021).

Influence of TL on OCB

TL inspire their followers by helping them internalise and put the greater good ahead of their own personal interests. People give because doing so improves their perceptions of their own values and of their own abilities (Lian & Tui, 2012). A recent study on different sectoral respondents by Verma and Bala (2022) discovered the positive and significant effect of TL on OCB and collective worth. TL style emphasises growing followers' participation in the organization's goals (Bass, 1985). As per Den Hartog et al. (1997), inspiring vision of superior is a key component of the TL style. This style has been found to improve employee sentiments of involvement, coherence, commitment, potency and performance (Shamir et al., 1993). Extra roles, unpaid and non-obligatory responsibilities are perceived by teachers to have a significant effect on individuals, students, as well as organisations (Oplatka, 2009). Hence, it's critical to recognize the behaviours that stimulate the use of OCBs.

Nohe & Hertel (2017) conducted a study based on the social exchange theory to examine attitudinal and relational mediators of the positive relationship between TL and OCB. Results supported each of the mediators explained the relationship between TL and OCB. Under multi-mediator model, LMX emerged as the strongest mediator. TL is a style of leadership which is likely to have an effect on the effectiveness of a team, where LMX is always in action. In addition, employees feel empowered psychologically, when they know that their development and advancement are a major concern of their superiors and they are more motivated to join OCB (Hoven et al., 2021). TL helps in promoting OCB by permitting transformational leaders to urge their juniors to confront work challenges beyond their job's expectations (Bass & Avolio, 1993). Apropos, TL has the potential to affect employees' perceptions of their employment as more demanding and significant, hence influencing their degree of involvement in OCB. Leadership is a critical aspect of achieving successful behavioural change (Bass, 1985). TL moulds employees' personalities and makes them ready to contest.

The adoption of TL boosts employee morale at work and increases their desire to take on additional, more meaningful work. Teachers' sense of kinship with the institution is extremely important, more so for education sector. The study's findings supported the notion that a teacher's OCB is favourably correlated with a TL style (Majeed et al., 2017).

According to Ibrahim et al. (2022) teachers' OCB is a tool through which they can attain efficacy, which will lead to outstanding performance. According to the findings of Arokiasamy et al. (2022) study, TL has a positive impact on OCB. Empathic leaders are

noted for showing their followers empathy, personalised concern, and support. In addition, the results also discovered that TL had a positive effect on OCB. This suggests that transformational leaders have a considerable influence on the actions of their followers in the workplace and in turn motivating them to work beyond the expected outputs (Arokiasamy et al., 2022).

Jha's study (2014) supports the relation between TL and OCB, which is consistent with the findings of other researchers (Bass & Avolio, 1993; Pearce et al., 2003). The researchers discovered that TL has a beneficial impact on positive work results (Babcock-Roberson & Strickland, 2010; Tims et al., 2011). Through Inspirational Motivation, Idealised Influence, Individual Consideration & Intellectual Stimulation transformational leaders increase positive work-related results and minimise negative work-related results (Afsar et al., 2014; Cheung & Wong, 2011).

Inspirational motivation focuses on communicating a compelling future vision and using symbols to communicate that goal (Den Hartog et al., 1997). Idealized influence refers to acts such as displaying that the group's interests come first, upholding high standards of ethics, and acting as a role model for juniors (Bono & Judge, 2004). Charisma is the combination of inspirational drive and glorified influence. Charismatic leaders hold a good impact on their juniors and also can shift their employees' attention from self-interest to a common goal (Yorges et al., 1999). Individual consideration is related to guiding, encouraging, and inspiring subordinates. The leader acknowledges the followers' sentiments, feelings, and desire to advance and evolve (Den Hartog et al., 1997). Employees are recognised as unique individuals who require individualised care that is appropriate for their developmental stage (Avolio & Bass, 1995). Intellectual stimulation is the fourth and final component of TL, and it refers to the supervisor challenging the subordinate to see difficulties from a different perspective. As a result, the supervisor turns the workers become active thinkers within the organisation, and the employees become more invested in it.

Khan et al. (2021) stated that TL is embodied in attributes such as foresight, transformation, and drive and these traits have a substantial effect on organisational commitment and OCB. It has also been confirmed in previous research, emphasising the importance of leadership style and recognition as cues for OCB facilitation (Geijsel et al., 2003).

Analysis and Findings

Nohe and Hertel (2017) applied social exchange theory to examine attitudinal and relational mediators to study the positive relationship between TL and OCB. Leader-member exchange (LMX) emerges as the most important variable in ensuring organisation's success and application of the TL. According to a study by Arijanto (2022) in a private Indonesian company, TL has a favourable impact on OCB. In order to further inspire employees to act OCB, the company should continue to maintain and strengthen the company's factors of work motivation and job satisfaction. This will help the company reach its predetermined goals.

According to the findings of a study conducted by Purwanto (2022) on SME employees in Indonesian, the TL significantly and positively influences the OCB behaviour. The findings of a study conducted in Indonesia by Marmosa (2022) demonstrate that TL directly influences the OCB of employees in Manufacturing Cluster BUMN enterprises in Indonesia, indicating that the leaders practising TL style can improve employees' OCB behaviour.

The results of the study conducted by Majeed et al. (2017) on faculty members in Pakistani public universities make an important contribution in the field of connect between leadership and OCB in the field of higher education and recommend that procedures that raise the level of OCB in the organisation must be adopted. Specifically, this type of relationship between the faculty head and the teacher encourages the latter to give more of themselves to their job and to the organisation than is required by their formal roles, which defines additional role behaviours (Majeed et al., 2017).

The studies on relationship between TL and OCB firmly indicate a positive and significant influence and major findings are as follows: -

- Transformational leaders instil positivism, commitment, and motivation in their employees to make them more productive and results-oriented.
- TL has the ability to increase employees' readiness to participate in the extra-role performance, thus improving the OCB
- TL style emphasises on growing followers' or employees willing participation in the accomplishment of organization's goals.
- TL reshapes employee perceptions, organisational values, and expectations, as well as stretching their aspirations within an organisation.
- The leaders practising the transformational style of leadership can raise employees' OCB sense.

Conclusion

This study undertook an analysis of the impact of TL on OCB. It also focussed on the impact of each dimension of TL on OCB in HEIs. The systematic literature review of the past studies indicates that OCB is positively impacted by TL and each of its four dimensions namely idealised influence, intellectual stimulation, inspirational motivation, and individual consideration in most organisations including HEIs. The findings of the study imply that cultivating transformative leaders can help firms as well as HEIs improve OCB of employees, thereby increasing productivity and employee satisfaction.

The findings also demonstrated that TL and OCB have a positive and significant link with each other. TL has a favourable and significant impact on OCB of employees in various organisations including HEIs. Leaders should pay more attention to elements like individual consideration, intellectual stimulation, and idealised qualities so that employees feel like their needs are being recognised, that they are valued and being driven and stimulated towards enhanced performance, and that they are being given opportunity along with an atmosphere where their ideas and thoughts can be encouraged positively. The acceptance of the TL method of leadership among academic staff, leaders must use them more frequently in order to derive maximum benefits for firms.

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