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The Causal Model of Transformational Leadership Affecting Trust, and Justice on Organizational Citizenship Behavior (OCB)

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ABSTRACT

This research aimed to study on the influence of transformational leadership, trust, and justice on organizational citizenship behavior. The sample was 400 personnel in the academic and supporting line of the Rajamangala University of Technology. Questionnaires were used to collect data and then analyzed using the confirmatory factor analysis and structural equation modeling at a statistically significant level of 0.05. The hypotheses testing results revealed the relationship between transformational leadership and trust with the influence on the organizational citizenship behavior. The statistically significant relationship was similar with the relationship between transformational leadership and justice, and their influence on organizational citizenship behavior. When testing the overall hypotheses, it was found that overall, transformational leadership has a significant influence on trust, justice, and organizational citizenship behavior. Besides, justice has a statistically significant influence on trust and organizational citizenship behavior except for only the relationship between trust and organizational citizenship behavior. The research can be concluded that transformational leadership has the influences on organizational citizenship behavior. The leader should hold to justice and reflect trust that can be perceived by the followers. This study leads to the development of new generation of leader for the organization that can be trusted by their followers. Leaders shall learn to manage the organization with justice, transparency and traceability. These will reflect organizational citizenship behavior which is the main role required by all organizations for their members.

Keyword: Leadership, Firm's trust, Firm's justice, University.

1. INTRODUCTION

Presently, education institutions try to develop their organizations according to changes; they must have the standard as required by the responsible units for the learners and stakeholders to have confidence in the organization. The organization's success is dependent on many factors, especially, human resource that will drive the organization toward success. Leaders shall have clear leadership styles with the potential in organizational management. Therefore the leader is a very important person in achieving the organization's goal. The Leader functions to create motivation support and stimulate the followers to follow the plan. The Leader shall be a good sample for the followers in all aspects, for example, sacrificing and working with all efforts for the benefits of the organization, creating solution, etc. These will form trust in the leader and followers will perceive well. Justice is another crucial factor in being a good sample for followers. A leader with justice will be trusted; everyone in the organization will expect that their efforts will be noticed and rewarded accordingly. The leaders shall form a suitable criterion for consideration with transparency and traceability for followers to trust in them; followers will be pleased to cooperate toward the same goal as well as reflect with good organization citizenship behavior. In addition, loyalty, satisfaction in work and if everyone in the organization fully intend to help the organization, it would become the organization's culture that everyone is glad to practice. Then, the organization would become sustainable and strong for the acceptance from all sectors. Therefore, this research focuses on the form of changing leadership, trust and organizational justice which we considered as the crucial factor in forming organizational citizenship behavior. Since these factors contribute to achieving the organization's objectives, the researcher studied the influence of transformational leadership, firm's trust and firm's justice toward organizational citizenship behavior. The study results will be useful in human resource development and raising new generation leaders with quality to become the main workforce for future organizational development.

2. LITERATURE REVIEW AND HYPOTHESIS

Transformational leadership is the leadership that is depends on the followers. The leader is partly involved in developing better potential leaders. Transformational leadership is the type of leadership with focus on vision, power distribution and stimulating followers to reflect their own leadership style. It leads to changes in the organization (Bass & Riggio, 2006). Bass (1985) mentioned that leadership brings changes via motivation, attitude and trust of the followers in their knowledge and skill development for the better potential of their own. Transformational leadership creatively seeks for a new concept and approaches to develop personnel and the organization toward the expected goals under the justice and ethic (Taiwan, Na-Nan, & Ngudgratoke, 2017). Transformational leadership practice gains respect and trust from followers. Thus, leaders can partly create motivation for the followers in the operation that challenges their ability. This stimulates followers to use creative thinking in work with the different views from others and solve the problems with new solutions (Dash & Indapurkar, 2017; Shurbagi, 2014). Guay (2013) states that leaders shall accept differences in each person and consider the followers as important; to teach them to fully exercise potential and ability as well as creatively guide them when there is a problem.

Firm's trust happens among group of people in relation to the ability to respond to the needs of others as they are expected. It is a positive feeling; however it could be lessened if the response is not as expected. Leadership role in the organization should reflect follower's trust for the cooperation and pleasing in all operations of the organization. In organizational development, trust is important to carry out change in the

organization; followers will trust their leader if they can ask for help when there are problems. Followers see the work ability of the leader, the leader fully look after them and work with the morality and ethic. Besides, trust in the leader and the organization is another factor that followers consider in their decision to accept the organization (Luhmann, 1979). Trust in the organization makes people fully work with loyalty for the organization; trust in leadership results in trust in the organization. It is explained by Dirks and Ferrin (2002) that satisfaction in job, relationship in the organization, reduced resigning rate and the reflection of good organization citizenship behavior are the result of trust in the leader and the organization.

Firm's justice is what personnel expect to be treated by their leader with equality, for instance, suitable compensation for their ability and knowledge (Chetty & Neeraja, 2016). Organizational justice is that the followers perceive the suitability of compensation received from their organizations that conform to their ability, knowledge and the operation experiences. The follower agrees to the mechanism and process in all aspects, and considers them as fair justice. In the process to considering compensation, followers join to share opinions, not just for what happens to one person in the organization (Bidarian & Jafari, 2012). The process for compensation consideration must be able to test and explain the followers for mutual understanding through communication from the leader to followers. Colquitt, Lepine, Piccolo, Zapata, and Rich (2012) stated that communication must be fair for all followers in the organization to get the key information for leadership decisions. Communication must be clear in the data that the leader brings to use in decisions related to the work of follower. Besides, justice in the organization can reflect the good relationship between the leader and followers. Leaders shall treat all the followers politely, and honor them equally (Chen et. al., 2015; Wang & Jiang, 2015). Therefore, justice in the organization results from cooperation of personnel, thus, the followers work with all efforts to create the knowledge, skill and ability for the success of the organization (Faizal, Palil, Maelah, & Ramli, 2017). These determine the compensation they must receive such as reward money, salary rise, welfare, promotion to higher position, etc.

Organizational citizenship behavior is the behavior beyond functions and roles that the personnel fully intend to reflect in the organization. All the members in the organization shall reflect the behaviors beyond their role and responsibility. Podsakoff, MacKenzie, Paine, and Bachrach (2000) stated that organizational citizenship behavior is related to personnel; personnel reflect the appropriate behavior without any reward, and show their organizational citizenship behavior for the efficiency of the operation. Organizational citizenship behavior is to reflect the personnel behavior through assisting the colleagues in operations, Behavior must be expressed politely to reduce conflict that may occur between each other (Wright & Sablinski, 2008). If the personnel are faced with organizational problems, they must learn to cope with dissatisfaction feeling, seek for ways to cope with stresses and be patient for the leader to fix the problems (Organ & Bateman, 1991; Organ & Ryan, 1995). When the organization arranges for any activities, the personnel give full cooperation and proper opinion; they join to practice according to the organization's manners, punctuality, and pay attention (Organ, 1997; Organ, Podsakoff, & MacKenzie, 2006). If all the personnel pay attention on the behaviors, the organization will achieve their goals (Na-Nan, Panich, Thipneta, & Rungrudee, 2016).

From the literature review, it is found that organizational citizenship behavior is a key factor in the organization that partly helps it to achieve the goals. Thus, the role of transformational leadership can partly help stimulate the personnel to reflect organizational citizenship behavior by leader. It forms trust in the

followers by using justice in management. These factors are good for the efficiency of the organization and led to the hypotheses setting for the research as follows:

H1: Transformational leadership and trust have significant influence on organizational citizenship behavior.

H2: Transformational leadership and justice have significant influence on organizational citizenship behavior.

H3: Transformational leadership has significant influence on trust.

H4: Transformational leadership has significant influence on justice.

H5: Trust has significant influence on organizational citizenship behavior.

H6: Justice has significant influence on organizational citizenship behavior.

H7: Transformational leadership has significant influence on organizational citizenship behavior.

H8: Justice has significant influence on trust.

3. RESEARCH METHODOLOGY

Population Sample and Sampling

The population for this study was 5,554 personnel in Rajamangala University of Technology from the academic and supporting line. The sample groups in the study were the teaching and non-teaching staff in Rajamangala University of Technology. Schreiber, Nora, Stage, Barlow, and King (2006) suggest that the sample size of structural equation modeling is 10 personnel for every free parameter estimated. So in this study, calculating the sample size from 10 folds of parameters was 200 respondents however, the researcher considered the sample size as too small, thus it was increased to 400 respondents.

Research Tools

The research tools for this study were the questionnaires related to the attitude of respondents toward the factor of transformational leadership, firm's trust, firm's justice and organization citizenship behavior. The questionnaire is in form of five point Likert scale.

Validity and Reliability

Content Validity of the questionnaire was assessed for the properness and correctness from experts. It was tried out with a group with dissimilar characteristics; a sample of 30 to find out for the reliability and calculate the Index of Item-Objective Congruency (IOC). The conformity index values were between 0.60-1.00. The researcher used the results from the assessment to develop the questionnaire for more correctness. *Construct validity* via confirmatory factor analysis (CFA) considers *p*-value, factor loading, average variance extracted (AVE) and discriminant validity. *Reliability Test* is to test for the confidence value of the questionnaire by using Cronbach's Alpha Coefficient. It is suggested by Garver and Mentzer (1999) that Cronbach's Alpha Coefficient shall be more than 0.70 in order to be accepted.

Data Collection

The researcher collected the data by sending the questionnaires to each faculty. The researcher checked for the completion of all the returned questionnaires; the amount was more than the sample size. Thus, the return rate of the questionnaires was as 84.5 percent, more than the sample, thus, the researcher used 470 subjects in this research.

Data Analysis

This research used Regression Analysis by Structural Equation Model (SEM) to test the multicollinearity in considering the relationship between the variables. The test considers the values of tolerance and variance inflation factor (VIF) that the tolerance value shall be more than 0.1 or VIF shall less than 10 ($VIF = 1/\text{Tolerance}$) in order to be accepted with no problem of multicollinearity (Hair, Black, Babin, & Anderson, 2010). The researcher tested the construct validity via confirmatory factor analysis (CFA) to consider the conformity of the empirical data. Noticeable variables consisted of transformational leadership (TransfL), firm’s trust, firm’s justice and organization citizenship behavior (OOcb).

4. RESEARCH RESULT

Multicollinearity test is the consideration of the relationship between variables to test for multicollinearity. Hair et. al., (2010) explained that the tolerance value should more than 0.1 or VIF that is lesser than 10 ($VIF = 1/\text{Tolerance}$). Multicollinearity from this test found that the tolerance value was more than 0.1, VIF was lesser than 10. Thus, it can be concluded that there was no problem with multicollinearity for the correlation matrix of the independent variable. Hair et. al., (2010) stated that the correlation value that should not cause a problem for multicollinearity; it shall not be over 0.80. In this research, the correlation was not more than 0.80 so there was no multicollinearity problem. Then it can be deduced that the data from this research can be used in the analysis to test the research hypotheses. (Table 1)

Table 1
Collinearity Statistics and Correlation matrix

Variable	Collinearity statistics		Correlation matrix			
	Tolerance	VIF	TransfL	Firm’s Trust	Firm’s Justice	OOcb
TransfL	0.421	2.374	1			
Firm’s Trust	0.278	3.595	0.761**	1		
Firm’s Justice	0.434	2.302	0.584**	0.752**	1	
OOcb			0.450**	0.501**	0.496**	1

Note: TransfL = Transformational leadership, OOcb = Organizational citizenship behavior, OOcb is dependent variable, $p < 0.01$.

Construct Validity

Testing of construct validity is to check for the correctness of the structure in research tools. The test applies to confirmatory factor analysis (CFA) where construct testing consists of 4 structural characteristic such as transformational leadership (TransfL), firm’s trust (Ftrust), firm’s justice (Fjustice), and organizational citizenship behavior (OOcb).

Construct measurement model consists of 14 variables in 4 constructs. The criteria for accepting the conformance of the Model and empirical data is suggested by Hair et. al., (2010) as follows. CMIN/df<3, GFI, CFI, TLI, NFI and AGFI > 0.90, and RMSEA <0.10. For the noticed variables, there was a factor loading value just for the composition only. The consideration was done to select the aspect with statistical significant factor loading first, then considering the item with factor loading more than 0.30 to bring to use in future research. The analysis results found that CMIN=115.453, df=61, p=0.000, CMIN/df=1.893, GFI=0.968, CFI=0.990, TLI=0.984, NFI=0.978, AGFI=0.945, RMSEA=0.044. All the values ranged in the acceptance level and factor loading was more than 0.30. (Figure 1)

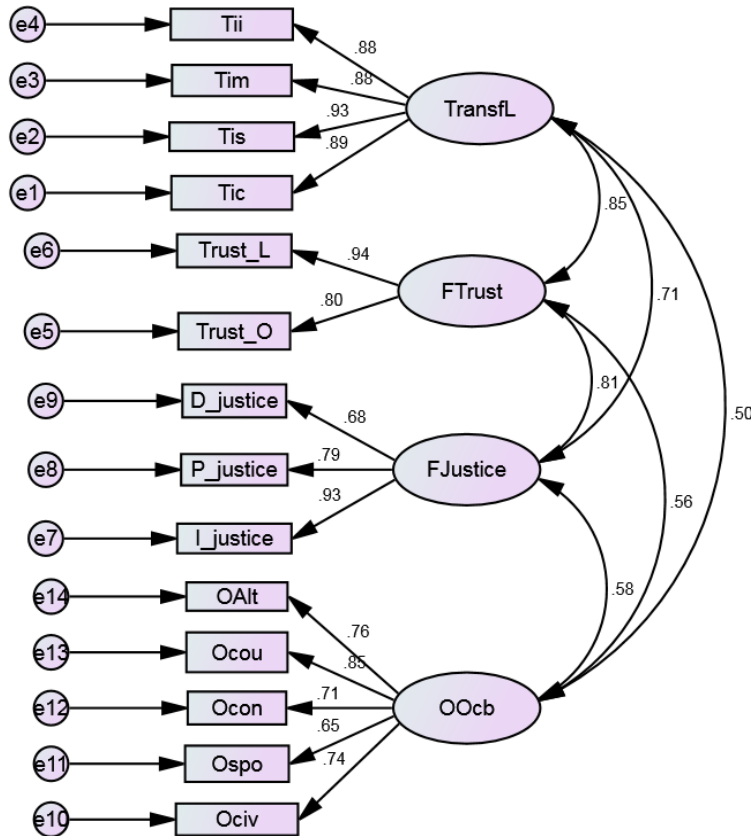


Figure 1: Construct measurement model

Note: Tii = idealized influence, Tim = inspiration motivation, Tis = intellectual stimulation, Tic = individualized consideration, Trust_L = trust in leader, Trust_O = trust in organization, D_justice = distributive justice, P_justice = procedural justice, I_justice = interactional justice, OAlt = altruism, Ocou = courtesy, Ocon = conscientiousness, Ospo = sportsmanship, Ociv = civic virtue

Hypotheses Test

After estimating the conformance of the model, the researcher tested the hypotheses using structural equation model (SEM) to consider the relationship between independent and dependent variables. The researcher tested the following hypotheses:

1. The model of relationship between transformational leadership, trust and organizational citizenship behavior and hypotheses

2. The model of relationship between transformational leadership, justice and organizational citizenship behavior.
3. Conceptual framework model.

The results are as follows:

H1: The testing of the relationship between transformational leadership, trust and organizational citizenship behavior (Model 1) using SEM analysis via AMOS program. The model analysis considered the values of CMIN, CMIN/df, CFI, GFI, AGFI, NFI and RMSEA. According to the test, it was found that p-value=0.003, CMIN/df=1.843, GFI=0.978, AGFI=0.954, CFI=0.993, TLI=0.988, NFI=0.985, and RMSEA=0.042, and all the obtained values were acceptable according to the suggestion from Hair et. al., (2010).

From the testing of hypothesis 1 related to the relationship between transformational leadership, trust and organizational citizenship behavior; it was found that the relationship between each other has the statistical significant, thus accepted H1 with the results in table 2.

Table 2
Regression Weights of model 1

			Path Coefficient	S.E.	C.R.	P
Ftrust	<---	TransfL	0.841	0.032	23.270	***
OOcb	<---	Ftrust	0.398	0.085	3.972	***
OOcb	<---	TransfL	0.204	0.073	2.085	0.037

Note: TransfL = Transformational leadership, Ftrust = Firm's trust, OOcb = Organizational citizenship behavior

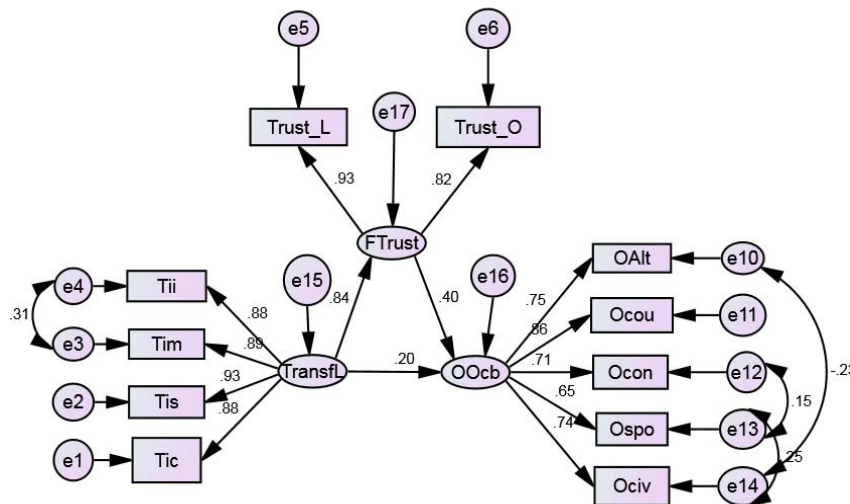


Figure 2: The relationship between transformational leadership, trust and organizational citizenship behavior (Model 1)

Note: Tii = idealized influence, Tim = inspiration motivation, Tis = intellectual stimulation, Tic = individualized consideration, Trust_L = trust in leader, Trust_O = trust in organization, OAlt = altruism, Ocou = courtesy, Ocon = conscientiousness, Ospo = sportsmanship, Ociv = civic virtue, TransfL = Transformational leadership, Ftrust = Firm's trust, OOcb = Organizational citizenship behavior

H2: The testing of the relationship between transformational leadership, justice and organizational citizenship behavior (Model 2) used SEM analysis via AMOS. The model analysis considered the value from

CMIN, CMIN/df, CFI, GFI, AGFI, NFI and RMSEA and from the test. It was found that p -value = 0.003, CMIN/df = 1.812, GFI = 0.973, AGFI = 0.951, CFI = 0.991, TLI = 0.987, NFI = 0.981, and RMSEA = 0.042. All the obtained values were acceptable according to the suggestion from Hair et. al., (2010).

From the testing of hypothesis 2 related to the relationship between transformational leadership, justice and organizational citizenship behavior, it was found that there is a statistical significant relationship between them, thus accepted H2 as the shown in Table 3.

Table 3
Regression Weight model 2

			<i>Path Coefficient</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
Fjustice	<---	TransfL	0.572	0.034	9.804	***
OOcb	<---	JJustice	0.356	0.077	5.978	***
OOcb	<---	TransfL	0.332	0.044	5.747	***

Note: TransfL = Transformational leadership, Fjustice = Firm's justice, OOcb = Organizational citizenship behavior

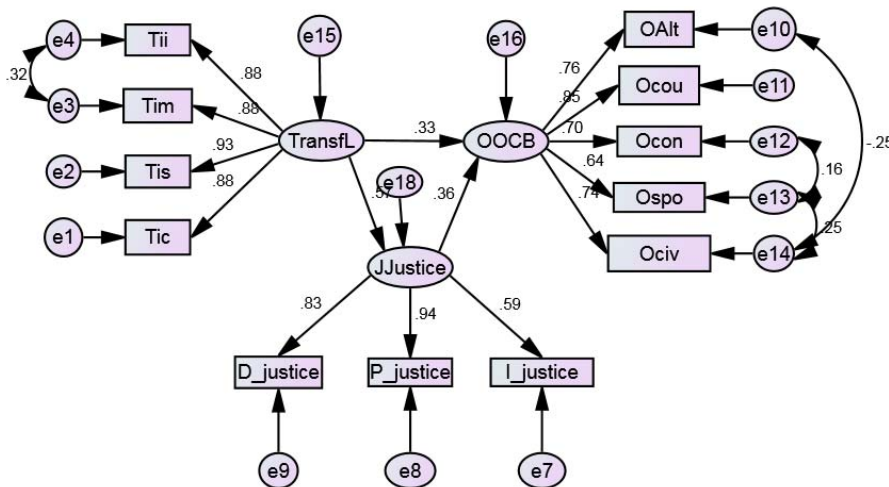


Figure 3: The relationship between transformational leadership, trust and organizational citizenship behavior (Model 2)

Note: Tii = idealized influence, Tim = inspiration motivation, Tis = intellectual stimulation, Tic = individualized consideration, D_justice = distributive justice, P_justice = procedural justice, L_justice = interactional justice, OAlt = altruism, Ocou = courtesy, Ocon = conscientiousness, Ospo = sportsmanship, Ociv = civic virtue, TransfL = Transformational leadership, Fjustice = Firm's justice, OOcb=Organizational citizenship behavior

In conclusion, from the test on the relationship of the two models, it was found that each model has a statistical significant relationship between variables. Later, the researcher tested the overall model to test the hypotheses; the results are shown in Table 4.

The results of hypothesis testing are shown as follows:

H3: Transformational leadership has significant influence on trust. H3 is supported by the standard regression weight of 0.625 ($p < 0.05$).

H4: Transformational leadership has significant influence on justice. H4 is supported by the standard regression weight of 0.701 ($p < 0.05$).

Table 4
Regression Weights

			Path Coefficient	S.E.	C.R.	P
Fjustice	<---	TransfL	0.701	0.039	16.388	***
Ftrust	<---	TransfL	0.625	0.042	12.975	***
Ftrust	<---	Fjustice	0.372	0.047	7.720	***
OOcb	<---	Ftrust	0.008	0.136	0.047	0.963
OOcb	<---	Fjustice	0.387	0.078	3.928	***
OOcb	<---	TransfL	0.253	0.091	1.997	0.046**

Note: TransfL = Transformational leadership, Ftrust = Firm’s trust, Fjustice = Firm’s justice, OOcb = Organizational citizenship behavior

H5: Trust has significant influence on organizational citizenship behavior. H5 is not supported by the standard regression weight of 0.008 ($p > 0.05$).

H6: Justice has significant influence on organizational citizenship behavior. H6 is supported by the standard regression weight of 0.387 ($p < 0.05$).

H7: Transformational leadership has significant influence on organizational citizenship behavior. H7 is supported by the standard regression weight of 0.253 ($p < 0.05$).

H8: Justice has significant influence on trust. H8 is supported by the standard regression weight of 0.387 ($p < 0.05$).

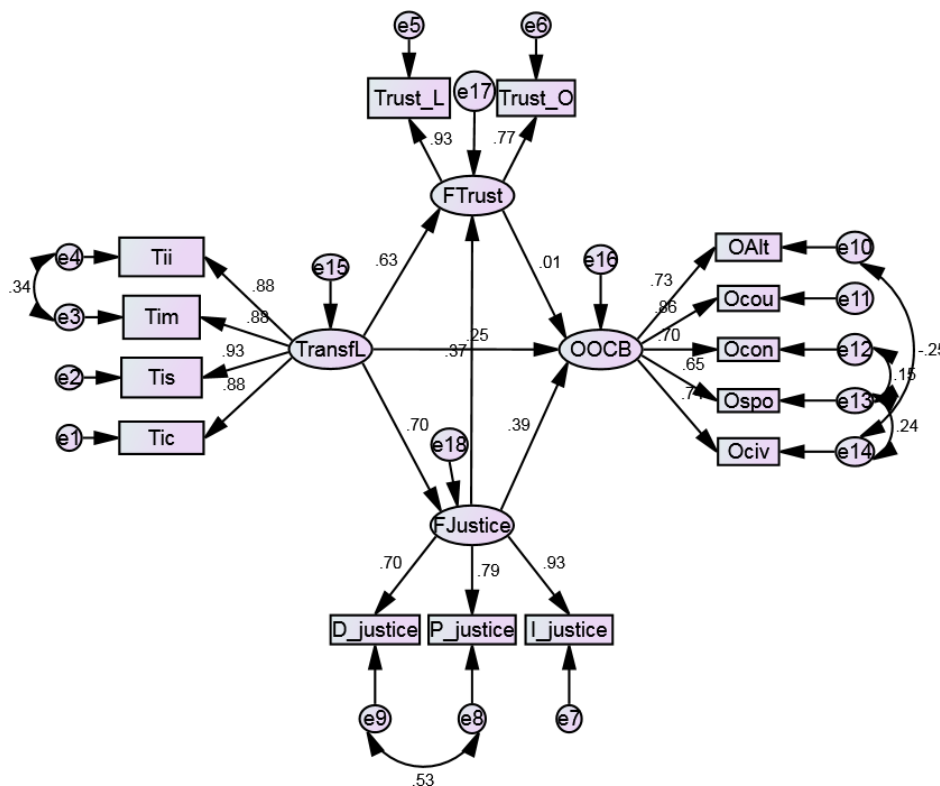


Figure 4: Hypothesis Testing

5. DISCUSSION AND FUTURE RESEARCH

Discussion

What are found from the research reflect that the test of the relationship between transformational leadership, trust and organizational citizenship behavior is a relationship with statistical significance. The testing of the relationship between transformational leadership, justice and organizational citizenship behavior was found to have statistical significance. And when testing on the relationship between the variables in the hypotheses, it was found that transformational leadership has the statistical significance with the positive relationship with trust, justice and organizational citizenship behavior. For trust, it was found that it has no statistical significant relationship with the organizational citizenship behavior. Justice had a statistical significant and positive relationship with organizational citizenship behavior. It was also found that justice has a statistical significant and positive relationship with trust. From this research, it can lead to a leadership development process of the organization by promoting leadership potential and rush to create a new generation of leaders to replace the old ones. Leadership development process shall start from young leaders in the organization when promoted to become an organization leader. The organization itself shall have a guideline for developing leadership such as being a good example in sacrificing for the organization, having creative solution and promptness in handling all changes. Besides, leaders shall be trained with the skill to become a good consultant, encourage personnel to upgrade their knowledge for them to advance in their career. Besides, leaders shall form trust among the followers in decision making to cope with the problems at hand with creative solutions, fair treatment of followers, and giving them with chance to express their opinions about the organization's development. Leaders shall be able to transfer knowledge and experience in operation to followers for mutual benefit of all. It is expected by the followers that the leader will treat everyone in the organization with justice on the consideration for fair compensation and transparent criteria for assessing performance. Leaders shall efficiently communicate with clarity at all time. If the leader generates trust among followers and treat them with justice, they would reflect organizational citizenship behavior and be prompt to put all efforts to work for the benefit of all as well as participate in the organization's activities. These good behaviors would contribute toward the achievement and loyalty in the organization.

Future Research

The researcher considers that future research can be done on specific groups in Rajamangala University of Technology because the differences in culture and the way of living in each region. It would give a specific result from each area to develop a better organization. Besides, the results from this study can be used to develop personnel in the group of Rajamangala University of Technology. Research in the future can be done with other universities to compare the educational institutions. The researcher considers that future research may help the organization to improve move for domestic and international acceptance.

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