

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND PSYCHOLOGICAL EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A PLS-SEM APPROACH

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Abstract

Previous studies have shown the important role the organizational citizenship behavior (OCB) plays in determining and contributing to the overall organizational effectiveness and the way it leads organizations towards success in the intense competitive business environment as well as the role employees play in improving the organization's safety outcomes. This article aims at exploring the relationship between transformational leadership, psychological empowerment and organizational citizenship behavior. A survey questionnaire was used to collect primary data from 260 academic staff working in the five Malaysian research universities (MRUs). The study follows the two-steps analytical method using the software of SmartPLS 3.0, the measurement model assessment which include validity and reliability, and structural model assessment which include testing the hypothesized relationships. The results reveal that transformational leadership positively affect the organizational citizenship behavior and psychological empowerment. The study also confirms existence of positive effect of transformational leadership and psychological empowerment. Theoretical and practical implications were also examined.

Keywords: psychological empowerment, transformational leadership, organizational citizenship behavior, SmartPLS, Malaysia

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INTRODUCTION

In recent years, there has been growing interest in exploring work-related behaviors that go beyond the core tasks for which is voluntary effort of the employee towards the organization and eventually improves the effectiveness of the organization (Miles, Borman, Spector, & Fox, 2002; Organ, Podsakoff, & MacKenzie, 2005; N. P. Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014). The increased attention on positive work-related behavior, such as organizational citizenship behavior and work engagement inspires scholars to continuously emphasize on theory building and perform relevant research in relation to this area. Such efforts would enable more effective application of positive traits and behavior among employees in the work place (DiPaola & Tschannen-Moran, 2014). Organizational citizenship behavior plays an important determining role that contribute to the overall organizational effectiveness and the way it leads organizations towards success in the intense competitive business environment

Organizational citizenship behaviors is one of the important determinants and leading factors that contribute to overall organizational effectiveness and towards the success of the organization in an intensity competitive environment (Chan, 2014; Organ, 1988). Specifically, Organizational Citizenship Behavior may affect the performance of the organization in terms of: encouraging increased manager and employee productivity (Purnama, 2013).

Furthermore, transformational leadership becomes an important area in research to gaining a better understanding of the motivational basis for employees' attitude and behavior (Avolio, Zhu, Koh, & Bhatia, 2004; Dvir, Eden, Avolio, & Shamir, 2002; Howell

& Hall-Merenda, 1999). Transformational leaders enhance positive work-related outcomes, and decrease negative work-related outcomes through influencing of idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration (Afsar, F. Badir, & Bin Saeed, 2014; Cheung & Wong, 2011; Rao & Kareem Abdul, 2015; Yao, Fan, Guo, & Li, 2014; Zhu, Avolio, & Walumbwa, 2009). Researchers found that transformational leadership positively impact on work positive work outcomes (Babcock-Roberson & Strickland, 2010; Shamir, House, & Arthur, 1993; Tims, Bakker, & Xanthopoulou, 2011; Zhu et al., 2009).

Some previous studies have examined the relationship between transformational leadership and OCB (Guay & Choi, 2015; Jha, 2014; Karadağ, 2015; Suliman & Al Obaidli, 2013; Tai, Chang, Hong, & Chen, 2012). Collectively, this body of research have shown that leadership is among the important factors contributing to successful behavioral transformation as well. They have also shown that transformational leadership shapes employees' behavior and prepares them to be competitive. In the current study, we extend the theory to include psychological empowerment and transformational leadership as indicators of OCB and measure the relationship between the two variables. The current study is an attempt to identify the strength of the relationship among Transformational leadership, Psychological Empowerment and OCB in Higher education sector of Malaysia. A number of studies have examined the effect of psychological empowerment on organizational citizenship behavior (Appelbaum, Iaconi, & Matousek, 2007; Bogler & Somech, 2005; Chiang & Hsieh, 2012;

Farzaneh, Dehghanpour Farashah, & Kazemi, 2014; Jha, 2014; Najafi, Noruzi, Azar, Nazari-Shirkouhi, & Dalvand, 2011; Wat & Shaffer, 2005). Thus, it is therefore desirable to further examine the relationship between transformational leadership, psychological empowerment and on OCB. Consequently, the major purpose of this research is to study transformational leadership and psychological empowerment as antecedents for OCB in higher education sector. This research also examines the relationship between transformational leadership and psychological empowerment. This study was conducted on academic staff in the Malaysian higher education sector.

LITERATURE REVIEW

Transformational Leadership (TFL)

Transformational leadership is defined as a form of leadership that generates awareness and acceptance among subordinates, enables their followers to develop, encourage them to go beyond their needs to accomplish the organizational goals and motivate them through leader's behaviors which include idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Avolio & Bass, 1995). It is also perceived as leadership that generates awareness and acceptance among subordinates, enables their followers to develop, encourage them to go beyond their needs to accomplish the organizational goals and motivate them through leader's behaviors (Avolio et al., 2004). Previous studies have indicated that transformational leadership has a positive effect on organizational citizenship behavior. MacKenzie, Podsakoff, and Rich (2001) are of the view that transformational leadership is more strongly related both directly and indirectly to organizational citizenship behavior. The inspirational and changing nature of transformational leaders plays an important role in offsetting follower neuroticism and introversion and providing guidance for such employees in performing more organizational citizenship behaviors though they be worried, unconfident, shy and willing to withdraw (Guay & Choi, 2015). Besides, Zacher and Jimmieson (2013), Koh, Steers, and Terborg (1995) and Jha (2014) asserted that transformation leadership behaviors have a stronger positive effects on organizational citizenship behavior. Furthermore, transformational leadership plays a critical role in building positive feelings in their followers which enhance favorable attitudes and behaviors and encourage them to perform their work effectively to behave in their organization as a good citizen (Karadağ, 2015; Suliman & Al Obaidli, 2013; Tai et al., 2012).

Furthermore, the literature has confirmed the existence of the relationship between transformational leadership and psychological empowerment, (Abdulrahman, Zumrah, Almaamari, & Al-Tahitah, 2017; Afsar et al., 2014; Allameh, Heydari, & Davoodi, 2012; Balaji & Krishnan, 2014; Dust, Resick, & Mawritz, 2014; Fang-guo, 2013; Han, Seo, Li, & Yoon, 2015; Han, Seo, Yoon, & Yoon, 2016; Krishnan, 2012; Lan & Chong, 2015; Lee, Kim, & Joon Ho, 2013; Men & Stacks, 2013; Sağnak, Kuruöz, Polat, & Soylu, 2015; Xu, Yu, & Li, 2012). Avolio et al. (2004) contended that transformational leadership promotes greater feelings of psychological empowerment among nurses that help them to increase their commitment to their organization. Besides, Xu et al. (2012) revealed that, all four dimensions of transformational leadership had a significant effect on psychological empowerment. As a result, the following hypotheses are proposed:

- H1. Transformational leadership has a positive effect on organizational citizenship behavior.
- H2. Transformational leadership has a positive effect on psychological empowerment.

Psychological Empowerment (PE)

Psychological empowerment refers to a motivational factor that plays a potential role in promoting positive individual and organizational outcomes. It is known as the individual's inner

motivation which is manifested in four cognitions that reflect how he/she is oriented towards the role of his/her work" (Spreitzer, 1996). It was also argued by Kim, Losekoot, and Milne (2013) that those employees who are empowered and regard their management trustworthy are more probably to have a high level of self-commitment towards their organization. Based on the psychological empowerment theory, empowered employees are those who are actively oriented towards their work-related tasks and duties their performance is often evaluated "above and beyond" what is required from them (Spreitzer, 2008). The study provided evidence suggesting that highly psychologically empowered employees are those employees who are highly motivated and who excel in performing their work. In addition, employees with positive feelings towards psychological empowerment have a high level of motivation that enables them to demonstrate more organizational citizenship behavior, (Chiang & Hsieh, 2012). In literature, there are a number of evidence reveals that psychological empowerment positively correlated with organizational citizenship behavior (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Appelbaum et al., 2007; Bogler & Somech, 2005; Ginsburg et al., 2016; Khajepour, Baharlou, Yeganeh, & Hashemi, 2016; Najafi et al., 2011; Wat & Shaffer, 2005). Hence, it is hypothesized as follows:

- H3. Psychological empowerment has a positive effect on organizational citizenship behavior.

Organizational citizenship behavior (OCB)

According to Organ (1988), OCB is known as the behavior of an individual behavior which is neither discretionary nor directly/ explicitly recognized by the formal reward system. It plays a role in promoting the effective functioning of the organization". OCB refers to the employee's choice of what can be done and of what should be done- that is the latter is related to whatever lies beyond their specified contractual obligations (Organ, 1988). Studies on OCB go all the way back to the early 1980s (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Since then, researchers have distinguished between two dimensions of employee behavior, namely; general compliance, and altruism (Bateman & Organ, 1983; Smith et al., 1983). However, later, the concept of OCB has undergone several transformations. For example, as reviewed by Organ (1988), there are five distinct dimensions of OCB identified by the literature namely, Altruism (assisting specific others); civic virtue (keeping up with important matters within the organization); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the dimensions of OCB into three parts i.e. helping, courtesy, and conscientiousness. Williams and Anderson (1991) classified OCB from a different perspective into two kinds: (1) behaviors which are oriented towards certain people in the organization, such as courtesy and altruism (OCBI), and (2) behaviors which are related to how to benefit all people in the organization. This later type of behaviors includes, for example, conscientiousness, sportsmanship and civic virtue (OCBO). Moreover, few research about the organizational citizenship behaviors has been conducted in the Malaysian higher educational sector which were focus more in private higher learning institutions (Awang & Ahmad, 2015; Khan, Kumar, & Vytialingam, 2016; Nasurdin, Nejati, & Mei, 2013; Teh, Boerhannoeddin, & Ismail, 2012). Few studies, however exam the Organizational Citizenship Behavior (OCB) among academic staff in Malaysian research universities (Tan & Mansor, 2014; Yunus, Sharil, Marzuki, Yusof, & Hashim, 2016). Due to the scarcity of research on this issue, this thesis will help to fill this gap by investigating issues of organizational citizenship behaviors among academic staff in research universities in Malaysia.

RESEARCH METHOD

Measures

Transformational leadership

Transformational leadership was measured by multi-factor leadership questionnaire (MLQ) developed by Avolio and Bass (2004). This scale was adopted in the present research because of its extensive development and validation and because it is deemed to be among the most effective instruments used for the evaluation of leadership styles. The reliability of all items for every leadership factor scale ranged from 0.74-0.94 (Bass & Avolio, 1995) and went over the standard reliability cut off of 0.70. Furthermore, the current form was revealed to be effective even in studies concerning diverse cultures like Asian and European (Avolio et al., 2004). The managers gave their responses on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Psychological Empowerment

Psychological empowerment is measured by using psychological empowerment scale with 12-items developed by (Spreitzer, 1995). The instrument measures perception of psychological empowerment within educational setting. The scale is composed of four dimensions of psychological empowerment: meaning (three items); competence (three items); self-determination (three items); and impact (three items) (Spreitzer, 1995). The Cronbach's alpha of the entire scale was 0.78. Specifically, the Cronbach's alpha for the subscales were 0.72 for meaning, 0.75 for competence, 0.75 for self-determination, and 0.85 for impact. As pointed out by Spreitzer (1995), these four sub facets additively constitute up the psychological empowerment, and hence, the subscale scores were averaged to gain a total score for psychological empowerment.

Organizational Citizenship Behavior

OCB refers to behaviors or actions that are regarded as extra-role instead of in-role and must be discretionary in nature, implying that they are not part of an individual's formal specified tasks (Organ et al., 2005). It is operationalized in two dimensions, namely OCB directed towards fellow employees (OCBI) and OCB directed towards the organization (OCBO) (Williams & Anderson, 1991). In this study, the two dimensions were measured using the 16-item self-report scale previously adapted by K. Lee and Allen (2002) with eight items to measure each dimension. Their study showed high reliabilities of 0.83 (OCBI) and 0.88 (OCBO).

Data Collection

The targeted population was approximately 10,076 of academic staff working in the five research universities. The sufficient sample size for each university was chosen according to the overall number of academic staff. For data collection, the study used a self-administered questionnaire, which was distributed to the respondents by personally visiting each university. The participants were also informed of the research purpose and were told that their participation is voluntary, thus encouraging them to take part in the study, respond to the survey and return the questionnaire on the same day or the next day of visit.

The data was generated via a stratified random sampling is composed of participants from five universities in Malaysia. Of the 500 the total number of the questionnaires distributed to the study sample, 54% were returned. However, after elimination of the incomplete responses, the final sample comprised 260 academic staffs. Then, the participants were insured that their responses would be confidential and then, they were briefed on the research objective. Each of the academic staffs received an envelope which contained the questionnaires and the necessary instruction on returning the completed questionnaires.

ANALYTIC STRATEGY

Using SmartPLS 3.2.7 software, the convergent validity of the study variable (Transformation leadership, Psychological Empowerment, and Organizational Citizenship Behavior) has been assessed by evaluate the factor loadings and the average variance extracted. The Construct reliability indicated that the values of Cronbach's alpha coefficients were greater than the value of 0.7. Moreover, convergent validity indicated that the items' loadings for are exceeded the value of 0.7 except for the items IIN1, IIN7, IC2, OCB11, OCB12, OCB18, OCB01, OCB02 and OCB08 which were omitted from the data set as recommended by Hair et al. (2014) from the scale due to low loadings. The other aspect of the convergent validity is average variances extracted (AVE). If the value of Average Variance Extracted (AVE) is 0.50 or above, the convergent validity is then considered acceptable (Hair et al., 2010); the AVE values of the constructs were ranged from 0.571 to 0.907. Consequently, it established satisfactory convergent validity measurement model.

RESULT

Descriptive analysis

In this study mean and standard deviation are reported for the study variables as shown in table 1. Psychological empowerment recorded the highest mean score of 3.965 out of 5.0, with a standard deviation of 0.741, which indicated the respondents' agreement about their work as being meaningful to them, their awarded autonomy to determine how they perform their work, their confidence about being capable of doing their work and their work contributions have a significant impact on their departments. Transformational leadership scored a mean value of 3.323 out of 5.0, with a standard deviation of 0.841, which indicated that the majority of respondents agreed that their managers go beyond self-interest for the good of the group, their managers talk optimistically about the future, their managers seek differing perspectives when solving problems and their managers spends time teaching and coaching subordinates. Likewise, Organizational citizenship behaviour recorded a mean score of 3.709 out of 5.0, with a standard deviation of 0.541, which indicated that the majority of respondents agreed that to show genuine concern and courtesy toward colleagues, even under the most trying business or personal situations, and defend the organization when other employees criticize it.

Measurement Model Assessment

Construct reliability, convergent and discriminant validity has been conducted to assess the measurement model. Individual Cronbach's alpha coefficients were tested among the study variables to assess the construct reliability. The value of each construct was greater than 0.7, the acceptance level as suggested by Nunnally and Bernstein (1994). Moreover, composite reliability (CR) was tested to confirm the construct reliability as well. The result indicated that all the values were greater than 0.7 (Kline, 2010; Werts, Linn, & Joreskog, 1974). Indicator reliability was tested by assess the factor loading of the items. According to J. F. Hair Jr, Sarstedt, Ringle, and Gudergan (2017), loading greater than 0.5 is acceptable. As showing in table 1, all items scored beyond the value of 0.5 except for the items IIN1, IIN7, IC2, OCB11, OCB12, OCB18, OCB01, OCB02 and OCB08 which eliminated due to low loadings.

Furthermore, average variance extracted (AVE) has been used to test the convergent validity. The result showed that all values are greater than 0.50 as recommended by J. Hair, Black, and Babin (2010) which ranging from 0.707 to 0.907.

TABLE 1: LOADING, MEAN, STANDARD DEVIATION, CRONBACH'S ALPHA, CR AND AVE

First-order Constructs	Second-order Constructs	Indicators	Loading (> 0.5)	Mean	Standard Deviation	Cronbach's alpha (> 0.7)	Composite Reliability(> 0.7)	AVE (> 0.5)
Idealized Influence (IIN)		IIN1 IIN2 IIN3 IIN4 IIN5 IIN6 IIN7 IIN8	Deleted 0.773 0.831 0.807 0.912 0.867 Deleted 0.849	3.399	0.854	0.917	0.935	0.707
Inspirational Motivation (IM)		IM1 IM2 IM3 IM4	0.865 0.869 0.893 0.895	3.516	0.930	0.903	0.932	0.775
Intellectual Stimulation (IS)		IS1 IS2 IS3 IS4	0.921 0.830 0.910 0.834	3.205	0.920	0.897	0.929	0.766
Individualized Consideration (IC)		IC1 IC2 IC3 IC4	0.843 Deleted 0.862 0.861	3.097	0.909	0.816	0.891	0.731
	Transformational Leadership (TFL)	IIN IM IS IC	0.967 0.918 0.932 0.913	3.323	0.841	0.967	0.964	0.870
Meaning (PEM)		PEM1 PEM2 PEM2	0.948 0.958 0.951	4.258	0.829	0.949	0.967	0.907
Self-determination (PES)		PES1 PES2 PES3	0.920 0.907 0.910	3.951	0.842	0.899	0.937	0.832
Competence (PEC)		PEC1 PEC2 PEC3	0.948 0.943 0.926	4.091	0.829	0.933	0.957	0.882
Impact (PEI)		PEI1 PEI2 PEI3	0.883 0.919 0.916	3.559	0.924	0.892	0.932	0.821
	Psychological Empowerment (PE)	PEM PES PEC PEI	0.902 0.882 0.900 0.793	3.965	0.741	0.949	0.926	0.758
Individual (OCBI)		OCBI1 OCBI2 OCBI3 OCBI4 OCBI5 OCBI6 OCBI7 OCBI8	Deleted Deleted 0.824 0.835 0.837 0.864 0.831 Deleted	3.712	0.563	0.894	0.922	0.703
Organization (OCBO)		OCBO1 OCBO2 OCBO3 OCBO4 OCBO5 OCBO6 OCBO7 OCBO8	Deleted Deleted 0.827 0.866 0.808 0.898 0.867 Deleted	3.707	0.639	0.907	0.931	0.729
	Organizational Citizenship Behavior (OCB)	OCBI OCBO	0.887 0.899	3.709	0.541	0.916	0.887	0.797

Key: TFL: transformational leadership, IIN: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC:

individualized consideration, PE: psychological empowerment, PEM: meaning, PES: self-determination, PEC: competence, PEI:

impact, OCB: organizational citizenship behaviour, OCBI: individual, OCBO: organization.

Three methods were used to check the discriminant validity the cross-loadings, Fornell-Larcker and heterotrait-monotrait ratio

(HTMT). The cross-loadings method was employed were the loading of every indicator must be more major than all of its cross-loadings. The result indicated that the loading of every indicator must be higher than all of its cross-loadings.

TABLE 2: RESULTS OF DISCRIMINANT VALIDITY (CROSS-LOADING)

	IIN	IM	IS	IC	PEM	PES	PEC	PEI	OCBI	OCBO
IIN2	0.773	0.686	0.715	0.755	0.407	0.439	0.370	0.389	0.319	0.360
IIN3	0.831	0.798	0.695	0.671	0.406	0.430	0.345	0.349	0.341	0.311
IIN4	0.807	0.659	0.715	0.745	0.309	0.378	0.297	0.327	0.300	0.254
IIN5	0.912	0.749	0.748	0.735	0.377	0.511	0.355	0.418	0.392	0.289
IIN6	0.867	0.745	0.735	0.693	0.324	0.458	0.356	0.388	0.322	0.267
IIN8	0.849	0.758	0.711	0.638	0.413	0.456	0.406	0.420	0.304	0.413
IM1	0.727	0.865	0.654	0.671	0.405	0.425	0.321	0.403	0.334	0.310
IM2	0.746	0.869	0.637	0.611	0.389	0.439	0.321	0.357	0.340	0.262
IM3	0.770	0.893	0.699	0.702	0.372	0.378	0.307	0.404	0.270	0.257
IM4	0.823	0.895	0.734	0.701	0.436	0.477	0.416	0.468	0.405	0.471
IS1	0.761	0.664	0.921	0.796	0.285	0.361	0.289	0.360	0.326	0.277
IS2	0.739	0.713	0.830	0.745	0.367	0.386	0.343	0.340	0.329	0.275
IS3	0.754	0.668	0.910	0.802	0.268	0.381	0.308	0.372	0.293	0.327
IS4	0.743	0.667	0.834	0.698	0.267	0.318	0.299	0.390	0.290	0.354
IC1	0.693	0.636	0.735	0.843	0.278	0.344	0.237	0.294	0.228	0.193
IC3	0.739	0.656	0.765	0.862	0.287	0.374	0.298	0.345	0.392	0.358
IC4	0.721	0.667	0.732	0.861	0.262	0.353	0.364	0.392	0.272	0.255
PEM1	0.431	0.448	0.317	0.298	0.948	0.689	0.761	0.519	0.401	0.448
PEM2	0.408	0.414	0.325	0.299	0.958	0.690	0.788	0.539	0.380	0.438
PEM3	0.427	0.440	0.326	0.324	0.951	0.711	0.770	0.544	0.404	0.430
PES1	0.529	0.489	0.383	0.393	0.679	0.920	0.605	0.590	0.402	0.377
PES2	0.432	0.391	0.346	0.334	0.622	0.907	0.580	0.584	0.383	0.376
PES3	0.489	0.454	0.401	0.412	0.698	0.910	0.699	0.610	0.399	0.389
PEC1	0.385	0.360	0.304	0.300	0.790	0.637	0.948	0.529	0.355	0.450
PEC2	0.419	0.381	0.363	0.359	0.785	0.667	0.943	0.608	0.339	0.453
PEC3	0.385	0.354	0.330	0.329	0.711	0.641	0.926	0.567	0.337	0.420
PEI1	0.440	0.431	0.395	0.359	0.626	0.623	0.628	0.883	0.346	0.450
PEI2	0.424	0.442	0.393	0.377	0.422	0.576	0.484	0.919	0.333	0.436
PEI3	0.367	0.387	0.345	0.357	0.455	0.567	0.520	0.916	0.298	0.424
OCBI3	0.256	0.227	0.234	0.206	0.295	0.299	0.278	0.253	0.824	0.488
OCBI4	0.349	0.311	0.338	0.338	0.369	0.437	0.292	0.374	0.835	0.510
OCBI5	0.383	0.359	0.310	0.332	0.349	0.385	0.292	0.288	0.837	0.467
OCBI6	0.318	0.338	0.290	0.252	0.334	0.303	0.280	0.259	0.864	0.521
OCBI7	0.342	0.372	0.311	0.335	0.391	0.390	0.393	0.339	0.831	0.511
OCBO3	0.332	0.272	0.304	0.258	0.386	0.344	0.415	0.392	0.427	0.827
OCBO4	0.362	0.371	0.354	0.304	0.468	0.410	0.409	0.444	0.560	0.866
OCBO5	0.308	0.319	0.297	0.291	0.293	0.287	0.355	0.422	0.465	0.808
OCBO6	0.299	0.317	0.248	0.249	0.471	0.398	0.450	0.399	0.572	0.898
OCBO7	0.300	0.304	0.303	0.247	0.335	0.333	0.374	0.408	0.507	0.867

Key:IIN: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, PEM: meaning, PES: self-determination, PEC: competence, PEI: impact, OCBI: individual, OCBO: organization

In Fornell and Larcker (1981), the square root of average variance extracted (AVE) for all constructs were put at the diagonal elements of the correlation matrix. Since these diagonal elements were higher than the other element of the row and column in which they are placed, this confirms that the outer model is discriminately valid. Based on such construct validity of the outer model, the hypotheses testing can be assumed to be valid and reliable. As revealed in Table 2 the square root of average variance extracted of each study variable was higher than the correlations among other variables, indicating appropriate discriminant validity (Chin, 1998; Fornell & Larcker, 1981).

TABLE 3: RESULTS OF DISCRIMINANT VALIDITY (FORNELL-LARCKER CRITERION)

	Factors	1	2	3
		OCB	PE	TFL
1	OCB	0.893		
2	PE	0.548	0.871	
3	TFL	0.438	0.517	0.933

Key: TFL: transformational leadership, PE: psychological empowerment, OCB: organizational citizenship behaviour

This study also assessed the discriminant validity by HTMT. As indicated by Ringle et al. (2018) HTMT criterion refers to the mean value of the indicator correlations which is distributed across the constructs (i.e. the heterotrait-heteromethod correlations) relative to the (geometric) mean of the average correlations of the indicators measuring the same construct. Henseler et al. (2015) indicated that HTMT values could be a

problem if values exceed 0.90. Table 3 illustrated that all values were lower than the benchmark value of 0.90, indicating appropriate discriminant validity. Therefore, in this study the measurement model accomplished satisfactory discriminant validity.

TABLE 4: RESULTS OF DISCRIMINANT VALIDITY (HTMT)

	Factors	1	2	3
		OCB	PE	TFL
1	OCB			
2	PE	0.587		

3	TFL	0.465	0.542	0
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Key: TFL: transformational leadership, PE: psychological empowerment, OCB: organizational citizenship behaviour

Structural Model Assessment

A structural model which is reliable and valid allows evaluating of the estimates of the inner path model. The results obtained from assessing the structural model results helps the researcher to examine the quality of the structural model and test the hypothesis (J. Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). The (R²) value, effect size (f²) as well as the predictive relevance (Q²) were reported.

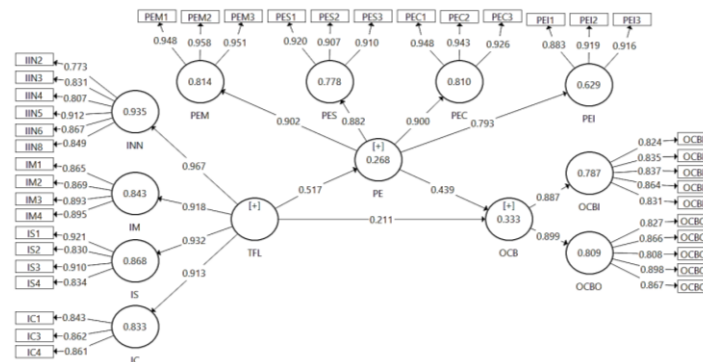


FIGURE 1: PLS ALGORITHM RESULTS

Key: TFL: transformational leadership, IIN: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, PE: psychological empowerment, PEM: meaning, PES: self-determination, PEC: competence, PEI: impact, OCB: organizational citizenship behaviour, OCBi: individual, OCBO: organization

TABLE 5: STRUCTURAL PATH ANALYSIS RESULT

Hypothesis	Relationship	Std.Beta	Std.Error	t-value	p-value	Decision	R ²	f ²	Q ²	VIF
H1	TFL→OCB	0.211	0.062	3.419	0.001	Supported	0.33	0.049	0.175	1.366
H2	TFL→PE	0.517	0.054	9.624	0.000	Supported	0.27	0.366	0.161	1.000
H3	PE→OCB	0.439	0.071	6.177	0.000	Supported		0.212		1.366

Key: TFL: transformational leadership, PE: psychological empowerment, OCB: organizational citizenship behaviour

As shown in Table 5 and Figure 1, the structural model assessment provides the indication of the hypothesis tests, with three direct hypotheses. Transformational leadership significantly predict organizational citizenship behaviour. Thus, H1 is accepted with (p < 0.01). Likewise, transformational leadership significantly predicts psychological empowerment. Hence, H2 is supported (p < 0.001). These are similar to psychological empowerment which found significantly influence organizational citizenship behaviour. Hence, H3 is supported (p < 0.001). Note that the standardized path coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so the direct effects of psychological empowerment on organizational citizenship behaviour is much stronger than the direct effects of transformational leadership on organizational citizenship behaviour. Transformational leadership and psychological empowerment explaining 33 % of the variance in organizational citizenship behaviour. Transformational leadership explaining 27 % of the variance in psychological empowerment.

This study also assessed effect sizes (f²). Effect size (f²) is a measure used to assess the relative impact of a predictor construct on an endogenous construct (Hair et al. 2017). f² values of 0.02,

0.15, or 0.35 is regarded as the effect of the predictor latent variable: whether it is weak, medium, or large (Cohen, 1988). The result of f² indicates that there are two medium effect size on the relationship between TFL and OCB (F² = 0.049) and PE and OCB (F² = 0.212). Moreover, there is a large effect size on the relationship between TFL and PE (F² = 0.336).

Further, in order to calculate the power of proposed research model regarding the predictive relevance, the predictive relevance Q² was employed (Chin, 2010). The predictive relevance proposes that the model must be capable enough to predict each endogenous latent construct's indicator. To evaluate the criterion of predictive accuracy, the Stone-Geisser's Q² value was utilized (J. F. Hair, Hult, Ringle, & Sarstedt, 2017). The blindfolding procedure was performed to obtain the value of Q². Henseler, Ringle, and Sinkovics (2009) stated that research model is considered as having predicting relevant; the Q² statistics should be superior to zero. The tested model showed that Q² refers to sufficient predictive relevance as shown in Table 5.

According to O'Brien (2007), multicollinearity must be checked to guarantee that the exogenous latent constructs are not extremely correlated. Table 4.5 shows that, all the variance inflation factor values were less than 5 as introduced by J. F. Hair et al. (2017). This means that there is no multicollinearity among the exogenous

latent constructs. Table 4.5 illustrates in details the collinearity statistics.

DISCUSSION

The findings of this study are supportive of the relationship between transformational leadership and organizational citizenship behaviour. This corresponds to the findings of a number of previous studies such as (Jha, 2014; MacKenzie et al., 2001; Nahum-Shani & Somech, 2011; Suliman & Al Obaidli, 2013; Zacher & Jimmieson, 2013). Transformational leaders play a critical role in building positive feelings among followers, which enhances their favourable attitudes and behaviours and encourages them to perform their work effectively and behave in their organization as good citizens (Karadağ, 2015; Suliman & Al Obaidli, 2013; Tai et al., 2012). This corroborates results reported in some previous studies. For example, a study conducted by Koh et al. (1995) on the Singapore educational sector aimed that transformation leadership behaviours have a stronger positive effect on OCB. Furthermore, this result is in the line with the result of another previous study by P. M. Podsakoff, MacKenzie, Paine, and Bachrach (2000) which showed that transformational leadership (including articulating a vision, high performance expectations, etc.) has a significant and reliable positive relationship with altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. A meta-analysis by Karadağ (2015) which included 55 research studies also found that leadership has a medium-level positive effect on organizational citizenship. Such result further supported the finding of this research, which is line with the idea of Prabhakar (2005) which indicates that good leaders are those who play a role in inspiring confidence in themselves. However, truly great leaders are those who are capable of inspiring other people's confidence so that their performance exceeds what is expected from them. This idea is interpreted from the concept of OCB in transformational leadership (Jha, 2014). This suggests that leaders in Malaysian research universities may be able to engage academic staff in citizenship behaviours by allowing them to pay more attention to their own transformational leadership behaviours. Hence, the finding of this study supported research hypothesis 1.

The results of this study are in support of the relationship between transformational leadership and psychological empowerment. This finding is aligned with prior findings reported in several prior studies (Afsar et al., 2014; Allameh et al., 2012; Balaji & Krishnan, 2014; Dust et al., 2014; Fang-guo, 2013; Han et al., 2015; Han et al., 2016; Krishnan, 2012; Lan & Chong, 2015; Lee et al., 2013; Men & Stacks, 2013; Sağnak et al., 2015; Xu et al., 2012). All these studies reported that transformational leadership has a significant effect on psychological empowerment. In a meta-analysis by Seibert et al. (2011), leadership was also found to have a strongest effect size with psychological empowerment, which was further supported by the finding of this study. However, this result contradicts the results reported by Meyerson and Kline (2008) who found that transformational leadership has no significant effect on psychological empowerment among university students in Canada. In the literature, although different measurement has been used to measure transformational leadership such as the Transformational Leadership Questionnaire (TLQ) (Balaji & Krishnan, 2014; Xu et al., 2012), the Transformational Leadership Inventory (TLI) (Jha, 2014; Men & Stacks, 2013) and the Multifactor Leadership Questionnaire (MLQ) (Avolio et al., 2004; Dust et al., 2014; Han et al., 2016), the results were consistent. This study revealed that academic staff's perception of empowerment was predicted by transformational leadership, which has been reported by previous related research carried out on transformation. For instance, as argued by Avolio and Bass (1995) it is more likely for transformational leaders to offer mentor and coach their followers in how to become self-confident. Spreitzer (2008) also argued that employees led by

transformational leaders have high perceived empowerment as transformational leaders are important predictors of employees' empowerment. Furthermore, they encourage psychological empowerment by creating confidence in their followers, developing their performance, enhancing the followers' abilities to capitalize on opportunities to make decisions, providing them with sufficient autonomy and establishing meaningful and motivational objectives (Conger & Kanungo, 1988). Moreover, this study revealed that most leaders have properly implemented transformational processes via individualized consideration, individualized influenced attributed, and individualized influence behaviour in order to achieve the organizational strategy and goals. Moreover, academic staff in the Malaysian research universities perceived that such leadership practices increased their psychological empowerment. Such results supported research hypothesis 2.

With respect to the third research hypothesis of the study, it was found that psychological empowerment significantly influenced the participants' organizational citizenship behaviour. This result is in agreement with the findings of Wat and Shaffer (2005) which showed that psychological empowerment is positively related to OCB. This result could be explained by the psychological empowerment theory which argued that employees who are highly self-empowered are capable of being actively oriented towards their work and their performance can be beyond their normal and expected one (Spreitzer, 2008). The results of the study can be also interpreted from the view of meaningful psychological empowerment- that is individual's discretion is conducive to developing one's organizational citizenship behaviour for it creates a sense of identification and involvement in the overall workplace rather than just one's defined work role. Another possible explanation for this result is that competence and impact (dimensions of psychological empowerment) probably play a role in further encouraging OCBs since they enable the employee to achieve positive outcomes out of his/her work (Bandura, 1977). This result is consistent with results of some recent studies (Farzaneh et al., 2014), Jha (2014), Aksel et al. (2013), Kim et al. (2013), Chiang and Hsieh (2012), and Najafi et al. (2011), showing that psychological empowerment has a significant influence on OCB. For instance, (Aksel et al., 2013) found that the influence of psychological empowerment on organizational citizenship behaviour is significant. Similarly, Jha (2014) demonstrated that psychological empowerment has a positive impact on OCB. The result is in agreement with that of Chiang and Hsieh (2012) who indicated that psychological empowerment have significant and positive influence on OCB. The positive relationship between psychological empowerment and organizational citizenship behaviour means that if employees have positive attitudes towards psychological empowerment, they are more likely that they have motivation by which they can demonstrate more OCB. This finding also implies that employees who are psychologically empowered are more likely to exhibit citizenship behaviour. Organizational citizenship behaviour is considered to be a behavioural outcome of intrinsic motivation, and thus, was hypothesized as positively related to psychological empowerment. Employees who experience high levels of self-determination are more likely to be more motivated to control their workplace environment (Hancer & George, 2003). Thus, the third research hypothesis was supported.

CONCLUSION, FUTURE SCOPE, AND IMPLICATIONS OF THE STUDY

The focus of the current study was on three heavily researched areas, though these have hitherto had few linkages with each other. Previous studies have offered a discussion on the various possible outcomes of OCB and provided suggestions on the need for research on its antecedents. The current study was conducted as a response to this need. It analysed a sample of 260 academic staff who evaluated their leaders' leadership style, their level of

psychological empowerment, and their own level of organizational citizenship behaviour. Transformational leadership was found to have a significant influence on psychological empowerment. Moreover, transformational leadership and psychological empowerment were found to have a significant influence on OCB. This study considered five research universities in Malaysia. Further, research could collect samples from other public universities and private universities in Malaysia for better generalization of the findings. The current study applied a cross-sectional design methodology by which the data were gathered at one point in time. Therefore, future researchers may consider a longitudinal study to validate the current findings and provide an additional support for the relationship between transformational leadership, psychological empowerment, and organizational citizenship behaviour. The findings of the present study may help the leaders in universities to understand the crucial factors that influence the organizational citizenship of academic staff. In other words, this study provided leaders with better evidence and knowledge about the role of transformational leaders to motivate followers' behaviours and attitudes to generate higher levels of psychological empowerment, as well as to encourage employees to be more willing to work hard and contribute positively to achieve organizational objectives. In practice, the current study suggests that leaders in Malaysian universities should adopt a strategy that enhances the psychological empowerment of the academic staff to maintain the academics' high sense of citizenship behaviour to universities, which in turn, will enhance the performance and effectiveness of public universities in the Malaysian context. This study can be a reference for future research on this research topic in different contexts and industries, and it can be the basis for research aiming at comprehensively examining the outcome of OCB given the same antecedents.

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