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MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES PERFORMANCE: ROLE OF GREEN ENGINEERING

Faisal Alameri¹, Ibrahim Alrajawy²

¹Lincoln University College, Selangor, Malaysia

²Lincoln University College, Selangor, Malaysia

¹Ibrahim@lincon.edu.my

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ABSTRACT:

Research on leadership and employees' performance has received the attention of many scholars since it is critical to the overall success of any organization. Managers need to understand predictors of employee performance to achieve effective performance and motivate employees towards achieving organization goals. In this regard, this study conducted in order to address the research gap regarding the impact of transformational leadership on organizational citizenship behavior and employees' performance, and the effect of organizational citizenship behavior on employees' performance among employees in Abu Dhabi's public sector in the United Arab Emirates. This study utilizes structural equations modeling using SmartPLS 3.0 to process the 250 responses to evaluate the proposed model. The main independent variable in the model is the second-order construct transformational leadership, the mediating variable is the second-order construct variable of organizational citizenship behaviour and the dependent construct is related to employee performance. Results indicated that independent and mediating variables significantly influenced employee performance. The proposed model explained 70.1% of the variance in employee performance.

INTRODUCTION

The need for leadership has amplified intensely since past decade due to increased competitiveness and because of marketplaces globalization. Such factors led to more increasing need for responsiveness and flexibility in

Logistics Organizations for the purpose of adjusting with continuously changing external environment. Additionally, previous studies indicate that leadership is not required only among top management members or among those who are in supervisory role (Feng, Huang, & Zhang, 2016). In most contemporary organizations, the use of technology is not only dependent on information and communication technologies to fill in some forms and records, but it is also a tool that performs the process of identifying, classifying, analyzing, measuring, preparing, preparing, interpreting and communicating information. Used by management for planning (A. A. Ameen & Ahmad, 2012; A. Ameen & Ahmad, 2013, 2014, 2017; A. Ameen, Al-ali, Isaac, & Mohammed, 2020; A. Ameen et al., 2019; A. B. Ameen & Ahmad, 2013). It is required at all levels within any organization. However, for the Logistics Organizations to be able to achieve successes in markets with very high competitiveness (Luo, Guchait, Lee, & Madera, 2019). The impact of leadership style on individual performance, turnover rate and employee satisfaction has been broadly studied by many researchers and theorists especially leadership theorist. These experiments have led to the development of various hypotheses aimed at identifying and explaining effective leaders. For example, Trait theory of management, which was focused on intrinsic characteristics such as strength, abilities, temperament, etc. The behavioural leadership theory centered on the actions of individual leaders who lead a group of people. However, contingent leadership theory has shown that the action of the leader depends mainly on situational variables (Sayyadi Ghasabeh, Soosay, & Reaiche, 2015). The effect of transformational leadership in exemplary influence, intellectual stimulation, inspiring motivation, and individual reflection) on employee performance for evaluation and control within the organization and to ensure appropriate use and accountability of its resources (A. Ameen & Ahmad, 2011; A. Ameen, Rahmah, et al., 2020; Haddad et al., 2020; Sudhana, Ameen, & Isaac, 2020; Almarri, Ameen, Bhaumik, Alrajawy, & Khalifa, 2020; Haddad et al., 2020; Sulistyowati, Alrajawy, Yulianto, Isaac, & Ameen, 2020). Recent leadership theories aimed at more leadership-inspired characteristics like transactional and disruptive (Gao, Murphy, & Anderson, 2020) Inspirational leadership ideas concentrate on how leaders can empower workers or individuals within a community to achieve an organization's objectives. Several researchers in different sectors in logistics field and background have thoroughly studied the impact of transactional and transformational leadership theories on their results. The literature revealed that transformational and transactional leadership in many sectors and across contexts has a positive effect on organization's performance. This study focuses on the effect on the performance of employees of transformation-inspired leadership styles through the task of organizing citizenship in the public sector in Abu Dhabi. This research aims to develop the leadership style which is most successful in growing employee performance within the UAE government sector

LITERATURE REVIEW

2.1 Transformational Leadership (TL)

According to Bass & Steidlmeier (1999) stated that transformational leaders have the ability to transform the attitudes and beliefs of followers also, inspire them to have parallel adjustment between organization betterment their own

interests. Transformational leaders ease the understanding of situations by increasing awareness (Subramony, Segers, Chadwick, & Shyamsunder, 2018). As a result of that, employees' excitement and encouragement to execute their tasks will be increased and realize in a clearer way the common goals of the organization that needed to be achieved (Allen, Attoh, & Gong, 2017). Bass (2009) stated four dimensions: communication, charisma, stimulation and intellectual, transformation leadership. Nevertheless, other studies use charismatic as transformational leadership interchangeably (Chammas & Hernandez, 2019; Crede, Jong, & Harms, 2019; Kammerhoff, Lauenstein, & Schütz, 2019; Naderi, Nasrolahi Vosta, Ebrahimi, & Jalilvand, 2019; Park & Pierce, 2020; Sheehan, Garavan, & Morley, 2020) because the charismatic dimension. The above arguments and other supporting results led to the following hypothesis:

H1: Transformational leadership significantly influences employees performance.

H2: Transformational leadership significantly influences organizational citizenship behavior.

2.2 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) have been widely studied in the management literatures instance 1. OCB have been reported to be positively related to performance (Mi et al., 2019; Tefera & Hunsaker, 2020). According to Aguiar-Quintana et al., 2020; Montani & Dagenais-Desmarais, (2018) OCB commitment, and organizational performance are crucially important for the Logistics Organizations performance. And these qualities turn to be very important leadership style especially transformational leadership (Mi et al., 2019). Several studied highlighted the importance of OCB and its positive effect on generating very friendly work atmosphere which lead to increase productivity and performance (Taşkıran & İyigün, 2019), and happiness of the workers (Jahani, Mahmoudjanloo, Rostami, Nikbakht, & Mahmoudi, 2018), if individuals are satisfied, pleasant organizational atmosphere this will enables them to display higher performance., and happiness of the workers, if individuals are satisfied, pleasant organizational atmosphere this will enables them to display higher performance. Consequently, the following hypotheses are proposed:

H3: Organizational citizenship behavior significantly influences employees performance.

H4: Organizational citizenship behavior mediate the relationship between transformational leadership and employees performance.

2.3 Employees Performance (EP)

According to Nguyen et al. (2017) public sector performance in some countries is a not well known about context because majority of literature relating to private sector performance according to Sheehan et al. (2020) are mainly in European or North American countries, New Zealand and Australia. Transversely a range of environments and logistics sectors that the performance is most frequently searched topic. However, there is no sufficient literature available that confers the Middle East performance especially among employees apart of few countries Logistics Organizations or those in rapidly developing countries. While the use of PMS approaches such as the BSC have

been observed in some Arab nations (Aldholay, Isaac, Abdullah, & Ramayah, 2018). In some areas the development has been undertaken the role and nature of the Logistics Organizations are continuously changing and thus the need to manage such change (Bui, Zeng, & Higgs, 2017). In the UAE public sector, employee performance has been invested upon heavily and there are different initiatives aimed at ensuring that employees are performing at their best. Research from the Federal Authority for Government Human Resources (FAHR 2019) shares that there are a number of initiatives in place that are aimed at ensuring that the performance of government human capital is optimum. One of the initiatives is the Performance Management System for Employees of Federal Government – through this process, the performance of employees is evaluated against the objectives and indexes of performance outlined in the employment contract among other regular schedules pertinent to work.

RESEARCH METHOD

3.1 Overview of the Proposed Conceptual Framework

Fig 1 illustrates the second order construct containing of transformational leadership, and employee performance. These relationships are adapted based on transformational leadership theory and social exchange theory. The model is studied among employees in Abu Dhabi’s public sector in the United Arab Emirates. The proposed model has four hypotheses to be examined.

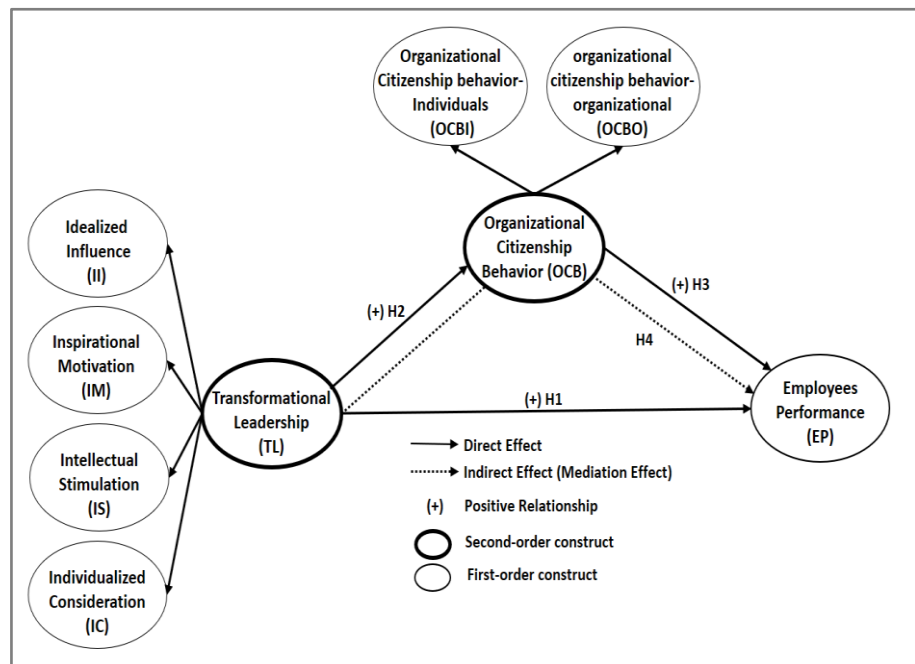


Figure 2: The proposed conceptual framework

3.2. Development of Instrument and Data collection

In this study, the researchers developed the questionnaire tool which consisted of 47 questions. All parameters were assessed using the Likert scale as shown in earlier studies (Isaac et al., 2017a; Isaac et al., 2017b; Mutahar, Daud, Ramayah, Isaac, & Aldholay, 2018; Alrajawy, Mohd Daud, Isaac, & Mutahar, 2016; (Alrajawy et al., 2018). This information was collected by delivering the self-managed questionnaire ‘in-person’ to the employees in the Abu Dhabi’s

public sector, UAE, in the period between December 2019 and February 2020. Out of the 500 questionnaires that were distributed, 250 responses were seen to be suitable for analysis. This sample size was sufficient as stated by Krejcie and Morgan (1970) and Tabachnick and Fidell (2012).

ANALYSING THE DATA AND RESULTS

SEM-VB via SmartPLS 3.0 (Ringle, Wende, & Becker, 2015) was used to analyze the data and to test the main hypotheses of this study as recommended by related studies (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018).

4.1 Assessment of Measurement Model

the composite reliability (CR), Cronbach’s alpha, The average variance extracted (AVE), and the factor loadings are fulfill the requirements (Kline, 2010; Hair, Black, Babin, & Anderson, 2010) as illustrated in Table 1.

Table 1: Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Idealized Influence (II)	II1	0.970					
	II2	0.954	3.2	1.5	0.9	0.9	0.9
	II3	0.950	16	40	71	79	21
	II4	0.964					
Inspirational Motivation (IM)	IM1	0.937					
	IM2	0.974	3.2	1.4	0.9	0.9	0.9
	IM3	0.969	01	96	73	80	26
	IM4	0.968					
Intellectual Stimulation (IS)	IS1	0.985					
	IS2	0.974	3.1	1.5	0.9	0.9	0.9
	IS3	0.941	83	07	80	85	44
	IS4	0.986					
Individualized Consideration (IC)	IC1	0.953					
	IC2	0.968	3.2	1.4	0.9	0.9	0.9
	IC3	0.935	34	49	63	73	00
	IC4	0.937					
Organizational Citizenship Behavior – Individuals (OCBI)	OCBI 1	0.977					
	OCBI 2	0.967					
	OCBI 3	0.971					
	OCBI 3	0.963	2.7	1.4	0.9	0.9	0.9
	OCBI 4	0.972	29	53	91	92	39
	OCBI 5	0.980					
	OCBI 5	0.970					
	OCBI	0.950					
	OCBI						

	6						
	OCBI						
	7						
	OCBI						
	8						
	OCB						
	O1						
	OCB						
	O2						
Organizational Citizenship Behavior - Organizational (OCBO)	OCB	0.955					
	O3	0.967					
	OCB	0.968					
	O4	0.963	2.7	1.3	0.9	0.9	0.9
	OCB	0.967	90	40	87	88	14
	O5	0.968					
	OCB	0.944					
	O6	0.916					
	OCB						
	O7						
	OCB						
	O8						
	EP1	0.837					
	EP2	0.820					
	EP3	0.842					
	EP4	0.878					
	EP5	0.896					
	EP6	0.938					
Employees Performance (EP)	EP7	0.799					
	EP8	0.865	3.5	0.8	0.9	0.9	0.7
	EP9	0.859	42	94	72	75	21
	EP10	0.820					
	EP11	0.866					
	EP12	0.801					
	EP13	0.816					
	EP14	0.851					
	EP15	0.832					

Note: α = Cronbach's alpha; CR = Composite Reliability, M=Mean; SD=Standard Deviation, AVE = Average Variance Extracted.

Fornell-Larcker was used to test the discriminant validity, table 2 shows that all constructs of model fulfilled satisfactorily (Fornell & Larcker, 1981; Chin, 1998; Hair et al., 2017).

Table 2:Fornell-Larcker criterion

	<i>EP</i>	<i>OCBI</i>	<i>OCBO</i>	<i>TL</i>
EP	0.849			
OCBI	0.776	0.969		
OCBO	0.793	0.976	0.956	
TL	0.804	0.812	0.804	0.931

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

4.2 Assessment of Structural Model

According to Hair, Hult, Ringle, & Sarstedt, (2017)the structural model can be tested by bootstrapping procedure with a resample of 5,000, see figure 2.

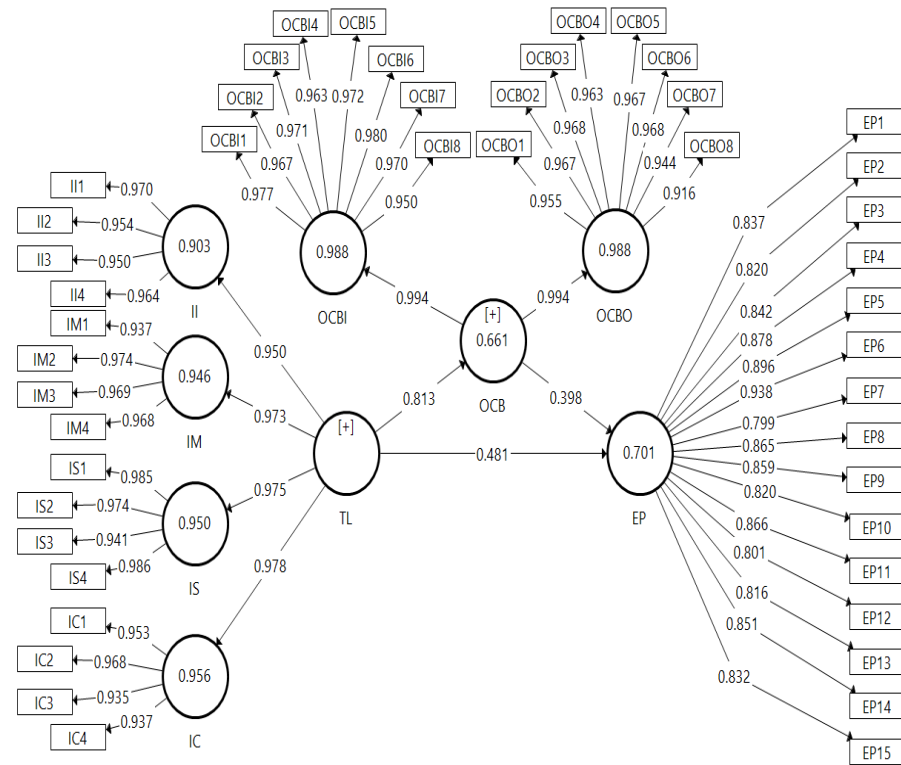


Figure 2: PLS algorithm results

4.2.1 Direct Hypothesis Results

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Transformational leadership positively influence employees performance and organizational Citizenship behavior. Hence, H1 and H2 are accepted with $(t = 8.354, p < 0.001)$ and $(t = 35.572, p < 0.001)$ respectively. Organizational Citizenship behavior positively influence employees performance. Hence, H3 is accepted with $(t = 7.572, p < 0.001)$ according to Chin, (1998) and Cohen, (1988) the value of 0.70 of R^2 indicating regarding the explanatory power as acceptable level.

Table 3: Direct Hypothesis Results

Hypothesis	Relationship	Beta	Std Error	t-value	p-value	Decision	R ²
H1	TL→EP	0.481	0.058	8.354	0.000	Supported	0.70
H2	TL→OCB	0.813	0.023	35.572	0.000	Supported	0.66
H3	OCB→EP	0.398	0.053	7.572	0.000	Supported	

Key: TFL: Transformational Leadership, OCB: Organizational Citizenship Behavior, EP: Employees Performance

4.2.2 Indirect Effect Hypotheses

The researchers applied the Preacher and Hayes (2004; 2008) method for bootstrapping all indirect effects for testing the mediation hypotheses, H4. The results showed (see table 4) that the organizational Citizenship behavior mediated the relationship between the transformational leadership and employee performance. Thus, the H4 was accepted and showed the values of (t = 6.967, p < 0.001).

Result of Indirect Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H4	TL→OCB→EP	0.324	0.046	6.967	0.000	Supported

Key: TFL: Transformational Leadership, OCB: Organizational Citizenship Behavior, EP: Employees Performance

DISCUSSION

The study found that transformational leadership positively affects employee performance among employees in Abu Dhabi’s public sector in the United Arab Emirates, this is supported by previous studies (Gao et al., 2020; Park & Pierce, 2020; Patiar & Wang, 2020; Sheehan et al., 2020). It is explained by the fact that the more department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather as just a group member, recognize the different needs, abilities of individuals, and help others to develop their skills, the more the delivery performance to clients will be good, chance to participate in training and development programs, innovation in departments will be encouraged, effective financial control measures are in place, corruption is eradicated, motivated the employee will be, effective team work, promotion of good corporate ethics in the departments.

Moreover, the study also found that transformational leadership significantly influence organizational citizenship behaviour among employees in Abu Dhabi’s public sector in the United Arab Emirates. Inline with previous studies (Aguiar-Quintana et al., 2020; Jahani et al., 2018). It is understood by the fact that the more department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather as just a group member,

recognize the different needs, abilities of individuals, and help others to develop their skills, the more the employee is willing to help others, show genuine concern toward colleagues, even under the most trying business or personal situations, share my personal property with others to help their work, defend the organization when criticised by others, offer ideas to improve the organization, express loyalty to the organization, and demonstrate my concern about the image of the organization.

Further, it was concluded that organizational citizenship behaviour impacted employee performance among employees in Abu Dhabi's public sector in the United Arab Emirates. This is supported by previous studies (Kim, McGinley, Choi, & Agmapisarn, 2019; Mi et al., 2019; Montani & Dagenais-Desmarais, 2018). To put it into perspective, the more the employee is willing to help others, show genuine concern toward colleagues, even under the most trying business or personal situations, share my personal property with others to help their work, defend the organization when criticised by others, offer ideas to improve the organization, express loyalty to the organization, and demonstrate my concern about the image of the organization, the more the delivery performance to clients will be good, chance to participate in training and development programs, innovation in departments will be encouraged, effective financial control measures are in place, corruption is eradicated, motivated the employee will be, effective team work, promotion of good corporate ethics in the departments.

Lastly, the mediation effect of organizational citizenship behaviour was found to be significant in the relationship between transformational leadership and employee performance among employees in Abu Dhabi's public sector in the United Arab Emirates meaning, the more department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather than just a group member, recognize the different needs, abilities of individuals, and help others to develop their skills, the more the delivery performance to clients will be good, chance to participate in training and development programs, innovation in departments will be encouraged, effective financial control measures are in place, corruption is eradicated, motivated the employee will be, effective team work, promotion of good corporate ethics in the departments. Given that more employees are willing to help others, show genuine concern toward colleagues, even under the most trying business or personal situations, share my personal property with others to help their work, defend the organization when criticised by others, offer ideas to improve the organization, express loyalty to the organization, and demonstrate my concern about the image of the organization.

IMPLICATIONS

The present study proposes that managers in public sector may possibly implement a strategy that improves the organizational citizenship behaviour

among their employees so as to keep up their high level of performance, which in turn, will enhance the performance and effectiveness of public sector context in UAE. Moreover, the findings of the present study are more relevant to the Government Entities in Abu Dhabi Government, which is responsible for increasing and support the management of public sector organizations. Meanwhile, the results have revealed that organizational citizenship behaviour is an essential mechanism to increase employee's performance, managers in the public sector in specific must present organizational citizenship behaviour in the public sector. With respect to the finding of this research, if the managers in public sector employ these results by implementing strategies to encourage transformational and transactional leadership and maximize the feeling of employees of being more committed to their organizations, this will improve employees' performance. The finding can be also useful for supporting public sector Logistics Organizations to grow and improve their status.

CONCLUSION

The current study conducted to examine the effect of leadership styles (transformational leadership and transactional leadership), and employees' performance in public sector in UAE. The study also examined the mediating effect of organizational citizenship behaviour on the relationship between leadership styles (transformational leadership and transactional leadership), and employees' performance in public sector in UAE. This study found that the effect of transformational leadership on employee's performance in UAE public sector was significant. Besides, transformational leadership significantly affect organizational citizenship behaviour. Moreover, organizational citizenship behaviour was found to have a significant influence on employee's performance. Also, this study found the mediating role of organizational citizenship behaviour as a mechanism that explains the relationship between leadership styles (transformational leadership and transactional leadership), and employees' performance. Furthermore, the independent variables could explain 70.1% of the variation noted in employee performance.

Appendix A

Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Idealized Influence (II)	II1: Leaders instill pride in others for being associated with them.	(Jyoti & Dev, 2015)
	II2: Leaders go beyond self-interest for the good of the group.	
	II3: Leaders act in ways that build others' respect for them.	
	II4: Leaders talk about their most important values and beliefs.	
Inspirational Motivatio	IM1: Leaders talk optimistically about the future.	(Jyoti & Dev, 2015)
	IM2: Leaders talk enthusiastically about what	

<p>n (IM)</p> <p>Intellectual Stimulation (IS)</p>	<p>needs to be accomplished.</p> <p>IM3: Leaders articulate a compelling vision of the future.</p> <p>IM4: Leaders express confidence that goals will be achieved.</p> <p>IS1: Leaders re-examine critical assumptions to question whether they are appropriate.</p> <p>IS2: Leaders seek differing perspectives when solving problems.</p> <p>IS3: Leaders get others to look at problems from many different angles.</p> <p>IS4: Leaders suggest new ways of looking at how to complete assignments.</p>	<p>(Jyoti & Dev, 2015)</p>
<p>Individualized Consideration (IC)</p>	<p>IC1: Leaders treat others as individuals rather than just as a member of a group.</p> <p>IC2: Leaders consider an individual as having different needs, abilities, and aspirations from others.</p> <p>IC3: Leaders seek differing point of view when dealing with organizational issues.</p> <p>IC4: Leaders help others to develop their strengths.</p>	<p>(Jyoti & Dev, 2015)</p>
<p>Organizational Citizenship Behavior – Individuals (OCBI)</p>	<p>OCBI1: I always help others who have been absent</p> <p>OCBI2: I willingly give my time to help others who have work-related problems</p> <p>OCBI3: I always adjust my work schedule to accommodate other employees’ requests for time off</p> <p>OCBI4: I always get out of the way to make newer employees feel welcome in the work group</p> <p>OCBI5: I always show genuine concern toward colleagues, even under the most trying business or personal situations.</p> <p>OCBI6: I give up time to help others who have work or non-work problems</p> <p>OCBI7: I always assist others with their duties</p> <p>OCBI8: I always share my personal property with others to help their work</p>	
<p>Organizational Citizenship Behavior – Organizational (OCBO)</p>	<p>OCBO1: I always attend functions that are not required of me to attend , but would help in promoting the organization image</p> <p>OCBO2: I always keep abreast with developments in the organization</p> <p>OCBO3: I always defend the organization when criticise by others</p> <p>OCBO4: I am very proud to represent the organization in public</p> <p>OCBO5: I always offer ideas to improve the</p>	

<p>Employees Performance (EP)</p>	<p>organization OCBO6: I always express my loyalty to the organization OCBO7: I am always proactive in taking action to protect the organization from potential harms OCBO8: I always demonstrate my concern about the image of the organization EP1: Delivery performance to our clients is good EP2: Quality skills and expertise are available in my department EP3: The number of staff leaving my department is small EP4: I have the chance to participate in training and development programs EP5: Innovation is encouraged in my department EP6: The funds that are allocated to my department are sufficient EP7: Effective financial control measures are in place EP8: The overall financial performance of my department is good EP9: My department is always able to meet its financial goals EP10: The level of corruption in my department is low EP11: I am motivated on my job EP12: There is good teamwork in my department EP13: I have ample opportunities to make independent decisions. EP14: The culture in my department is effective. EP15: My department promotes good corporate ethics.</p>
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