

Dimensional Effect of Transformational leadership on Cross Functional Team Organizational Citizenship Behavior

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ABSTRACT

Currently, the uses of cross functional teams are increasing day by day to gain the competitive advantage and for effectively use the combined efforts of manpower skills in the organizations. Organizations assured the beliefs that diversified skills can be more effective in combined form if transformational leadership is approached in their team. Hence, the present research is taken to investigate the transformational leadership dimensional effect on cross functional team organizational citizenship behavior. Data were collected from 81 team members and 19 team leaders from various cross functional teams in service sector organizations i.e. hospitals, hotels, banks, educational institutions and others. The finding discloses that transformational leadership found positively and significantly related to organizational citizenship behavior. But none of the dimensions of transformational leadership found significantly related with sportsmanship in study.

Keywords: Transformational Leadership, Cross Functional Team, Organizational Citizenship Behavior, Service Sector.

INTRODUCTION:

Distributed resources in organizations creates complicated and competitive environment among the employees within the organizations. So to overcome with these issues, many organizations started use of combined efforts of human resources which is commonly known as “cross functional team”. Cross functional team uses in organizations creates a collective work environment for diversified skills of human resources in organization which gives creative and valuable results to organizations (Daspit et al., 2013). Cross functional team is basically defined as, “a team formed of at least three people that belong to different functional entities that are working together to reach a common goal”. The members of cross functional team come from different sections of organizations with various functional skills and experiences (Keller, 2001). Leadership becomes an essential phenomenon while employees work in a team. In a team, leader always play a vital role for effective working system of that team (Khalili, 2017). So in the current scenario, organizations have become very curious that which style of leadership they have to adopt for making their organizations more effective. Organizations not only throw lights on leadership styles but also give attention to their effective leader.

Narender Modi, The Prime Minister of India, Barack Obama and others many from the world are best known as effective leaders because of their influencing power and good initiative for country development. The entire working of team depends upon leader and team also assumes leader responsible for their functioning and responsibilities. Different styles and theories of leadership i.e. transformational, transactional and shared leadership have been referred by many researchers in their study (Chaung et al., 2004; Aoyagi et al., 2008; Morgeson et al., 2010; Podsakoff et al., 1990 and Webber et al., 2002). Although, transformational leadership viewed as ideal leadership in many studies which help followers to perform beyond their expectation through inspiring and motivating them (Nawaz & Khan, 2016; Podsakoff et al., 1990 and Bass, 1985). Transformational

leadership thus is explained as “a process in which a connection is created in between the leader and followers that raises the level of morality and motivation in them” (Mohan Das Karam Chand Gandhi). Transformational leadership makes a feel of ‘us’ rather than ‘I’ among the followers.

Morgeson et al., (2010) describes many team leadership functions and sources that help teams to satisfy their needs and regulate their functioning towards goal accomplishment. An effective and supportive team leader influences follower’s behavior in positive manner and they exhibits extra work role (Podsakoff et al., 1990) which is much explained by organizational citizenship behavior. Organizational citizenship behavior is defined as “discretionary extra role behavior of employees that helps them to goes beyond the job description or task performance in organization” (Organ, 1988). Leader plays a significant role in functioning of a team by giving proper direction to team members. Several researchers have proved a positive relationship between different leadership dimensions and organizational citizenship behavior at team level examinations (Podsakoff et al., 1990; Pearce & Herbrick, 2004 and Euemam et al., 2007).

Hence the objective of the study is to explore the concept of transformational leadership and organizational citizenship behavior and carves out the relationship between their different antecedents.

REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT:

Transformational leadership:

Burns identified the concept of transformational leadership in 1978, which was further developed by Bass (1985). Bass and Burns described two types of leaderships; transactional and transformational. Bass (1985) observed transactional leadership as a type of contingent reward leadership between leader and followers, whereby followers are rewarded for their goal achievement. Bass and Avolio (1990) described the components of transactional leadership which are explained as; contingent reward and management by exception reward (active and passive). Transformational style of leadership is more preferred than other because of their characteristics. Bass and Avolio (1990) suggested that a leader can act as ideal role model for their followers by getting training and workshops on transformational leadership. Transformational leadership helps followers to achieve higher level performance of group through inspiration. Transformational leadership influences the followers by creating positivity and inspiration (Bass, 1988). Idealized Influence (II), Inspirational Motivation (IM), Individualized Consideration(IC) and Intellectual Stimulation (IS) are the four dimensions used to assess the transformational leadership (Bass and Avolio, 1995). Table 1 presents four variables of transformational leadership with their related outcome.

Table 1: Dimensions of transformational leadership and their outcome

Four I's of Transformational Leadership	Outcome
Intellectual Stimulation	Foster creativity, Stress a rethinking and develop followers to tackle problems
Individual Consideration	Concentrate on diagnosing the needs and capabilities of followers
Idealized Influence	Gain respect, trust, and confidence from followers
Inspirational Motivation	Increase optimism and enthusiasm, and communicate their visions

Source: Bass and Avolio, 1990

Bass and Avolio, 1990 described ‘Idealized Attributes’ that explained leader serves as ideal role model and admires the followers for more performance. ‘Inspirational Motivation’ encourages followers to give best to the organizations by motivating them. ‘Stimulation’ aspect of transformational leadership described as intellectually stimulate followers, engender creativity and accept challenges at work place, ‘Consideration’ represents reassurance, caring and consultation approach for individual follower. Consideration approach considers individual and offer training programs for their professional growth. Stoker et al., (2010) found in their study that leadership also plays an important role in self-management of team. Four I’s (idealized influence, inspirational motivation, intellectual stimulations and individual considerations) of transformational leadership affects followers’ performance in form of quality, quantity, innovation and retention of employees in organizations (Avolio et al., 1991). Transformational leaders foster the change in the behavior perspective of members. It was found in the study that if leader provides training and instruction, individualized support, and solve the problem of team members can enhance the positive behavior outcome of team member (Callow et al., 2009). Leadership enhances the functioning of teams through cohesion among team members. Although,

training of leadership can also groom the leader to perform them in an effective manner. It was found in an experimental study of military leader and their direct and indirect followers that trained leader influences more positively to follower development and their performance (Dvir et al., 2002). Nawaz and Khan (2016) discussed many leadership theories and styles in their review. They suggested that transformational leadership focused on long term goal and creates a vision for their followers through changing system, developing and training. Sosik and Megerian, (1999) suggests that transformational leaders with high social self-confidence, self-awareness, positive personal efficacy and interpersonal control provide better orientation for followers. Different personality attributes i.e. nurturance, pragmatism and feminine is found highly related with leadership and on the other hand aggression and criticalness attributes found weakly related (Ross and Offermann, 1997). In transformational leadership, leaders treat individuals with dignity and respect which makes them feel more satisfied towards their work (Ngadiman et al., 2013). Many previous studies concluded the different positive outcomes of transformational leadership i.e. affective commitment, ethical climate and emotional intelligence (Kim, 2012; Zehir et al., 2014 and Khalili, 2017).

Organizational citizenship behaviour:

Smith and Organ (1983) was firstly coined the term “Organizational Citizenship Behavior” (OCB). According to Organ (1988) organizational citizenship behavior is, “individual’s extra work role behavior that is discretionary, not directly related with their assigned task”. The five types of citizenship behavior are identified by Organ (1988) i.e. altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

Altruism defined as, “an important form of citizenship behavior which represents discretionary helping behavior of a person to solve work related problems (Organ, 1988)”. Altruism involve peace - making, cheerleading (Organ 1988 & 1990); interpersonal helping (Graham, 1989); and interpersonal facilitation which was confirmed by Podsakoff et al., 1990; Podsakoff and MacKenzie, 1994 in their studies. Conscientiousness encompasses extra work role behavior of employees that goes beyond the minimum role requirement through obeying rules and regulations. Graham (1991) defined it as, “organizational obedience which involves respect for rules and instructions, punctuality in attendance”. Courtesy defined as another dimension of OCBs which involve preventing others from work-related problem from occurring. Civic virtue explains the behavior of an individual that indicates their responsible participation in organization through attending meeting (Organ, 1988 & 1990). Sportsmanship describes employee’s willingness to tolerate less ideal conditions at work place (Organ, 1988). Le Pine et al., (2002) demonstrates in their meta-analysis that most of the dimensions of organizational citizenship behavior are strongly related and these aspects have correspondent associations with the different variables i.e. organizational commitment, job satisfaction, fairness, leader support and trait conscientiousness. Research conducted on OCB found that OCB positively influences organizational performance (Lin and Peng, 2009 and Nielsen et al., 2009). Wong and Liu (2009) found in their study that goal interdependence and shared goal has a significant effect on OCB. They revealed that if goal is shared and have task interdependence among team members will contribute in organizational citizenship behavior. Study on role of personality in OCBs explored that extrovert teacher are more engaged in OCB’s because extrovert generally responds more to their surroundings and communicates openly. More actively engaged employees are also found positively involved in OCB (Chaudhuri & Govil, 2015). Satisfaction level of team members affects the organizational citizenship behavior. If members of a team are satisfied they will work properly and will feel committed to the organization. The relationship between satisfaction and organizational citizenship behavior has been examined by many researchers (Aoyagi et al., 2008 and Podsakoff et al., 1990).

Some of the investigators give attention to various variables related to OCB, transformational Leader behaviors, trust and satisfaction (Podsakoff et al., 1990), organizational performance (Lin & Pang, 2009), informational dissimilarity with team identification (Vegt et al., 2003), individualism-collectivism related to OCB (Moorman et al., 1995), citizenship behavior at team level (Pearce and Herbig, 2004), transformational leader behaviors (Podsakoff et al., 1990) and OCB norms (Ehrhart and Naumann, 2004). Wong & Liu (2009) found in their study that goal interdependence and shared goal has a significant effect on OCB.

Transformational leadership and organizational citizenship behaviour:

An effective and supportive leader can be more engaged in demonstrating citizenship behavior. Supportive type of leadership enhance moral of their follower and they give extra to organizations. The study of Euwema & Emmerik (2007a) proved that supportive leadership has a positive relation with OCB. Supportive behavior of leader encourages individual to perform more than required. Krishnan and Arora (2008) found that transformational leadership has positive and significant effect on organizational citizenship behavior which can

improve performance level of followers. The another study of Emmerik and Euwema (2007) examined that the relationship between the aspects of personality and organizational citizenship behaviors towards colleagues, towards the school and towards students. Extrovert teacher found more engaged in all three types of OCBs because extrovert teachers are open to communicate. Introvert teacher will engage in OCBs when team leader's effectiveness act as a moderator. Many researchers examined the relationship between leadership and team citizenship behavior and they concluded a positive relationship between the variables (Pearce and Herbig, 2004; Podsakoff et al., 1990 and Ewema et al., 2007). After visiting extensively the existing literature, the following hypotheses are outlined as:

- H1(a).** Idealized influence and cross functional team organizational citizenship behavior are positively related.
- H1(b).** Inspirational motivation and cross functional team organizational citizenship behavior are positively related.
- H1(c).** Intellectual stimulation and cross functional team organizational citizenship behavior are positively related.
- H1(d).** Individual consideration and cross functional team organizational citizenship behavior are positively related.

METHODOLOGY:

Sample:

This study has been done through questionnaire survey in service sector's organizations in North India. Hospitals, banks, hotels, insurance companies, educational institutions and others organizations have been visited for data collection. Data were collected from 19 cross functional teams. Responses were taken from team members along with their respective team leaders. A sum of 100 questionnaires was responded while 110 questionnaires were distributed. Hence, the response rate is 90 per cent. The Key Informant Approach (Sheidler, 1974) was used to get the information about team. Team leader acted as a key informant in survey to give basic information about their teams. Several researchers have used Key Informant methodology for collecting data to obtain quantitative measure of teams (Jyoti Verma, 2012; Sheidler, 1974 and Silk & Kalwani, 1982. Afterwards, intraclass correlation coefficient of constructs – ICC (1) was computed to check the homogeneity within the team. ICC (1) ranged from 0.27 to 0.33 which indicates an adequate level (Bliese, 2000). Therefore, it has been concluded that within team rating were homogeneous.

Table 2: The descriptions of the study sample

Demographics		Team member	Team leader	Total
Team length		81	19	100
Gender	Male	60	15	75
	Female	21	4	25
Marital status	Married	29	9	38
	Unmarried	12	2	14
	Married with children	40	8	48
Education	Graduates	17	7	24
	Post graduates	42	7	49
	Professionals	13	3	16
	Others degree	9	2	11
Organization types	Banks	11	2	13
	Hotels	5	2	7
	Educational institutions	23	5	28
	Hospitals	10	3	13
	Insurance	9	3	12
	Co-operative societies	23	4	27

Source: examined during the study

Table 2 explains the sample profile across team length, gender, marital status, qualification and types of organization. The results show that sample of present study constitutes 81 team members and 19 team leaders (total sample is 100) followed by 75 male respondents and 25 female respondents. Across marital status, it has been observed that 38 respondents are married, 14 respondents are unmarried and 48 respondents are married with children. Majority of the respondents are married with children. Education wise, it has been seen that 24 respondents are graduates, 49 respondents are postgraduates, 16 respondents are professionals and 11 respondents are having other degree. A total of 19 teams are from various constituting organizations; banks (2),

hotels (2), educational institutions (5), hospitals (3) insurance companies (3), and cooperative societies (4). The data shows majority of team leaders are male, married, and post graduates. Most of the teams are from educational organizations.

Measures:

To measure the variables, a five point Likert scale was used in the study. The scale is ranging from strongly disagree (1) to strongly agree (5). The items were also modified as per the requirement of the study like word “My team leader” has been changed in place of leader. The questionnaire were translated in both languages ‘Hindi and English’ as per the requirement of respondents.

Transformational leadership:

A total of 22 items (Bass & Avolio, 1989; Edwards et al., 2010 and Pearce & Sims, 2002) was taken to measure the transformational leadership. The dimensions of transformational leadership i.e. idealized influence, inspirational motivation, intellectual stimulation and individual consideration were taken in the study. The sample item from idealized influence is “My team leader goes beyond self- interest for the good of the team”. The sample item from inspirational motivation is “My team leader encourages us to evaluate our practices and refine them as needed”. The sample item from Intellectual stimulation is “My team leader looks at the problem from different angle”. The sample item of idealized influence is “My team leader provides moral support by making me feel appreciated for my work”. To check the reliability of data, cronbach’s alpha coefficient is used and value for transformational leadership is come around 0.919, which exceeds the recommended adequate level 0.70 (Nunually, 1978). Cronbach’s alpha value was computed for each dimension. The values of idealized influence, inspirational motivation, intellectual stimulation, individual consideration are 0.82 0.80, 0.74, 0.76 and 0.82 respectively. It means the data as a whole as well as dimension wise is reliable.

Organizational citizenship behavior:

It has been measured through 24 items (Kim, 2012; Muzamil Kumar, 2105; Van dyne et al., 1994 and Vishal Gupta, 2010). The five measurements of organizational citizenship behavior are (altruism, conscientiousness, courtesy, civic virtue and sportsmanship) taken for the research. The alpha value of OCB is 0.909. Dimension wise alpha value are altruism = 0.81, conscientiousness = 0.80, courtesy = 0.84, civic virtue = 0.76 and sportsmanship = 0.71. This also indicates that data is reliable. The sample item of altruism is “This team helps others, who have heavy workloads”. The sample item from conscientiousness is “This team tries hard to self – study to increase the quality of work output”. The sample item from civic virtue is “This team makes constructive suggestions that can improve the operation of team”. The sample item from courtesy is “This team always tries to avoid creating problems for co-workers”. The sample item from sportsmanship is “This team does not complain about issues”.

Data analysis:

The data were analyzed through SPSS 20.0, varimax rotation and exploratory factor analyses were performed to evaluate the factor structure of variables. The KMO value found (.870) which indicate highly desirable (Kim & Mueller, 1978). In Factor Analysis, the items with the value of factor loading 0.50 and more were considered. Table 3 presents factor loading value of each dimensions of transformational leadership.

Table 3: Latent factor determination for transformational leadership

Dimensions	Variables	Factor Loading
Idealized influence	My team leader shows determination on the job.	0.785
	My team leader follows rules, neither be corrupted nor for self-serving.	0.685
	My team leader goes beyond the self-interest for the good of the team.	0.618
	My team leader considers the ethical implication of action.	0.592
Individual consideration	My team leader assists individual team member in developing their strength.	0.813
	My team leader offers individual learning opportunities to team members for professional growth.	0.715
	My team leader helps team member to develop their strength.	0.578
	My team leader provides moral support by making me feel appreciated for my contribution.	0.542

Dimensions	Variables	Factor Loading
Intellectual stimulation	My team leader searches outside the project for ways to facilitate improvement.	0.835
	My team leader challenges team members to reconsider how they do things.	0.519
Inspirational motivation	My team leader set high standards.	0.610
	My team leader expects me to perform at highest level.	0.573

Note: Bartlett's sphericity test (Chi-square 942.631, df 231, p 0.000)

Table 3 presents four factors with their loading value. Idealized influence is the combination of four variables having loading of 0.785, 0.685, 0.818, and 0.592 respectively. Accordingly, leader with following rules, ethical implementation, job determination and work for team have idealized influence. Individual consideration comprises four variables i.e. assistance, help, offers learning programs and moral support to members having loading of 0.813, 0.715, 0.578 and 0.542 respectively. It is further noticed that intellectual stimulation consists of two variables with loading 0.835 and 0.519. Inspirational motivation has been explained by two factors with loading value 0.613 and 0.573.

Descriptive statistics i.e. mean and standard deviations have been used to test the distribution of data. Pearson correlation and multiple regressions also have been used to test the hypotheses. Table 4 displays mean, standard deviations and correlation between the dimensions of transformational leadership and organizational citizenship behavior at 0.01 levels of significance. The finding shows significant correlation between all the dimensions.

Table 4: Descriptive statistics of transformational leadership and organizational citizenship behavior

	M	SD	I	I	S	C	A	CS	C	CV	SM
Idealized	4.2540	.49633	(0.799)								
Inspirational	4.2640	.42471	.67**	(0.735)							
Stimulation	4.2260	.46767	.513**	.694**	(0.755)						
Consideration	4.2467	.47466	.626**	.688**	.693**	(0.818)					
Altruism	4.2420	.51741	.570**	.493**	.597**	.584**	(0.810)				
Conscientiousness	4.2180	.55929	.542**	.617**	.528**	.693**	.610**	(0.799)			
Courtesy	4.2775	.49223	.488**	.606**	.627**	.677**	.624**	.596	(0.842)		
Civic Virtue	3.9000	.69369	.282**	.336**	.361**	.281**	.342**	.342	.292**	(0.760)	
Sportsmanship	4.2780	.53778	.564**	.701**	.599**	.673**	.644**	.739	.671**	.440**	(0.708)

Note: N= 100; Cronbach Alpha is parentheses along diagonal; ** = p<0.01

FINDINGS AND DISCUSSION:

To test the hypotheses, multiple regressions analysis has been computed. In this analysis, all the dimensions of transformational leadership regressed on cross functional team organizational citizenship behavior. Table 5(see the table on next page) presents the results of regression analysis. The analysis reveals that variance in altruism was explained by the factor of idealized influence. Therefore, hypothesis 1(a) found relatively supported. Intellectual stimulation was regressed on cross functional team organizational citizenship behavior to test the hypothesis 1(b). The results showed that the factor of inspirational motivation explained the variance in conscientiousness and civic virtue. Thus, hypothesis 1(b) was also partially supported. Further the factor of intellectual stimulation explained the variance in altruism and courtesy. The analysis indicated partially support for hypothesis 1(c). The factor of individual consideration explained the variance in cross functional team organizational citizenship behavior and therefore hypothesis 1(d) was supported.

Table 5: Regression analysis results

Altruism			Conscientiousness		Civic Virtue		Courtesy		Sportsmanship		Cross Functional Team Organizational Citizenship	
Idealized	0.340*	F =	0.090	F =	0.075	F =	0.012	F =	0.093	F =	0.159	F =
Idealized	0.340*	21.04	0.090	25.95	0.075	30.93	0.012	25.56	0.093	4.15	0.159	38.50
Idealized	0.340*	R ² =	0.090	R ² =	0.075	R ² =	0.012	R ² =	0.093	R ² =	0.159	R ² =
		0.470		0.502		0.566		0.518		0.149		0.618
Idealized	0.340*	DW =	0.090	DW =	0.075	DW =	0.012	DW =	0.093	DW =	0.159	DW =
		1.96		1.868		1.575		2.152		1.371		1.67

Note: Table columns contains standardized beta coefficients, significant values in bold. DW = Durbin Watson * $p < 0.05$

Figure1: presents the association between transformational leadership and organizational citizenship behavior

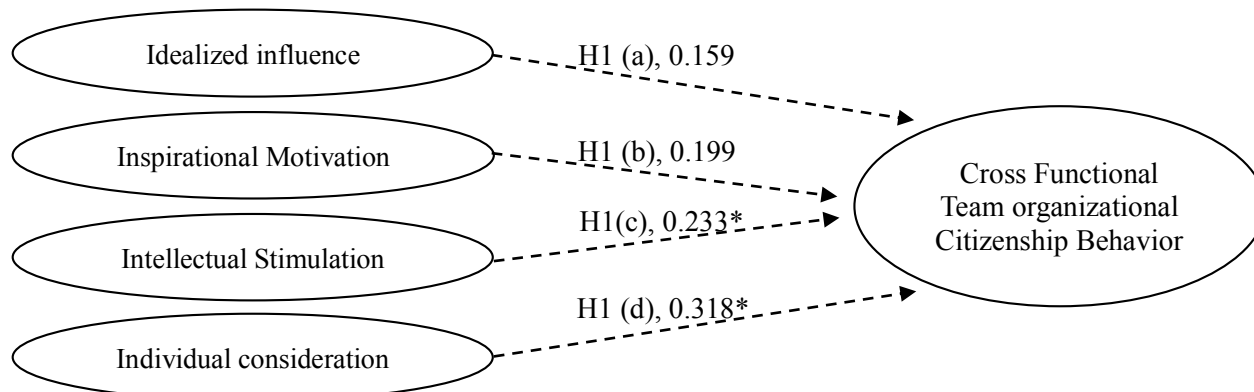


Figure 1 depicts the dimensional influence of transformational leadership on cross functional team organizational citizenship behavior. The results indicates the intellectual stimulation (0.233*) and individual consideration (0.318*) have significant positive effect on cross functional team organizational citizenship behavior while idealized influence and inspirational motivation found insignificant in study.

CONCLUSION:

This study provides empirical evidence for the dimensional effect of transformational leadership on cross functional team organizational citizenship behavior in Indian service sector. Results demonstrate that intellectual stimulation and consideration has positive significant effect on cross functional team organizational citizenship behavior. The finding reveals that when team leader influence ideally to team members; it creates the helping behavior environment in team. Interestingly, it was found that creative thinking of leader generates interest in member to helps others in their work related problem and other problems. Further, it has been observed that team leader's inspirational motivation encourages team members for going beyond the minimum requirement of work, creates deep and their active concern in organizations. But surprisingly, none of dimensions of leadership found significantly related with sportsmanship. It reveals that people working in cross functional team does not tolerate less ideal situation at workplace in India. The finding of this study is consistent with several researchers (Zehir et al., 2014; Khalili, 2017; Jha, 2013 and Madhu & Krishnan, 2005). This study suggests that leaders could show their involvement of organizational citizenship behavior in their team by giving attention on their own transformational behavior.

Managerial implication:

The implication for cross functional teams in service sector comes from the study that if leader will follow transformational leadership; it will help to enhance the efficiency of their followers. This type of leadership creates easy and comfortable atmosphere for their followers and they work with more competence. In Intellectual stimulation, leaders invite everyone to share their innovative ideas to solve their work related problems which make members more innovative and creative. Creative thinking of leaders and members will boost the production level of team and reduce the wastage of resources in organizations. It will also increase cooperation among the members, which will help in reducing the conflicts between them. Further, leaders with individual consideration quality makes more satisfied to their followers. Because, members of the teams expect that leaders treat them individually for their role. When a leader provides individual care, support and assistance to their members then they became more sensitive towards their team and work. This will also help individual to reduce their stress on work. The present results support that consideration helps in increase the performance level of follower beyond their work limits. Thus this study suggest that transformational leadership are essential foundation so that cross functional teams contributes in organizations through their effective working as a whole in India and maybe in other countries also.

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