

The Effect of Transformational Leadership, Superior-Subordinate Relationship, Job Satisfaction and Willing Cooperation towards Organizational Citizenship Behavior and Employee Performance

Setyo Sardjono¹, Martani Huseini², Kusdi Raharjo², & Zainul Arifin²

1. Doctoral Program Student of Business Administration, Faculty of Administrative Science

2. Lecturer of Administrative Science Faculty, Brawijaya University, Malang

* E-mail of the corresponding author: setyo.sardjono@ack-coal.co.id

Abstract

The purpose of this study is to describe the impact of leadership on performance, through a theoretical model using a "willing cooperation" (Mastrangelo et al., 2004) as one of the variables, and the combination of the impact of transformational leadership, superior-subordinate relationship, job satisfaction, and willing cooperation on organizational citizenship behavior (OCB) and performance of employees. The model is then tested empirically on 255 employees of PT Timah (Persero) Tbk., a state-owned company and is the largest tin mining company in Indonesia. The sample data was analyzed using the Generalized Structured Component Analysis (GSCA). The study results in several findings. Firstly, transformational leadership and superior-subordinate relationship has been found to have no significant effect on the performance of the employees; but it has indirect effect through the willing cooperation. Secondly, job satisfaction has been found to have no significant effect on OCB and employee performance; but it has indirect effect through the willing cooperation. These findings underline the importance of willing cooperation as a mediating variable between leadership and job satisfaction with OCB and employee performance. Thirdly, it has been found that willing cooperation is significantly influenced by the superior-subordinate relationship and job satisfaction; and conversely, it has significant effect on OCB and employee performance. This is a new finding providing empirical evidence that willing cooperation can be used as an explanation for the relationship between leadership variables and its outputs.

Keywords: transformational leadership, leader-member exchange, willing cooperation, job satisfaction, organizational citizenship behavior, employee performance, Indonesia's state-owned mining corporation.

1. Introduction

Our research departs from a theoretical study of leadership, i.e macro leadership (represented by the theory of transformational leadership) and micro leadership (as represented by the theory of a superior-subordinate relationship or Leader-Member Exchange theory). Based on the empirical study on previous studies, it is known that the output of leadership is generally explained by the variables of job satisfaction, OCB, and employee performance. Most of these studies measure the effectiveness of leadership through the outputs. However, through the empirical study on previous studies, we also find that there is an no less important output of leadership, but is still very rarely studied, namely willing cooperation. Mastrangelo et al. (2004) is the first researcher and so far is the only one who has raised willing cooperation as one of the variables in the study; in which their research seeks to connect professional leadership (focusing on task) and personal leadership (focusing on relationship) with willing cooperation. Willing cooperation in this regard is defined or interpreted as "a condition in which the followers perform commands and / or direction of the leader through the cooperative attitude that prompted them to actively contribute to realizing the objectives of the organization".

Although the construct of willing cooperation has only been studied by Mastrangelo et al. (2004), but it actually has a solid foundation, i.e through the thought of Chester Barnard, an expert on the theory of organization from humanitarian principle around the 1940s, where Barnard sees organizations as cooperative systems. Through this perspective, Barnard considers that the task of leaders in an organization is "to elicit cooperation ... and to use their communication and leadership skills to build teamwork and cooperation" (Barnard in Wren and Greenwood, 1998:169). In other words, leaders are in charge to build readiness and volunteerism of their followers / subordinates to cooperate (willingness to cooperate). The rationale is what we believe would be a strong theoretical foundation to elevate the concept of willing cooperation as one construct to study.

2. Literature Review

2.1 Transformational Leadership and Superior-Subordinate Relationship

Proximity and reciprocal relationship between leaders and followers is not something new. James MacGregor Burns (1978) has proposed the term "transforming leadership", in which one of the characteristics is equality of leaders and followers in the formulation of common goals. The objectives to be achieved must represent the values and motivations (needs and desires, aspirations and expectations), both on the part of the leaders and followers. "Leaders inducing followers to act for certain goals that represent the values and the motivations—the wants and needs, the aspiration and expectations—of both leaders and followers" (Burns, 1978: 28).

Bernard M. Bass substantially develops the concept, by introducing "transformational leadership" instead of transforming leadership as suggested by Burns (Couto, 1995: 104). According to Bass, transformational leaders are capable of transforming their followers to have more motivation and do extra efforts to achieve the performance exceeding the expectations (Bass, 1985). Although there are differences between these two thoughts, but Bass' basic idea is explicitly taken from Burns' thought, and thus underlined the new paradigm shift in leadership theory. This change reflects the change in the paradigm of organization, especially organizations of the 21st century, where leaders are no longer playing the role as the sole determinant of the direction of the organization, but they must engage their followers through a process of participatory decision-making, decentralization, and emphasizes empowerment (Kotter, 1997).

Leadership studies at the micro level emphasize one-on-one relationship (dyadic) between leaders and followers, which is known as the theory of leader-member exchange (LMX). Leadership is no longer seen as a macro-asymmetric relationship between followers and leaders, but a micro-symmetrical relationship between leaders and each follower individually. LMX theory emphasizes the fact that a superior does not always show the same behavior in treating subordinates, because bosses tend to develop relationship with varying intensity and degrees individually with their followers / subordinates (Lussier and Acua, 2004). The quality and nature of dyadic relationship in superior-subordinate relationship determines whether a subordinate is included as an in-group or out-group member. Subordinates show mutual trust, mutual respect, mutual love, mutual influence, and high exchange rate of information and feedback with superiors in high superior-subordinate relationship; otherwise subordinates tend to fulfill only normative characteristics, according to their rights and obligations set out in the formal employment contract in situation where superior-subordinate relationship is in low level (Lee et al., 2007).

Studies of the superior-subordinate relationship generally put this variable as a moderator on the influence of leadership on organizational outcomes. But specifically, the relationship of transformational leadership and superior-subordinate relationship is still debated especially on the actual direction of the relationship. According to research by Li and Hung (2009) and Weng et al. (2011), transformational leadership has a positive effect on the superior-subordinate relationship. Therefore, our study hypothesizes that:

H1: Transformational leadership has a positive effect on the relationship between superiors and subordinates.

2.2 The Relationship of Transformational Leadership and Job Satisfaction

The relationship of transformational leadership and job satisfaction has been described by Podsakoff et al. (1996), which suggests that transformational leadership behaviors could encourage employees to work beyond their normal responsibilities, thereby increasing productivity and job satisfaction. Conway and Monk (2008) find that transformational leadership affects job satisfaction. Riaz and Haider (2010) find a positive effect of transformational leadership on job satisfaction and employee performance. Therefore, our study hypothesizes that:

H2: Transformational leadership has a positive effect on job satisfaction.

2.3 The Relationship of Transformational Leadership and Willing Cooperation

Cooperation is another factor that is important in the process of leadership. According to Chester Barnard, a humanist scholar, tasks that have been differentiated in modern organizations need to be re-integrated with the efforts to communicate the goals of the organization and to give attention to the motivation of employees / workers (Barnard, 1938). It is concluded that one of the key tasks of a leader / executive is managing the informal aspects such as to develop a cooperative social system within the organization. The challenge of modern organizations require executives to integrate aspects of "leadership" and "managerial" (management) as a whole in leading organizations (Fernandez, 2010:469); and the executive function in the organization is "to define the purpose of enterprises, to elicit cooperation, and ... to use their communication and leadership skills to build teamwork and cooperation (Barnard in Wren and Greenwood, 1998:169). Leadership techniques, according

to Barnard, has no meaning unless the leader has a creative approach to finding ways to encourage the willingness of subordinates to cooperate (willingness to cooperate), establish common goals, and to know when and how to communicate efficiently and effectively with subordinates (Fernandez, 2010:474).

However, so far there is no or still very little empirical research that reveals the concept of cooperation as stated by Barnard. Mastrangelo, Eddy, and Lorenzet (2004) provide a valuable contribution through research entitled "The Importance of Personal and Professional Leadership", which specifically raises the concept of "willing cooperation" as one of the research constructs. The concept is based on the premise that leaders develop cooperation on the part of followers through a variety of ways, namely coercion, rewards (material exchange) or through awareness and voluntary of followers (Mastrangelo et al., 2004:438); in which the last way refers to willing cooperation. We assume that the characteristics of transformational leadership that reflects the closeness between leaders and followers will be a positive influence on the willing cooperation. Therefore, our study hypothesizes that:

H3: Transformational leadership has a positive effect on willing cooperation.

2.4 The Relationship of Transformational Leadership and Leadership Output (OCB and Employee Performance)

A number of empirical studies prove the positive effect of transformational leadership on a variety of organizational outputs (especially commitment, and employee performance). Howell and Frost (1989) find that transformational leadership behaviors affect job performance. Riaz and Haider (2010) find a positive effect of transformational leadership on job satisfaction and employee performance. Li and Hung (2009) find superior-subordinate relationship has a positive effect on employee performance. Yang (2009) finds a positive effect of transformational leadership on performance.

The concept of Organizational Citizenship Behavior (OCB) was first initiated by Smith, Organ, and Near (1983), relating to the measurement of employee performance, in which they see that there are a number of employee behaviors in the workplace that can be something positive and help achieve organizational performance, but are not favored in a formal performance appraisal system. Organ defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988:4). The dimension of OCB consists of altruism, compliance, courtesy, sportsmanship, and civic virtue. These behaviors are not explicitly listed in job description, so they do not affect the remuneration system of employees. Based on the understanding of a number of studies (Borman & Motowidlo, 1993; Organ, 1988; Smith et al., 1983), it is suggested that OCB has a positive impact on the organization in a way that it smoothen the work of the "social machine" of organizations, improves efficiency, and reduces friction among employees.

Since its introduction in the scientific literature in 1983 (Smith, Organ and Near, 1983), researchers have explored the theoretical construct of OCB domain and connected it with a variety of things such as organizational effectiveness, overall performance of employees, the characteristics of the Big Five personality, work behavior, and procedural fairness (Podsakoff et al., 2001). In general, the researchers suggest that OCB has beneficial impact to the organization (Borman and Motowidlo, 1993; Organ, 1988; Smith et al., 1983), in a way that OCB can smoothen the "social machine" work of the organization, improve efficiency, and reduce friction among employees. OCB behavior is classified as creative behavior that determines the success of the organization, where the in-role behaviors alone are not sufficient to support "organizational survival and effectiveness" (Katz, 1964:132). In particular, the effect of transformational leadership on OCB has been found by Asgari et al. (2008) and Connell (2005). But Podsakoff et al. (1990) found only indirect effect, through the followers' trust, and Carter et al. (2012) found a moderating influence through LMX (relationship quality).

Based on the previous studies, therefore, our study hypothesizes that:

H4: Transformational leadership has a positive effect on OCB.

H5: Transformational leadership has a positive effect on employee performance.

2.5 The Relationship of Superior-Subordinate Relationship and Job Satisfaction

Previous researchers have found that the quality of superior-subordinate relationship affects individual and organizational outputs, such as work performance, performance evaluation, job satisfaction, delegation and communication effectiveness (Lee et al., 2007). A number of studies such as Greguras and Ford (2006), Bhal and Ansari (2007), Volmer et. al (2011), Janssen and Van Yperen (2004), and Pellegrini and Scandura (2006) have found that superior-subordinate relationships affect job satisfaction. Therefore, our study hypothesizes that:

H6: Superior-subordinate relationship has a positive effect on job satisfaction.

2.6 The Relationship of Superior-Subordinate Relationship and Willing Cooperation

As well as transformational leadership, there has been no research that describes the influence of superior-subordinate relationship to willing cooperation. However, theoretical studies on willing cooperation, we assume that the quality of superior-subordinate relationship will encourage willing cooperation; or in other words, it has a positive influence on willing cooperation. Therefore, our study hypothesizes that:

H7: Superior-subordinate relationship has a positive effect on the willing cooperation.

2.7 The Relationship of Superior-Subordinate Relationship and Leadership Output (OCB and Employee Performance)

Various empirical studies have shown positive effect of superior-subordinate relationship quality on performance, satisfaction to superiors, and organizational commitment, and is negatively related to turnover (Landry and Vandenberghe, 2009). Various studies have also found negative relationship between superior-subordinate relationship quality and interpersonal problems that are dyadic, such as tension or conflict between superiors and subordinates (Dansereau et al., 1975; Howat and London, 1980; Keller and Dansereau, 1995). In addition, superior-subordinate relationship quality has been found to correlate negatively with employee turnover (Graen et al., 1982) and turnover intentions (Vecchio and Gobdel, 1984). It can be concluded that high quality of superior-subordinate relationship is beneficial for organizations, leaders, followers, and all work units, and in turn improve the effectiveness and success of the organization (Graen and Uhl-Bien, 1995). The influence of LMX on OCB has been stated in the research by Greguras and Ford (2009); Carter et al. (2012); Isaac & Nature (2009); Connell (2005); and Truckenbrodt (2000). However, it is not proven in the research by Asgari et al. (2008). Therefore, our study hypothesizes that:

H8: Superior-subordinate relationship has a positive effect on OCB.

H9: Superior-subordinate relationship has a positive effect on employee performance.

2.8 The Relationship of Job Satisfaction and Willing Cooperation

Job satisfaction is one of the expected effects in organizational leadership. Components of job satisfaction can be distinguished into (1) extrinsic job satisfaction, and (2) intrinsic job satisfaction. Moorman et al. (1993) have found that intrinsic job satisfaction consists of the opportunity to use one's skills in employment, participation in the work (job participation), as well as involvement and sense of satisfaction in completing something (feeling of accomplishment). While extrinsic component consists of the need for adequate remuneration, opportunities for growth, and praise for good work. There are no studies that examine the impact of job satisfaction on willing cooperation. However, based on theoretical studies on willing cooperation, we assume that willing cooperation will have positive influence on job satisfaction. Therefore, our study hypothesizes that:

H10: Job satisfaction has positive effect on willing cooperation.

2.9 The Relationship of Job Satisfaction and Leadership Output (OCB and Employee Performance)

According to Spector (1997), high job satisfaction ratings correlates positively with OCB behaviors, i.e punctuality, sacrifice, and obedience. The meta-analysis summarizes 55 studies conducted by Organ and Ryan (1995), in which they have identified a number of variables as antecedents of OCB. One of the principal variables identified is job attitudes, which includes job satisfaction. Organ and Ryan (1995) have found that employee satisfaction correlates significantly with the dimensions of Altruism (0.28) and Generalized Compliance Compliance or (0.28). These findings are further confirmation of the previous meta-analysis conducted by Podsakoff et al. (2001), where they also find significant relationship between job satisfaction and both dimensions of OCB. With regard to the effect of job satisfaction on employee performance, the results of the studies by Crossman and Abou-Zaki (2000) and Carmeli (2004) state that job satisfaction has a positive effect on employee performance. Therefore, our study hypothesizes that:

H11: Job satisfaction has positive effect on OCB.

H12: Job satisfaction has positive effect on employee performance.

2.10 The Relationship of Willing Cooperation dan and Leadership Output (OCB and Employee Performance)

There have been no studies that examine the impact of output willing cooperation on leadership outputs (OCB and employee performance). However, based on theoretical studies on willing cooperation, we assume that

willing cooperation will have positive influence on the outputs. Therefore, our study hypothesizes that:

H13: Willing cooperation has positive effect on OCB.

H14: Willing cooperation has positive effect on employee performance.

3. Research Design and Methodology

3.1. Sample

The study was conducted at PT Timah (Persero) Tbk, a government-owned tin mining company and the largest tin mining company in Indonesia. The company has the rights to control tin mining area of 512,655 hectares with 117 Mining Business License both on land (onshore) and at sea (offshore), with operations covering Bangka Belitung Province and Kepulauan Riau Province, known as the Indonesian Tin Belt. Today, PT Timah (Persero) Tbk. is a holding company that oversees several subsidiaries engaged in mining and investment business.

The population of the study was all full-time employees at the echelon levels of 3-6 at PT Timah (Persero) Tbk. and all its subsidiaries. However, some subsidiaries were not included because the number of permanent employees was too little to be taken as population, namely PT Indometal (London) Ltd. (2), PT DAK (4), and PT TAJ (2). Sampling was done with a proportional stratified random sampling technique, based on the number of employees in each company and the employment levels. Based on the description of the population and the sample (Table 1) through Slovin formula to get galad estimate of 5%, then 255 respondents were drawn from a total population of 699 employees at the echelon level of 3-6.

Table 1. Population and Sample

No	Employment levels	PT Timah Tbk	PT Tambang Timah	PT Timah Industri	PT Timah Investasi Mineral	PT Timah Eksplomin	Total
1	Echelon 3	25 (9)	3 (1)	-	2 (0)	-	30 (10)
2	Echelon 4	67 (25)	18 (7)	1 (0)	-	2 (0)	88 (32)
3	Echelon 5	162 (59)	55 (20)	4 (2)	4 (2)	3 (1)	228 (84)
4	Echelon 6	254 (93)	97 (35)	3 (1)	-	-	353 (129)
Total		508 (186)	173 (63)	8 (3)	6 (2)	5 (1)	700 (255)

3.2 Measurement

3.2.1 Transformational Leadership

Transformational leadership is a form of leadership that inspires followers to be not selfish for the good of the organization, and is able to provide striking and extraordinary effect on followers (Robbins, 2005). Measurement of the dimensions of transformational leadership is based on TLI (Transformational Leadership Inventory) instrument as developed by Podsakoff et al. (1990), which consists of the following six indicators: (1) high performance expectations; (2) individualized support; (3) intellectual stimulation; (4) articulating a vision; (5) providing an appropriate model; and (6) fostering the acceptance of group goals. Therefore, in this study transformational leadership was measured as a second-order construct that consists of 5 indicators with 23 items.

3.2.2 Superior-Subordinate Relationship

Superior-subordinate relationship can be defined as the quality of relationships one-on-one (dyadic) between superiors and subordinates and the effect on organizational outputs in a given period of time (Lussier and Achua, 2004:225). Superior-subordinate relationship is measured with an instrument that is commonly used, namely the LMX-7, as suggested by Graen and Uhl-Bien (1995:237). This instrument is a questionnaire consisting of 7 (seven) questions that reveal the quality of superior-subordinate relationship. In other words, superior-subordinate relationship in this study was measured as a first-order construct with seven items.

3.2.3 Willing Cooperation

Willing cooperation is a condition in which followers perform commands and / or direction of a leader through a cooperative attitude that prompts him to contribute actively to realize the goals of the organization (Mastrangelo et al., 2004). The dimension of willing cooperation measured in the research done by Mastrangelo et al. (2004) is a six-item question which is defined as the placement of the attitude of "want to" into a real cooperative behavior. An example of the item is "I collaborate with a leader because I feel confident with the leader's vision

for the future of our (organization)", or "I cooperate with the leader because I am interested in the leader's vision for our company". Measurement was performed in a 1-5 Likert scale (1 = strongly disagree, 5 = strongly agree). Willing cooperation in this study was measured as a first-order construct with seven items.

3.2.4 Job Satisfaction

Job satisfaction is defined as pleasant or positive emotional state that comes from one's assessment of the employment and work experience he feels (Locke, 1976). This study uses the measurement of job satisfaction according to Luthans (2005) and Robbins and Coulter (2002), namely the work itself, promotion, supervision, rewards, and peer support. Job satisfaction was measured in this study as a first-order construct with five items; in this case job satisfaction is structured as a formative construct.

3.2.5 OCB

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system of the company, and that in the aggregate promotes the effective functioning of the organization" (Ogan, 1988: 4). This study uses measurements of OCB, the original two-dimensional, that is willingness to sacrifice (Altruism) and comply with the rules (Conscientiousness) (Smith, Organ, and Near, 1983; Organ and Konovsky, 1989); and three other dimensions were added later, sportsmanship, friendliness / courtesy, and citizenship (Civic Virtue) (Organ and Ryan, 1995). Thus, OCB in this study was measured as a second-order construct that consists of 5 indicators with 20 items.

3.2.6 Employee Performance

According to Campbell et al. (1990), employee performance (job performance) is performed behaviors of employees in carrying out their work, which can be observed and is relevant to the organization's goals. Measurements used in this study are based on a mix of criteria by Bernardin and Russell (2001) and the criteria by Gomes et al. (2004), the following five dimensions: quantity, quality, time, attendance, and cooperation. However, employee performance is measured as the first-order construct consisting of 10 items, where each dimension of performance is represented by two items.

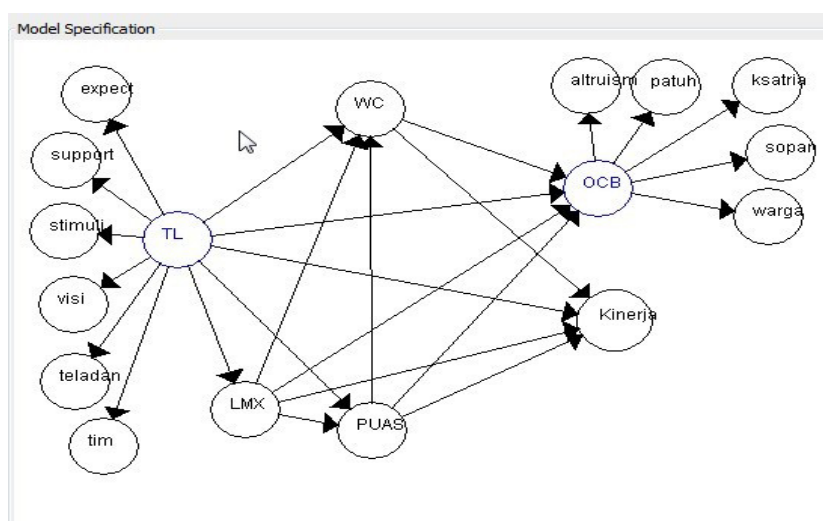


Figure 1. Specification of Measurement Model

Visually, the model that describes the measurement of the constructs in this study is as Figure 1; there are two second-order constructs (TL and OCB), and four first-order constructs.

4. Findings and Discussion

4.1. Reliability and Validity and Measure of Fit

Analyses employing on-line GeSCA software showed that in the convergent validity test, there was one item that was not valid (factor loading < 0.50), namely TL3, and the factor was thus excluded from the model. After running the data back, then we obtained that all the items already met the validity requirement (see Table 2). Discriminant validity test showed that there were two variables that were less qualified (AVE < 50). However, by comparing the root of AVE and the correlations among latent variables, it was found out that all eligible variables (root of AVE was greater than the correlation among variables). The size of measure of fit for the structural

model was 0.523 for FIT and 0.518 for Afit, so that the model can be said to explain at least 51.8% of the variance of the variables. But GFI and SMSR values could not be calculated, because one of the latent variables was a formative construct, namely job satisfaction; so the measure of fit for the overall model could not be identified.

Table 2. Loading Estimate Item

Item	Estimate	Item	Estimate	Item	Estimate	Item	Estimate
Transformational Leadership							
TL1	0.852	TL8	0.856	TL14	0.799	TL20	0.901
TL2	0.747	TL9	0.869	TL15	0.804	TL21	0.882
TL4	0.734	TL10	0.871	TL16	0.736	TL22	0.889
TL5	0.597	TL11	0.831	TL17	0.774	TL23	0.876
TL6	0.878	TL12	0.819	TL18	0.884		
TL7	0.759	TL13	0.809	TL19	0.901		
Job Satisfaction							
Puas1	0	Puas3	0	Puas5	0		
Puas2	0	Puas4	0				
Leader-Member Exchange							
LMX1	0.641	LMX3	0.757	LMX5	0.617	LMX7	0.750
LMX2	0.793	LMX4	0.734	LMX6	0.696		
Willing Cooperation							
WC1	0.871	WC3	0.849	WC5	0.801	WC7	0.789
WC2	0.848	WC4	0.836	WC6	0.765		
Organizational Citizenship Behavior							
OCB1	0.756	OCB6	0.733	OCB11	0.534	OCB16	0.732
OCB2	0.627	OCB7	0.555	OCB12	0.614	OCB17	0.537
OCB3	0.680	OCB8	0.704	OCB13	0.582	OCB18	0.656
OCB4	0.687	OCB9	0.629	OCB14	0.557	OCB19	0.698
OCB5	0.644	OCB10	0.739	OCB15	0.733	OCB20	0.686
Employee Performance							
Kin1	0.626	Kin4	0.561	Kin7	0.584	Kin10	0.605
Kin2	0.744	Kin5	0.613	Kin8	0.669		
Kin3	0.776	Kin6	0.603	Kin9	0.704		

Source: Data processing GeSCA, 2014

4.2. Analysis of Structural Model

Analysis of the structural model is particularly useful for hypothesis testing; where the hypothesis tested in this study consisted of 14 hypotheses. Outputs of GeSCA program in testing the structural model suggest that there are four (4) H0 accepted, or in other words the research hypothesis (Hi) can not be proven by data and must be rejected, as explained in the following table.

Table 2. The Results of Hypothesis Testing

Hypotheses	Paths	Coefficients	SE	CR	Conclusion
H ₁	TL → LMX	0.715	0.047	15.3*	H ₁ accepted
H ₂	TL → Job Satisfaction	0.408	0.110	3.72*	H ₂ accepted
H ₃	TL → <i>Willing Cooperation</i>	0.358	0.090	3.96*	H ₃ accepted
H ₄	TL → OCB	0.474	0.100	4.75*	H ₄ accepted
H ₅	TL → Employee Performance	0.019	0.120	0.16	H ₅ rejected
H ₆	LMX → Job Satisfaction	0.238	0.106	2.23*	H ₆ accepted
H ₇	LMX → <i>Willing Cooperation</i>	0.325	0.076	4.3*	H ₇ accepted
H ₈	LMX → OCB	0.178	0.071	2.5*	H ₈ accepted
H ₉	LMX → Employee Performance	0.093	0.097	0.96	H ₉ rejected
H ₁₀	Job Satisfaction → <i>Willing Cooperation</i>	0.222	0.070	3.16*	H ₁₀ accepted
H ₁₁	Job Satisfaction → OCB	-0.006	0.099	0.06	H ₁₁ rejected
H ₁₂	Job Satisfaction > Employee Performance	0.000	0.072	0.0	H ₁₂ rejected
H ₁₃	<i>Willing Cooperation</i> → OCB	0.180	0.083	2.17*	H ₁₃ accepted
H ₁₄	<i>Willing Cooperation</i> → Employee Performance	0.303	0.106	2.85*	H ₁₄ accepted

In addition to hypothesis testing, analyses of structural model also estimate the coefficient of path indicators on second-order constructs, and the results are presented in the following table.

Table 3. Path Coefficient of Second-Order Constructs

	Estimate	SE	CR
TL			
expectation	0.202	0.019	10.729 *
support	0.183	0.016	11.391 *
stimulation	0.173	0.020	8.535 *
vision	0.236	0.029	8.060 *
exemplary	0.168	0.021	8.203 *
group	0.252	0.019	13.438 *
OCB			
altruism	0.246	0.017	14.673 *
obedience	0.237	0.013	17.938 *
sportmanship	0.230	0.015	15.760 *
courtesy	0.238	0.014	16.523 *
Civic virtue	0.239	0.016	15.356 *

Presented visually, the results of the analysis of the structural model in this study is detailed as Figure 2. The diagram shows the overall relationship of the first and second-order constructs.

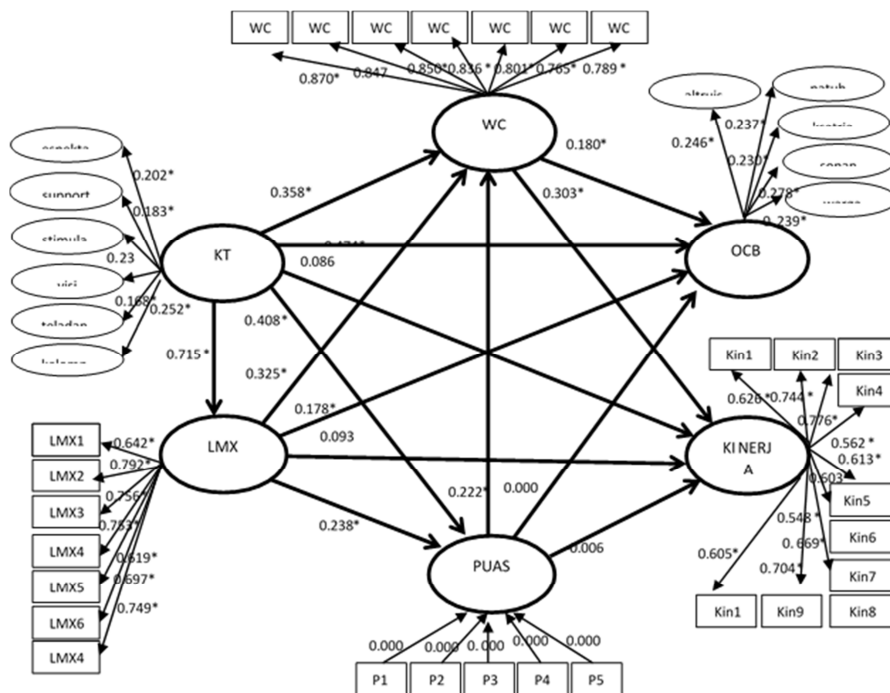
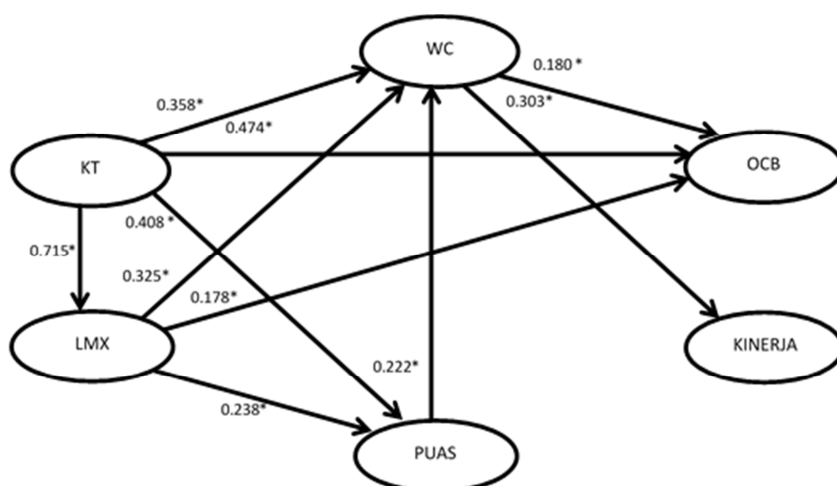


Figure 2. The Results of Structural Model Testing

The model obtained through GSCA inferential statistical testing can be further simplified as in Figure 3. The diagram shown only includes pathways of hypothesis testing results that are significant. In other words, this is the final model in this study to describe the relationships among the hypothesized constructs and it shows significant effect relationship.



Puas: satisfied Kinerja: performance

Figure 3. Final Model

4.3. Discussion

The findings of this study support the idea by Barnard (1938) on the organization as a cooperative system and the function of the leader "to elicit cooperation"; and the need for leaders to have a creative approach to finding ways to encourage the willingness of subordinates to cooperate (Fernandez, 2010: 474). The willing cooperation theory is supported by this study with analysis of indirect influence as follows:

- a. Transformational leadership has no direct effect on employee performance but through willing cooperation the indirect effect coefficient is 0.108.
- b. Superior-subordinate relationship has no direct effect on employee performance but through willing cooperation the indirect effect coefficient is 0.098.
- c. Job satisfaction has no direct effect on OCB but through willing cooperation the indirect effect coefficient is 0.040.
- d. Job satisfaction has no direct effect on employee performance, but through willing cooperation the indirect effect coefficient is 0.067.

Research on leadership, both macro (such as transformational leadership theory) and micro (such as superior-subordinate relationship theory), has only examined the effect of leadership directly to specific expected outputs (OCB and employee performance). In its variations, previous studies have attempted to put a leadership position in the organization, such that it can affect subordinates / employees, through a variety of variables arranged in a particular model.

This study distinguishes itself from previous studies, by opening a wider paradigm of leadership effects on employees, through the variable of willing cooperation. The study findings suggest that the macro and micro leadership can affect expected output on the employees, if it is initiated with voluntarily willingness to cooperate on the part of followers. This view has such big implication that leadership requires reciprocal response between superiors and subordinates. Authoritative leadership model that provides direction, is directive in nature, and uses the top-down approach has long been considered as the non-effective leadership method, particularly for the 21st century organization (Schneier and Beatty, 1994; Kotter, 1997; Riaz and Haider, 2010). The challenge of leadership has changed at this time, due to the complexity of the environment and changes in the characteristics of organizations. As concluded by Riaz and Haider (2010) leaders are facing greater challenges than ever before due to the Increased environmental complexity and the changing nature of the organization.

Leadership models that include the concept of cooperation between the leader and followers are increasingly necessary as to accommodate the more complex organizational tasks. The theory of willing cooperation is one step forward to describe the leadership of cooperation in the 21st century organization. As derived from the findings of this study, the variable of willing cooperation occupies an important position as a bridge between leadership and the expected outputs. The novelty of this study is shown in real departure from the concept of "partnership" that has been formulated long ago by Barnard. Barnard sees organization as a system of

cooperation, which includes formal and informal side, and it has regained a place in the study of leadership (Fernandez, 2010). Our research puts empirical support to that idea, in the context of the importance of willing cooperation, which is expected to contribute to the study of leadership, especially to illustrate the importance of leaders and followers cooperation in realizing the objectives of the organization.

5. Limitations and Further Research

Several limitations should be noted from this study are as follows:

1. Population of this study is limited to permanent employees, whereas the larger percentage of employees are non-permanent employees (contract and outsourcing employees), so the population is not a good representation of the overall employees. Non-permanent employees need to be investigated separately in the context of leadership, because their characteristics and relationships to work are different from regular employees. The results of this study cannot be applied as an analysis of non-permanent employees, and thus this becomes a limitation of the study that needs to be considered in understanding the findings and conclusions reached in this study.
2. Future researchers have the opportunity to develop of more robust theoretical models, so as to better explain the phenomenon of organizational leadership, particularly associated with willing cooperation. One possibility to strengthen the model is the inclusion of the variable of "organizational commitment". One example is a hypothetical model of Huang and Hsiao (2007), which suggests mutual influence between job satisfaction and organizational commitment.

References

- Asgari, A., Silong, A.D., Ahmad, A. and Sama, B.A. (2008) "The Relationship between Transformational Leadership Behaviors, Leader-Member Exchange and Organizational Citizenship Behaviors" *European Journal of Social Sciences* – Volume 6, Number 4 (2008).
- Barnard, C.I. (1938), *Functions of the Executive*, Harvard University Press, Cambridge, MA.
- Bass, B M (1985). *Leadership and Performance beyond Expectations*, New York: Free Press.
- Bernardin, H. J. and Russel, J.E.A (2001) *Human Resources Management an Experimental Approach*, Mc. Graw Hill, Inc. International Edition.
- Borman, W. C., & Motowidlo, S. J. (1993) "Expanding the criterion domain to include elements of contextual performance", in N. Schmitt, & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Burns, J.M. (1978), *Leadership*, Harper and Row, New York
- Campbell, J.P., McHenry, J.J. and Wise, L.L. (1990) "Modeling job performance in a population of jobs", *Personnel Psychology*, 43, hal 313-333.
- Carmeli, A. (2004) "Assessing core intangible resources", *European Management Journal*, 22 (1), 110-122.
- Carter, M. Z., Armenakis, A.A., Feild, H.S., Mossholder, K.W. (2012) "Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change", *Journal of Organizational Behavior*, 23, hal. 34-56.
- Connel, P.W. (2005) *Transformational Leadership, Leader-Meber Exchange (LMX), OCB: The Role of Motive*, disertasi pada Departemen of Psychology College of Arts and Sciences University of South Florida.
- Conway, E and Monks, K. (2008) "HR Practice and Commitmen to Change: An Employee-Level Analysis," *Human Resources Management Journal*, 18 (1), hal. 72-79.
- Couto, R.A. (1995) "The transformation of transformational leadership", in J. Thomas Wren (ed.) *The Leader's Companion: Insights on Leadership Through the Ages*, New York: The Free Press.
- Crossman, A. and Abou-Zaki, B. (2003) "Job satisfaction and employee performance of Lebanese banking staff", *Journal of Managerial Psychology*, Vol. 18 (4), 368-376.
- Dansereau, F., Graen, G. and Haga, W.J. (1975), "A vertical dyad linkage approach to leadership within formal organizations: a longitudinal investigation of the role making process", *Organizational Behavior and Human Performance*, Vol. 13, pp. 46-78.
- Fernandez, S. (2010) "Re-discovering Barnard: the functions of the . . . leader?" *Journal of Management History*,

Vol. 16 No. 4, 2010, pp. 468-488.

Gomes, Carlos F. Yasin, Mahmoud M. and Lisboa, João V. (2004), "A Literature Review of Manufacturing Performance Measures and Measurement in an Organizational Context: A Framework and Direction for Future Research", *Journal of Manufacturing Technology Management*, Vol. 15 No. 6, pp. 511-530.

Graen, G.B., and Bien-Uhl, M. (1995) "Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (MLX) Theory of Leadership over 25 Years: Applying a Multi-level Multi-domain Perspective", *Management Departemen Faculty Publications*, 57, hal. 219-247.

Graen, G., Novak, M. and Sommerkamp, P. (1982), "The effects of leader-member exchange and job design on productivity and satisfaction: testing a dual attachment model", *Organizational Behavior and Human Performance*, Vol. 30, pp. 109-31.

Greguras, G.J. and Ford, J.M. (2006) "An examination of the multidimensionality of supervisor and subordinate perception of leader-member exchange", *Journal of Occupational and Organizational Psychology*, 79, hal. 433-465.

Howat, G., & London, M. (1980) "Attributions of conflict management strategies in supervisor-subordinate dyads", *Journal of Applied Psychology*, 65, 172-175.

Howell, J.M. and Frost, P.J. (1989) "A lab study of charismatic leadership", *Organizational Behavior and Human Decision Processes*, 43, 243-269.

Huang, Tung-Chun; Hsiao, Wan-Jung (2007) "The causal relationship between job satisfaction and organizational commitment", *Social Behavior and Personality*; 2007; 35, 9, pp. 1265-1276.

Ishak, N.A. and Alam, S.S., "The Effects of Leader-Member Exchange on Organizational Justice and Organizational Citizenship Behavior: Empirical Study", *European Journal of Social Sciences – Vol. 8, Number 2*.

Katz, D. (1964) "The motivational basis of organizational behavior", *Behavioral Science*, 9, 131-133.

Keller, T., & Dansereau, F. (1995) "Leadership and empowerment: A social exchange perspective", *Human Relations*, 48, 127-146.

Krishnan, V.R. (2005) "Leader-Member Exchange, Transformational Leadership, and Value System" *Electronic Journal of Business Ethics and Organization Studies*, Vol. 10, No. 1 (2005).

Landry, G. and Christian Vandenberghe, C. (2008) "Role of Commitment to the Supervisor, Leader-Member Exchange, and Supervisor-Based Self-Esteem in Employee-Supervisor Conflicts" *The Journal of Social Psychology*, 2008, 148(2), hal. xxx-xxx.

Lee HE, Park HS, Lee TS, Lee DW (2007) "Relationship between LMX and subordinates feedback seeking behaviors", *Soc. Behav. Person.*, 35 (5): 659-674.

Li, Cuang-Khai and Hung, Chia-Hung (2009) "The Influence of Transformational Leadership on Workplace Relationships and Job Performance" *Social Behavior and Personality*, 2009; 37 8; hal. 1129.

Locke, E.A. (1976) "The cause and nature of job satisfaction" in M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago, IL: Rand McNally.

Lussier, R. N. and Achua, C.F. (2004) *Leadership: Theory, Application, & Skill Development*, Cengage Learning: Mason, CH.

Luthans, F., 2005, *Organizational Behavior*, Mc Graw-Hill Book Co-Singapore, Singapura.

Mastrangelo, A.; Eddy, E.R.; Lorenzet, S.J. (2004) "The importance of personal and professional leadership", *The Leadership & Organization Development Journal*, Vol. 25 No. 5, 2004, pp. 435-451.

Moorman, R.H., Niehoff, B.P., & Organ, D.W. (1993) "Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice", *Employee Responsibilities and Rights Journal*, 6, 209-225.

Organ, D.W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.

Organ D.W. and Konovsky M.A. (1989) "Cognitive versus affective determinants of organizational citizenship behavior", *J. Appl. Psychol.*, 74: 157-164.

Organ D.W. and Ryan, K. (1995) "A meta analytic review of attitudinal and dispositional predictors of

organizational citizenship behavior”, *Pers. Psychol.*, 48(4): 775-802.

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2001) “Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research”, *Journal of Management*, 26(3), 513-563.

Podsakoff, P.M., McKenzie, S.B., and Boomer, W.H. (1996) “Transformational Leader Behaviors and Substitutes for Leadership as Determinant of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors,” *Journal of Management*, 22 (2), hal. 259-298.

Podsakoff, P.M., MacKenzie, S.B., Morrman, R.H., & Fetter, R. (1990) “Transformational leader behaviors and their effects on followers’ trust in leader, satisfaction, and organizational citizenship behaviors”, *Leadership Quarterly*, 1(2),107-142.

Riaz, A. and Haider, M.H. (2010) “Role of transformational and transactional leadership on job satisfaction and career satisfaction” *Business and Economic Horizons*, Vol. 1/1, April 2010, hal. 29-38.

Robbins, S.P. (2005) *Organizational Behavior*, 11th edition, Prentice Hall International.

Robbins, S.P. and Coulter, M (2002) *Management*, Upper saddle river, Prentice Hall International.

Schneier, C.E., Beatty, R.W. (1994), “Making culture change happen”, in *The change management handbook: a road map to corporate transformation*, L.A. Berger. McGraw-Hill, New York.

Spector, P. (1997) *Job satisfaction: Application, assessment, causes, and consequences*, Thousand Oaks, CA: Sage Publications.

Truckenbrodt, Y.B. (2000) “The Relationship between Leader-Member Exchange and Organizational Citizenship Behavior”, *Acquisition Review Quarterly-Summer*.

Vecchio, R. P., & Gobdel, B. C. (1984) “The vertical dyad linkage model of leadership: Problems and prospects”, *Organizational Behavior and Human Performance*, 34, 5-20.

Wren, D.A. and Greenwood, R.G. (1998), *Management Innovators. The People and Ideas that Have Shaped Modern Business*, Oxford University Press: New York, NY.

Yang, Yi-Feng (2009) “An Investigation Of Group Interaction Functioning Stimulated By Transformational Leadership on Employee Intrinsic and Extrinsic Job Satisfaction: An Extension of Resource-Based Theory Perspective”, *Social Behavior and Personality*; Vol. 37 (9); hal. 1259.