The Relationship between Charismatic Leadership, Work Engagement, and Organizational Citizenship Behaviors and Job Responsibilities

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Abstract

This study finds out relationship of charismatic leadership with Organizational citizenship behavior, work engagement and job responsibilities. The study also aims to find out relationship of charismatic leadership with OCB and Job responsibilities via mediating role of work engagement. The survey was carried with quantitative in nature and questionnaire was used as tool for data collection from employees of banking sector. The sampling technique was cluster sampling and sample size was 107 respondents. Results showed that there are positive relations between charismatic leadership and OCB, also positive relation between charismatic leadership and work engagement. Charismatic leadership and OCB have positive relationship via mediating role of work engagement. Charismatic leadership have relationship with job responsibilities, but in charismatic leadership and job responsibilities work engagement not work as mediator.

Keywords: Charismatic leadership, Organizational citizenship Behavior (OCB), Work engagement

Introduction

(Ashford, S.J., Lee, C and Bobko, P., 1989)Through the rapid changes in social economy and technological progress organizations have to find different means for dealing with continuous pressure and there is need to provide flexibility to employment modes. That support employees in their work.

(DUBRIN) Charisma is optimistic and persuasive quality of individual that influence others to be led. Charisma is exceptional worth of leaders whose drives, extraordinary determination and powers.that distinguish them.(Jacobsen, 2001)Characteristically leadership is practice of "social influence" in this process person influence the followers by describing what to do by providing tools, environment and motivation for accomplishment of goals. Leadership theme created many empirical and theoretical models. (Avolio, 1999) Transformational leadership is collection of intellectual simulation, charisma, inspirational motivation and individualized consideration. Component of transformational leadership charisma and further explain the Component of charisma that transformational leadership is comprise of clarifying purpose sense which is energizing, as a role model for followers for their ethical conduct and constructing an identification with leader and leader vision. (Howell, J. M., & Shamir, B., 2005) Because in transformational leadership and charismatic leadership there is overlap between them, the term that is used for it is interchangeably. (Kahn, 1990) Employees vary in their job dedication terms, attention toward their work and level of intensity. It is construct which capture distinction among individuals, their dedication toward job and individual energy level. (May, D. R., Gilson, R. L., & Harter, L. M., 2004)Intellectualized work engagement and define three dimensions that are cognitive component, psychological component, and emotional component. Psychological component refers to energy for performing job, emotional component refers to "Putting One's heart into one's Job" and cognitive component refers to involved too much in job and forget everything else. (Organ D. W., Organizational citizenship behavior: it's construct clean-up time., 1997) Organizational citizenship behavior indirectly contribute to organization by maintaining social system in organization which support the task performance. (Podsakoff P.M, , MacKenzie,S.B., Paine, J.B., & Bachrach,D.G., 2000)Operationalized the five dimensions that are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue that served as foundation of organizational citizenship behavior measurement. (Bass, 1990)Charismatic leaders make personal attraction or sensation of oneness among two people that develop the perception of power that "stronger would be power"

Significance of study:

(Strickland, O., Babcock, M., Gomes, L., E., Muh, V., & Secarea, A., 2007)Organizations are interested to know that the willingly dedication of employees to organization and how the employees feel and think about their jobs. Researches show that charismatic leadership have impact on work of employee that is measured by work engagement. (Organ D. W., 1988) Explained that employees increase behavior occurrence when they are engaged in work that promote effective and efficient functioning of organization as well as performance of employees increase. These behaviors recognized as individual behavior which is discretionary that are not documented in formal reward. Charismatic leadership is taken into consideration from previous twenty years due to it changed nature from the theory of traditional leadership like "contingency model, path goal theory, and leader member exchange theory". (Conger, J.A, Kanungo, R.N & Menon, A.S., 2000) Described that as responding to competitive environment charismatic leadership is seemed to respond with environment uncertainty. Since late 1980's charismatic leadership taken into consideration and he theory "new-genre leadership" is one of that

considerations.

Problem Statement:

Organizations are rapidly changing due to technological progress and social economy. Organizations need to find different ways through which it can deal with pressures. For dealing with these pressures specifically in banking sector, organizations have to engage employees in their work and in good behaviors that are beneficial for both employee and organization by providing the different styles of leadership. Charismatic leadership is most effective style for engaging employees in their work, organizational citizenship behavior and job responsibilities.

Objectives:

The objectives of the study are find out the relationship among charismatic leadership, work engagement and OCB and Job Responsibilities.

To find out relationship between charismatic leadership and OCB

To find out relationship between work engagement and OCB.

To find out relationship between charismatic leadership and Job Responsibilities.

To find out relationship of work engagement with OCB and job responsibilities.

To find out relationship between charismatic leadership and OCB via mediating role of work engagement.

To find out relationship between charismatic leadership and Job Responsibilities via mediating role of work engagement.

Literature

(Meredith , Babcock Elaine; Oriel, Strickland J;, 2010)The results showed that there is significant positive relationship among charismatic leadership and work engagement, among work engagement and organizational citizenship behaviors, among charismatic leadership and organizational citizenship behaviors further it also explains that there is full intermediation of work engagement in charismatic leadership and OCB. It was also explained by (Jari J. Hakanen, 2001)that OCBs and work engagement link exists through organizational commitment. And further (Kenny, 1986) described that indirect relation exists when charismatic leadership and organizational citizenship behavior have momentous relationship with work engagement further it explains that there is partial mediation when the link among charismatic leadership and organizational citizenship behaviors is lower significantly.(Strickland, 2007)Study suggested that there is association between charismatic leadership and work engagement and it also assumed that there will be positive relationship between charismatic leadership and organizational citizenship behavior. Another study conducted by(Evangelia Demerouti, 2001) showed that there is positive correlation in work engagement and organizational commitment, furtherspecify that work engagement is mediation among work engagement and organizational commitment. (Zehir, Muceldii, Altindag, Sheitoglu, & Zahir, 2014). Results explained that there is positive relationship between charismatic leadership and organizational citizenship behaviors with the mediating role of ethical climate. (Sebnem, 2009) Findings of this study showed meaningful and positive relation among charismatic leadership and OCB, it further explains that employees express organizational citizenship behavior because they agree leader charismatic.(Khan, 2013) Explained that there is significant positive relation between charismatic leadership and OCB and charismatic leadership enhance organizational citizenship at every stage of worker behavior.(Ehigie, B. O., & Otukoya O. W, 2005). Organizational commitment is predecessor to OCB due to this it anticipated that there will be positive relationship between work engagement and OCB. (Demerouti, E., Bakker,A.B., Nachreiner,F.,&Schaufeli,W.B., 2001) The study used Job resource model as foundation for discovering task-related well-being through process of motivation and energy among teachers. And results of this research showed that there is positive correlation among work engagement and organizational commitment. It is also specified that work engagement play mediation role in the relationship of job resources and the organizational commitment. (Den Hartog DN, De Hoogh AH , Keegan AE, 2007)Determined that followers present more assisting (manager rated) at time when they have strong engagement with their work and present helping mood as well as obedience when the perception of employees about leaders are charismatic (subordinate rated). (Shuliang Wang, Hanming Zhou, Peng Wen, 2014) Explained through empirical study which results indicated employment manner have impact on OCB mediating role of perceived job security further explain that charismatic leadership effect OCB at individual level not at group level.(Shamir, House, R.J, Arthur, M.B, 1993) Explained that in charismatic leadership leaders can inspire followers for performing helpful work behaviors collective interest from self-interest by transmuting follower's values, needs, aspirations and preferences. (Avolio, B.J., Walumbwa, F.O. & Weber, T.J., 2009) Stated that charismatic leaders motivate their followers to make contribution in organization and whole group by providing vision in participative manner not with usage of formal authority and through this charismatic leadership have positive relationship with positive work-behaviors of employees. Like OCB.(Zhu, 2013) Study defined that in-role behaviors are that which are necessary or expected for completion of job duties. Further explained that these behaviors are influenced by the leadership styles.

Research Framework
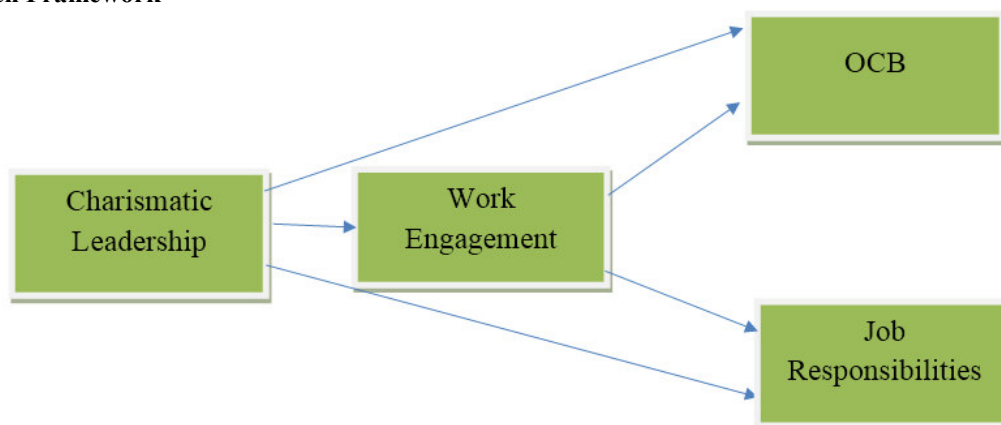
Hypothesis

H1: Charismatic Leadership influences the employee's organizational citizenship behavior in the bank.

H2: Charismatic Leadership influences the employee's Job responsibilities in the bank.

H3: Charismatic Leadership influences employee's work engagement in the bank.

H4:Work engagement influences the employee's organizational citizenship behavior in the bank.

H5:Work engagement influences the employee's job responsibilities in the bank.

H6: Charismatic leadership influences employee's organizational citizenship behavior via mediating role of work engagement in the bank.

H7: Charismatic leadership influences employee's organizational citizenship behavior via mediating role of job responsibilities in the bank.

Methodology

Research Approach:

Quantitative research approach was used in this study which describes phenomena by collecting and analyzing data through the mathematics.

Population and Sampling Design

The population of study consisted on banking sector employees working in different banks of Punjab of Pakistan.The province Punjab is divided into the clusters Sialkot, Gujranwala, Gujrat, Lahore, and Sheikhupura. Cluster of Gujranwala selected through the technique of simple random sampling. The clusters are divided into strata's Wazirabad, Nandipur, Kamoki, and Noshera which are selected through stratified random sampling. After this convenient sampling technique was used.

Sample Size:

The sample size is taken by the 6 branches of Wazirabad and 6 branches of NandiPurr and 6 branches of Kamoki. From each branch 6 employees were selected as sample for the purpose of collecting data.The sample size is 108numbers of respondents.

Data collection technique:

Questionnaire is used as a tool for collection of data for this study and this technique is widely usedand for measuring work engagement (Schaufelietal, 2002)questionnaire is used that consist of "vigor, dedication and absorption using 17 items ranging from strongly disagree to strongly agree. For measuring OCB (Podsakoff P.M, , MacKenzie,S.B., Paine, J.B., & Bachrach,D.G., 2000) questionnaire that isconsist of 24 items by 5 point Likert scale strongly agree to strongly disagree

Data Analysis

For data analysis correlation and regression analysis of Barren& Kenny 1985 is used for determining the relationship among the charismatic leadership.

	F	P
Gender Male Female	80 27	74.8 25.2
Age 20-24 25-29 30-34 35-39 39and above	15 34 27 20 11	14 31.5 25.2 18.7 10.3

Reliability:

Reliability Statistics

Cronbach's Alpha	N of Items
.720	55

The Standard value of Cronbach Alpha is .70 and the value calculated is .72 that shows reliability of the data.

Variable	Charismatic Leadership	Work Engagement	OCB	Job Responsibilities
Charismatic Leadership	1			
Work Engagement	.412**	1		
OCB	.331**	.461**	1	
Job Responsibilities	.520**	.198*	.276**	1

Correlation:

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Charismatic leadership have significant relation with work engagement, charismatic leadership haveweak relationship with organizational citizenship behavior and charismatic leadership have moderate relation with job responsibility.There is also relationship between work engagement and OCB, work engagement and Job responsibilities. The OCB have also relationship with Job responsibilities because the p value of all these variables is less than alpha that is 0.05.

Regression:

Hypothesis	IV	DV	Sig	R Square	α	B
H1	Charismatic Leadership	OCB	.001	.109	43.44	.481
H2	Charismatic Leadership	Job Responsibilities	.000	.270	3.03	.234
H3	Charismatic Leadership	Work Engagement	.000	.170	27.80	.601
H4	Work Engagement	OCB	.000	.213	35.48	.460
H5	Work Engagement	Job Responsibility	.041	.039	6.00	.064

Hypothesis	P value	
H1	.001	Accepted
H2	.000	Accepted
H3	.000	Accepted
H4	.000	Accepted
H5	.041	Accepted
H6		Accepted
H7		Rejected

Hypothesis 1 is accepted that charismatic leadership have positive relationship with organizational citizenship behavior because P value.001 is less than alpha .05.Hypothesis 2 is accepted that is charismatic leadership have

positive relationship with Job responsibilities because P value is .000 which is less than .05.Hypothesis 3 is accepted charismatic leadership have positive relation with work engagement because P value is .000 which is less than alpha 0.05.Hypothesis 4 is accepted work engagement have positive relationship with OCB because P value is .000 that is less than alpha value that is .05.Hypothesis 5 accepted work engagement have positive relationship with Job responsibility because P value is .041 that is less than alpha value .05.

Regression Equation:

H1:   Y=a+bx

Y (OCB) =43.44+.481(CL)

H2:   Y=a+bx

Y (JR) = 3.03+.234(CL)

H3:   Y=a+bx

Y (WE) =27.80+.601(CL)

H4:   Y=a+bx

Y (OCB) = 35.48+.460(WE)

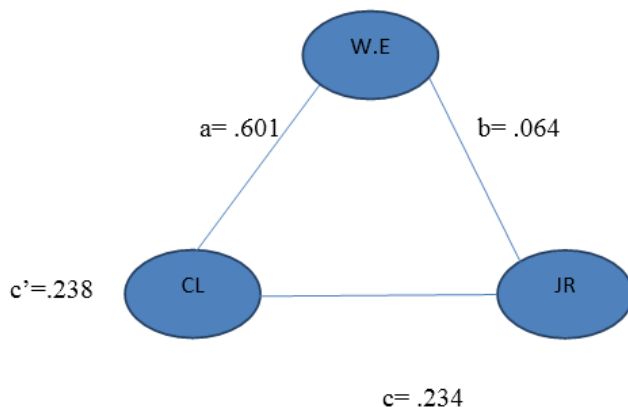H5:   Y=a+bx

Y (JR) =6.00+.064(WE)

H6:
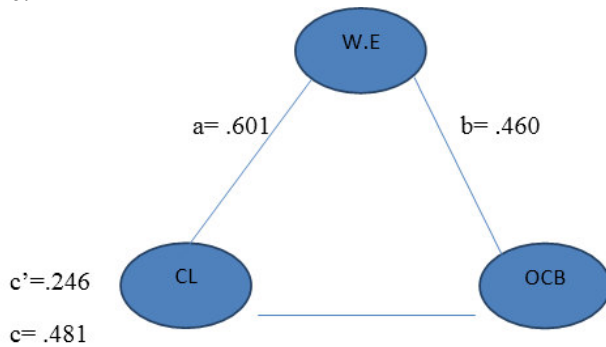
H6 is accepted that work engagement work as a mediator among the charismatic leadership and OCB because its Beta value decreases that represent the effect of work engagement in the charismatic leadership and OCB.

Y=a+bx

Y (OCB)= 32.58+.246(CL)

H7:

In charismatic leadership and OCB Work engagement not work as a mediator because its Beta value increase instead of decrease. So H7 is rejected that work engagement work as a mediator in relationship with charismatic leadership and Job responsibilities.

Y=a+bx

Y (JR) =3.20+.238(CL)

Conclusion

The study addressed the relationships between the variables and relationship via mediating role of variable. For the analysis correlation and regression analysis done. The results showed that charismatic leadership have positive relationship with organizational citizenship behavior and Charismatic leadership have positive relation with work

engagement. The charismatic leadership also have positive relationship with OCB via mediating role of work engagement, this was also explained in the study of (Sebnem, 2009)that there exists positive relation among charismatic leadership and OCB, it further explains that employees express OCB because they agree leader charismatic

Charismatic leadership have positive relationship with job responsibility. Work engagement have relationship with job responsibilities. Work engagement did not work as a mediator between the charismatic leadership and job responsibility.

Discussion

Charismatic leadership have positive relationship with organizational citizenship behavior, charismatic leadership have positive relationship with work engagement and work engagement work as a mediator between charismatic leadership and OCB and the study conducted by (Meredith Elaine Babcock-Roberson, Oriel J. Strickland;, 2010) showed the results that charismatic leadership have positive relationship with OCB and full mediation of work engagement in relationship of charismatic leadership and organizational citizenship behavior, the study of (Strickland, 2007) showed the results of relationship between charismatic leadership and work engagement and also the mediation of work engagement in charismatic leadership and OCB.(Sebnem, 2009) Findings of this study showed meaningful and positive relation among charismatic leadership and OCB, it further explains that employees express organizational citizenship behavior because they agree leader charismatic. And findings of this study explains that Charismatic leadership haveinfluence on employee's organizational citizenship behavior and job responsibility in the banking sector. Charismatic leadership also influence on employee's work engagement. Charismatic leadership have influences on employee's organizational citizenship behavior through the mediating role of work engagement but work engagement not work as a mediator between charismatic leadership and job responsibilities.

Limitations

For data collection only one tool is used that is questionnaire.

There was limited time and resources for collection of data.

There was geographically limitation that data is collected from only one district.

Cross-sectional design was adopted for this study.

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