

# How Does Appreciative Leadership and Organisational Climate Affect Organisational Citizenship Behaviour in Higher Education Institutions?

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Environmental changes require organisations to survive and improve their performance. Employees must embrace their role in their organisation and feel embraced by it. This may be in the form of formal rewards or at a level beyond formal organisational rewards through an excellent attitude better known as Organisational Citizenship Behaviour. The aim of this study is to examine the effect of appreciative leadership and organisational climate on organisational citizenship behaviour in higher education institutions. This study used a quantitative approach and data was collected using questionnaires. The total samples in this study included 245 employees in a medical education institution at Universitas Indonesia. Descriptive and Inferential statistics were used to analyse the data. Smart-PLS was used to test the hypothesis. The results show that Appreciative Leadership influences Organisational Climate and Organisational Climate influences Organisational Citizenship Behaviour. Conversely, appreciative Leadership does not influence Organisational Citizenship Behaviour. To influence organisation citizenship behaviour, appreciative leadership needs organisation climate as a moderator variable.

**Key words:** *Appreciative Leadership; Organisational Climate; Organisational Citizenship Behaviour; Performance.*

## Introduction

The development of an organisation is always influenced by environmental factors, both internal and external. Organisations that are adaptive to environmental changes must make



efforts to maintain performance and strive to improve their performance. Performance improvement must be carried out thoroughly from the top level of management to individual employees. One of the efforts made is to improve the role of optimal employee performance so that it impacts the unit and organisational performance (Ulrich, 1998). The role of more employees is expected to be owned by each employee and valued in the form of formal organisational rewards and at a higher level, apart from formal forms of organisational rewards, through attitudes and behaviour in daily work, which is better known as Organisational Citizenship Behaviour (Organ, 1988).

This attitude of Organisational Citizenship Behaviour is needed by any organisation in the world in the private sector and the public sector. This research study was conducted in a higher education institution in Indonesia. At the present time the Indonesian government is promoting its spending budget for education (according to the mandate of Law No. 20 of 2003 concerning the 20% National Education System, budget allocation for education). One of the efforts made by the government is trying to increase the level of public intelligence which will have an impact on improving people's welfare. On this basis, higher education institutions are required to play a more important role in improving the quality of education in Indonesia. The role of the government is to encourage higher education to produce quality graduates who are ready for the industry and encourage research innovation. Educational institutions are unique in that education services are the main business.

The staff involved (lecturers) are the main staff and the supporting staff are administrative staff. Lecturers in higher education institutions generally have high competencies and standards, are always required to improve the quality of education and research, while supporting personnel are not seen and considered by their performance and development. There is a gap between the quality of the lecturer and the administrative level of an educational institution. To improve the performance of excellent tertiary education organisations, which are able to compete with the dynamics of changing times, these supporting personnel must also pay attention to their greater role in the organisation. This attitude of Organisational Citizenship Behaviour in education institutions needs to be improved as a good work attitude will have an impact on the overall performance of the organisation. The attitude of Organisational Citizenship Behaviour is indicated by a high level of attendance, high work productivity, employee participation in activities held, harmonious work attitudes with colleagues, kinship, volunteerism to help each other, mutual respect, teamwork to progress together, pride in the organisation and the maintenance of the good name of the organisation.

## Literature Review

### *Organisational Citizenship Behaviour*

According to Organ (1988) Organisational Citizenship Behaviour is "free individual behaviour, not directly or explicitly recognised in the reward system and in promoting the effective functioning of the organisation." According to Foote and Tang (2004) Organisational Citizenship Behaviour is "voluntary action that cannot be imposed on work boundaries and does not officially accept awards but is able to contribute to the development of productivity and organisational effectiveness".

Experts and researchers have compiled and categorised the concept of Organisational Citizenship Behaviour into different dimensions and indicators. Organ (1988) conceptualises the five dimensions of Organisational Citizenship Behaviour, namely: "Altruism (voluntary actions that help others with work-related problems); Conscientiousness (awareness, refers to placing priority on attendance, use of work time, and support for various regulations that exceed every minimum standard set); Sportsmanship (sportsmanship and positive nature, such as not making issues that can damage the work environment, avoiding complaints and complaints by tolerating deficiencies of ideal circumstances, not looking for mistakes in the organisation, and not exaggerating the problem beyond its proportion); Courtesy (manners include involvement in actions that prevent work-related problems and others); Civic Virtue (wise behavior or good membership, voluntary participation and support for organisational functions both professionally and socially)."

### *Appreciative Leadership*

Appreciative Leadership is "building creative capacity to transform creative potential and turning it into a positive force - to produce positive ripples of trust, energy, enthusiasm and performance - to make a positive difference in the world (Whitney & Bloom, 2010a/b)." Appreciative Leadership is the development of the Transformational Leadership concept defined by Bass & Avolio (1995) that "transformational leadership is a process in which leaders take all actions to increase employee awareness about the right and important things to increase employee motivation." According to the author, the concept of Appreciative Leadership is more reflective of the concept of leadership than the concept of Transformational Leadership. The concept of Appreciative Leadership emphasises a more appreciative concept of leadership and is able to encourage the team to find its unique strengths and maximise the self-actualisation of each individual.

Experts and researchers compile and categorise the concept of Appreciative Leadership into different dimensions and indicators. According to Diana Whitney (2010a/b), there are five



dimensions, namely: Inquiry (leaders ask people to share their thoughts and feelings-success stories or ideas for the future and leaders sincerely listen to what they say, leaders tell them, I respect you and your thoughts); Illumination (leaders give them confidence and encouragement to express themselves, take risks, and support others in working from their strengths); Inclusion (invites, works together to create the future together); Inspiration (forging a vision ahead, the leader gives people hope and energy that is relief) and Integrity (Integrity makes people know that they are expected to provide the best for the greater good, and that they can trust others to do the same)." This study uses the concept of the Appreciative Leadership of Diana Whitney (2010a/b) because it is a new approach and worth trying in the current era.

Many studies have been carried out by experts regarding the concept of Appreciative Leadership which is related to Organisational Citizenship Behaviour in terms of its attitudes and improved performance. These studies include that by Ali Asgari and Abu Daud Silong (2008), Belinda Dewar and Fiona Cook (2013) and Santi Ika Wijayanti (2014).

### ***Organisational Climate***

Organisational climate is "a set of measures about the work environment that is perceived directly or indirectly by people who are and work in the organisation's work environment and assumed to influence their motivation and behavior" Bowen and Ostroff (2004) say that organisational climate is "a perception of what the organisation is from the practical side, policies, procedures, routines, or in terms of how the reward system works."

Experts and researchers compile and categorise the concept of Organisational Climate into different dimensions and indicators. Stringer in 2002 further refined and finalised the Organisational Climate dimension, namely: Structure (reflecting the feeling that employees are well organised and have a clear definition of their roles and responsibilities); Standards (measuring the feeling of pressure to improve performance and the degree of pride that employees have in doing their jobs well, including the working conditions experienced by employees in the company); Responsibility (reflects the feelings of employees that they become leaders themselves and never ask for opinions about their decisions from others); Rewards (the feelings of employees are rewarded properly after completing their work properly); Support (reflecting employees' feelings regarding trust and mutual support in the work group); Commitment (reflects the feeling of pride and commitment as a member of the organisation)." The Organisational Climate dimension used in this study is Stringer (2002), because it represents the situation of the object of research, is the latest approach and summarises the organisational climate dimensions of other experts.

### ***The Effect of Appreciative Leadership on Organisational Behaviour***

There is a positive and direct relationship between the behaviour of transformational leadership and organisational justice and Organisational Citizenship Behaviours, as revealed in Ali Asgari's research with Abu Daud Silong (2008). Likewise, the research conducted by Ajeng Santi Ika Wijayanti (2014) showed that transformational leadership influences Organisational Citizenship, both directly and indirectly by mediating organisational justice and the quality of work life. Based on this result, this study formulates the first hypothesis as follows:

**H1:** Appreciative Leadership has a positive / significant effect on Organisational Citizenship Behaviour

### ***The Effect of Organisational Climate on Organisational Behaviour***

Research conducted by Joseph B. Holloway (2012) shows a positive relationship between leadership behaviour and Organisational Climate. Jeffrey Lyman Fifield (2013) shows that there is a strong influence and respondents feel that appreciative leadership, with leader support, is able to have a positive impact on the system and organisational environment in the school. Based on this result, this study formulates the second hypothesis as follows:

**H2:** Appreciative Leadership has a positive / significant effect on Organisational Climate

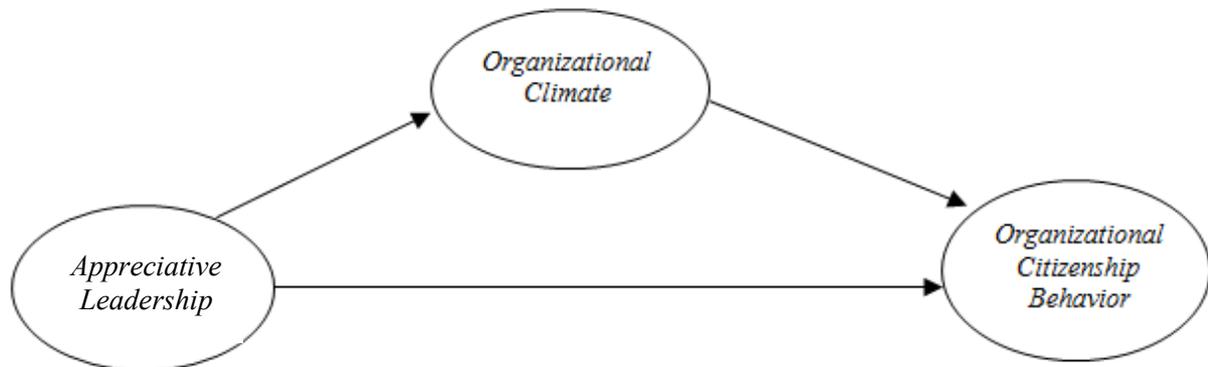
### ***The Effect of Appreciative Leadership, Organisational Climate on Organisational Behaviour***

Research conducted by Siroos Ghanbari and Asghar Eskandari (2014) showed a positive relationship between organisational climate and work motivation, and Organisational Citizenship Behaviour. Based on this result, this study formulates the third hypothesis as follows:

**H3:** Organisational Climate has a positive / significant effect on Organisational Citizenship Behaviour

Based on hypothesis above, this study constructed the research model shown in figure 1. There are two types of variables in this research model, namely, exogenous variables (Appreciative Leadership) and endogenous variables (Organisational Climate and Organisational Citizenship Behaviour).

**Figure 1.** Research Model



**Source:** elaborated by author (2018)

## Research Methods

This research used quantitative research through survey techniques by distributing questionnaires to 260 employee respondents in a medical education institution at Universtas Indonesia. The questionnaire created was based on the operationalization of Appreciative Leadership, Organisational Climate and Organisational Citizenship Behaviour, which consists of the dimensions and indicators that construct it. This study applied a five point Likert scale. Pre-test was conducted in order to assess the validity and reliability of the study. Validity was measured with factor analysis, namely Kaiser-Meyer-Olkin Measures of Sampling Adequacy, Bartlett's Test of Sphericity, Anti-Image Matrices, Total Variance Explained, and Component Matrix. Reliability tests were measured by using Alpha Cronbach with value  $>0.7$ .

The data analysis technique used descriptive and inferential statistics. Hypothesis testing used Partial Least Square (PLS) techniques. Hypothesis testing was analysed by measuring the Outer model (measurement model), Inner Model (structural model) to show direct and indirect influence.

After the validity and realities test were carried out, of the 260 questionnaires distributed to respondents, 245 responses remained.

## Results and Discussion

### *Descriptive Analysis*

Results of the SPSS 21 data processing show the characteristics of respondents. It can be explained that most of the respondents in this organisation are young people under the age of 35 years (57.9%), and more than 50 years (7.3%). This data illustrates that the organisation is inhabited by young people, who are still fresh, should have high spirits and an aspiration to

advance in the organisation. Most are bachelor's degree-educated employees (50.6%). This proves that this organisation has highly educated employees. It is hoped that the knowledge and skills possessed can be practiced in the organisation, developing and advancing the organisation. Most of the employees in this organisation have employees with tenure of less than 10 years (64.5%). This proves that this organisation has employees who have not worked for too long, it is hoped that these new people are able to develop the organisation, have a passion for work and bring change in the future. 49.5% have contract employee employment status. This data illustrates that work status should be a concern in every organisation, as contract employee status can cause a reduced sense of attachment and loyalty to the organisation.

The results of this study illustrate that the variable Appreciative Leadership has a mean dimension value that is of good value (3.67). Inquiry Dimension = 3.69 (good); Illumination = 3.80 (good); Inclusion = 3.50 (good); Inspiration = 3.65 (good) and Integrity = 3.80 (good). The Integrity dimension shows the highest mean value of 3.80, indicating that the level of leader integrity in this organisation is good, while the lowest mean is that Inclusion is 3.50. Inclusion relates to how a leader invites employees to work together to create a future together (cocreate the future), giving people a sense of belonging. So, the role of the leader to invite, create a shared future and give people a sense of belonging needs to be improved in order to get a very good perception by members of the organisation.

The results of this study illustrate that the Organisational Climate variable has a mean dimension value that is of good value (3.57). Structure Dimension = 3.41 (good); Standard = 3.85 (good); Responsibility = 4.25 (very good); Award = 3.01 (sufficient); Support = 3.68 (good), Commitment = 3.66 (good). The dimension of responsibility shows a very good mean value (4.25). This proves the responsibility of each individual to show a behavioural attitude is helpful for carrying out his work. Likewise, in the Structure dimension (3.41), Standard (3.85), Support (3.68) and Commitment (3.66) shows a good mean value. The mean value that shows enough value (3.01) is an award. The value of this dimension of appreciation is enough to illustrate that this level of appreciation needs to be improved by management, so that every individual in the organisation can be motivated to improve performance. Organisations must design award programs that can be felt directly by employees (giving bonuses, performance incentives, etc.) as well as those that are not direct (selection of exemplary employees, giving promotions to employees who perform more).

The results of this study illustrate that the variable Organisational Citizenship Behaviour has a mean value that is of high average value (4.01). Altruism dimension = 4.03 (height); Conscientiousness = 3.97 (height); Sportsmanship = 4.06 (high); Courtesy = 4.14 (height); Civic Virtue = 3.87 (high). This high attitude of Organisational Citizenship Behaviour needs to be maintained and increased so that it becomes very high. The dimension of Sportsmanship

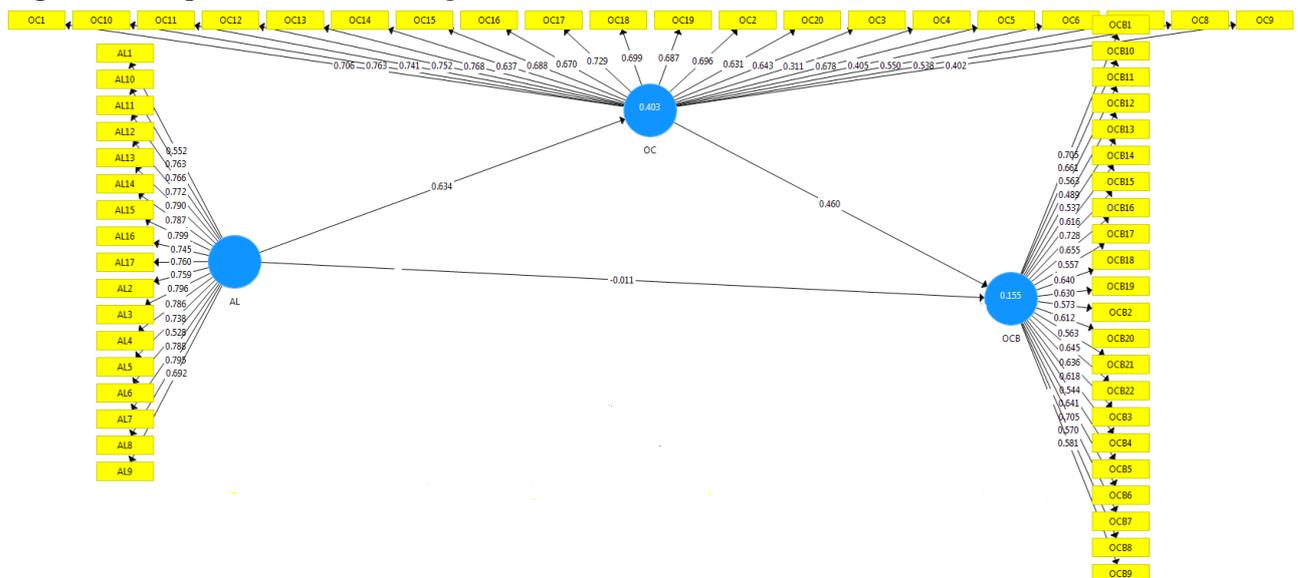
shows the highest mean number of 4.06, which shows that the attitude of employees in this organisation involves sportsmanship and a positive attitude, such as not making issues that can damage the work environment, avoiding complaints by tolerating deficiencies of ideal circumstances, not looking for errors in organisation, and not exaggerating the problem beyond its proportion. The lowest Organisational Citizenship Behaviour value compared to the others is Civic Virtue (3.87), namely the attitude of employees who show wise behaviour or good organisational membership, participate in organisational activities and create a good image for this organisation. This needs to be improved. Organisations must design various activities that can be followed by all organisations and further instil awareness in employees to love the organisation more, be loyal and maintain the good name of the organisation wherever they are.

### Hypothesis Testing

The presentation of SmartPLS 3 data that results in 3 stages of analysis: outer model (measurement model), inner model analysis (testing structural model), and testing hypothesis (Hair 2011).

Outer Model Analysis (Convergent Validity, Discriminant Validity, Dimensionality Test), Analysis of the Outer Model test, and the convergent validity table of the researcher gets a variable loading factor that varies. Almost all indicators show valid and good values except on the OC4 indicator (0.311).

**Figure 2:** Output of PLS-SEM Algorithm



The ideal value of Average Variance Extracted (AVE) is above  $> 0.5$ . This data shows the OC variable has a value of  $AVE = 0.419$  and OCB  $0.378$ .

Analysis of the Outer Model test, in the divergent validity table, shows that the loading value of each item on its construct is greater than the cross-loading value. From the results of cross-loading it appears that there is no problem of discriminant validity (has a good validity value). The Cronbach alpha, rho-A and reliability composite values are quite high and are above 0.9. As it is higher than 0.7, there are no reliability / dimensionality problems in the model formed.

### *Analysis of Inner Model*

Inner model testing of structural model testing is carried out with three approaches:  $R^2$ ,  $Q^2$  and GoF (Goodness of Fit). The  $R^2$  value of Organisational Climate is 0.403, which shows that the influence of the Appreciative Leadership variable on Organisational Climate gives a value of 0.403. This suggests that the Organisational Climate construct variable can be explained by the Appreciative Leadership construct variable of 40.3% while the remaining 59.7% is explained by the variable other than those studied.

$R^2$  Organisational Citizenship Behaviour value of 0.155 can explain how the influence of Organisational Climate and Appreciative Leadership on Organisational Citizenship Behaviour gives a value of 0.155, which can be interpreted as construct variables. Appreciative Leadership can be explained by the variable Organisational Climate and Appreciative Leadership by 15.5% while the remaining 84.5% is explained by other variables outside the research scope.

The GoF (Goodness of Fit) analysis is used to validate the overall model. This GoF index is a single measure used to validate the combined performance between the measurement model (outer model) and the structural model (inner model). According to Tenenhaus (2004), GoF values are small = 0.1, moderate GoF = 0.25 and large GoF = 0.38. It can be concluded that the GoF value = 0.385. From the results of testing  $R^2$ ,  $Q^2$  and GoF, it can be seen that the model that is formed is robust, so hypothesis testing can be done.

The significance of the estimated parameters provides the following information:

**Table 1:** Mean, STDEV, T-Values, P-Values

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
AL -> OC	0,634	0,638	0,036	17,539	0,000
AL -> OCB	-0,011	-0,020	0,089	0,118	0,906
OC -> OCB	0,460	0,490	0,096	4,769	0,000

**H1:** Appreciative Leadership has a positive / significant effect on Organisational Citizenship Behaviour

From the estimation results it can be seen that the effect of Appreciative Leadership on Organisational Citizenship Behaviour has a path coefficient of -0.011 (negative / low coefficient) and its T-statistic value = 0.118 or <compared to T-table = 1.96 and P values = 0.906 (0.906 > 0.05). This result show that Appreciative Leadership does not have a positive / significant effect on Organisational Citizenship Behaviour. This means that good or bad Organisational Citizenship Behaviour in this organisation is not caused / influenced by the appreciative leadership role. From this study the value of Organisational Citizenship Behaviour in organisations is relatively high, and attitudes remain the same with high organisational Citizenship Behaviour attitude.

**H2:** Appreciative Leadership has a positive / significant effect on Organisational Climate

From the estimation results it can be seen that the effect of Appreciative Leadership on Organisational Climate has a path coefficient of 0.634 (strong coefficient) and the T-statistic value = 17.539, which is greater than T-table = 1.96 and P values = 0.000 (0.000 < 0.05 ) This result proves Appreciative Leadership has a positive / significant influence on Organisational Climate. Organisational climate is a system that must be formed in an organisation to produce and cultivate performance. From this study, leadership is one of the factors that influence it. It should be expected that a more appreciative leadership attitude is expected in every organisation, with its presence able to improve and change a positive organisational climate.

**H3:** Organisational Climate has a positive / significant effect on Organisational Citizenship Behaviour

From the estimation results it can be seen that the effect of Organisational Characteristics on Organisational Citizenship Behaviour has a path coefficient of 0.460 (moderate coefficient) and the T-statistic value = 4.769, which is greater than T-table = 1.96 and P values = 0.000 (0.000 < 0.05 ) This result proves Organisational Climate has a positive / significant effect on Organisational Citizenship Behaviour. The benefits of organisational climate planning can influence the attitude of Organisational Citizenship Behaviour. The organisational climate as any good system needs to be continuously cultivated, formed, maintained and improved.

Indirect Effect

**Table 2:** Indirect Effect

Effect	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
AL -> OCB	0,238	0,256	0,056	4,261	0,000

The above data explains the indirect influence of the Appreciative Leadership variable to Organisational Citizenship Behaviour.

**H4:** Appreciative Leadership has a positive / significant effect on Organisational Citizenship Behaviour

From the estimation of indirect effect it can be seen that the effect of Appreciative Leadership on Organisational Citizenship Behaviour has a path coefficient of 0.238 (the T-statistic value is 4.261 or greater than T-table = 1.96 and P values = 0.000 (0.000 < 0.05)) This result proves Appreciative Leadership has a positive / significant effect on Organisational Citizenship Behaviour, through mediation by the Organisational Climate variable. The results of this analysis proves that through indirect influence, through an intermediary variable (mediation) by the Organisational Climate variable, finally Appreciative Leadership has a positive / significant effect on Organisational Citizenship Behaviour.

### ***Discussion***

Appreciative Leadership does not affect Organisational Citizenship Behaviour directly and significantly. It means that Organisational Citizenship Behaviour in this organisation is not influenced by the role of leadership. This study reveals that the value of Organisational Citizenship Behaviour in organisations is relatively high. This high attitude of Organisational Citizenship Behaviour is indeed expected by every organisation, even if there are no supporting factors. If other factors support the possible attitude of Organisational Citizenship Behaviour, the benefits must be felt by the organisation, as in the indirect relationship test of Appreciative Leadership, which has a positive and significant effect on Organisational Citizenship Behaviour, through mediating the Organisational Climate variable. This means that appreciative leadership has a significant role in creating organisational climate. In the end, organisational climate will influence the attitude of Organisational Citizenship Behaviour.

The results also show that appreciative Leadership has a positive and significant effect on Organisational Climate. Organisational climate is a system that must be formed in an organisation to produce and cultivate performance. From this study, the factor of leadership is one of the most important factors that influence it. It should be expected that a more appreciative leadership attitude in every organisation is able to improve a positive organisational climate. The result of this study is in line with the research conducted by Joseph B. Holloway (2012) by showing a positive relationship between leadership behaviour with Organisational Climate, and Jeffrey Lyman Fifield's (2013) research, which shows that there is a strong influence and that respondents feel that appreciative leadership with supportive leaders are able to have a positive impact on the system and organisational environment in the school.

This study proves that Organisational Climate has a positive and significant effect on Organisational Citizenship Behaviour. This proves that the organisational climate formed by the organisation can influence the attitude of Organisational Citizenship Behaviour. This shows that Organisational climate is also one of the important factors that influence Organisational Citizenship Behaviour. The organisational climate is a good system that needs to be continuously cultivated, formed, maintained, and improved. This result is in line with previous research conducted by Siroos Ghanbari and Asghar Eskandari (2014). The results show a positive relationship between organisational climate and work motivation, and Organisational Citizenship Behaviour.

### **Conclusion**

Based on the discussion, the following conclusions can be made: 1) Appreciative Leadership does not have a positive / significant effect on Organisational Citizenship Behaviour (direct influence test). This means that the high level of Appreciative Leadership cannot influence the Organisational Citizenship Behaviour. The test of indirect effect (mediation) results in Appreciative Leadership suggests a positive / significant effect on Organisational Citizenship Behavior; 2) Appreciative Leadership has a positive / significant effect on Organisational Climate. This can mean that high - low levels of Appreciative Leadership can affect the level of Organisational Climate. 3) Organisational Climate has a positive / significant effect on Organisational Citizenship Behaviour. This can mean that the high - low level of Organisational Climate can affect the level of Organisational Citizenship Behaviour.

Theoretical implications for future research are advised to employ a broader range of respondents from different kinds of organisations. Lastly, future research may put unexplored variables and concepts within the model, i.e. engagement, work satisfaction, work culture and employee loyalty in order to enrich the analyses of organisational citizenship behaviour.

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