

Effects of Transformational Leadership on Follower's Organizational Citizenship Behavior : The Moderating Role of Culture

* *Neetu Choudhary*

** *Rajender Kumar*

*** *P. J. Philip*

Abstract

The present research aimed to explore the relationship between transformational leadership and organizational citizenship behavior across three different cultures, and also to test the moderating role of culture on the relationship between the above two stated variables. A sample comprised of 142 teaching professionals working in China, India, and Australia. The results showed that there was a significant relationship between transformational leadership and OCB in China and Australia, but partially in India. Besides, out of the five cultural dimensions, only individualism and uncertainty avoidance significantly varied across the samples from the three countries. There has been inconsistency in researchers' work about the relationship between OCB and transformational leadership in the public sector across the three countries. So, this study attempted to fill this lacuna by studying the relationship between transformational leadership and OCB.

Keywords : transformational leadership, OCB, culture, India, China, and Australia

JEL Classification: J24, M0, M1

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Increased globalization of organizational activities, technology, and workforce diversity have enhanced organizations' interest in understanding and motivating diverse workforces. Culture is a set of beliefs, assumptions, and norms often connected to the morals and customs of an individual (Adler, 2002). Recent research reviews of the cross-cultural literature (Kirkman, Lowe, & Gibson, 2006 ; Kirkman, Chen, Farh, Chen, & Lowe, 2009) suggested that culture can play a significant role in finding out the relationship between transformational leaders and employee's performance. Earlier, a leader was one who could control, plan, and inspect the overall organization's activities. But today, a leader's role is also to raise the motivations of followers and promote dramatic changes in them.

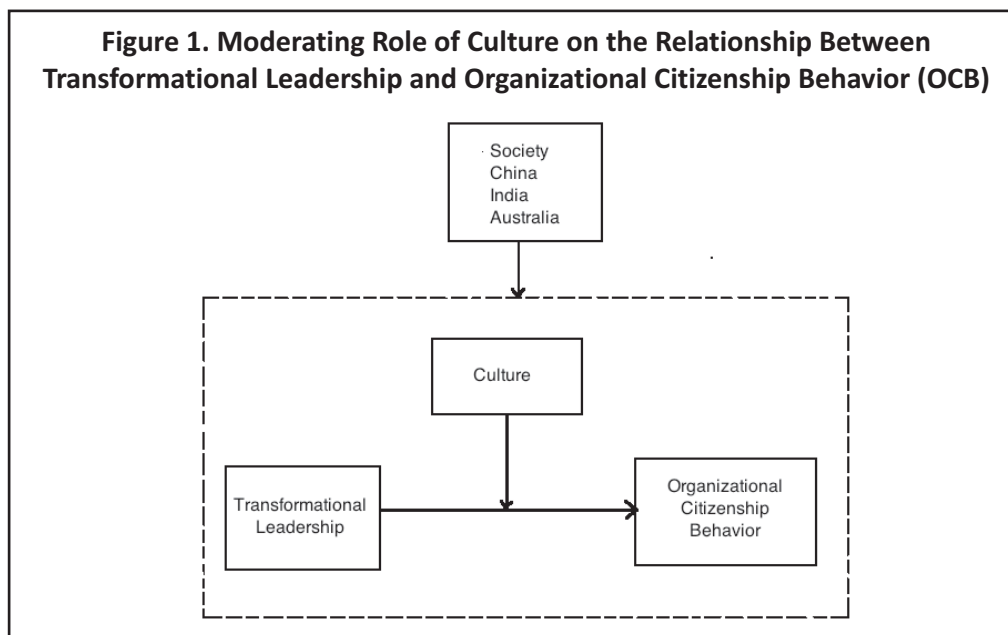
Transformational leadership emerged as a popular approach to enhance the competitive advantage of organizations. Research conducted by Modassir and Singh (2008) showed that competitive advantage of organizations depended largely on the employees' performance beyond their duties, that is, organizational

* *Assistant Professor*, School of Management, Lovely Professional University, Phagwara, - 144 411, Punjab.

E-mail : neetu141@rediffmail.com

** *Head of Department & Professor*, Department of Management Studies & HUSS, National Institute of Technology (NIT), Kurukshetra - 136 119, Haryana. E-mail : rajenderkumar@yahoo.co.in

*** *Dean Student Welfare & Professor*, Department of Humanities and Social Sciences & MBA, National Institute of Technology (NIT), Kurukshetra - 136 119, Haryana. E-mail : pjphilip2002@yahoo.co.in



citizenship behavior. Moreover, leadership was found to be positively associated with personal (job satisfaction) as well as organizational outcomes (organizational citizenship behavior) (Jorg & Schyns, 2004; Zhu, Chew, & Spangler, 2005) which resulted in organizational effectiveness (Vivek, 2016). So, for organizations to compete effectively, employers might understand the cultural influence while motivating employees for displaying extra-role behavior at the workplace (Ramachandran & Krishnan, 2009). Relatively few studies examined the cultural moderating effect on the relationship between TL and organizational citizenship behavior of employees (Walumbwa & Lawler, 2003).

The goal of the present study is divided into two sections. First, we set out to examine the relationship between transformational leadership and organizational citizenship behavior across three different countries. Second, we want to explore the moderating role of culture on the relationship between transformational leadership and organizational citizenship behavior across three different cultures (refer Figure 1).

Transformational Leadership

According to Burns (1978), “A transforming leader looks for potential motivates in followers; seeks to satisfy their needs and enlarges the full person of the followers” (p. 4). Lowe, Kroeck, and Sivasubramaniam (1996) and Stewart (2006) performed meta-analysis of a number of studies and showed that transformational leaders displayed a significant and positive relationship with performance and organizational effectiveness. The unique aspect of transformational leadership common among different dimensions is that of vision. Generally, TLs provide motivation to subordinates by appealing to vision (Hautala, 2005).

Furthermore, Johnson and Dipboye (2008), by changing the content (visionary or non-visionary) and delivery (expressive or unexpressive speech) of a leader's speech, found better quality of leadership performance. Transformational leadership covers role modeling, critical thinking, and maintaining a personal relationship with followers (Singh & Krishnan, 2007). Transformational leadership theory described four dimensions of leadership behavior (Burns, 1978 ; Bass, 1985 ; Bass & Avolio, 1995).

(i) Idealized Influence : Idealized influence occurs when leaders do right things and earn follower's respect; which they usually do by telling stories related to their visions and objectives. They are deeply respected by followers.

(ii) Inspirational Motivation (IM) : It means how leaders express visions and objectives that are alluring to followers. Transformational leaders inspire IM by giving followers meaningful shared goals as well as challenging opportunities.

(iii) Intellectual Stimulation (IS) : It is the style of leadership that motivates followers to be creative and innovative. It also involves challenging followers' assumptions. Leaders who engage in IS do not reply to followers' problems; instead, they motivate them to find the solutions on their own.

(iv) Individualized Consideration : It is the degree to which leaders act according to followers' needs and act as their mentors. Leaders display these traits by being appreciative and responsive to their expectations and celebrating even their small achievements.

Dvir, Dov, Avolio, and Shamir (2002) argued that transformational leaders make an additional influence by appealing to followers' beliefs and values to perform beyond expectations.

Organizational Citizenship Behavior

Various studies have been conducted on OCB because it is associated with organizational effectiveness. Organ (1988) defined OCB as “performance that supports the psychological environment in which task performance takes place” (p.95). According to Paine and Organ (1999), OCB is observable extra-role behavior that is purposeful rather than random acts of kindness. Organ (1988) identified five dimensions of OCB. Later Podsakoff, MacKenzie, Moorman, and Fetter (1990) developed a scale having 24 items supporting a five-factor model given by Organ (1988). But during the last decade, Podsakoff, MacKenzie, Paine, and Bachrach (2000), in their meta-analysis study, identified almost 30 different forms of citizenship behavior.

However, conceptual overlap exists between these different forms of citizenship behaviors and the authors grouped them into seven dimensions. However, it is worth mentioning that most of the researchers used Organ's five factor model having the following dimensions :

(i) Conscientiousness : Conscientiousness involves a pattern of behavior that goes beyond the required level of expectancy in the case of attendance, perpetuating resources. Conscientious individuals are generally hard working, perfectionists, and most reliable.

(ii) Sportsmanship : It is defined as a readiness on the part of employees to tolerate less than the required level without whining and filing. For example, positive thinking by employees, despite all strains in the organization.

(iii) Courtesy : It is the behavior of employees concerned with avoiding situation that makes their coworker work harder or create problems for colleagues and other employees. Courtesy encourages commuting with colleagues before committing any actions that will affect them.

(iv) Altruism : Altruism is related to determining how to help others (Organ, 1988). Orienting new people without being asked, assisting colleagues with a heavy workload are the examples of altruism.

(v) Civic Virtue : Civic virtue means an employee is taking more interest in the day-to-day life of his/her organization. For example, employees may help each other personally and professionally to become more productive, have interest in new developments, self-improvement efforts, and so forth.

A number of research studies have shown that OCB has a consistent and positive relationship with employee performance (Ackfeldt & Leonard, 2005; Kwantes, 2003 ; Podsakoff et al., 2000).

Organizational Citizenship Behavior and Transformational Leadership (TL)

Researchers have shown that TL has a positive effect on organizational outcomes such as OCB, job commitment, and work satisfaction (Bass & Avolio, 1995; MacKenzie, Podsakoff, & Ahearne, 1998). The transformational leadership dimensions showed strong and significant correlation with OCB (Fuller, Patterson, Hester, & Stringer, 1996; Judge & Piccolo, 2004 ; Podsakoff, MacKenzie, & Bommer, 1996). Some recent empirical studies have found that TL is especially relevant in exhibiting organizational citizenship behavior (Lowe et al., 1996). TL enhances the conscientiousness (a dimension of OCB) of subordinates by appealing to their moral values such as equality, freedom, and humanity (Masood, Dani, Burns, & Backhouse, 2006). However, Purvanova, Bono, and Dzieweczynski (2006) examined the impact of TL on OCB and they reported that TL had an indirect effect on OCB, and furthermore, this relationship was mediated through employees' perceptions of job characteristics. Besides, Masood et al. (2006), Pramanik and Chatterjee (2015) showed similar results that TL had no direct relationship with OCB, but it influenced followers' trust, intrinsic motivation, and satisfaction that further enhanced their extra-role behavior exhibition at the workplace.

Furthermore, there are little unidirectional research studies known to us that have investigated the above stated relationship across India, China, and Australia. Modassir and Singh (2008) found that TL was not directly related to extra-role behavior (OCB) of the Indian followers; however, there is considerable evidence from the Australian private sector that transformational leadership is practiced for effective organizations (Bass & Steidlmeier, 1999 ; Hater & Bass, 1988 ; Humphreys & Einstein, 2003). However, there is no substantial evidence presently available which indicates that transformational leadership is practiced within the Australian public sector, providing emphasis for this research. Besides, in China, leader-member exchange acts as a mediating variable between transformational leadership and organizational citizenship behavior relationship (Wang, Law, Hackett, Wang, & Chen 2005). Moreover, Chen and Fahr (2001) and Angeline and Sudha (2014) also showed that only two types of leader's behaviors, “defining appropriate job characteristics” and “indicating high expectation of performance” significantly influenced employees' OCB at the job. But there is inconsistency in researchers' work about the relationship between OCB and transformational leadership across the three countries.

👉 **Hypothesis 1 :** Followers' OCB is positively related to transformational leadership dimensions.

Culture as a Moderator of the Transformational Leadership : OCB Relationship

Employee behavior is a function of the interaction between personal characteristics and environment around the employee. This environment is the social and organizational culture in which an employee lives and works, which provides broad clues as how an employee with a given background will behave. So, culture can be defined as a set of common assumptions, beliefs, values and norms shared by individual in a group which tell him/her what is wrong and right (Newstrom, 2009). It is defined by a number of researchers in several terms. The best-known work is that of Hofstede (1984). The author conducted a survey of 88,000 respondents in 66 countries and generated five cultural dimensions. Research on national cultures in these countries accounted for the sharpest difference among employees' behavior (Hofstede, 2001). These individual difference factors include :

(i) Individualism/Collectivism : Individualism tends to accent individual rights and freedom; have a loosely knit social system. Collectivism accents the group and values unity among members.

(ii) Power Distance : Strong and legitimate decision-making rights separate employer and employees. It also describes the extent to which inequalities are accepted by a society.

(iii) Uncertainty Avoidance : It is a society's tolerance for uncertainty and ambiguity. Formality in interaction, dependence of formalized policies and procedures are the examples of high uncertainty avoidance and vice versa.

(iv) Masculinity / Femininity : Masculine societies describe gender roles in more stereotypical ways ; whereas, feminine societies have broader viewpoints where both males and females can deliver roles at the workplace and at home.

(v) Time Orientation : Members of long-term orientation have values such as persistence, perseverance, saving, preparing for the future. With its opposite, short-term orientation focuses on the present or past and considers them more important than the future.

Due to globalization, organizations need to have more understanding of leadership styles that determine different levels of employees' behavior as employees bring their personal values and beliefs from different cultures (Lok & Crawford, 2004). For example, for an individualistic society, individual achievement might be an important predictor of employee's attitude. Whereas, in a collectivistic society, face-saving (maintaining self image in front of others), respect, and tradition might be more important.

Jung and Avolio (1999) compared two leadership styles on individual and group task conditions and showed that a group with collectivist values and transformational leadership generated more ideas, but a group with individualistic values generated more ideas with the transactional leadership style. So, culture is an important component for a leader as it helps a leader to understand followers' values, norms, and beliefs and helps him/her in motivating them accordingly. Walumbwa and Lawler (2003), in their field survey in three countries namely, China, India, and Kenya, showed collectivism's moderating effect on the relationship between transformational leadership and work related behaviors. So, we can hypothesize :

✍ **Hypothesis 2 :** Follower's OCB and transformational leadership are higher in cultures that rank higher on Hofstede's scale.

✍ **Hypothesis 3 :** The relationship between transformational leadership and follower's OCB is stronger in cultures that rank higher on Hofstede's scale.

Research Methodology

A sample of 142 respondents agreed for participating in the study. The respondents were working in different public universities in China ($n = 43$), India ($n = 52$), and Australia ($n = 47$), representing a total sample size of 142 respondents. The respondents were from a South Eastern Australian university, a state university in North India, and a midsize university in North Eastern China. Out of the 350 questionnaires, 142 were collected back, representing a response rate of 40.5%. The choice of the countries was driven by the feasibility of the study, geographic origin, and the historically large differences in culture between these countries (Hofstede, 1993).

The average age of respondents was 32.93 years (China = 28.05y ; India = 37.56y ; Australia = 31.18y) and 64% were women (China = 59% ; India = 68% ; Australia = 65%). The average job tenure was 5.5 years

(China = 7.5years ; India = 5.5years ; Australia = 3.5years) with more than 98% having completed their post-graduation degree.

Correlation was performed to find the significant relationship between transformational leadership and OCB dimensions. Besides, to test the moderating effect, regression analysis was performed and finally, analysis of variance was done to ascertain is there was any significant difference between three countries while exhibiting culture, OCB, and transformational leadership at the workplace. Besides age, gender, and job tenure were used as controlled variables. However, it is worth noting that in most of the research studies, TL was analyzed as a group-level construct (Bono & Judge, 2003). But in this study, transformational leadership is treated as an individual-level construct because a leader may behave differently according to different situations. Avolio and Yammarino (1990) gave similar arguments that individual personality differences may account for variation in leadership.

Measurements

(i) Transformational Leadership : The multifactor leadership questionnaire (MLQ) 5X was used to measure TL developed by Bass and Avolio (1995). All the four dimensions were measured using 20 items.

(ii) Organizational Citizenship Behavior : OCB was measured with the OCB scale developed by Podsakoff et al. (1990). This measure has good validity and reliability in a variety of countries (Lam, Hui, & Law, 1999). The scale consisted of 24 items.

(iii) Culture : It was measured by Value Survey Module-94 (VSM) developed by Hofstede in 1994. The scale consisted of 20 items developed for comparing people's culture values from two or more countries. A sample item included – “Most people can be trusted.”

Analysis and Results

The Table 1 shows the mean, standard deviation, and correlation between transformational leadership, OCB, and culture variables. It can be seen that out of five OCB dimensions, three are significantly related to transformational leadership dimensions. Conscientiousness and civic-virtue are not found to be related to TL

Table 1. Mean, SD (Standard Deviation), Reliability, and Correlations

VARIABLES	Mean	SD	1	2	3	4	5	6	7	8	9	10	α
1. Individualized influence	3.63	0.89											0.78
2. Intellectual Stimulation	3.56	0.79	.56**										0.77
3. Individualized Consideration	3.61	0.82	.57**	.62**									0.81
4. Inspirational Motivation	3.54	0.78	.61*	.66**	.59**								0.78
5. Idealized Influence Attribute	3.35	0.94	.55**	.62**	.63**	.59**							0.83
6. Idealized Influence Behavior	3.41	0.95	.62**	.58**	.62**	.62**	.88***						0.85
7. Conscientiousness	3.83	0.85	.38**	0.42	0.47	0.33	.42**	.51**					0.71
8. Sportsmanship	3.26	0.77	.37**	.45*	.46**	.38**	.38**	.45**	.39**				0.79
9. Courtesy	3.96	0.67	.25**	.45**	.47**	.37**	.39**	.48*	.45*	.62**			0.77
10. Altruism	3.92	0.69	.34*	.39**	.41*	.36*	.37**	.47**	.47**	.67*	.68**		0.79
11. Civic-virtue	4.08	0.68	.29**	0.44	0.37	0.36	.39**	.47**	.51**	.65**	.68**	.66*	0.73

* = $p < .05$, ** = $p < .01$, *** = $p < .001$,

Table 2. Analysis of Variance Across Countries

Variables	CHINA		INDIA		AUS		MODEL F (CHINA	MODEL F (AUS	MODEL F (CHINA
	MEAN	SD	MEAN	SD	MEAN	SD	and INDIA)	and INDIA)	and INDIA)
Individualism	4.09	0.43	4.21	0.38	4.44	0.42	1.55	2.89	7.89**
Masculinity	3.47	0.41	3.11	0.45	3.78	0.49	1.45	0.23	1.12
Uncertainty Avoidance	2.90	0.39	2.79	0.41	3.22	0.51	5.22**	0.79	0.09
Orientation	3.94	0.47	4.22	0.43	4.01	0.47	1.78	0.08	1.98
Power distance	4.01	0.42	3.99	0.45	3.78	0.42	0.04	0.03	0.01
Conscientiousness	3.88	0.87	3.18	0.81	3.84	0.88	1.88	0.23	0.37
Sportsmanship	3.22	0.77	2.77	0.78	3.78	0.77	1.45	0.07	2.78
Courtesy	3.78	0.64	3.67	0.66	4.45	0.71	1.89	4.22**	5.67**
Altruism	3.92	0.71	4.01	0.67	3.85	0.68	1.78	3.89	4.45*
Civic-Virtue	4.19	0.69	4.28	0.62	3.77	0.72	1.45	3.74	3.22
Transformational Leadership	3.94	0.98	3.44	0.94	4.76	0.98	2.56*	0.09	3.22*

Table 3. Correlation for Each Country

China (N= 43)	Mean	SD	1	2	3	4	5
1. Conscientiousness	3.88	0.87					
2. Sportsmanship	3.22	0.77	.47*				
3. Courtesy	3.78	0.64	.46**	.54**			
4. Altruism	3.92	0.71	.36*	.49**	0.27		
5. Civic-virtue	4.19	0.69	0.39	0.38	0.29	0.21	
6. Transformational Leadership	3.37	0.76	.44**	.49**	.31*	.44**	0.21
India (N= 52)							
1. Conscientiousness	3.78	0.81					
2. Sportsmanship	2.77	0.78	.59*				
3. Courtesy	3.67	0.66	.41**	.51**			
4. Altruism	4.01	0.67	0.33	0.33	0.17		
5. Civic-virtue	4.28	0.62	0.32	0.38	0.39*	0.29	
6. Transformational Leadership	3.55	0.84	.24	.42**	0.21	.49**	0.19
Australia (N= 47)							
1. Conscientiousness	3.84	0.88					
2. Sportsmanship	3.78	0.77	.51*				
3. Courtesy	4.45	0.71	.38*	.54**			
4. Altruism	3.85	0.68	.36*	.49**	0.27		
5. Civic-virtue	3.77	0.72	0.22	0.31	0.29	0.19	
6. Transformational Leadership	3.84	0.87	.59**	.56**	0.39*	.51**	0.35

* = $p < .05$. ** = $p < .01$.

dimensions except idealized influence. This is an unexpected finding. So, hypothesis 1 is partially accepted. Furthermore, we performed analysis of variance of all variables across three countries. The Table 2 shows the analysis of variance results across China, India, and Australia.

Individualism score of Australia is significantly higher than that of India and China. Similar results are found when China and India were taken together ; still, Australian individualism score is higher. While considering the uncertainty avoidance score of India, it is found to be significantly higher than Australia and China. Indian employee's altruism and civic-virtue are significantly higher than Australian employees. Moreover, the same pattern can be seen for India and China, when both were combined, both have high civic-virtue and altruism than Australia. While for sportsmanship and courtesy, the reverse was true. Both dimensions are significantly higher in the case of Australia, then India, and last is China. However, China is found to have higher conscientiousness among employees than India and Australia. TL is significantly higher in Australia than China and India. Therefore, the hypothesis 2 is also partially supported.

To test the moderating effect of culture ; regression analysis were performed with OCB dimensions as the dependent variable ; country code, TL, and mean-centered product of TL and country code are considered as the independent variables. The product terms for all OCB dimensions except sportsmanship are significant (conscientiousness $\beta = .34^{**}$; Courtesy $\beta = .39^{**}$; Altruism $\beta = .51^{**}$; Civic-virtue $\beta = .44^{**}$; here “ ** ” = $p < .01$). Thus, culture is found to moderate the relationship between TL and OCB dimensions. The Table 3 shows country-wise correlation relationship between OCB dimensions and TL. Conscientiousness, sportsmanship, courtesy, altruism, and TL in Australia and China are significantly and positively related, and but are found to be stronger is the case of Australia. Thereby, hypothesis 3 is supported, although, only sportsmanship and altruism are positively and significantly related to TL in India, and the magnitude between TL and OCB dimensions is found to be the least except altruism.

Discussion

The results show that OCB of employees in any organization is influenced by the TLs. Sportsmanship, courtesy, and altruism are significantly enhanced by all the four dimensions of TL. Sportsmanship and courtesy are significantly higher in Australia than in India and China ; whereas, altruism and civic-virtue are significantly higher in India and China than Australia. The reason could be that when a leader motivates an employee to go beyond the call of duty for the betterment of the organization (group of people), it may be seen as normative in Indian as well as Chinese cultures (collectivistic) (Paine & Organ, 1999). Conscientiousness is moderately higher in China than in India and Australia. Alike to this, Pramanik and Chatterjee (2015) observed similar results for the private organization that intrinsic motivated employees generally exhibit high level of OCB under the supervision of transformational leaders. Moreover, transformational leadership is significantly higher in Australia than it is in China and India. It may be due to the reason that Indians are socialized through their strong family relationships. So, it is more likely that job-related decisions are influenced more by interpersonal considerations rather than leaders' professional or task demand (Krishnan, 2011).

The results also show that culture moderates the relationship between TL and all OCB dimensions except sportsmanship. The study results show that Australia ranked one among all the three countries in individualism. Individualistic societies tend to show different organizational behavior, which is in coherence with the findings of the study conducted by Tsui, Nifadkar, and Ou (2007). According to Hofstede (1984), countries with high individual score show an inclination towards independence, person's own career, and rewards. They have a very loosely knit social network and place considerable attention on self-respect. So, it can be said that in Australia, employees are more self-reliant and display initiative at the workplace and their hiring and promotion decisions are based on merit or evidence of what one has done or can do ; specifically for those countries who are more individualistic, the results show that TL is more positively related to OCB (Australia, $r = .48, p < .05$) ; whereas, for

those countries which are collectivistic or have less score for individualistic, TL is less positively related to OCB (India ; $r=.28, p<.05$ and China ; $r=.38, p<.05$).

Similar results were found in the context of India by Angeline and Sudha (2014). The authors stated that there was a positive relationship between transformational leadership and OCB for Indian IT employees, which results in productivity, efficiency, and satisfaction enhancement among employees. These results are consistent with the assumption that culture may account for difference in how TL style is perceived differently by different countries' employees. Besides, as discussed earlier, TL is also treated as an individual construct (Avolio & Yammarino, 1990). So, this may be the cause why Australian transformational leaders have a significant stronger relationship with OCB. While considering uncertainty avoidance, among the three countries, India ranked the lowest. Which means India shows low uncertainty avoidance. It seems that Indian employees with low uncertainty avoidance at the workplace commensurate with the most popular Hindu belief given in holy book *The Bhagavad Gita*. This motivates people to act and promotes them to do their duty sincerely as per organizational rules and regulations rather than behaving proactively to reduce them (Hofstede, 2001). So, might be due to this, uncertainty avoidance is found to be lower in India than in China and Australia.

Besides, all the OCB dimensions except civic-virtue are significantly and positively related to TL in China and Australia. Similar results were obtained by Bass and Steidlmeier (1999) and Humphreys and Einstein (2003) in their studies. In favor of this, it can be said that when followers are appreciated by their leaders, they may feel motivated at the workplace and thus, may respond by being courteous and conscientious. Moreover, leaders create cohesion and a sense of belongingness amongst the followers. The leader treats the followers as a family on a common mission for the betterment of the organization. Such a sense of common purpose inculcates altruism and sportsmanship in the followers, inspiring them, in turn, to treat the organization as their own. Hence, they would protect the reputation of the organization, defend it, treat its property as their own, and thereby create a healthy work environment. However, results also show that in India, only two OCB dimensions namely, sportsmanship and altruism are found to be significantly related with transformational leadership.

The study results are supported by the research of Modassir and Singh (2008). They also showed that there was no direct relationship between OCB and TL in India. It may be due to followers' attitudinal perception. Some research studies found a significant relationship between TLs and leader-member exchange (Angeline & Sudha 2014 ; Podsakoff et al., 1990 ; Wang et al., 2005) because leaders could not motivate the followers' in exhibiting OCB at the workplace if those followers did not grant the leader such power (leader-member exchange). For instance, employees who are in out group of leader tend to feel different treatment than employees who are in group. The situation is in line with the opinion that employees with a high quality interaction with a manager can perform better. So, Indian followers in the low LMX relationship may be less often associated with their leaders and negative outcome can be found.

Managerial Implications

Due to globalization, organizations are expanding their businesses in various places of the world. Every organization seldom achieves their targets with the right set of people. So, employees' different values, beliefs, and assumptions motivate them to exhibit beneficial job behavior (OCB) at the workplace. Hence, managers/higher authorities should understand this and effectively use it for organizational effectiveness. Under the influence of TL, employees can exhibit higher OCB at the workplace and make it more effective. Moreover, as results indicate, the relationship between TL and OCB is less positive for those followers who have low uncertainty avoidance. Although our results support our disagreement to some degree that high organizational citizenship behavior among those reporting high levels of transformational leadership behavior may represent the dual nature of uncertainty avoidance at the workplace.

On the one hand, followers with low uncertainty avoidance might resist practices that are incompatible with their values (Kirkman & Shapiro, 1997; Laurent, 1983). Contrary to first, high uncertainty avoidance followers tend to follow leaders' directions and obey them without questioning. So, the varying values that might cause reluctance to organizational initiatives may be the same cultural values that cause inclination (Kirkman & Shapiro, 2001). So, more efforts should be made to explore the “double edge” of uncertainty avoidance. Thus, another important managerial implication of our findings is that followers' different cultural values motivate them differently ; so, different or additional leadership styles should be explored.

Conclusion

The contribution of the present study lies not only in testing the relationship between transformational leadership and OCB of followers, but also in exploring the moderating role of culture for this relationship across three different countries. The results also showed the same that culture moderates the relationship of transformational leadership and OCB across different countries. The findings of the study are interpreted in terms of how followers' personal identification and internalization process induced by transformational leaders may activate followers' OCB at the organization. However, as suggested by Hofstede (1993), culture is infused with belief systems that are unlikely to change. Thus, organizational practices of TLs should be customized to fit diverse cultural background needs accordingly.

Limitations of the Study and Scope for Further Research

First of all, the sample used in the study has a limitation ; the data sample of 81 dyads of head of the departments and their subordinates is an area of caution. Larger number of respondents should be selected for establishing causality and for better understanding of the relationship. Furthermore, only individualism and uncertainty avoidance significantly varied across the sample respondents. Some of the respondents in the Australian sample had been residing in Australia for more than 3 years, but belonged to a different nationality. This may distort the values as different nationalities differ in their cultural systems, which may also affect the results. This difference allowed us to replicate culture as a moderator in China, India, and Australia.

Future research should certainly include more countries to ascertain the generalizability of cultural orientation and transformational leader effects beyond these three countries. Also, other organizational outcomes like organizational commitment, employee motivation, effectiveness improvement, organizational justice, and other work-related attitudes can be explored to understand the mechanism of TL and OCB relationship. Besides, perhaps there are other factors at work in these countries other than 'national character' that adjust the cultural factor as an influence mediating between TL and OCB, such as values communicated through national policies, initial teacher training, or social changes. These values can be explored in future studies.

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