

Influence of College Student' Leadership Behavior Characteristics on Organizational Citizenship Behavior: Moderating Effect of Self-Efficacy

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대학생의 리더십 행동 특성이 조직시민행동에 미치는 영향에 관한 연구: 자기효능감의 조절효과

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요약 This study is one on the effect of leadership behavior characteristics in Korea and China on organizational citizenship behavior by means of moderating effect of self-efficacy. This study conducted analysis using PLS as methodology. This study conducted analysis on the effect of leadership behavior characteristics in Korea and China on organizational citizenship behavior. It was found in both Korea and China that leadership behavior characteristics makes positive influence on organizational citizenship behavior but without moderating effect of self-efficacy. Results of this study could be practically used in educational institutions in charge of leadership training, besides college students, and help seeking for direction to nurture basic attainments on leader's behavior characteristics.

• Key Words : Leadership, Leadership Behavior, Leadership Behavior Characteristics, Organization Citizenship Behavior, Self-Efficacy

Abstract 본 연구는 한국과 중국의 리더십 행동 특성이 조직시민행동에 미치는 영향에 미치는 요인을 파악한 연구로 PLS 방법을 사용하여 분석을 수행하였다. 본 연구는 한국과 중국 대학생을 대상으로 리더십 행동 특성이 조직시민행동에 미치는 영향에 대한 분석을 수행 하였다. 리더십 행동 특성이 조직시민행동에 긍정적 영향을 미치는 것으로 나타났으며, 조절효과는 없는 것으로 나타났다. 본 연구의 결과는 대학생들 외에도 리더십에 대한 교육을 진행하고 있는 교육기관에서 실무적으로 활용이 가능할 것으로 보이며, 리더의 행동 특성에 대한 기본적인 소양을 함양하기 위한 방향성을 모색하는데 도움을 줄 수 있을 것으로 보인다.

• 주제어 : 리더, 리더십 행동, 리더십 행동 특성, 조직시민행동, 자기효능감

1. Introduction

Recently, leadership is explained as a universal

personal trait rather than ability restricted to leaders of specific areas. It is because, to lead numerous groups

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including public and private organizations and family, leaders' role becomes important in all areas regardless of specific areas. To improve leadership in line with such epochal change, systematic education should be made on it from elementary, middle and high schools [1,2].

Currently, at colleges, diverse education is carrying on to foster leadership and its theory as required subject for culture. Unlike the past, leadership is important to college students because success of future organizations depends on leaders and college education is the actual site for making such leaders-to-be. From perspective of development in one's whole life, life in college can be an important period of adaptation in which a person experiences the process of the biggest change for life. Through experience of college life, students must establish a new lifestyle and acquire the abilities to deal with many problems confronting them - psychological, social and personal - actively on their own [3,4,5].

During college life, they can have diverse experiences such as circle, small group, student union, supporters, etc. They also can take initiative ahead of others through such experience and build ability to help others outside their business. What can there be ways for college students to build organizational citizenship behavior? [6]. It is organizational citizenship behavior that allows them to help other colleagues, perform things outside one's duty voluntarily, make more efforts required for organizational development and conduct themselves carefully responding positively to an organization's matters of interest[7]. Kang[8] said that voluntary activity of an organization's member or general citizens enhances the propensity of organizational citizenship behavior positively. This suggests a need to investigate the relationship between collegestudents' leadership behavior characteristics and organizational citizenship behavior.

Students need not just achievement of schoolwork but also establishment of firm values, autonomous and rational decision-making, acquisition of behavioral style

and ability to form broader and diverse personal relations. Besides, an enterprise must employ talents it needs from college and college must endeavor to cultivate talents suited for demands of enterprise [5]. Foregoing studies related to leadership largely deal with business employees, most of which are ones on leadership and job satisfaction, service quality, etc. Besides, recently emerge studies on authentic leadership and absorptive capacity [9]. However, as aforementioned, there is a relative lack of studies on leadership on the scene of school education and organizational citizenship behavior.

Accordingly, this study, on the subject of college students in Korea and China, analyzed the effect of behavioral characteristics of leadership on organizational citizenship behavior and whether self-efficacy has mediating effect in this effect.

Based on the result of this study, this study will grasp what takes college students to become true leaders, fosters leader's basic attainments through leadership and present further considerations.

2. Related Works

2.1 Leadership

Leadership is a very important factor in concentrating, increasing and inducing the capability of organization members for an enterprise to adapt to environmental change and survive. As to leadership, elastic leadership that can increase comprehensive direction and scope, employees' jobs or involvement in organization based on autonomy and creativity rather than based on direct supervision and control [10].

2.2 Leadership Behaviors Characteristics

In this study, characteristics for admirable leaders to be equipped with include the following five items, although there are diverse characteristics and capabilities needed further [11]. First, creativity means the ability to make a new way of thinking or idea in

conducting the work given to one. Second, communication skill is the ability to share information among organization members and deliver one's intention such as thoughts and impressions in consideration of the other's features and abilities. Third, goal-setting ability is the ability to set a challenging and practicable goal by recognizing and knowing well an organization's goal and share this with subordinates. Fourth, problem-solving ability is the ability to grasp the essence of problem, present a solution using proper resources and settle the problem in accordance with such strategy regarding problems occurring in relation to work. Fifth, challenging spirit is the ability not to fear failure however it may be difficult and hard work and to achieve the purpose by voluntary and active challenge.

2.3 Organizational Citizenship Behaviors

Organ [12] defined organizational citizenship behavior as freehand, not accredited directly or clearly by official compensation system and, seen to tally, personal behavior that facilitates organization's effective functions [13]. Besides, some study insists that organizational citizenship behavior has positive effect on service quality, customer satisfaction and productivity and is formed by the influence of trust, innovative leadership, leadership validity, organization involvement and job satisfaction [14,15].

That is, organizational citizenship behavior means diverse activities conducted voluntarily for the organization one belongs to even though they are one's duty and there is no proper compensation [13].

2.4 Self-Efficacy

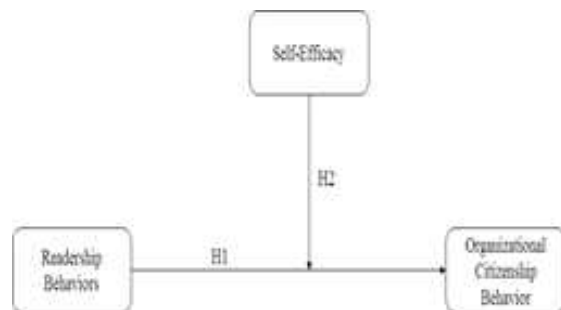
Self-efficacy is defined as judgment on personal ability and belief that a person can carry out actions successfully when trying to obtain a certain result [16]. Matsui & Tsukamoto [17] says that the same person can vary in performance in different circumstances according to the change in the level of self-efficacy while Bandura & Jourden [18], mentioned that even a

person who has a high level of talents cannot exercise his ability fully in environment which hurts the expectation of self-efficacy. That is, self-efficacy can be defined as the belief that one can carry out successfully the behavior demanded in a certain task [19].

3. Research Model and Setting Hypotheses

3.1 Research Model

In accordance with the purpose of study, causality will be grasped through structural equation model. This study will verify what effect of leadership behavior characteristics has on organizational citizenship behavior on the subject of college students in Korea and China to test whether self-efficacy has moderating effect on leadership behavior characteristics and organizational citizenship behavior (Fig. 1).



[Fig. 1] Research Model

It is a proven fact through many results of studies that leadership has positive effect on organizational citizenship behavior. Generally, human relations kept by members in an organization take a critical role in forming their attitude and behavior and are an important factor to determine job satisfaction and motivation in the organization. Lee [20] argued that members recognizing superior's considerate behavior positively shows high quality in exchange relation between superior and subordinate and high organizational citizenship behavior recognizing positive

evaluation from superior.

Yang [21] insisted that the superior's communication skill makes positive effect on self-efficacy and orientation to learning objective approached by proximal motivation variable. Leadership behavior characteristics seems to have positive effect on organizational citizenship behavior. Considering this, the following hypotheses was installed.

H1: Leadership behavior characteristics will have positive effect on organizational citizenship behavior.

H2: Relations of leadership behavior characteristics to organizational citizenship behavior will be influenced by self-efficacy.

3.2 Descriptive Statistics of Respondents

To test the research model, this study conducted a survey with respondents sample derived through convenience sampling. Period of survey was 30 days from December 1, 2015 and the sample was 200 college students in Korea and China. Conducting direct survey and email survey, of total 175 respondents, survey results of 164 who responded sincerely (with availability for analysis) were used for statistical analysis. First, 104 Koreans and 60 Chinese responded to the survey and they were all college students in their 20's.

4. Results

4.1 Sample characteristics and method of analysis

To test this research model, Smart PLS 2.0 was used. PLS was used because requirements for sample size and residual distribution are relatively not strict with capability to analyze the model for which the relationship between metrics and constructs is formative indicator[22,23,24].

4.2 Validity analysis of measuring factors

PLS essentially requires testing internal consistency, convergent validity, discriminant validity. First, internal consistency is tested with composite reliability and confidence on the subject of reflective indicator. Test showed that composite reliability and Cronbach's alpha were found over the standard limit 0.7. Convergent validity is subject to test with factor loading on AVE (Average Variance Extracted). AVE was found to be over 0.5, the threshold argued by Fornell & Larcker[24] and Chin[25], etc. (Table 1).

<Table 1> Scale items, Factor Loading and Reliability

Construct	Factor Loading	Composite Reliability	Cronbach's Alpha	AVE
OCB1	0.7802	0.8448	0.7793	0.5249
OCB2	0.6625			
OCB3	0.5905			
OCB4	0.7208			
OCB5	0.8418			
SE1	0.8042	0.8355	0.7402	0.5678
SE2	0.8318			
SE3	0.8205			
SE4	0.5077			
L1	0.7566	0.9666	0.9639	0.5592
L2	0.7681			
L3	0.7322			
L4	0.7853			
L5	0.8146			
L6	0.7818			
L7	0.5756			
L8	0.7133			
L9	0.7756			
L10	0.5546			
L11	0.7328			
L12	0.7602			
L13	0.7855			
L14	0.7368			
L15	0.7805			
L16	0.6837			
L17	0.7608			
L18	0.7821			
L19	0.7819			
L20	0.8081			
L21	0.7755			
L22	0.745			
L23	0.7475			

For discriminant validity, the smallest value of AVE's square root (0.7245) appeared to be higher than the largest correlation coefficient value (0.6340). Besides, discriminative validity can be also tested

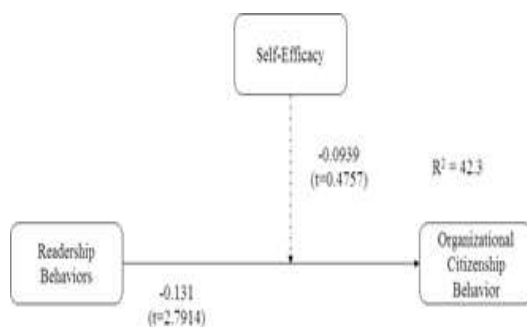
through confirmatory factor analysis and the result of analysis showed that it fulfilled requirements for all survey questions (Table 2). As the above, the result of testing internal consistency, convergent validity and discriminative validity on the metrics and constructs used in this research model, fulfilled all of them so this model was found to be fit for structural model analysis.

<Table 2>Latent Correlation and Square Root of AVE

	OCB	SE	Leadership
OCB	0.7245		
SE	0.6340	0.7533	
Leadership	-0.3673	-0.4068	0.7478

4.3 Result of testing hypotheses

The results of PLS analysis for this research model are shown in [Fig. 2] and explanatory power of path model is expressed in explained variance of R^2 . As a result of R^2 , the effect on organizational citizenship behavior was found to be 42.3%. Path coefficient and its significance were tested through PLS analysis [26].



[Fig. 2] Results of Study

Hypothesis 1 that leadership behavior characteristics will have positive effect on organizational citizenship behavior was all accepted. For Hypothesis 2 on moderating effect of self-efficacy, self-efficacy was found to have no moderating effect in the relationship between leadership behavior characteristics and organizational citizenship behavior (Table 3).

<Table 3> Path Coefficient and t-value

Hypothesis				Path Coefficient	T-value	Results
H1	Leadership	→	OCB	-0.131	2.7914	Accept
H2	Leadership•SE	→	OCB	-0.0939	0.4757	Reject

<Table 3> Results of Moderating Effect

				Korea		China	
Hypothesis					t-value		t-value
Leadership	→	OCB	-0.183	5.002	-0.181	3.314	
Leadership•SE	→	OCB	-0.383	1.219	-0.239	1.376	

5. Conclusion

This study, on the subject of Korean and Chinese college students, conducted analysis of influencing factors for leadership behavior characteristic on organizational citizen behavior for voluntary action without receiving orders from others.

Results of study showed that leadership behavior characteristics has positive effect on organizational citizen behavior. Similar conclusions were drawn from many foregoing studies. Especially, leader's behavior characteristics were sorted into five kinds analyzing the influencing factors on organizational citizenship behavior. Analysis was conducted with the mediating effect of self-efficacy.

This study has some suggestions. First, it conducted empirical analysis on college students in Korea and China. Despite many studies so far, empirical studies on the subject of college students in Korea and China are lacking, so this study should have sufficient worth. Second, results of this study could be used for a practical guide in diverse leadership trainings in progress at colleges. It will also help seek for directivity for fostering basic attainments on leader's behavior characteristics.

Despite such contributions, however, this study has the following limitations. Confining the object of study and samples to college students in Korea and China and a small number of samples must have limitations in generalizing this result.

For future studies, it will need to expand the number of samples and subjects to middle and high school students and the general public besides college students. Second, it has not sufficient academic basis to sort into 5 leadership behavior characteristics. Therefore, it seems important to sort leadership behavior characteristics using delphi method and lead this to theoretical system. Also, this study failed to consider diverse variables to influence organizational effectiveness besides organizational citizenship behavior. As shown in foregoing studies on testing mediating effectm it is needed to consider factors on psychological capital, organizational justice and job stress.

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