

Leadership Styles, Group Organisational Citizenship Behaviour, and Group Performance: A Cross-Cultural Study of ASEAN Countries

Riani Rachmawati^{1*}, Harold Jay Cunanan¹, Uliyatun Nikmah²

¹Faculty of Economics and Business, Universitas Indonesia

²Department of Business Management, Institut Teknologi Sepuluh Nopember

Corresponding email: riani.rachmawati@ui.ac.id

Abstract: This study investigates the effect of leadership styles on group organisational citizenship behaviour (GOCB) and group performance in a cross-cultural context of three ASEAN countries: Indonesia, the Philippines and Thailand. Questionnaires were distributed to respondents using local language, and a total of 691 items of data were analysed. The study supports the proposition that supportive leadership positively affects GOCB and group performance, confirming social exchange theory, which posits that if leaders create close relationships with employees, this will make them more engaged in their groups and strive harder to achieve the group goals. The study also supports the notion that directive leadership has a subtle favourable impact on GOCB and group performance. Employees are motivated to fulfil their tasks beyond what is required when managers define how they should conduct their work. Furthermore, the results also indicate that GOCB positively influences group performance, as it facilitates the social functioning of groups. Although the overall results are the same for the three countries, they include distinct explanations that underlie the results.

Keywords: Group organisational citizenship behaviour, Group performance, Leadership, cross-culture

INTRODUCTION

The study of organisational citizenship behaviour (OCB) has been a cornerstone of the field of organisational behaviour since its inception by Bateman and Organ in 1983. This extra-role behaviour, as highlighted by Nielsen et al. (2009); Sevi (2010), significantly enhances organisational effectiveness. Building on Organ's (1997) definition of OCB as behaviour that fosters the social and psychological context of task performance, our study makes a significant contribution to the field. In particular, it underscores the importance of OCB in the context of semi-autonomous team-based structures, in which individual initiatives are crucial (LePine, Erez, & Johnson, 2002).

Research on OCB has focused not only on the individual level but also on the collective (group, team or unit). Various terminologies have been introduced to explain collective OCB, including collective citizenship behaviour, team OCB, unit-level OCB, and team citizenship. This study uses the more general term 'group organisational citizenship behaviour (GOCB)' to explain how group members engage in OCB (Chen et al., 2002). The aforementioned study further explained that GOCB is the outcome of interpersonal characteristics (e.g., communication) rather than individual constructs (e.g., job satisfaction).

The study of GOCB is imperative to show the leveraged impact of such discretionary behaviour on groups and organisational outcomes, such as group

performance, productivity, customer satisfaction, product quality, and profitability (Podsakoff et al., 2014). Previous research on GOCB has focused on its antecedents and processes, finding that one of the important antecedents to the fostering of GOCB is leadership behaviours (e.g., Chen et al., 2002; Ehrhart & Naumann, 2004; Euwema et al., 2007; Nielsen & Hrivnak, 2009). A meta-analysis study by Podsakoff et al. (2000) suggested that directive (task-oriented) and supportive (relationship-oriented) leadership styles influence GOCB.

The directive leadership style is task-oriented, where tasks should be performed according to the leader's instructions (Euwema et al., 2007), through close control of and pressure on employees (Wendt et al., 2009). Strictly managed time, compulsory achievement of targets, and close attention to detail are the features of this leadership style. The manager exerts absolute power and control throughout the entire decision-making process. Leaders do not perceive any importance in employees' participation in decision-making, expecting employees to follow their directions. Previous research has evidenced that this leadership style could be counterproductive to GOCB.

When applied initially, the directive leadership style does not encourage OCB (Podsakoff et al., 1997). In addition, Salam et al. (1996) discovered that directive leadership, also known as authoritarian leadership, negatively influences the development of GOCB among group members. Members are overly dependent on the leader's instructions, showing less initiative and undertaking fewer extra activities. On the other hand, supportive leadership emphasises relational orientation (Gaudet & Tremblay, 2017) by considering employees' satisfaction and preferences. Various empirical explorations demonstrate the constructive stimulus of supportive leadership to OCB (LePine et al., 2002; Podsakoff et al., 1997). Furthermore, Euwema et al. (2007); Cheng and Osman (2021) argued that supportive leadership may significantly affect OCB.

A preliminary study also suggested that managerial support is vital for OCB (Liu, 2009). Furthermore, supportive leadership behaviours develop employees' impression that they are treated well, which inspires them to give back to their managers and company (Wang & Guan, 2018). Tran and Choi (2019) further argued that employees may display OCB if they see their managers offering help to others. This drives them also to exhibit supportive helping behaviours such as OCB. When OCB is displayed in a group, it will lead to group performance, further emphasising the importance of leaders' behaviour in fostering positive group outcomes.

As such, a manager's leadership style will also affect group performance. Directive orientation suggests that employees' decision-making and actions should align with their leader's perspective (Bell et al., 2018), as the leader dominates the interaction and personally directs how tasks should be done. Along with path-goal theory, directive leadership provides a group/unit with clear goals, assigns group members to specific tasks (Martin et al., 2013), and establishes clear rules (Li et al., 2018). Directive leadership inspires individuals to achieve goals and high performances. Additionally, such a leadership style lays out clear targets, makes clear company targets and short-term goals, and ultimately sets out guidelines for the individuals inside the company.

McGurk (2014) asserted that supportive leadership is a type of leadership style in which managers deliver emotional, informational and instrumental aid to

employees by showcasing concern and care, giving valuable feedback on job performance, and sharing information and guidance. Specifically, supportive leaders assist their employees emotionally, display respect and attention, and provide constructive criticism. A study by Podsakoff and McKenzie (1994) showed that OCB discourages group performance. However, Podsakoff et al. (1997, 2009); Organ (1998) argued that citizenship behaviour can improve and discourage group performance. It consists of three indicators: high performance achieved by the group, assigned goals fulfilled by the group, and a significant contribution made to the company by the group (Seong & Hong, 2018).

The previous studies mainly focus on the influence of leadership on GOCB (e.g., Euwema et al., 2007) or GOCB on performance (e.g., Seong and Hong, 2018). Furthermore, previous studies were mainly conceptual (e.g., Chen et al., 2002), experiment (e.g., Sevi, 2010), or focused on one particular work setting, such as in the education sector in one country (Vigoda-Gadot et al., 2007). This research examines the interplay between leadership, GOCB and group performance in one model while considering the role of social culture in shaping the relationship. Societal culture shapes the importance of the group's processes and functioning (Euwema et al., 2007).

Therefore, this study aims to contribute to the understanding of how two different leadership styles impact GOCB in cultures where collectivism is important. While previous research has supported the positive impact of supportive leadership on GOCB, findings on the directive style remain inconclusive. Hofstede showed that collective culture tends to have higher power distance (Euwema et al., 2007); this study will demonstrate whether directive leadership could have a favourable impact on GOCB. Furthermore, the study will also provide evidence of the impact of GOCB on group performance in cultures where caring for others in wider groups is the social norm of society.

The study was conducted in three ASEAN countries with collective cultures. Such cultures deeply value generosity over selfishness, harmony over conflict, and the meeting of the needs of others over those of oneself. In Indonesia, for instance, many terminologies have originated from this ideology, one being "gotong royong", which means "mutual assistance." The idea of Gotong Royong is to share burdens between people for the sake of the community (Widyaningrum, 2019). This interaction can develop meaningful, long-lasting friendships between members and build trust. Similarly, in the Philippines, "bayanihan" is a Filipino word derived from the word "bayan," meaning town, nation or the community in general. Bayanihan literally means "a spirit of communal unity and cooperation" (Widyaningrum, 2019). The Bayanihan spirit is characterised by solidarity, helping others without expecting rewards in order to achieve a particular goal. Moreover, Thai people are not confrontational and are very sensitive to not feeling shame in front of their group (Yang & Khoo-Lattimore, 2018).

The structure of the research paper will be as follows. The first section explains the background and context of the research. The second section discusses the research methods used to explain the measurement, population, data collection, and analysis. The third section presents the results and analysis by describing the three countries being studied. The last section presents the conclusion and the theoretical and practical impacts of this research.

METHODS

Research Design

The study aims to analyse the relationship between leadership styles (directive and supportive) in relation to GOCB and group performance. Therefore, the study population comprises individuals employed by public or private organisations in Indonesia, the Philippines and Thailand. The sample size is based on Hair et al. (2014), who recommend 5-10 times the number of questionnaire items. The number of items on the questionnaire was 28, which means the minimum number of respondents from each country should be 140. Using the convenience and snowball sampling approaches, the questionnaires were distributed online to reach the minimum number of respondents. A total of 691 responses were received, and all of which were examined and analysed.

Measurement

The research examines the influence of directive and supportive leadership styles on GOCB and group performance in three ASEAN countries. Group performance was measured using the instrument developed by Seong and Hong (2018), which consists of three statements that examine how individuals perceive the group members' performance in achieving the group goals. GOCB, directive leadership, and supportive leadership were measured using the instruments suggested by Euwema et al. (2007). In this study, the GOCB items describe respondents' perceptions of their group members' OCB. Directive and supportive leadership styles as independent variables were measured by items reflecting the approach of leaders from the lens of the respondents. The items used in the questionnaire can be seen in detail in Table 1.

Table 1. Measurement Instruments

Variable	Item	Description
Directive Leadership (DL)	DL-1	Our manager expects us to follow his/her instructions precisely
	DL-2	Our manager motivates us by letting us know what will happen to us if our work is unsatisfactory
	DL-3	Our manager requires us to submit detailed reports of our activities
	DL-4	Our manager makes most of the decisions for us
	DL-5	Our manager supervises us very closely
	DL-6	Our manager needs to lay out the goals and guidelines; otherwise, we will be passive and nothing will be accomplished
	DL-7	Our manager expects us to follow instructions immediately
Supportive Leadership (SL)	SL-1	Our manager works hard to ease tensions whenever they arise in a workgroup
	SL-2	Our manager encourages us to talk to him/her about personal problems
	SL-3	Our manager devotes a great deal of time to our job security and fringe benefits
	SL-4	Our manager works to develop close personal relationships with us

Variable	Item	Description
	SL-5	Our manager relies on what he/she learns through personal contact with us to use each of our talents most effectively
	SL-6	Our manager frequently demonstrates concern for us
	SL-7	Our manager believes in us
Group Organisational Citizenship Behaviour (GOCB)	GOCB1	The people in my workgroup are always willing to provide help to get the work done
	GOCB2	People in my workgroup are willing to put in extra time for job
	GOCB3	People in my workgroup will usually go out of their way to make the workgroup successful
	GOCB4	People in my workgroup are ready to make sacrifices to get the job done
	GOCB5	People in my workgroup will gladly take on others' responsibilities in an emergency
Group Performance (GP)	GP-1	The people in my workgroup achieve high performance
	GP-2	The people in my workgroup fulfil their assigned goals
	GP-3	The people in my workgroup make a great contribution to the company

Data Collection and Analysis

The questionnaire used a scale of 1-7 (ranging from strongly disagree to strongly agree) and was presented in Bahasa Indonesia for the Indonesian respondents, in Thai for the Thai respondents, and in English and Tagalog for respondents from the Philippines. The questionnaires are distributed online to enable wide participation from the three targeted countries. The hypothesis testing used partial least squares structural equation modelling (PLS-SEM) using SmartPLS 3 (Ringle et al., 2015). PLS-SEM was concluded to be a suitable approach, especially as several variables were being examined that previously have been understudied (Hair et al., 2022), such as GOCB. PLS-SEM was used to assess both the measurement and structural models. First, the outer model reliability and validity indices for the corresponding formative and reflective constructs were examined.

RESULTS AND DISCUSSION

Demographic Respondents

The total number of respondents was 691, with 229, 222 and 240 from Indonesia, the Philippines and Thailand respectively. The profile of the respondents is shown in Table 2. Women and millennials (aged between 26 and 40) were the dominant respondents in all countries. However, while private sector employees were the main respondents in Indonesia and Thailand, in the Philippines government/state-owned employees formed the majority. Most participants had worked for 1-10 years, indicating sufficient experience of GOCB at their workplace.

Table 2. Respondent Profile

Profile	Indonesia	The Philippines	Thailand
Gender			
Female	149	184	145
Male	80	38	95

Profile	Indonesia	The Philippines	Thailand
Age			
18-25	26	28	77
26-40	192	98	149
41-55	11	81	11
>55	0	15	3
Type of Organisation			
Government/state-owned	31	202	94
Private corporation	198	20	146
Length of Service (years)			
<1	31	14	57
1-5	120	71	137
6-10	50	37	38
11-15	24	38	2
16-20	2	20	2
>20	2	42	4
Total	229	222	240

Outer Model Evaluation

As shown in Figure 2-4, it was discovered that the outer loadings were higher than the suggested value of 0.7 for the majority of items. Items with outer loadings of >0.5 were still analysed, as they did not affect the reliability of each variable (Hair et al., 2022; Garson, 2016). However, several items with low outer loadings (<0.5) were excluded from the final Thai model. In summary, the instrument used in the study was valid and reliable. The internal consistency and CR of final model were higher than 0.7, therefore followed the recommendation of Hair et al. (2022). Subsequently, we evaluated the correlations between indicators of the same construct using AVE. For all the constructs, the AVE was higher than the threshold value of 0.5 (Garson, 2016; Sarstedt et al., 2014). Outer loading evaluations of each item are shown in the structural model of each country (Figure 2-4), while Table 3 reveals the results of the reliability and validity estimation for each study variable.

Table 3. Reliability and Validity Results

	CR	AVE	Directive Leadership		GOCB		Group Performance		SL
			1	2	1	2	1	2	1
Directive Leadership	0.869	0.527	0.726						
GOCB	0.913	0.677	0.654	0.747	0.823				
Group Performance	0.942	0.844	0.587	0.662	0.631	0.703	0.918		
Supportive Leadership (SL)	0.913	0.603	0.736	0.831	0.592	0.669	0.575	0.628	0.776

Note. Results from the Indonesian sample. Reliability: CR - Construct Reliability, Convergent Validity: AVE - Average Variance Extracted, Discriminant Validity, namely 1. Fornell-Larcker criterion and 2. HTMT

Inner Model Evaluation

Subsequently, the Fornell-Larcker and HTMT criteria were examined to assess discriminant validity (Hair et al., 2022). According to the validity indices, the cross-

loadings between the constructs were lower than the factor loadings on the indicators, which were greater than the cross-loadings between the constructs. All the construct HTMT values ranged from 0.5 to 0.8, which is significantly below the suggested value of 1.0, and indicates that they lack discriminant validity (Ab Hamid et al., 2017). The standardised root mean square residual (SRMR), which is the difference between the implied and observed correlation matrices, was used to assess the overall fit of the model. The SRMR (0.08) was shown to fall within the suggested range of 0.08 to 0.10 (Hair et al., 2022). Hypothesis testing was conducted for each country to see if there were different results as shown below. The results of the hypothesis testing are presented in Table 4. A standard t-value above 1.96 or a p-value below 0.05 is considered to accept the hypothesis.

Hypothesis Testing

Hypothesis testing was conducted for each country to observe any differences in the results. The structural model can be seen in Figure 2 for Indonesia, Figure 3 for the Philippines, and Figure 4 for Thailand.

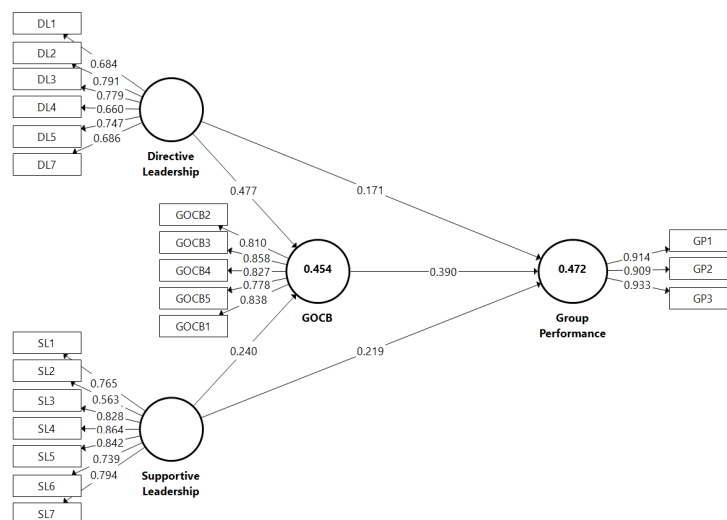


Figure 2. Structural Model-Indonesia

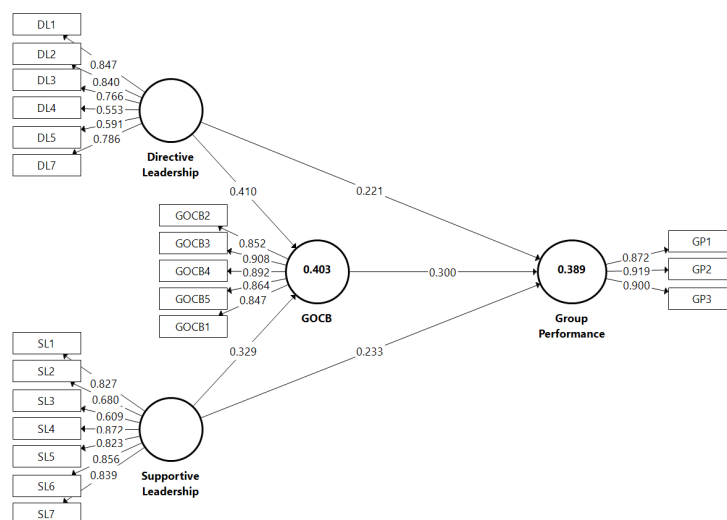


Figure 3. Structural Model-The Philippines

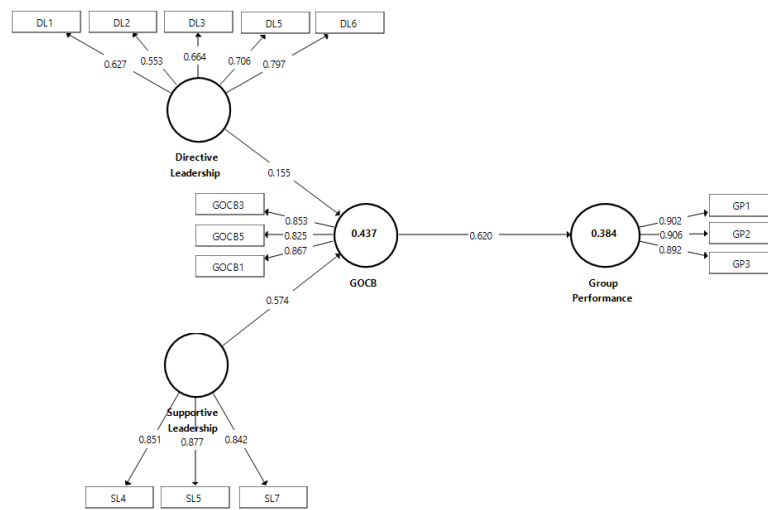


Figure 4. Structural Model-Thailand

The structural model results in Figures 2-4 show the relationship between variables. They show that Group performance is influenced positively by all variables. GOCB has a positive effect on Group Performance (0.394), followed by the influence of Supportive leadership on GOCB (0.239) and supportive leadership on group performance (0,226). This provides support for Hypothesis 1b, 2b, and 3. R^2 of GOCB variable and Group Performance is at least 0.40 and 0.38 for all models. This indicates that the GOCB and Group Performance are explained by other variables in the model more than 38%, which is moderate. R^2 reveals that all variables explain at least 38% of the variance of Group Performance, and at least 45% of the variance of GOCB is explained by directive and supportive leadership. Regarding effect size, f^2 result $>0,15$ indicates a medium effect toward the dependent variable within the model of the Indonesian sample.

Table 4. Hypothesis Testing

H	Path	Indonesia		The Philippines		Thailand		Supported
		Coeff.	T-value	Coeff.	T-value	Coeff.	T-value	
1a	Directive Leadership - GOCB	0.478	7.132**	0.401	5.079**	0.153	2.556**	No
1b	Supportive Leadership - GOCB	0.239	3.253**	0.331	3.334**	0.575	9.320**	Yes
2a	Directive Leadership - Group Performance	0.158	1.715*	0.209	2.644**	0.098	1.951*	No
2b	Supportive Leadership - Group Performance	0.226	2.442**	0.233	2.434**	0.402	4.513**	Yes
3	GOCB Group - Performance	0.394	4.703**	0.307	2.863**	0.318	3.747**	Yes

Note. * $p < 0.05$; ** $p < 0.01$

In addition, the Q^2 predicts indicator is used to assess the predictive performance of the structural model. The results show a medium to high predictive relevance. In addition, in the structural model of Thailand, several items were removed from analysis due to low outer loadings. Further, SRMR, which is the difference between the implied and observed correlation matrices, was used to assess the model's overall fit. The SRMR (0.08) was determined to fall within the suggested range of 0.08 to 0.10 (Hair et al., 2022). These results indicate a complementary mediation, where GOCB mediates the relationship between supportive leadership and group performance ($p\text{-value} < 0,05$). Similar findings are found in the structural models of the Philippines and Thailand, shown in Figures 3 and 4.

Discussion

Leadership and GOCB

The data does not support the relationship between directive leadership and GOCB, which tends to be positive. This result contradicts previous studies, which show that directive leadership negatively affects GOCB (e.g., Euwema et al., 2007; Hisham et al., 2019), as directive leader behaviour makes employees overly dependent on the supervisor's instructions, resulting in less initiative and fewer extra activities undertaken (Salam et al., 1996). In these three collective countries, characterised by a relatively high-power distance, a directive leadership style in which leaders can exercise their power (Wendt et al., 2009) is widely accepted. Therefore, it can be argued that this style does not impact the behaviour of the employees, as the practice is deep-rooted in society.

However, although insignificantly, the directive leadership style has a subtle positive impact on GOCB. In Indonesia, such leadership will make group members try their best for the success of the group if managers inform them of the consequences of failure. In the Philippines and Thailand, leaders tend to give clear instructions that the group members must obey. This will make those in the Philippines try their hardest to do their best together to meet this expectation and increase helping behaviour among the group members in Thailand. This study also confirms that directive leadership is not always represented by harsh behaviour (Lonati, 2020), but emphasises the essentials of clear direction and goals for the group.

On the other hand, the correlation between supportive leadership and GOCB was found to be stronger, although different patterns also appear in each country. Among the three countries studied, the positive influence of supportive leadership on GOCB is strongest in Thailand, followed by the Philippines and Indonesia. In Thailand, when managers use the talents of their employees based on personal closeness, their helping behaviour toward one another increases. In Indonesia and the Philippines, when managers establish close personal relationships with their employees, employees will do their best to ensure the success of their group.

The results of this study support the research of Yohana (2017); Tran and Choi (2019); Cheng and Osman (2021), who explored the relationship between the supportive leadership style and OCB. Such leadership forms an environment in which employees can act and work together. According to GLOBE, human-oriented leadership reflects a supportive and considerate approach, but also includes

compassion, modesty, generosity and an emphasis on being humane. Based on the index, Indonesia has a medium score of 4.69, while the Philippines and Thailand have a relatively high score of 5.12 and 5.01, respectively. In nations such as these, with medium to high humane orientations, promoting the well-being of others may impact the citizenship behaviour of employees.

Leadership and Group Performance

Managers who form close relationships with employees will encourage them to become more engaged in their teams. A leadership style that can inspire positive change in employees is vital in fostering felt obligation, helping behaviour, and improvements in group performance (Lorinkova & Perry, 2019). Furthermore, leadership effectiveness will determine the failure or success of a group or an organisation. An appropriate leadership style is important as a well-performing group requires dedication and commitment from its members (Euwema et al., 2007).

This research shows that directive leadership has a positive yet insignificant effect on group performance. Leaders should guarantee that the group understands the company goals and the approach expected to achieve them. Managers must ensure that employees are aware of their tasks (Martin et al., 2013). A directive leadership approach parallels non-participative behaviour but does not essentially associate with despotism when a leader can be oppressive, self-serving and even fiercely commanding (Lonati, 2020). Directive leaders emphasise the importance of clarity and goal-setting.

However, the results for the three countries differed. In Indonesia, when employees understand the consequences of unacceptable performance, they tend to go the extra mile to achieve high performance. On the other hand, in the Philippines and Thailand, employees will achieve pre-determined goals, as their managers expect them to follow instructions precisely. Regarding supportive leadership, the study confirms social exchange theory, which proposes that when a leader creates close relationships with employees, they will be more engaged in their groups. In the three countries studied, leaders who show concern, respect and care will find that their employees are enthusiastic about their jobs and will strive to achieve group goals. This style is important in a complex, stressful, tedious or hazardous work context (Wang & Guan, 2018).

Thailand shows the strongest relationship between supportive leadership and group performance. Employees in Thailand are motivated to fulfil the goals assigned to their group if their manager uses their talents, which is acknowledged through personal closeness. On the other hand, employees in Indonesia and the Philippines react to managers' close personal relationships by performing well and achieving the goals of the group. A supportive leadership style may increase the desire of members of cohesive groups to act and improve their capability to share and fuse their familiarity with exploratory and exploitative learning actions (Lorinkova & Perry, 2019). It may further motivate workers to expand their skills with the social group by joining exploratory and exploitative learning procedures. Furthermore, supportive leaders are proficient in broadening the resources to support their employees to avoid the risk of followers experiencing fatigue.

GOCB and Group Performance

The study found that GOCB positively affects group performance, although the relationship between the two variables varied in each country. The strongest relationship was evidenced in Indonesia, followed by Thailand and the Philippines. In Indonesia, the active effort of group members to do their best leads to the group achieving high performance. Workgroups in the Philippines and Thailand fulfil their assigned goals for different reasons: in the Philippines, it is because the group members do their best, while in Thailand, it is because of the helping behaviour among them.

This finding is in accordance with the previous study by Chou and Garcia (2011), who found that when GOCB is evident at every stage of group development. The reflection of GOCB is visible when groups reach the performing stage, as the group members have developed adaptive functional roles and relatedness, which drive performance. Furthermore, Podsakoff et al. (2000) showed that the group's ability to develop best practices through mutual help between members will positively impact the group's performance and productivity.

Therefore, the findings support the arguments that OCB affects individual employee performance and group performance (Nielsen et al., 2009; Choi & Sy, 2010; Sevi, 2010). OCB facilitates social processes within groups (Organ, 1988), drives group members to work conscientiously, creates social facilities, and reduces social friction between members, thus fostering coordination among staff, which then enhances group performance (Smith et al., 1983; Chen et al., 2002). Citizenship behaviour also reduces the variability of each process and improves group cohesion

CONCLUSION

The study has found that supportive leadership positively affects GOCB and group performance, indicating a favourable leadership style in the three countries studied. On the other hand, a directive leadership style does not significantly affect GOCB or group performance. The study also found a positive influence of GOCB on group performance, as GOCB facilitates social functioning in groups, which helps them perform well. The study clarifies the previously inconclusive studies on the impact of leadership style on GOCB and performance. This study provides important theoretical implications: First, the study indicates that in collectivistic cultures with a tendency for high power distance, a top-down leadership approach has been widely accepted in society and cannot drive group behaviour and outcomes.

Second, this enhances the understanding of how the Social Exchange Theory relates to group behaviour within a particular cultural context. Supportive leadership could drive the group to observe helping behaviour, leading to increasing group performance. Furthermore, this study provides practical implications for companies and leaders in fostering GOCB and enhancing group performance. Supportive leadership is preferable; therefore, companies and managers should focus more on developing caring and helping behaviour and building close relationships with group members. This may involve assessing managers' management styles and exploring employees' working styles and preferences. In

addition, leaders should be able to accelerate GOCB to enhance group performance by strengthening coordination and helping behaviours among group members.

Several major strengths of the study can be highlighted. The research context used is three different countries so that the implications can be analysed on a cross-cultural basis. The results show that the three countries are similar regarding the relationship between variables. This may be because they are all Southeast Asian countries, with similarities in collectivist and cohesive work cultures. This is reflected through employees' preference for harmony over conflict and the prioritisation of teamwork to raise collective performance. Despite its significant strengths, the study also has some limitations that must be considered when interpreting the findings. For example, it used a cross-sectional approach, which only explained respondents' perceptions of the variables of interest. Future studies could incorporate additional antecedents of GOCB, such as group cohesiveness, consideration of a wider population, and the use of group-level analysis to examine the relationship between variables.

REFERENCES

- Ab Hamid, M. R., Sami, W., & Sidek, M. M. (2017). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. *Journal of Physics: Conference Series*, 890(1), 012163. IOP Publishing. <https://doi.org/10.1088/1742-6596/890/1/012163>
- ASEAN Briefing. (2023). *ASEAN Economic Outlook-2023*. Retrieved from <https://www.aseanbriefing.com/news/asean-economic-outlook-2023/>
- Banjarnahor, H., Hutabarat, W., Sibuea, A. M., & Situmorang, M. (2018). Job satisfaction as a mediator between directive and participatory leadership styles toward organizational commitment. *International Journal of Instruction*, 11(4), 869–888. <https://doi.org/10.12973/iji.2018.11455a>
- Bell, C., Dodd, N., & Mjoli, T. (2018). The effect of participative and directive leadership on team effectiveness among administrative employees in a South African Tertiary Institution. *The Social Science Journal*, 55, 81-91.
- Chahal, H., & Mehta, S. (2010). Antecedents and consequences of organisational citizenship behaviour (OCB): A conceptual framework in reference to health care sector. *Journal of Services Research*, 10(2), 25-44.
- Lam, S. S. K., Schaubroeck, J., & Naumann, S. (2002). Group organizational citizenship behavior: A conceptualization and preliminary test of its antecedents and consequences. *Academy of Management Proceedings*, 2002(1), K1–K6. <https://doi.org/10.5465/apb.2002.7517572>
- Cheng, C. H., & Osman, Z. B. (2021). Exploring Effect of Leadership Styles on Task Performance: A Conceptual Framework. *Sciences*, 11(12), 1595-1615. <https://doi.org/10.6007/ijarbss/v11-i12/10977>
- Choi, J. N., & Sy, T. (2010). Group-level organizational citizenship behavior: Effects of demographic faultlines and conflict in small work groups. *Journal of Organizational Behavior*, 31(7), 1032–1054. <https://doi.org/10.1002/job.661>

- Chou, S. Y., & Garcia, D. C. (2011). Group organizational citizenship behavior in the stages of group development. *International Journal of Business and Management*, 6(10), 3-15. <https://doi.org/10.5539/ijbm.v6n10p3>
- DeRue, D. S., Nahrgang, J. D., Wellman, N. E., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology*, 64(1), 7-52. <https://doi.org/10.1111/j.1744-6570.2010.01201.x>
- Duarte, M. B. (2015). Organisational and professional commitments: The influence in nurses' organisational citizenship behaviours. *Tékhne*, 13(1), 2-11. <https://doi.org/10.1016/j.tekhne.2015.03.001>
- Elstad, E., Christophersen, K. A., & Turmo, A. (2012). The strength of accountability and teachers' organisational citizenship behaviour. *Journal of Educational Administration*, 50(5), 612-628. <https://doi.org/10.1108/09578231211249844>
- Emami, M., Alizadeh, Z., Nazari, K., & Darvishi, S. (2012). Antecedents and consequences of organisational citizenship behaviour (OCB). *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 25-44.
- Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology*, 89(6), 960–974. <https://doi.org/10.1037/0021-9010.89.6.960>
- Euwema, M. C., Wendt, H., & Van Emmerik, H. (2007). Leadership styles and group organizational citizenship behavior across cultures. *Journal of Organizational Behavior*, 28(8), 1035–1057. <https://doi.org/10.1002/job.496>
- Farrell, M. A., & Oczkowski, E. (2009). Service worker customer orientation, organisation/job fit and perceived organisational support. *Journal of Strategic Marketing*, 17(2), 149-167. <https://doi.org/10.1080/09652540902879276>
- Garson, G. D. (2016). *Partial least squares: Regression & structural equation models (2016 Edition)*. Asheboro: Statistical Associates Publishing.
- Gaudet, M. C., & Tremblay, M. (2017). Initiating structure leadership and employee behaviors: The role of perceived organizational support, affective commitment and leader–member exchange. *European Management Journal*, 35(5), 663-675. <https://doi.org/10.1016/j.emj.2017.04.001>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). Partial least squares structural equation modeling. In Homburg, C., Klarmann, M., & Vomberg, A. (Eds.), *Handbook of Market Research*. https://doi.org/10.1007/978-3-319-57413-4_15
- Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed)*. USA: Los Angeles SAGE Publications, Inc.
- Hisham, R. R. I. R. (2019). Does classical leadership still relevant? examining its effect on accountability practice: An empirical evidence. *Journal of Education and Social Sciences*, 13(1), 35–43.
- Hussain, A., Yang, X., Yali, L., Ibrahim, A., & Hussain, S. (2020). The impact of autocratic leadership on disruptive political behavior, moderating the relationship of abusive supervisory behavior and mediating the relationship of employee's perception of job insecurity. *International Journal of Economics and Finance*, 12(6), 57-79. <https://doi.org/10.5539/ijef.v12n6p57>

- Karam, C. M., & Kwantes, C. T. (2011). Contextualizing cultural orientation and organizational citizenship behavior. *Journal of International Management*, 17(4), 303–315. <https://doi.org/10.1016/j.intman.2011.05.007>
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65. <https://doi.org/10.1037//0021-9010.87.1.52>
- Li, G., Liu, H., & Luo, Y. (2018). Directive versus participative leadership: Dispositional antecedents and team consequences. *Journal of Occupational and Organizational Psychology*, 91(3), 645-664. <https://doi.org/10.1111/joop.12213>
- Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319. <https://doi.org/10.1108/00483480910943359>
- Lonati, S. (2020). What explains cultural differences in leadership styles? On the agricultural origins of participative and directive leadership. *Leadership Quarterly*, 31(2), 101305. <https://doi.org/10.1016/j.leaqua.2019.07.003>
- Lorinkova, N. M., & Perry, S. J. (2019). The importance of group-focused transformational leadership and felt obligation for helping and group performance. *Journal of Organizational Behavior*, 40(3), 231–247. <https://doi.org/10.1002/job.2322>
- Malik, S. Z., Saleem, M., & Naeem, R. (2016). Effect of leadership styles on organizational citizenship behaviour in employees of telecom sector in Pakistan. *Pakistan Economic and Social Review*, 54(2), 385–406. <https://www.jstor.org/stable/26616714>
- Martin, S. L., Liao, H., & Campbell, E. M. (2013). Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal*, 56(5), 1372-1395. <https://doi.org/10.5465/amj.2011.0113>
- McGurk, D., Sinclair, R. R., Thomas, J. L., Merrill, J. C., Bliese, P. D., & Castro, C. A. (2014). Destructive and supportive leadership in extremis: Relationships with post-traumatic stress during combat deployments. *Military Behavioral Health*, 2(3), 240–256. <https://doi.org/10.1080/21635781.2014.963765>
- Nielsen, T. M., Hrivnak, G. A., & Shaw, M. (2009). Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40(5), 555–577. <https://doi.org/10.1177/1046496409339630>
- Northouse, P. 2004. *Leadership: Theory and practice*. (3rd ed). Thousand Oaks, CA: Sage.
- Organ, D. W. (1998). Organizational Citizenship Behavior: It's Construct Clean-Up Time. *Human Performance*, January 2012, 37–41. https://doi.org/10.1207/s15327043hup1002_2
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. [https://doi.org/10.1016/s0149-2063\(00\)00047-7](https://doi.org/10.1016/s0149-2063(00)00047-7)

- Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, 35(S1), S87-S119. <https://doi.org/10.1002/job.1911>
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141. <https://doi.org/10.1037/e518442013-522>
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262-270. <https://doi.org/10.1037//0021-9010.82.2.262>
- Ringle, C. M., Wende, S., and Becker, J.-M. (2015). "SmartPLS 3." Boenningstedt: SmartPLS GmbH, <http://www.smartpls.com>.
- Salam, S., Cox, J., & Sims Jr, H. P. (1996, August). How to make a team work: mediating effects of job satisfaction between leadership and team citizenship. *Academy of Management Proceedings*, 1996(1), 293-297. Briarcliff Manor, NY 10510: Academy of Management. <https://doi.org/10.5465/ambpp.1996.4980731>
- Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1), 105-115. <https://doi.org/10.1016/j.jfbs.2014.01.002>
- Seong, J. Y., & Hong, D. S. (2018). Age diversity, group organisational citizenship behaviour, and group performance: Exploring the moderating role of charismatic leadership and participation in decision-making. *Human Resource Management Journal*, 28(4), 621-640. <https://doi.org/10.1111/1748-8583.12197>
- Sevi, E. (2010). Effects of organizational citizenship behaviour on group performance: Results from an agent-based simulation model. *Journal of Modelling in Management*, 5(1), 25-37. <https://doi.org/10.1108/17465661011026149>
- Smith, A., Organ, D., & Near, J. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663. <https://doi.org/10.1037//0021-9010.68.4.653>
- Tayal, R., Tripathi, M., Singh, N., & Bamel, U. (2023). Antecedents and consequences of organisational citizenship behaviour: a mediated-moderation examination in an emerging economy. *International Journal of Emerging Markets*, 18(12), 6343-6367. <https://doi.org/10.1108/ijoem-09-2021-1383>
- Tran, T. B. H., & Choi, S. B. (2019). Effects of inclusive leadership on organizational citizenship behavior: the mediating roles of organizational justice and learning culture. *Journal of Pacific Rim Psychology*, 13, e17. <https://doi.org/10.1017/prp.2019.10>
- Wang, H., & Guan, B. (2018). The positive effect of authoritarian leadership on employee performance: The moderating role of power distance. *Frontiers in Psychology*, 9(MAR), 1-10. <https://doi.org/10.3389/fpsyg.2018.00357>

- Wendt, H., Euwema, M. C., & Van Emmerik, I. H. (2009). Leadership and team cohesiveness across cultures. *The Leadership Quarterly*, 20(3), 358-370. <https://doi.org/10.2139/ssrn.609306>
- Widyaningrum, G. L. (2019). *Bayanihan, Semangat Gotong Royong dan Membantu Sesama Ala Filipina*. National Geographic [Bayanihan, the spirit of communal unity and cooperation in the Philippines]. Accessed on July, 2022
- Yang, E.C.L., Lee, J.S.H., Khoo-Lattimore, C. (2018). Asian cultures and contemporary tourism: Locating Asia, cultural differences and trends. In: Yang, E., Khoo-Lattimore, C. (eds) *Asian Cultures and Contemporary Tourism. Perspectives on Asian Tourism*. Springer, Singapore. https://remote-lib.ui.ac.id:2075/10.1007/978-981-10-7980-1_1
- Yelamanchili, R. K. (2019). Impact of supportive leadership on perceived sales team cohesion: Mediation of critical thinking and moderation of empowerment. *International Journal of Business Excellence*, 18(4), 508-526. <https://doi.org/10.1504/ijbex.2019.10013705>
- Yohana, C. (2017). The effect of leadership, organizational support and organizational citizenship behavior on service quality. *Problems and Perspectives in Management*, 15(2), 197-203. [https://doi.org/10.21511/ppm.15\(2-1\).2017.03](https://doi.org/10.21511/ppm.15(2-1).2017.03).