

# Strategic management at the bottom level: the role of leadership in developing organizational citizenship behavior and its implications for organization performance

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Deskripsi Lengkap: <https://lib.ui.ac.id/detail?id=20426225&lokasi=lokal>

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## Abstrak

### ABSTRACT

In today's challenging and turbulent world, strategic management prescribes organizations to develop resources and capabilities in order to gain competitive advantage. The central question has been how to find ways and means to improve the performance of the organization. Among many capabilities which could be developed by the organization, the ability of the leaders to motivate and/or inspire members of the team and/or workers to perform in their jobs and beyond the scope of their jobs, is being researched here.

This dissertation studies how leadership by focusing at the bottom level of the organization and by using various influence tactics, can create Organizational Citizenship Behavior among the employees; in so doing, it could increase the overall performance of the organization. The research is done in a Indonesian entity, a publicly listed distribution company of a large pharmaceutical business group, operating through 40 branches across Indonesia, from Banda Aceh to Jayapura. The target population for research is 460 marketing fields and staff members of the company, who have filled-in some comprehensive questionnaires.

The research combines and extends three existing theories, the Leader-Member (LMX) Theory, the Influence Theory, and the Organizational Citizenship Behavior (OCB) Theory. It also utilized eleven (11) influence tactics, and the OCB related to the organization. The dissertation confirms this new extension of theories by demonstrating the existence of the linkages (or mediations) between various variables of the model. It has tested fifteen (15) sets of hypotheses. Most of the hypotheses have been confirmed and the relationships between the variables are significant.

Throughout the research, it was found that some specific influence tactics (inspirational appeal, personal appeal, consultation, collaboration, rational, appraising, ingratiation, exchange or legitimation) are the most effective tactics used by the leaders to motivate the subordinates performing in their jobs, and beyond the scope of their jobs (OCB). The subordinates may help their colleagues; they may participate in many social or informal activities beneficial to the organization culture; they may try to protect the assets or properties of the organization, etc. With such an extraordinary performance, they will contribute in their aggregate efforts to increase the level of performance of the company as a whole. Other influence tactics such as coalition and pressure do not develop OCB.

Equally important, it was demonstrated empirically that the ranking of OCB-

Organization Indexes is significantly correlated with the ranking of Total Sales of the 40 business units. It means that OCB-Organization can create high Total Sales, and therefore high organization performance.

The contribution to the advancement of strategic management are (1) a new extension of theories by combining three existing theories, (2) the practical implementation of the Endings of this research in the day to day leadership and management of a business organization, with focus at the bottom level, (3) the first time application of such model in Indonesia, and (4) the opportunity to generalize the application of the extension of theories, leading to a possible new theory to be called ?LMX-Organization Performance Theory?, and further practical implications, the result of which would contribute meaningfully to the improvement in the quality of management of organizations.