

Virtual Leadership in Work-From-Everywhere and their Implication on Organizational Citizenship Behavior in Indonesia.

¹Dr. Richard Surungan Hutajulu, ¹Yoko, ¹Doan MP Siagian, ²Immanoel Gunawan

Hutajulu

¹Rumah Pikir Indonesia.

²Sebelas Maret University

Email: rumahpikir@socialsciencemanagement.com

Abstract:

In the era of globalization and the Covid-19 pandemic, organizations are required to work virtually, so Leaders are expected to be able to create Organizational Citizenship Behavior (OCB) in maintain and increase work productivity. This study aims to analyze the factors that influence Virtual Leadership and its relationship with OCB, with a quantitative approach using an online questionnaire survey method for 391 respondents. SEM Amos 25.0 is used for data processing, with statistical test results proving that Trust has a significant effect on Virtual Leadership; Emotional Intelligence has a significant effect on Virtual Leadership; Respectful Communication has a significant effect on Virtual Leadership and Virtual Leadership has a significant effect on OCB. The research findings provide evidence that when employees work virtually, leadership is needed that able to manage Trust, Emotional Intelligence and Respectful Communication in an effort to increase OCB to maintain and increase work productivity. This research contributes as a reference for organizational managers who want to improve OCB when working virtually and is also useful for science as a reference for organizational management models to improve employee OCB in the Virtual Works era.

Keywords:

OCB; Virtual Leadership; Trusts; Emotional Intelligence; Respectful Communication.

1. Introduction

The Covid19 pandemic has forced a large workforce to work remotely, and for many employees, this is the first time they have tried working from home (Van Wart *et al.*, 2019). Companies have begun to adapt to remote work at the beginning of the pandemic (Waizenegger *et al.*, 2020). Human resource management faces new

challenges to adapt quickly to these changes (De Miranda & Kruglianskas, 2020), one of the important things is the transformation of leadership which is no longer able to carry out face-to-face communication in the break room or in certain places to establish relationships. togetherness in a team (Shaik *et al*, 2020), but must be able to manage a team with virtual skills, so that social relations between team members remain intact (Kniffin *et al.*, 2021). In addition, the way leaders now interact with employees has changed significantly, i.e. they cannot contact workers the same way managers do in the office, so they have to put their trust in workers' abilities (Helmold, 2021).

Organizational behavior in the form of Organizational Citizenship Behavior (OCB) is an individual activity in organizing outside of formal duties, with the aim of increasing organizational effectiveness and building positive synergies in teams, formally without compensation from the organization concerned (Gera, 2020). This OCB is very suitable to be applied to organizations/teams that work virtually to improve and maintain organizational performance (Teng *et al.*, 2020).

The research of Alward & Phelps, (2019) empirically proves that organizational success depends in part on comprehensive training for virtual leaders, the importance of effective Trust, Emotional Intelligence, and Respectful Communication. Meanwhile, research by Flavian *et al.*, (2019), found that Trust, Attractive, Empathy and Justice are important factors that influence Virtual Leadership, and have implications for Commitment and Organizational Citizenship Behavior. This study synthesizes two previous studies, namely Trust, Emotional Intelligence and Respectful Communication that affect Virtual Leadership (Alward & Phelps, 2019), then Virtual Leadership is linked to Organizational Citizenship Behavior (Flavian *et al.*, 2019). The relationship between these variables is supported by other researchers who state that Virtual Leadership is influenced by **Trust** (Norman *et al.*, 2019; Fischer *et al.*, 2020 and Choi & Cho, 2019), **Emotional Intelligence** (Mysirlaki & Paraskeva, 2020; Cole, 2019; Quisenberry, 2018), **Respectful Communication** (Kohntopp & McCann, 2020; Stephens & Carmeli, 2017; Owen *et al.*, 2018). Meanwhile, the influence of **Virtual Leadership** on **Organizational Citizenship Behavior (OCB)** was developed from the results of research by Flavian *et al.*, (2019) which found Trust, Attractive, Empathy and Justice as factors that influence OCB; and researchers Han *et al.*, (2019); Kowal *et al.*, (2019); and Creasy & Carnes, (2017).

The three independent variables (*Trust*, *Emotional Intelligence* and *Respectful Communication*) analyzed its effect on *Virtual Leadership* associated with *OCB*. The results of the analysis contribute as a reference for managers in organizations to manage organizations that work virtually, and for academics to contribute in developing a hypothetical model of Virtual Leadership Factors and Implications on OCB in Work-From-Everywhere.

2. Literature Review

OCB is defined as individual discretion that is voluntary, explicitly contained in the reward system but has implications for improving organizational functions efficiently (Banwo & Du, 2020). OCB is found in employees who are oriented to voluntary collectivism beyond the normal demands of traditional work, which has implications for performance that exceeds organizational expectations (Tefera & Hunsaker, 2020). In today's dynamic and virtual world of work, tasks are carried out in teams with high flexibility (Chiniara & Bentein, 2018). In line with Chou *et al.*, (2021) stated that organizations actually need employees who will carry out OCB to improve organizational performance stability. Likewise, according to Gera, (2020), which states that organizational activities associated with OCB are activities that can build positive synergies within the team, which are carried out outside of formal demands, voluntarily without any expectation of rewards. Therefore, OCB is very suitable to be applied to organizations/teams that work virtually to improve and maintain organizational performance (Teng *et al.*, 2020).

The biggest change in the literature on Virtual Teams over the last decade is the virtuality category (Purvanova *et al.*, 2020). This is rational because most organizational teams can be considered virtual to some extent, and therefore team members who work without face-to-face contact can be considered virtual teams (Taras *et al.*, 2019). Morrison-Smith, and Ruiz, (2020) stated that almost all activities carried out by traditional teams are also carried out in virtual teams, such as sharing information, making decisions, and completing work tasks. Virtual Teams were born from the concept of the emergence of the need for teams that can adapt to digital work and with different structures, patterns and work rhythms from traditional teams (Feitosa and Salas, 2020). Traditional teams have an organization with a hierarchical design that is centralized and

formally attached to the organizational structure for each activity, but on the contrary the structure of a virtual team is more likely to be leveling, flexible and casual, where members of the team that are joined must be able to adapt to new compositions and new innovations quickly. (Shaik et al., 2020). In virtual teams, leaders are needed who are able to manage team members by facilitating good communication, trust and have certain competencies so that team goals are achieved (Shore, 2019).

2.1. Trust Relationships with Virtual Leadership

When interactions with employees must be virtual, and no other option is available, then team managers must rely on Trust to encourage team members to work, by taking steps to organize face-to-face teams, namely establishing meetings with team members to share information (Zander *et al.*, 2013). All team members can access information through the Enterprise Social Network, internal social networking sites, or internal websites to strengthen the process of building trust in the Virtual Team by facilitating the building of a shared context, where a manager must be able to manage Trust within the team (Karagoz *et al.*, 2016).). This is reinforced by the results of empirical research by Flavian *et al.*, (2019) and Alward & Phelps, (2019) which state that Trust is a significant factor influencing Virtual Leadership, which is supported by other researchers Norman *et al.*, (2019); Fischer *et al.*, (2020) and Choi & Cho, (2019). Based on this empirical study, this study proposes hypothesis 1 as:

Hypothesis 1, Trust has a positive and significant effect on Virtual Leadership.

2.2. Emotional Intelligence Relationship to Virtual Leadership

Emotional intelligence is the ability possessed by individuals in managing their own emotions, and the ability to manage the emotions of others when interacting (Hooijberg & Watkins, 2021). Meanwhile, according to Zhang *et al.*, (2020) that the leadership skills needed by leaders in virtual environments is emotional intelligence to create an open and supportive environment, which is in line with Goleman, (2019) which states that one of the success factors of leaders is the ability to manage emotions or emotional intelligence possessed. The research results of Mysirlaki & Paraskeva, (2020) firmly state that Emotional Intelligence has a positive and significant effect on Virtual Leadership, which is supported by other researchers Cole, (2019); Holt & Wood, (2017) and Quisenberry, (2018). Based on this, this study proposes hypothesis 2, namely:

Hypothesis 2, Emotional Intelligence has a positive and significant effect on Virtual Leadership.

2.3. Relationship of Respectful Communication to Virtual Leadership

The concept of open communication based on respect and mutual trust is identified as one of the important strategies when teams are actively working using technology communication tools in virtual teams (Han *et al.*, 2017). Respectful feedback communication encourages virtual employees to feel part of the organization and strengthens connections to the organization, so that leadership is needed that is able to manage Respectful Communication (Leonard, 2011). Meanwhile, the results of other researchers, Alward & Phelps (2019) stated that Respectful Communication has a positive and significant effect towards Virtual Leadership, supported by other researchers Kohntopp & McCann, (2020), Stephens & Carmeli, (2017), and Owen *et al.*, (2018). Based on this, this study proposes hypothesis 3, namely:

Hypothesis 3, Respectful Communication has a positive and significant effect on Virtual Leadership.

2.4. Relationship of Virtual Leadership to OCB

According to Priyankara *et al.*, (2018) in a virtual team, a leader is the main factor in building Organizational Citizenship Behavior (OCB). Likewise, Newman *et al.*, (2017) stated that Virtual Teams are a key factor in building OCB, entirely depending on the leaders in the organization (Trong, 2017). Flavian *et al.*, (2019) empirically show that Virtual Leadership positively and significantly affects Organizational Citizenship Behavior, and therefore the researcher proposes hypothesis 4, namely:

Hypothesis 4, Virtual Leadership has an important and positive effect on OCB.

3. Method

3.1 Sampling Method

This research refers to a non-probability sampling method with a purposive technique in determining the sample (Vehovar *et al.*, 2016), and having certain criteria limits can obtain a representative sample and is generally accepted (Klar & Leeper, 2019), then Theonline questionnaire that has been developed is distributed through social

media LinkedIn and WA Group, with the criteria of respondents being limited to a minimum of 2 years working experience, and having worked virtually for at least 6 months. After the questionnaire was distributed, as many as 391 respondents who met the criteria provided feedback, and then the data was processed to find answers to this research problem.

3.2 Questionnaires

This study adopted indicators from previous researchers which were developed into research instruments. The Trust indicator is adapted from Robert & You (2018, p.14), the Emotional Intelligence indicator is adapted from Pekaar *et al.*, (2018, p.224), the Respectful Communication indicator from Gerpott *et al.*, (2020, p.796) and Han *et al.*, (2018, p.7), Virtual Leadership indicators from Mi *et al.*, (2019, p.9) and indicators from Flavian *et al.*, (2019, p.13) and from Mi *et al.*, (2019, p.9), the source of the adaptation is written separately in the appendix.

The research instrument was modified into a Likert-scale online questionnaire by using a google form as shown in Figure 1 below:



Figure 1. Modification of the 6-point Liker scale. The

Development of a hypothesis equipped with research instruments was made into a model of the relationship between 6 variables with a total of 23 indicator items, namely Trust 4 items indicator, Emotional Intelligence 4 item indicators, Respectful Communication 4 item indicator, Virtual Leadership 5 item indicator, and OCB 6 item indicator, as shown in Figure 2 below:

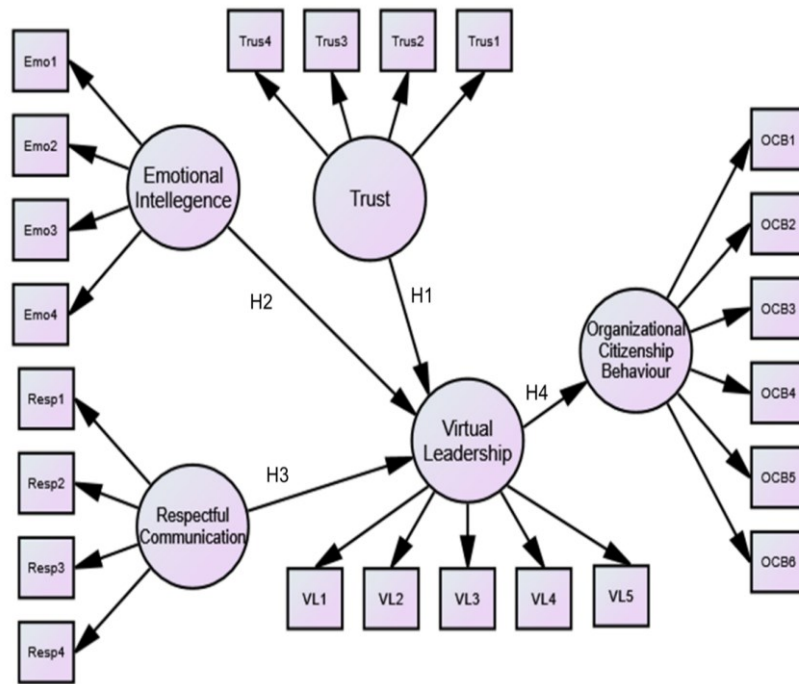


Figure 2. Hypothesis Model

3.3 Data Analysis Techniques

According to Valenzuela & Bachmann (2017), In complex data conditions, it can be used to analyze the pattern of relationships between variables, in order to know the direct and indirect effects on items on exogenous and endogenous variables. In path analysis, if the variable is latent, then the more appropriate data analysis is Structural Equation Modeling or SEM, as a statistical analysis technique for hypothesis testing that can estimate causal relationships using a combination of statistical data and qualitative causal assumptions (Hair et al., 2014). This study has data that is quite complicated, so researchers use SEM by utilizing the Amos version 25.0 application so that complex statistical data can be completed more easily and quickly, which refers to Byrne, (2016) stating that the Amos application allows processing complex data to determining, estimating, assessing, and modeling or path diagrams showing hypothesized relationships between variables. To find out the results of hypothesis testing, the researcher refers to Hair *et al.*, (2014) which states that data analysis works by using SEM, which is a multivariate technique that combines aspects of multiple regression and

factor analysis, estimating a series of simultaneous dependency relationships. minimum standard output criteria $CR > 1.96$.

4. Results

Table 1 shows the initial data before modification using SEM Amos 23.0, the P value shows 0.000 which means the model is not fit. To achieve model fit ($P > 0.05$), the MI (Modification Indices) process is carried out by eliminating high factor loading (Hair *et.al.*, 2014).

Description	NPAR	CMIN	DF	P	CMIN/DF
Default	53	545,463	223	000	2,446
Saturated	276	000	0		
Independence	23	6650,492	253	000	26,287

Table 1. CMIN (Initial Data Model not yet fit)

MI process is carried out to obtain the Standardized path of fit model by following The procedure for eliminating factor loading in stages (Thakkar, 2020), namely the number of initial indicators of 23 items, is gradually eliminated as many as 7 items that have a high loading factor. The remaining indicators from the elimination process are 16 items, consisting of Trust 4 indicator items, Emotional Intelligence 3 indicator items, Respectful Communication 2 indicator items, Virtual Leadership 4 indicator items, and 3 OCB indicator items, so as to achieve the fit model as described in Figure 3 below:

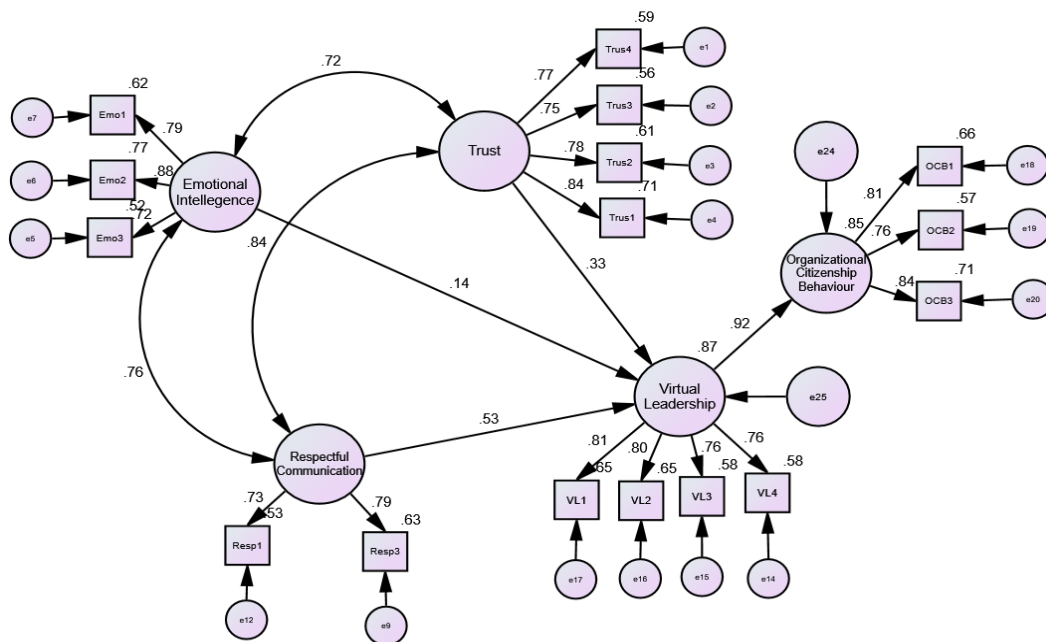


Figure 3. Standardized path of fit model in

Accordance with Hair *et.al.*, (2014) the model is declared fit if the P value > 0.05, then to prove the model has met the standard fit, it can be seen in the output data which shows the P value = 0.271, as shown in table 2.

Table 2. Data Model Fit

Description	NPAR	CMIN	DF	P	CMIN/DF
Default	39	105,036	97	271	1,083
Saturated	136	000	0		
Independence	16	4002,670	120	000	33,356

The results of hypothesis testing are carried out by referring to the output characteristic of the Critical Ratio (CR) with a standard value of > 1.96 (significance 5%), which in accordance with the hypothesis test method in multiple regression analysis (Hair *et al.*, 2014). Estimated proceeds characteristics used to test the hypothesis ditunjukkan in Table 3 below:

Table 3 Data Results Hypothesis Test

Hyphotesis		Estimate	SE	CR	P	Result
H.1.	Virtual Leadership <--- Trust	.323	.094	3,440	***	Accepted
H.2.	Virtual Leadership <--- Emotional Intelligence	.126	.061	2,053	.040	Accepted
H.3.	Virtual Leadership <--- Respectful Communication	.527	.127	4,143	***	Accepted
H.4.	Organizational Citizenship Behavior <--- Virtual Leadership	.961	.062	15 507	***	Accepted

In accordance with Hair *et al.*, (2014), that the hypothesis requirements are accepted if $CR > 1.96$, then based on table 3 the data from the hypothesis test results, it is known that hypothesis 1 is accepted with a value of $CR = 3.440 > 1.96$ (Trust has a significant and positive effect on Virtual Leadership), hypothesis 2 is accepted with a value of $CR = 2.053 > 1.96$ (Emotional Intelligence has a positive and significant effect on Virtual Leadership) and hypothesis 3 is accepted with a value of $CR = 4.143 > 1.96$ (Respectful Communication has a positive and significant effect on Virtual Leadership). Likewise, hypothesis 4 is accepted with a value of $CR = 15.507 > 1.96$ which means that Virtual Leadership has a positive and significant influence on OCB. This hypothesis test provides evidence that Virtual Leadership is influenced by Trust, Emotional Intelligence and Respectful Communication, and Virtual Leadership has a strong influence on OCB.

5. Discussion

This study provides evidence that when employees work virtually, leadership is needed that is able to manage Trust, Emotional Intelligence and Respectful Communication to increase OCB in maintaining and increasing work productivity, which is shown by the results of hypothesis testing as follows:

Hypothesis 1 shows that Trust has an effect positive and significant towards Virtual Leadership, which can be seen from the CR value greater than the minimum standard. It concludes that the trust factor is important for employees who work virtually everywhere, and this is needed by leaders in managing an organization or team (Zander *et al.*, 2013). This is also in accordance with the research of Karagoz *et al.*, (2016) which states that to build a shared context in a virtual team, a manager must be able to manage

trust in a team. The results of this study also support Flavian et al., (2019) and Alward & Phelps, (2019) which empirically found Trust is an important factor that influences Virtual Leadership. Meanwhile other researchers Norman *et al.*, (2019); Fischer et al., (2020) and Choi & Cho, (2019) are also in line with the results of this study which concluded that the success of building a team/organization that works virtually depends on the ability of a leader who is able to build trust in all team members.

Emotional Intelligence in hypothesis 2 has a positive and significant effect on Virtual Leadership, which is indicated by the CR value exceeding the minimum standard. In accordance with Mysirlaki & Paraskeva, (2020), the results of this study support the previous researcher's statement which stated that Emotional Intelligence had a positive and significant effect on Virtual Leadership. This is also in line with Cole, (2019) which states that a leader who works virtually must have strong Emotional Intelligence in building an organization virtually. Likewise, previous research by Quisenberry, (2018) stated that Emotional Intelligence greatly influences the ability of a leader to develop an organization that works virtually. The results of this study also support research by Holt & Wood (2017) which states that Emotional Intelligence is a key factor that affects the ability of leaders to manage organizations that work virtually.

Hypothesis 3 shows that Respectful Communication has a positive and significant effect on Virtual Leadership, in line with Han *et al.*, (2017) which states that the concept of open communication based on respect and mutual trust is identified as one of the important strategies when the team is actively working using technology communication tools in virtual team. And also in accordance with Leonard, (2011) that respectful feedback communication encourages virtual employees to feel part of the organization and strengthens connections to the organization, so that leadership is needed that is able to manage Respectful Communication. While other researchers, Alward & Phelps (2019), are in line with the results of this study, which proves that Respectful Communication has a positive and significant effect. towards Virtual Leadership, as well as supporting other researchers Kohntopp & McCann, (2020), Stephens & Carmeli, (2017), and Owen *et al.*, (2018) who empirically found Respectful Communication as an important factor influencing Virtual Leadership.

Based on the results of hypothesis testing 4, it is proven and supports the research of Priyankara et al., (2018) which states that in a virtual team, a leader is the main factor

in building Organizational Citizenship Behavior (OCB). In line with other researchers, Newman et al., (2017) stated that Virtual Teams are a key factor in building OCB, and that OCB depends on the leaders in the organization (Trong, 2017). This research also strengthens Flavian et al., (2019) which states that OCB is one of the goals of an organization, and can be achieved by the ability of a leader to manage an organization that works virtually.

6. Conclusion

When organizations are required to work virtually in the era of globalization, especially during the Covid19 pandemic, the role of the Leader is very important to manage employees to work optimally. Leaders are expected to be able to create Organizational Citizenship Behavior (OCB) to streamline organizational resources in order to maintain and increase work productivity. The results of this study provide evidence that Virtual Leadership has a significant and positive effect on OCB, and also proves that Trust, Emotional Intelligence and Respect are the 3 key factors that influence Virtual Leadership.

This research contributes to organizational managers in improving the OCB of employees who work virtually, and is also beneficial for science as a reference for organizational management models in improving employee OCB in the Virtual Works era. Cultural differences in certain organizations are the limitations of this study, so that further research can conduct an analysis by adding organizational culture factors. The results of this study contribute to science for academics in responding to changes in organizational work patterns virtually in the face of global competition and the COVID-19 pandemic.

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Appendix

Adaptation Indicator

Trust	<p>My leader gives other team members to participate on important issues at work.</p> <p>My leader makes me comfortable working openly with other team members to complete this project</p> <p>My leader makes me and the rest of the teamwork without the need for supervision</p> <p>My leader and team members work with mutual trust, without the need for supervision from superiors</p>	Robert & You (2018, p.14).
Emotional Intelligence	<p>My leader makes me and other members feel different</p> <p>My leader has a great influence on the feelings of others</p> <p>My leader understands what to do to improve the mood of team members</p> <p>My leader can change the emotional state of team members.</p>	Pekaar <i>et al.</i> , (2018, p.224)
Respectful Communication	<p>My leader regards me and my work as important</p> <p>My leader looks at everyone's side of disagreement before making a decision</p> <p>My leader has tender feelings and is concerned about the less fortunate</p> <p>My leader shows my colleagues the special procedure so that all can learn it</p> <p>As a leader, he allows non-hierarchical teamwork</p> <p>As a leader, he effectively pre-structured the task</p>	Gerpott <i>et al.</i> , (2020, p.796) Han <i>et al.</i> , (2018, p.7)
Virtual Leadership	<p>My leader will tell employees about the company's business philosophy and development prospects</p> <p>My leader is open-minded and has a strong sense of innovation</p> <p>My leader has the right knowledge to manage the team</p>	Mi <i>et al.</i> , (2019, p.9)
Organizational Citizenship Behavior (OCB)	<p>I try to help other team members even if the problem is not directly work related</p> <p>I help other team members when they can't attend</p> <p>My leader actively participates in environmental events organized by the company</p> <p>My leader spontaneously gives time to remind coworkers to pay attention to the environment when working virtual</p> <p>My leader advises virtual team members on ways to work effectively</p> <p>I voluntarily participate in events outside the organization to contribute to the image of the organization</p>	Flavian <i>et al.</i> , (2019, p.13) Mi <i>et al.</i> , (2019, p.9)