



A Cross-Cultural Study on Group Performance, Leadership Styles, Power Distance, and Group Organizational Citizenship Behavior

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Abstract. This multinational study focuses on leadership style (i.e., *directive leadership*, *supportive leadership*) and *power distance* affecting *group organizational citizenship behavior* (GOCB). Further, it explores the impact of *GOCB* on *group performance*. This empirical inquiry collected data from public and private workers from diverse sectors in Indonesia and Mexico. The questionnaire was carefully translated into Indonesian and Spanish gaining more than two hundred responses from each country. The study uses structural equation modeling (SEM) with Partial Least Square (PLS) type. The results show that *power distance* has a positive and significant effect on *directive leadership* in Mexico and Indonesia, yet the effect in Indonesia is not significant. Further, *Power distance* has a positive and significant impact on *supportive leadership* in Indonesia, yet has a positive but not significant effect in Mexico. Moreover, *Power distance* has a negative and insignificant effect on GOCB for respondents in Indonesia and Mexico. Also, both *directive leadership* and *supportive leadership* have a positive and significant effect on GOCB in both countries, and ultimately GOCB has a positive and significant impact on *group performance* in Indonesia and Mexico.

Keywords: Group Organizational Citizenship Behavior · Power Distance · Directive Leadership · Supportive Leadership · Group Performance

1 Introduction

The 9th Padang International Conference on Economic, Education, Business, And Accounting held in 2022 introduced the theme “Leap to the imminent future: Seizing Opportunities in Education, Economics, and Business.” Specifically, this study deals with seizing the opportunity in business, contributing to further the current understanding of how organizations can improve the group work performance of different people from different cultures. This study tackles Group Organizational citizenship behavior (GOCB) as it offers many advantages for companies. Researchers accounted for the positive impacts of GOCB on group performance [1]. According to Ehrhart & Naumann, the leadership style is essential to developing GOCB [2]. An appropriate leadership style that respects the norms could boost GOCB. Furthermore, According to Euwema et al.

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[3], culture has a unique role in developing GOCB, including how much authority the leaders possess. By recognizing our limited understanding of their effects on GOCB, addressing it would increase our knowledge of how GOCB is developed. This study aimed to determine the effects of leadership style (i.e., *directive leadership*, *supportive leadership*) and *power distance* on *group organizational citizenship behavior* (GOCB). A better understanding of these relations will allow organizations to seize the opportunity to use GOCB to further the success of their business [4].

Effective performance is crucial in business, so improving performance should be a standard practice in a workplace. This study mainly focuses on the groups inside the organization, as it explores group-level attributes and task performance of work teams [5]. This research used the term *group performance* as it is more general and can incorporate more diverse work backgrounds. Seong & Hong asserted that friendship has significant benefits on group task performance [6]. Chung et al. demonstrated that, as managers form a close relationship with employees, they become more engaged in the group [7]. Similarly, Lorimkova & Perry assumed that a leadership style that can inspire positive change in its employees is key to fostering *felt obligation*, *helping behavior*, and enhancing *group performance* [8]. Aside from leadership style, OCB has been a point of interest amongst scholars that may boost group performance. Organ describes it being the “contributions to the maintenance and enhancement of the social and psychological context that support task performance” [9]. Organ researched “Employee Citizenship,” and their study affirmed that OCB enhances performance on the workgroup level [10]. Previous research shifted from individual OCB to group OCB, shifting to different terminologies, including Collective Citizenship Behavior, team OCB, unit-level OCB, and Team citizenship behavior [12–14]. Following this, The term Group Organizational Behavior or GOCB was presented by Chen. Besides, businesses need a better understanding of group performance since the attention to teamwork in organizations has never been greater than before; therefore, the link between team performance and GOCB has become even more significant to be explored [16–18]. Furthermore, OCB is significantly linked to Leadership. Previous research verifies the constructive stimulus of supportive Leadership towards personal level OCB [19, 20]. Similarly, leadership behaviors were essential in developing norms where employees practice OCB in teams (GOCB) [12]. However, there is a scarcity of new empirical studies about leadership relations toward GOCB [21]. Leadership influence on GOCB must be studied [21]. Furthermore, studying the cultural frameworks and literature about GOCB is relevant, yet its attention from empirical studies was minimal [20]. Various indications show that OCB and its precursors differ across countries [22]. Additionally, group function and process are the epicenters of societal dissimilarity. Notably, OCB and the possibility of performing it have links with the cultural elements of the society, for instance, power distance (PD) [23]. On that account, investigating the stimulus of culture on GOCB is essential. Beyond that, research claimed that culture has also been associated with and comprises norms regarding leadership behavior and effectiveness. Accordingly, cultural differences might also moderate the linkage of leadership style and GOCB [24]. This research empirically tests the implication of Leadership style and Power Distance towards GOCB and how GOCB affects group performance in different nations. The survey was translated to Indonesian

and Spanish to collect responses from both countries. The study uses structural equation modeling (SEM) with Smart-PLS 3.29 software. In totality, This study utilizes the model previously presented by Euwema et al. (2007) while filling their research gap. Euwema et al. (2007) used secondary data from the Hofstede database. The present study's novelty is the use of primary data based on direct observation.

2 Literature

2.1 Power Distance and Directive Leadership

The higher the power distance between a leader and their followers, the more influence the leader has on their followers [25]. This is because Power distance affects leaders and followers. For instance, Tyler et al. [21] asserted that leaders accustomed to this style tend to value outcomes over relationships. Power Distance Oriented People are less expected to exhibit autonomy. A study by Alves et al. Furthermore, Yu [19] demonstrated the effect empirically. A positive correlation between power distance and directive leadership was found. Founded on previous research, the following hypothesis was based:

H1: Power distance positively affects Directive Leadership

2.2 Power Distance and Supportive Leadership

Employees in a High power distance culture accept that person of authority must be respected and shown deference [21]. Contrary, the supportive leadership style promotes a flat hierarchy. Therefore, lower power distance individuals do not notice many differences built from social strata, power, or hierarchy. Hence, it indeed has a negative relation to a supportive leadership style. In addition, A study of IT engineers and technical supervisors in Taiwan has shown that supportive leadership is negatively related to power distance. Development of professional skills was successful only to those employees who came from lower power distance orientation, according to [19]. Based on these assumptions, the present research argues that Power Distance and Supportive Leadership are negatively correlated.

H2: Power distance has a negative effect on Supportive Leadership

2.3 Power Distance and GOCB

Empirical studies primarily asserted that the wearying of attitude-behavior relations when the power distance is high. Similarly, another research asserted that a relationship exists between organizational citizenship behavior (OCB) and power distance. More specifically, when power distance is high, OCB weakens. For instance, low power distance individuals feel more comfortable voicing their opinion on a decision that affects a job [20]. Hofstede [23] stresses power distance as an essential factor affecting group relationships. In cultures oriented to power distance, employees usually don't take the inventiveness or participation in making the decision. Euwema et al. [24] research demonstrated the impacts of PD on the relationship within teams and found that PD harms to GOCB. Another research analyzed 251 employees from a multinational company in Costa Rica examines the relationship between power distance and OCB. The

results showed that the most power distance diverse workgroups negatively affects two dimensions of OCB, namely altruism and civic virtue. Power distance had a negative impact on the working groups of the organization that was studied [25].

H3: Power distance has a negative effect on GOCB

2.4 Directive Leadership and GOCB

Research suggested exploring the relationship between the Directive Leadership style and OCB. According to them, there might be a significant impact on the use of directive leadership towards the GOCB. Research asserted that the directive leadership style does not encourage OCB when applied [28]. It is stated that employees might react against the managers if the authoritarianism is high. A leader's moderated display of authority, commanding behavior, and an implicit demand for complete obedience may lead to nonconformity and unproductive work behavior [25]. Based on the findings of previous research, the first hypothesis of this study was formulated:

H4: Directive Leadership is negatively related to GOCB

2.5 Supportive Leadership and GOCB

Research asserted that leadership might significantly affect OCB [26]. Subsequently, it is suggested exploring the relationship between Supportive Leadership. It is concluded that supportive behaviors result in employees' perception that employees have enjoyed the favorable treatment, which stimulates them to act mutually with their manager and the company [22]. Additionally, it is suggested that sound managerial support is critical for OCB development. Another research added that employees might exhibit OCB by observing leaders being available to offer support to others [27]. Therefore, employees are likely to display helping behaviors such as OCB. Based on previous studies, the following hypotheses were formulated:

H5: Supportive leadership affects GOCB positively

2.6 GOCB and Group Performance

Various research focused on GOCB and performance [13]. Moreover, it is demonstrated that GOCB significantly impacts group outcomes. Empirical studies have shown that GOCB is mainly related to the quantity and quality of group performance [13]. Businesses need to understand groups perform better since the attention to teamwork in organizations is greater. Therefore, the link between team performance and GOCB is essential to be studied [28].

H6: GOCB positively affects Group performance

3 Research Model

Based on the previous research and hypotheses, this model has been constructed.

This research partially adopted the research model of Euwema et al. [24] in their study on GOCB. This study took the opportunity to investigate Group Performance, as suggested by various researchers [17, 18, 20].

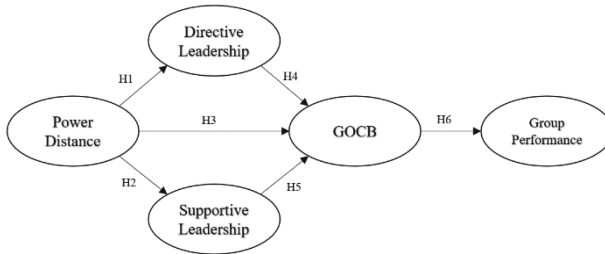


Fig. 1. Research Model

4 Research Methods

The subjects of this research were the employees from public and private institutions in Indonesia and Mexico. The respondents of this study came from diverse sectors. The calculation of the number of samples in this study is based on the calculation of Hair et al. [29]. Meanwhile, the sampling technique used is convenient sampling. As for the internal data analysis technique, this research uses Structural Equation Modeling (SEM), namely Partial Least Square (PLS). The software used is SmartPLS 3.0 (Fig. 1).

5 Results and Discussion

Table 1 shows the indicators' descriptions and outer loadings for the two countries. The data for Indonesia during the initial and final run was the same because all indicators have been valid since the initial run.

Meanwhile, in the data in Mexico, two indicators were removed (DL2 and DL3) since these variables cause the Average Variance Extracted (AVE) to decrease, affecting the validity.

Table 2 shows the results of the two countries. H4, H5, and H6 were found to have a significant positive effect in both countries. Further, H1 in Indonesia has a positive but insignificant effect while Mexico has a positive and significant effect. Then, for H2, Mexico has a positive but insignificant effect while Indonesia has a positive and significant effect. Lastly, for H3, both countries were found to have a negative and non-significant effect.

Table 1. Outer Loadings

Indicators		IND	MEX
Our managers want us to follow their instructions precisely	DL1	0.698	0.488
Our manager stimulates us by letting us know what will happen to us if our work is unsatisfactory	DL2	<u>0.799</u>	–
Our manager requires us to submit detailed reports of our activities	DL3	0.766	–
Our manager makes most decisions for us	DL4	0.673	0.785
Our manager oversees us very closely	DL5	0.732	0.684
Our manager has to lay out goals and guidelines; otherwise, we will be passive, and get nothing will be done	DL6	0.673	0.796
Our manager expects us to carry out work immediately	DL7	0.698	<u>0.81</u>
<i>Altruism</i> : The people in my workgroup are always willing to provide help in getting the work done	GOCB1	0.838	0.797
<i>Conscientiousness</i> : The people in my workgroup are willing to put in extra time on the job	GOCB2	0.81	0.726
<i>Courtesy</i> : People in my workgroup will usually go out of their way to make the workgroup successful	GOCB3	<u>0.858</u>	<u>0.846</u>
<i>Sportsmanship</i> : People in my workgroup are willing to make sacrifices to get the job done	GOCB4	0.826	0.743
<i>Civic virtue</i> : People in my workgroup will gladly take on other's responsibilities in an emergency	GOCB5	0.779	0.725
The people in my workgroup achieve high performance	GP1	0.913	0.86
The people in my workgroup fulfill their assigned goals	GP2	0.908	<u>0.904</u>
The people in my workgroup make a significant contribution to the company	GP3	<u>0.934</u>	0.887
Managers should do most decisions without consulting subordinates	PD1	0.825	0.776
It is often necessary for a manager to use authority and power when dealing with employees	PD2	0.854	<u>0.83</u>
Managers should rarely ask for the opinions of subordinates	PD3	0.765	0.747
Managers should avoid off-the-job social contact with employees	PD4	0.605	0.66
Subordinates should not disagree with manager's decisions	PD5	0.654	0.742
Managers should not delegate important tasks to employees	PD6	0.825	0.616
Our manager works hard to ease the tensions whenever they arise in a workgroup	SL1	0.768	0.792
Our managers encourage us to talk to them about problems outside work	SL2	0.599	0.711
Our managers dedicate time to our job's security and fringe benefits	SL3	0.83	0.795

(continued)

Table 1. (continued)

Indicators		IND	MEX
Our manager works to develop a close personal relationship with us	SL4	<u>0.851</u>	0.815
Our managers rely on what they learn through personal contact with their employees to use each of our talents more successfully	SL5	0.831	<u>0.875</u>
Our manager often display concerns for us	SL6	0.742	<u>0.888</u>
Our manager believes in us	SL7	0.784	<u>0.796</u>

Table 2. Hypothesis Verification

Hypotheses	Countries	Path Coefficient	T-Value	Description	Hypothesis Verification
H1	Indonesia	0.127	1.604	positive, not significant	not supported
	Mexico	0.398	6.811	positive and significant	supported
H2	Indonesia	0.219	2,989	positive and significant	not supported
	Mexico	0.053	0.649	positive, not significant	not supported
H3	Indonesia	-0.015	0.262	negative, not significant	not supported
	Mexico	-0.095	1.555	negative, not significant	supported
H4	Indonesia	0.485	7.125	positive and significant	supported
	Mexico	0.026	0.308	positive, not significant	supported
H5	Indonesia	0.239	3.142	positive and significant	supported
	Mexico	0.561	9.826	positive and significant	supported
H6	Indonesia	0.632	12.397	positive and significant	supported
	Mexico	0.616	11.103	positive and significant	supported

6 Conclusion

Power distance has a positive and significant effect on Directive Leadership in Mexico; however, although the impact was positive in Indonesia, it was found to be non-significant. It indicates that the subordinates in Mexico accept the high level of authority of the managers due to unequal power distribution. Overall, The results were mostly consistent with previous research. It indicates that Power distance is significantly related to utilizing a Directive form of Leadership among managers in all the subjected countries except Indonesia. Specifically, The study shows that in Indonesia, managers will most likely inform employees about the punishments if they have lousy work results when they deal with subordinates using power and authority. While in Mexico, when managers use authority and power to deal with employees, they will also likely lay out goals and guidelines so that employees will not work passively.

Power distance positively and significantly affects Supportive Leadership in Indonesia. However, although the effect was positive in Mexico, it was found to be non-significant. It indicates that when managers experience high reverence and respect in the workplace, they respond to their subordinates by showing them concern and treating them with dignity and respect while fostering positive relationships inside the workplace in Indonesia. It was initially expected that Power Distance would negatively affect the Supportive Leadership Style in each country. Contrary to previous research, a positive effect was found. Specifically, The study shows that when managers deal with subordinates using power and authority in Indonesia, the close relationship between managers and employees becomes greater. While in Mexico, when managers deal with workers using power and authority, most likely, they are just concerned for their employees.

Power distance has negative and non-significant effects on GOCB in Indonesia and Mexico. Indicating that Indonesian and Mexican employees' commitment to do voluntary tasks or tasks beyond their contractual work was slightly negatively correlated to unequal power distribution in the organization. Specifically, in Indonesia and Mexico, when managers deal with employees using power and authority, the courtesy of group members toward one another decreases.

In Indonesia, Directive Leadership has a positive yet non-significant effect on GOCB. However; although it has a positive impact in Mexico, it was not significant. It indicates that employees' commitment to do voluntary tasks increases when managers in Indonesia and Mexico countries utilize a directive leadership style by giving instructions and directives to their subordinates.. Contrary to previously hypothesized, the Directive Leadership Style positively affects GOCB in two countries. Specifically, In Indonesia, when managers inform employees about the implications of their work quality, employees' courtesy towards one another is most likely to increase. While in Mexico, when managers lay out goals and guidelines so that employees work actively, employees' turn towards one another becomes greater.

In both countries, Supportive Leadership positively and significantly affects GOCB. It indicates that employees' commitment to do voluntary tasks in two countries increases when managers utilize a supportive leadership style by displaying support and care to their subordinates. Consistent with the previous research, the result shows that Supportive Leadership has a positive and significant effect on GOCB in both countries. Specifically, In Indonesia, when managers establish a close personal relationship with their

employees, employees' courtesy towards one another is most likely to increase. While in Mexico, when managers show concern for their employees, employees' courtesy towards one another becomes greater.

GOCB has a positive and significant effect on Group Performance in both countries. It indicates that employees' commitment to do voluntary tasks increases the team's performance inside companies. Consistent with the previous research, when group members exhibit courtesy to one another in Indonesia, their group is more likely to contribute significantly to the company. While in Mexico, when employees demonstrate courtesy to one another. More likely, they perceive their team as capable of fulfilling set goals.

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Authors' Contribution. This study adds group performance as the dependent variable that GOCB influences. In this study, power distance is positioned as an independent variable. Research by Euwema et al. [23] used individualism/collectivism, and this study did not use these variables. Unlike the research of Euwema et al. [23], which operated secondary data, this study used primary data. Further, Euwema et al. [23] compare respondents from collectivist and individualist countries, while the current research focuses on comparing collectivist countries [22, 23].

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