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**Transformational Leadership and Contextual Performance:  
*Role of Integrity among Indian IT Professionals***

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**Keywords:** Transformational leadership, Contextual performance, Integrity, IT Professionals, India.

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## Transformational leadership and contextual performance: role of integrity among Indian IT professionals

### Abstract

**Purpose:** Transformational leadership engages their employees' self-concept in such a meaningful way that employees exert extra effort than what is expressed in their job description. In this study, the authors have investigated the influence of transformational leadership on employees' contextual performance. The study also tests the moderating role of integrity on the relationship between transformational leadership and contextual performance, based on the assertion that not every employee will respond to the transformational leadership's call for extra effort in the same way.

**Design/methodology/approach:** Data were gathered through self-administered questionnaires from 480 Indian IT employees across India. Harman's single factor test was used through analysis of moment structures (AMOS 20.0) to test the bias associated due to common method variance (CMV). Regression analysis was carried out through a series of hierarchical models in SPSS 20.0 to test the direct and interactive effect of integrity between transformational leadership and contextual performance.

**Findings:** The result supports the assertion that transformational leadership has positive influence on employees' contextual performance. However, the moderational effect of integrity on the relationship between transformational leadership and contextual performance was found to be insignificant.

**Practical implications:** The first implication of this study is that organizations, especially IT firms where employees work in teams and where role interdependency is high, should encourage employees to engage more in contextual performance. Second, organizations should foster transformational style of leadership across hierarchy which will encourage employees to link their individual performance with group or organizational performance by engaging more in pro-social behaviour.

**Originality/value:** This study is critical in a sense that it is one of the few empirical studies that has tested the effect of transformational leadership on employee's contextual performance in Indian IT organization. Another unique contribution of this study is that it is first to explore the nature and extent of the employee's desire (voluntary or non-voluntary) to contribute towards contextual performance.

**Keywords:** Transformational leadership, Contextual performance, Integrity, IT Professionals, India.

### Introduction

In every organization, managers expect their employees to be more involved in their work, to be positively engaged in pursuit of common goal and to exert extra effort than what is specified in their job description. In a nutshell, managers desire their employees to go the proverbial extra mile and not restrict themselves to the formal job roles and responsibilities (Borman and Motowidlo, 1993; Motowidlo and Van Scotter, 1994; Van Scotter and Motowidlo, 1996). These extra role behaviors which are not formally asked of but supplement the task behaviors of the employee are called contextual behaviors. This set of interpersonal and volitional behavior

encompasses behaviors such as voluntarily helping peers who are lagging behind, acting amiably so as to maintain good working relationships, exerting extra effort for the timely completion of a task, and introducing a new employee to the work culture etc. Unlike, the task behaviors, contextual behaviors are same or similar across the rank and file of the organization. Another important distinction between the two performances is that unlike task performance, contextual performance doesn't depend on one's competency or talent rather on one's attitude and compassion towards others (Borman and Motowidlo, 1993).

Several management scholars have maintained that employee performance and leadership style are instrumental in contributing immensely towards organizational performance (Almatrooshi *et al.*, 2016). One of the several ways by which employees can be motivated to exert extra effort is through a compelling vision, leader's charisma and mutual cognizance of the enormity and desirability of the goal. Transformational leadership, which embodies these features exhort their followers to move beyond their selfish interests and act according to the larger interest (Bass, 1985). The larger organizational interest can be attained when employees demonstrate concern and care for all the stakeholders involved, and display positive attitude towards organizational rules and policies. These efforts to achieve organizational goals are in line with the ideas of contextual performance i.e., performance that go beyond formal roles and obligations (Bass & Riggio, 2006). In contrast to transactional leaders, transformational leaders look at long term goals and holistic development of employees. Such leaders motivate employees to focus on deeper concerns associated with organizational growth rather than concentrating on fulfilling their basic security concerns (Avolio *et al.*, 1991). Transformational leaders inspire their followers to exert extra endeavour, have amiable relationship with all stakeholders, and uphold organizational rules so as to achieve personal, group and organizational goals (Bass, 1985; Yammarino and Bass, 1990).

Bass (1985) reported that transformational leaders communicate organizational vision in a compelling manner and convince their followers to exert extra effort, thus resulting in followers displaying more of discretionary pro-social behaviors. Although, previous studies have claimed a positive effect of transformational leadership on extra role behaviours (Piccolo and Colquitt, 2006), yet, the number of studies investigating the effects of transformational leadership on contextual performance is quite few (Judge and Piccolo, 2004). This unfortunate paucity of research of contextual performance can be attributed to a narrow and flawed definition of performance which was restricted only to task performance i.e., the role mentioned in one's job description (Podsakoff *et al.*, 1996). This lack of studies has also been reiterated by Borman and Motowidlo (1993), who have maintained that researchers have paid more attention to task performance than contextual performance. Hence, the current study strives to empirically test the effect of transformational leadership on contextual performance.

This study will also investigate the moderating role of integrity on the relationship between transformational leadership and contextual performance. Integrity is defined as the strength of one's personal commitment to a principled ethical ideology that determines the strength of the relationship between one's ethical beliefs and behaviour (Schlenker, 2008). In other words, integrity explains the consistency in one's belief and action. In this study, we have proposed that employee's perception of their supervisor's transformational style of functioning will vary from one follower to other. Transformational leadership will not influence all the followers in the

same consistent way. Thus, transformational leadership's effect on employee's contextual performance will also vary based on the employee's motives, attitude and personal values. Integrity is one such personal value that might act as a moderator in explaining the differential effect of transformational leader's influence on employee's contextual performance. Our assertion is that an employee having high integrity i.e. who has consistency in his values and actions will relate to transformational leader's call for sacrifice of personal benefits for a larger cause in a much stronger manner than one who is simply persuaded by the charisma and rhetoric of the leader. In the first case, the employee exerts extra effort willingly and there is consistency between his/her personal ideology and action, but, in the second case the employee exerts extra effort because the individual is swayed by the leader's rhetoric and charisma or because of subtle persuasion exerted by the leader. Here, the employee's pro-social behaviour or contextual performance is non-voluntary and there is inconsistency between his/her ideology and action. Similar views have been shared by several researchers, who believe employees might be under some sort of pressure to engage in such extra role behaviours or citizenship behaviours as it is informally encouraged and rewarded (Bolino *et al.*, 2010). According to Morrison (1994) in several organizations the boundaries that clearly identify extra-role behaviours from in-role behaviours are blurred so managers may legally (within organizational bound) demand such behaviours from their employees. Vigoda-Gadot (2006) maintained that once an organization attaches compulsion to citizenship behaviour it becomes compulsory citizenship behaviour and no more remains voluntary. Zhao *et al.*, (2013) in their empirical study investigated the effect of abusive supervision on employees' compulsory citizenship behaviour; this clearly explains that not all extra role behaviours are voluntary in nature. Thus, further studies dealing with the relationship between transformational leadership and contextual performance would shed more light on the true intention of employee's contextual behaviours.

In this study, we suggest that integrity of an employee will moderate the relationship between transformational leadership and contextual performance in a way that the higher the integrity greater will be the influence of transformational leadership on employee's contextual performance. The rest of the paper is organized in the following way: in the literature review section, we review the extant literature on transformational leadership, contextual performance and integrity; in the methodology section the research method used to investigate the direct and interactive effect of transformational leadership on contextual performance is discussed; the findings of the study are explained in the results section and the final section delves into the implications of the study, its limitations and the direction for future studies.

## Literature Review and Hypotheses Development

### *Transformational leadership and Contextual performance*

Over the past three decades, there has been extensive research into a set of similarly conceptualized leadership theories referred to as charismatic, transformational, or visionary leadership (Bass, 1985, 1990, 1999; Conger and Kanungo, 1987; House and Aditya, 1997; Kets de Vries, 1994; Klein and House, 1995; Kouzes and Posner, 1987; Shamir *et al.*, 1993; Tichy and Devanna, 1986; Yukl, 2002). These theories discuss exceptional leaders who have an extraordinary effect on their followers. According to these new leadership theories (Bryman, 1992), such leaders transform the needs, values, and self-concept of followers by aligning their

personal goals with the organizational goals. These new-leadership theories describe the symbolic behaviours demonstrated by transformational leaders through inspirational messages and alluring vision, that appeals to the followers' higher values, and leads to exceptional follower's commitment and performance (Bass, 1985; Conger and Kanungo, 1987). According to Shamir *et al.*, (1993), this style of leadership offers meaningfulness to work by infusing work and organizations with a sense of moral purpose and commitment rather than by just affecting the task environment of followers. In essence, transformational leadership differs from earlier leadership theories because it focuses on values and emotions (Yukl, 1999).

In today's competitive business world, employees are expected not only to perform their required roles mentioned in their job description but also to perform tasks that may not be explicitly part of their job description such as helping a coworker in his or her task, familiarizing a newly-joined employee to his work and supporting organizational policies etc. (Pradhan *et al.*, 2012). Such behaviours which are expected of an employee but not categorically mentioned in one's job description are called pro-social behaviours or extra-role behaviours and the performance is called contextual performance (Borman and Motowidlo, 1993). These contextual behaviours are significant to any organization as they facilitate enhanced communication and improved social interaction among the workforce (Arvey and Murphy, 1998; Borman, 1978; Katz and Kahn, 1978). Contextual performance is closely related to various other constructs like extra-role behaviour, civic organizational behaviour, pro-social behaviour, and most notably with organizational citizenship behaviour (OCB). Several articles have addressed both the similarities and differences between contextual performance and organizational citizenship behaviour (Motowidlo, 2000; Organ, 1997; Podsakoff *et al.*, 2000; Van Dyne *et al.*, 1995). Although, all these constructs have subtle differences yet they all depict co-operative behaviours that are intentional, wilful, non-compulsory and goes beyond the formal job roles.

The origin of contextual performance can be traced back to Brief and Motowidlo (1986) who introduced the concept of prosocial behavior in organizations. They defined it as "behaviour that is: i) performed by a member of an organization, ii) directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and iii) performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed" (p. 711). Campbell (1990) postulated that there are two primary types of behavior that encompass job performance, firstly those behaviors that are unique to a specific job and can be specifically attributed to that job and secondly those behaviors that are the common to all jobs within an organization. Borman and Motowidlo (1993) while expanding on the work of Campbell (1990) suggested that job performance can be divided into two separate categories: task performance and contextual performance. Task performance includes behaviors that refer to the core production and maintenance activities in an organization, such as manufacturing products, selling merchandise, managing inventory, motivating and retaining employees or delivering services (Motowidlo and Schmit, 1999). Whereas, contextual performance refers to those behaviors that contribute to the culture and climate of the organization, in other words, create or facilitate an environment within which production and maintenance activities are carried out such as, volunteering for extra or difficult work, maintaining enthusiasm at work, helping and cooperating with others, sharing of information and other critical resources, abiding by rules and regulations, and supporting organizational decisions (Motowidlo and Schmit, 1999).

Transformational leadership unlike transactional leadership focusses on the true empowerment of their employees. Bass (1985) in his book stated that transformational leadership will lead to superior performance by broadening or elevating the interests of their subordinates and by inspiring them to undermine personal interest for collective interest. Transformational leadership increases follower's social identification by tying individual's identity with collective identity of the group, this makes the individual take pride their belonging and consider membership of the group as an important aspect of their identity (Shamir *et al.*, 1993). All the four dimensions of transformational leadership are said to be associated with collectivism (Jung *et al.*, 1995). "Idealized influence", one of the four components of transformational leadership motivates followers to enact beyond the self-interests and to work for collective goal that include concern for others (Bass, 1985). Studies have also positively linked transformational leadership with follower's emotional intelligence elements like empathy and interpersonal skills (Megerian and Sosik, 1997), which further influences follower's attitude and behaviour with his/her peers. Several researchers have proposed that the most significant influence of transformational leadership should be on employee's pro-social behaviour or extra role behaviour (Graham, 1988), as this will not just improve the job commitment and involvement of the employee but will also create a conducive work environment where fellow employees will be able to contribute. This suggests that transformational leadership will improve employee's contextual performance as shown in Figure 1.

"Place figure 1 about here"

Hence, we propose:

*H<sub>1</sub>: Transformational leadership will positively influence contextual performance.*

#### *Moderating role of integrity*

Although, the term integrity is a very popular concept within the realms of leadership and management discussions, the term lacks a clear definition and understanding (Rieke and Guastello, 1995). Integrity is considered to be personally and socially important to character strength and a virtue. The current study endorses the views of Schlenker (2008) that defines integrity as the degree to which one is personally committed to a principled ethical ideology which in turn determines the strength of the relationship between one's ethical beliefs and behaviour.

Several researchers agree that integrity is the congruity between an individual's words and action (Davis and Rothstein, 2006; Simons, 2002, 2008). According to Yukl and Van Fleet (1992, p.151) "Integrity means that a person's behavior is consistent with espoused values and that the person is honest and trustworthy". Palanski and Yammarino (2007) in their review of the literature have classified the several meanings of integrity into five categories, including, integrity as consistency between one's words and action. Simons defined behavioural integrity as "the perceived pattern of alignment between an actor's words and deeds" (2002, p.19).

As discussed before, our study investigates the moderating role of integrity on the relationship between transformational leadership and contextual performance. Walumbwa *et al.*,

(2004) in their study have stressed the need to study the role of moderators (boundary conditions) on the relationship between transformational leadership and various job outcomes. The need to study integrity as a moderator becomes more urgent because the extent to which followers of transformational leader will respond to the call for extra effort will vary from one individual to other. In some case (such as high integrity), the response to the transformational leader's call for contextual performance will be high as it is voluntary and self-willing, whereas, in other cases (low integrity) the follower might respond to the leader's persuasion in a non-willing and non-voluntary way and thus will contribute less towards contextual performance. Also, integrity is considered a virtue that is inherently valuable, regardless of the consequences it leads to (Peterson and Seligman, 2004; Schlenker, 2008). One of the adverse consequences might be follower's unfavourable response to the transformational leader's call for contextual performance. Lin et al., (2015) in their study found that when subordinates perceive their supervisor to be manipulative the effect of group-level transformational leadership on the subordinates get reduced. Dirks and Ferrin (2002), in their meta-analysis also claimed that an employee who is sceptical about the merits of pro-social behaviour will have little trust in the leader's urge for extra effort, which will reduce the employee's contextual performance. In his empirical study, Schlenker (2008) included measures of orientation towards others, and self-reports of a variety of helping and volunteering activities to empirically prove the relationship between integrity and pro-social orientation.

Finally, although several studies have tested the effect of transformational leadership on employee's contextual performance but none of these studies have investigated: first, whether employee's intention to engage in extra role behaviour or contextual behaviour is voluntary or subtly influenced by the charisma and rhetoric of the leader and second, whether, employee's intention to engage in extra role behaviour or contextual behaviour is consistent across all the followers. Hence, we propose,

*H<sub>2</sub>: Integrity will moderate the relationship between transformational leadership and contextual performance.*

## **Method**

### *Sample characteristics*

The subjects of this study were selected randomly from software professionals working in Information Technology (IT) companies located in several Indian cities like, Bhubaneswar, Kolkata, Hyderabad, Chennai and Bangalore. The selection of firms was based on two considerations. First, the company should be of Indian origin and second, the selected company should have a workforce of more than 500 employees. All the respondents came from companies that fulfilled both the criteria. The subjects were asked to refer to the instructions mentioned in the front page of the questionnaire and fill out the survey instrument that asked a range of questions like, such as ones about the transformational leadership of their immediate superior. All the questions in the survey instrument were in English.

Out of the 700 survey questionnaires sent to the HR manager of the respective companies to distribute and collect the filled-up questionnaires from their software professionals, only 564



(i.e., 80.57 per cent) were received back. After rejecting the incomplete questionnaires, 480 (i.e., 85.10 per cent) of the questionnaires were retained for the purposes of the study.

Out of 480 respondents, 345 subjects (i.e., 71.9 per cent) were males, while 135 (28.1 per cent) were females. The average age of the respondents was 26.82 years. Of the total of 480 respondents, 371 subjects (i.e., 77.3 per cent) reported to be single, while 109 subjects (22.7 per cent) reported to be married. 254 respondents i.e., 52.9 per cent of respondents are graduates either completed their BE/BTech/BSc, whereas 226 respondents are post graduates having completed M Sc./ M Tech/ PhD etc. The number of respondents who reported to have less than two years of experience was 141 (i.e., 29.4 per cent), while the number of respondents who have more than two years of experience were 339 (70.6 per cent). The highest number of respondents was collected from Hyderabad 152 (31.6 per cent), followed by 108 (22.5 per cent) from Bhubaneswar, 82 (17.0 per cent) from Kolkata, 78 (16.2 per cent) from Chennai and 60 (12.5 per cent) from Bangalore. Table 1 contains the sample demographics.

"Place Table 1 about here".

### *Measures*

*Transformational leadership:* The Multifactor Leadership Questionnaire by Bass and Avolio (1990) was used to assess the extent to which employees attribute transformational leadership to their superior (See the appendix for details of the questionnaire). The scale had four dimensions: (a) idealized influence (attitude and behaviour), (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration. This questionnaire has twenty items capturing the four dimensions of transformational leadership. Response description against each item was given on a five-point Likert-type scale ranging from 5 (strongly agree) to 1 (strongly disagree). All items were positively keyed.

*Contextual performance:* Contextual performance data were gathered at the individual level by means of self-report. The Motowidlo and Van Scotter (1994) contextual performance scale was used. The scale has fifteen items. Response description against each item was given on a five-point Likert-type scale ranging from 5 (strongly agree) to 1 (strongly disagree). All items were positively keyed.

*Integrity:* Integrity questionnaire was developed by Schlenker (2006). The questionnaire measures the integrity of an employee i.e., coherence between one's values, identity and behaviour. The scale has eighteen items. Six items were negatively keyed and their scores were reversed before analysis. Responses were collected on a five-point Likert-type scale ranging from 5 (strongly agree) to 1 (strongly disagree).

### **Results**

We carried out confirmatory factor analysis on all the three constructs. Initially, all the constructs failed to achieve the requisite level of fitness. Hence, all the constructs were revised by examining their standardized residuals, modification indices, and the standardized factor loading to achieve acceptable level of fitness. Modification indices having values greater than 4 were

taken into account. Items having standardized factor loading less than .35 was removed (Hatcher, 1994). Standardized residual covariance above 4.0 was eliminated from the model whereas values between 2.5 and 4.0 were scrutinized closely (Hair *et al.*, 1998).

Transformational leadership (TL) which has 20 items was treated as a single factor. The absolute Goodness-of-Fit measures for this measurement model is tabulated in Table 2.

"Place Table 2 about here"

As, the initial measurement model's values did not meet the requirements of certain fit indices, six items were deleted as they had either high standardized residual covariance or large modification index or both. After modification, the fit indices of the final model improved and matched the desired values of requisite fit indices. The Cronbach's alpha of this scale was .94, which fulfils the reliability criteria of alpha coefficient more than .70 (Nunnally, 1967).

The measurement scale for contextual performance which consisted of 15 items was treated as single factor. The absolute Goodness-of-Fit measure for the Contextual performance (CP) measurement model is tabulated in Table 3.

"Place Table 3 about here"

Seven items were deleted as they had either high standardized residual covariance or large modification index or both. After modification, the fit indices of the final model improved and met the required values of requisite fit indices. The Cronbach's alpha of this scale in the study was .90 which also fulfils the reliability criteria of alpha coefficient more than .70 (Nunnally, 1967).

The measurement scale of integrity (S) has eighteen items and all the items are treated as one factor. The absolute Goodness-of-Fit measure for the integrity (INT) measurement model is tabulated in Table 4.

"Place Table 4 about here"

Based on the reliability analysis five items were deleted from the scale, as these items indicated poor correlation (i.e.  $< .30$ ) with the total. Later, nine items were deleted as they had either high standardized residual covariance or large modification index or both. In certain cases, the items were also deleted as they had low factor loading or low standardized regression weight. After modification, the fit indices of the final model improved and met the desired values of requisite fit indices. The Cronbach's alpha of the remaining four items was .76, which also complies with the reliability criteria of alpha coefficient more than .70 (Nunnally, 1967).

Harman's single factor test through confirmatory factor analysis (CFA) on the variables of the study (transformational leadership, integrity and contextual performance) was carried out. The findings resulted in poor fit ( $\chi^2 (38) = 1047.13$ , RMSEA = 0.14, CFI = 0.73, GFI = 0.72, AGFI = 0.71, IFI = 0.79, AIC = 1041.22). For overcoming the poor fit of the data due to Harman's single factor test (Podsakoff *et al.*, 2003), the said findings were compared with an

alternate model having multiple latent factor model. The alternate model has resulted in a good model fit ( $\chi^2(28) = 312.28$ , RMSEA = 0.07, CFI = 0.94, GFI = 0.92, AGFI = 0.92, IFI = 0.95, AIC = 184.21) confirming that the Harman's single factor test findings resulted in significantly lower fit of the model compared to the alternate multiple latent factor on our proposed variables (Delta  $\chi^2 = 734.85$ ,  $p < .01$ ). This has proved that one single factor does not influence for causing variance in the data in this present study. Therefore, it is deduced that common method variance is not a potential problem in this data findings.

#### *Convergent, Discriminant validity and Correlation findings*

Table 5 presents the CFA results carried out through AMOS 20.0 that include standardized factor loading, unstandardized factor loading, standard error, critical ratio and item reliability of each indicator.

"Place Table 5 about here"

The CFA results of each indicator shows significant factor loading that is either larger than or nearer to the recommended level of .50, suggesting convergent validity. The item reliability of the CFA model were also calculated and recorded. The values of the squared multiple correlations or item reliability of most of the indicators have achieved the requisite cut-off of .40 (Taylor and Todd, 1995). This indicates that most of the latent or unobserved constructs in the current study accounted for adequate variance in each indicator. Although some of the items failed to have achieved .40 they were retained for further study as they fulfil other criteria of factor loading and composite reliability. These items were retained as they were crucial indicators and the content validity linked with these items was high (Hair *et al.*, 2006). It is quite common to find reliability of items of newly developed scales to have value less than .40, hence a more pragmatic value would be .16 or .25 (Hulland, 1999). Finally, the composite reliability or construct reliability of all the three constructs are greater than .70 (Nunnally, 1978).

A series of chi-square difference tests were done and the results are presented in Table 6.

"Place Table 6 about here"

The chi-square differences ranged from 114.37 to 176.36. In all the cases, the chi-square values of unconstrained measurement model were significantly lower than the chi-square value of the constrained model. This shows the presence of discriminant validity between the models. Further, the results of the chi-square test were supplemented by factor correlation demonstrating the degree of interrelationship among the variables is reported are reported in Table 7.

"Place Table 7 about here"

The findings verify that there are acceptable levels of distinctiveness among the various constructs.

#### *Analysis of hypothesis testing and moderation effect*

Hierarchical regression analysis proposed by Baron and Kenny (1986) was used in SPSS 20.0 to examine the proposed hypothesis of the present study. The predictor variable (transformational leadership), moderator variable (integrity), interaction term (transformational leadership X integrity) was simultaneously regressed on the criterion variable (contextual performance). Table 8, contains the sequential analysis of control, predictor and interaction through regression analysis in three different steps.

"Place Table 8 about here"

In the first step, performance as a criterion variable was explained 8.4 percent by control variables; whereas the value increased to 14.2 percent in the overall model (refer to the value cited in step III). In step II, transformational leadership was found to be positively associated with contextual performance ( $\beta = 0.32, p < 0.01$ ) whereas, integrity had a significant association with contextual performance ( $\beta = 0.18, p < 0.05$ ). These findings supported the first hypothesis ( $H_1$ ) of our study showing that transformational leadership is positively related to contextual performance. In step III, transformational leadership was found to be negatively associated with contextual performance ( $\beta = -0.07, p < 0.05$ ) showing that the presence of integrity has an insignificant effect on the variance explained by contextual performance. Hence, the second hypothesis ( $H_2$ ) of our study is refuted.

To confirm the nature of moderation we have plotted the value (see fig 2) of criterion variable (contextual performance) against relatively high and low values of transformational leadership, in aggregation with high and low values of integrity. Place Fig 2 about here. While plotting the values, we are in line with the suggestions made by Cohen and Cohen (1983) to consider the high and low values at one S.D. above and below the mean values. The moderation plot represented the insignificant influence of integrity on the relationship between transformational leadership and contextual performance.

## Discussion

The first objective of the study was to empirically test the relationship between transformational leadership and contextual performance. The result indicates a positive relationship between transformational leadership and contextual performance. Previous studies (Judge and Piccolo, 2004; Podsakoff *et al.*, 1996) have reported similar finding about transformational leadership's positive influence on contextual performance. Burns (1978) defined transformational leadership as the process of pursuing collective goals by linking the motives of all the concerned parties. Transformational leaders exhort their followers to exert more effort, to cooperate, and to look beyond their own vested interests so as to take the collective performance beyond expectation. Several research findings in the area of transformational leadership have shown that leaders who articulate a powerful vision have positive effects on the employee attitudes, their role clarity, and their extra-role behaviors (Bass, 1985; Burns, 1978; Conger and Kanungo, 1987; House, 1977; Podsakoff *et al.*, 1996). Similar thoughts have also been shared by Fuller *et al.*, (1996), who claimed that transformational leadership influences the subordinate's emotions and attitude more than their objective performance. This attitudinal transformation urges employees to demonstrate more of contextual performance. Many scholars have also highlighted a key attribute of transformational leadership that is the ability to display self- sacrificial behaviors for the

organization or a worthy cause (Choi and Mai-Dalton, 1999; De Cremer and van Knippenberg, 2002). Studies suggest that transformational leaders' self-sacrificial behaviors influence followers so much that they imbibe and demonstrate similar self-sacrificial behaviors (Choi and Mai-Dalton, 1999), hence, their efforts is not just limited to goals pertained to self but also encompasses goals linked to others.

The second objective of the study was to investigate the moderation effect of integrity on the relationship between transformational leadership and contextual performance. The finding of the study reports the interactive effect of integrity on the relationship of transformational leadership and contextual performance to be insignificant. Although, it is quite rational to assume integrity to positively influence the relationship between transformational style of leadership and the contextual performance but unfortunately not a single study has reported any such relationship. One of the plausible reasons for such contrary finding of this study can be attributed to follower's awe, deference and devotion with the leader's charisma, and rhetoric that the follower aligns his/her self-concept with that of the leader (Willner, 1984). This alignment or pairing of self-concept leads to the follower's blind reliance on the leader and absolute compliance with leader's demand for extra effort. The trust and faith in the leader is absolute and unquestionable, and, in such a scenario the follower doesn't need to consult his/her moral compass or integrity to judge a particular event but would rather consider the exhortation of the leader as correct and true. In one such study (Van Aswegen and Engelbrecht, 2009) integrity has failed to moderate the relationship between transformational leadership and the dimensions of an ethical climate. Hence, though transformational leadership has positive and significant relationship with contextual performance yet the insignificant interactive effect of the employee's integrity is not utterly dismissive.

### **Implications of the study**

The findings of this study have significant theoretical implications for academicians and leadership scholars. First, the study contributes to the extant literature by lending support to the belief that transformational style of leadership urges the subordinates to engage in extra role behaviour that will contribute towards contextual performance. A second theoretical implication is that the study is one of the few to investigate the role of integrity on transformational leadership- contextual performance relationship. However, this finding of the study goes contrary to our assertion that subordinates those who rate themselves high on integrity will have significantly higher contextual performance than those who rate themselves low on integrity. Further studies will test these relationships in different industries (other than IT) and in different organizational context so that a better and clearer picture will emerge.

The study has a few practical implications for organizations too. Researchers have mentioned that employees' engaging in citizenship behaviors or contextual performance make important contributions to individual, group and organizational effectiveness (Organ *et al.*, 2006). Similarly, Sharma *et al.*, (2011) in their study of citizenship behaviour in Indian organizations found OCB to positively affect employee's job satisfaction. Thus, organizations, especially IT organizations where employees have to work in teams and where role interdependency is high, should encourage employees to engage more in contextual performance. This might act as a strong motivational factor to retain talent in the Indian IT industry which has high attrition rate.

Another implication for the organization would be to foster transformational leadership across the organization which will engage employees in a meaningful way (unlike transactional leadership which relies on exchange or transaction means to encourage employees) and will spur employees to contribute beyond their specified job description. The final implication for the organization is to have clear and explicit policies and rules so that employees won't have any internal strife or dissonance. Thus, consistency in words, thoughts and action will help the employee to have greater satisfaction, contentment and true commitment towards both the leader and the organization.

### **Limitations of the study**

Although the study has a few significant contributions to offer, it is not free of limitations. The first limitation of the study is that, the data used in the study suffers from the same-source and same-method bias although we have followed Podsakoff *et al.*, (2012) suggestion and collected data in a particular sequence so as to minimize any common method variance bias which might adversely affects the findings of the study. Second, since the data was collected from a single industry i.e., Indian IT industry, the study's findings cannot be generalized. Thus, we recommend further research examining our proposed relationships across various industries and organizational settings to test their generalizability and to explain any differences that might evolve. Third, as participation in the study was voluntary hence, there might be possibility of some self-selection bias.

### **Conclusion and Direction for future research**

Our research has investigated the influence of transformational leadership on employee's contextual performance in Indian IT industry. This study is among the few to test the moderating role of integrity on the transformational leadership- contextual performance relationship. The findings of the study support a positive relationship between transformational style of leadership and employee's contextual performance, whereas the interactive effect of integrity is found to be insignificant.

Future studies might consider performing a longitudinal study to better assess the causal relationship. This study, like most other studies have used MLQ to assess transformational leadership. Future studies should make effort to develop transformational leadership dimensions in the Indian context (Krishnan and Srinivas, 1998). Our study has examined integrity as a moderator of the relationship between transformational leadership and contextual performance; we would urge future researchers to also test other emerging and important constructs like authenticity, trust and karma-yoga relevant to the Indian context. Future research might also consider investigating the culture specific dimensions of contextual performance relevant to the Indian context.

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**Table 1:** Sample characteristics (N = 480)

<b>Serial No.</b>	<b>Variables</b>		<b>No of respondents</b>	<b>Percentage</b>	<b>Mean (Yrs.)</b>
1	Age		480		26.82
2	Gender	Male	345	71.9	
		Female	135	28.1	
3	Marital Status	Single	371	77.3	
		Married	109	22.7	
4	Education	Graduate	254	52.9	
		Post Graduate	226	47.1	
5	Years of Experience	Less than 2 Yrs	141	29.4	
		More than 2 Yrs	339	70.6	

**Table 2:** Goodness-of-Fit results for “Transformational Leadership”

Model	Goodness-of-Fit results							Items deleted	Reason for deletion
	$\chi^2$	$\chi^2/df$	p	GFI	TLI	CFI	RMSEA		
CFA1(Initial)	827.65	4.99	.01	.83	.87	.89	.09	-	-
CFA2	666.89	4.51	.01	.86	.89	.91	.09	TL7	HSRC
CFA3	552.11	4.22	.01	.88	.90	.92	.08	TL3	LMI
CFA4	468.04	4.07	.01	.89	.91	.93	.08	TL1	HSRC
CFA5	350.37	3.5	.01	.91	.93	.94	.07	TL8	LMI
CFA6	281.07	3.27	.01	.92	.94	.95	.07	TL13	LMI
CFA7(final)	204.27	2.80	.01	.94	.96	.97	.06	TL18	LMI

**Note:** HSRC= High standardized residual covariance, LMI=Large modification index, LSRW=Low standardized regression weight; p< .001 in all the cases

**Table 3:** Goodness-of-Fit results for “Contextual Performance”

Model	Goodness-of-Fit results							Items deleted	Reason for deletion
	$\chi^2$	$\chi^2/df$	p	GFI	TLI	CFI	RMSEA		
CFA1 (Initial)	735.53	8.17	.01	.81	.75	.79	.12	-	-
CFA2	605.12	7.86	.01	.83	.77	.81	.12	CP2	HSRC
CFA3	457.22	7.03	.01	.86	.80	.84	.11	CP4	LMI
CFA4	342.84	6.30	.01	.88	.83	.86	.11	CP15	HSRC
CFA5	262.70	5.97	.01	.90	.85	.88	.10	CP14	LMI
CFA6	160.81	4.60	.01	.93	.90	.92	.09	CP3	LMI
CFA7	98.53	3.64	.01	.95	.93	.95	.07	CP6	LMI
CFA8(final)	51.47	2.57	.01	.97	.96	.97	.06	CP12	LMI

**Note:** HSRC= High standardized residual covariance, LMI=Large modification index, LSRW=Low standardized regression weight; p< .001 in all the cases

**Table 4:** Goodness-of-Fit results for “Integrity”

Model	Goodness-of-Fit results							Items deleted	Reason for deletion
	$\chi^2$	$\chi^2/df$	p	GFI	TLI	CFI	RMSEA		
CFA1(Initial)	5289.16	58.77	.01	.50	.02	.16	.35	-	-
CFA2	3539.66	45.97	.01	.57	.08	.22	.31	INT 4	LSRW
CFA3	2522.40	38.80	.01	.61	.15	.29	.28	INT 5	LSRW
CFA4	1532.26	28.38	.01	.69	.27	.70	.29	INT 11	LSRW
CFA5	1086.66	24.70	.01	.74	.36	.49	.22	INT18	LMI
CFA6	839.15	23.98	.01	.77	.37	.51	.22	INT 1	LMI
CFA7	580.20	21.48	.01	.82	.37	.53	.21	INT 13	LMI
CFA8	183.52	9.18	.01	.93	.71	.79	.13	INT 10	LMI
CFA9	49.56	3.54	.01	.97	.91	.95	.07	INT 15	LMI
CFA10(final)	19.14	2.13	.01	.99	.97	.97	.05	INT 9	LMI

**Note:** HSRC= High standardized residual covariance, LMI=Large modification index, LSRW= Low standardized regression weight; p< .001 in all the cases



**Table 5:** Indicator loadings of overall measurement model (Convergent Validity)

<b>Construct</b>	<b>Items</b>	<b>Standardized Factor Loadings</b>	<b>Unstandardized Factor Loadings</b>	<b>Standard Error</b>	<b>CR</b>	<b>Item Reliability</b>	<b>Construct Reliability</b>
	TL2	.77	1.00	-	-	.6	
	TL4	.80	1.14	.07	17.66	.6	
	TL5	.79	1.22	.07	17.30	.6	
	TL6	.73	1.20	.08	16.04	.5	
	TL9	.72	1.13	.07	15.33	.5	
	TL10	.76	1.10	.07	16.30	.6	
	TL11	.75	1.00	-	-	.6	
	TL12	.82	1.33	.08	17.71	.7	.93
Transformational Leadership (TL)	TL14	.82	.96	.05	18.56	.7	
	TL15	.75	.82	.05	16.85	.6	
	TL16	.80	1.00	-	-	.6	
	TL17	.72	1.00	-	-	.5	
	TL19	.78	1.18	.08	15.20	.6	
	TL20	.78	.97	.06	15.20	.6	
	INT2	.54	1.33	.16	8.28	.3	
	INT3	.91	2.43	.25	9.82	.8	
Integrity (INT)	INT12	.46	1.00	-	-	.2	.78
	INT14	.81	2.13	.22	9.86	.7	
	CP1	.42	1.00	-	-	.2	
	CP5	.60	1.46	.18	7.97	.4	
	CP7	.68	1.65	.20	8.36	.5	
Contextual Performance (CP)	CP8	.71	1.69	.20	8.46	.5	.84
	CP9	.75	2.08	.24	8.63	.6	
	CP10	.67	1.56	.19	8.29	.5	
	CP11	.63	1.49	.18	8.11	.4	
	CP13	.56	1.36	.18	7.72	.3	

**Table 6:** Discriminant validity: Chi-square difference test

Links	Freely Estimated (unconstrained)			Fixed (constrained)		Chi-square difference	$\Delta$ d.f
	d.f	Chi square	Correlation	d.f	Chi- square		
TL-CP	204	450.29	.64	205	626.65	176.36	1
TL-INT	130	295.76	.60	131	448.01	152.25	1
INT-CP	53	109.19	.54	54	223.56	114.37	1

**Table 7:** Factor Correlation demonstrating interrelationship among the variables

<b>Variable</b>	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>
TL	4.43	.51	1		
INT	4.63	.52	.54	1	
CP	4.47	.48	.56	.39	1

**Table 8:** Hierarchical regression analysis of our proposed framework

Variables	Standardized regression coefficient ( $\beta$ )					
	Contextual Performance					
	Model 1		Model 2		Model 3	
	$\beta$	S.E	$\beta$	S.E	$\beta$	S.E
<i>Step 1: Control variables</i>						
Age	0.11**	0.04	0.16*	0.05	0.16*	0.04
Gender	-0.08	0.04	-0.03	0.04	-0.09	0.05
Experience	0.09**	0.07	0.14**	0.08	0.13**	0.02
<i>Step 2: Main effects</i>						
Transformational Leadership			0.32**	0.40	-0.12**	0.09
Integrity			0.18*	0.04	0.14*	0.09
<i>Step 3: Interaction effects</i>						
Transformational Leadership X Integrity					-0.07*	0.08
R <sup>2</sup>	.08**		0.26**		0.14**	
$\Delta R^2$			0.11*		0.06	

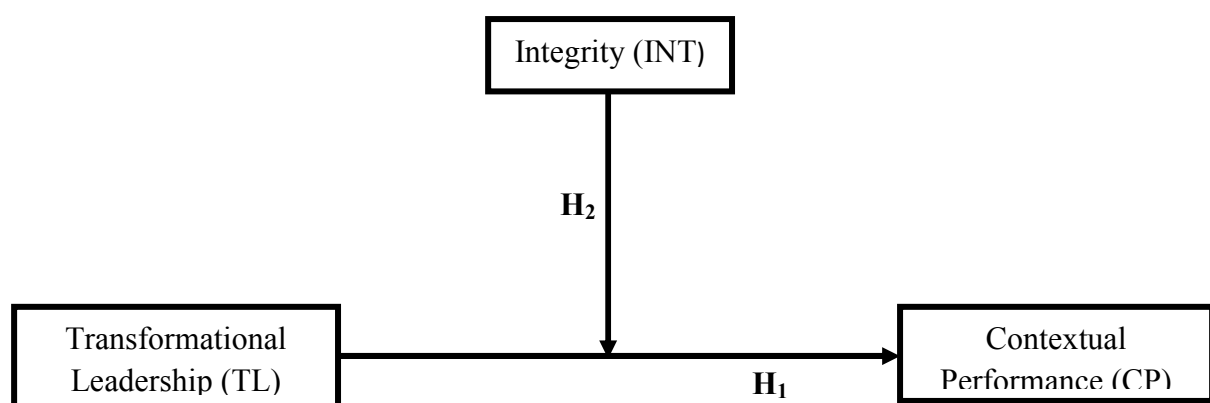
Note: \*\* p < .01, \* p < .05.

## Appendix

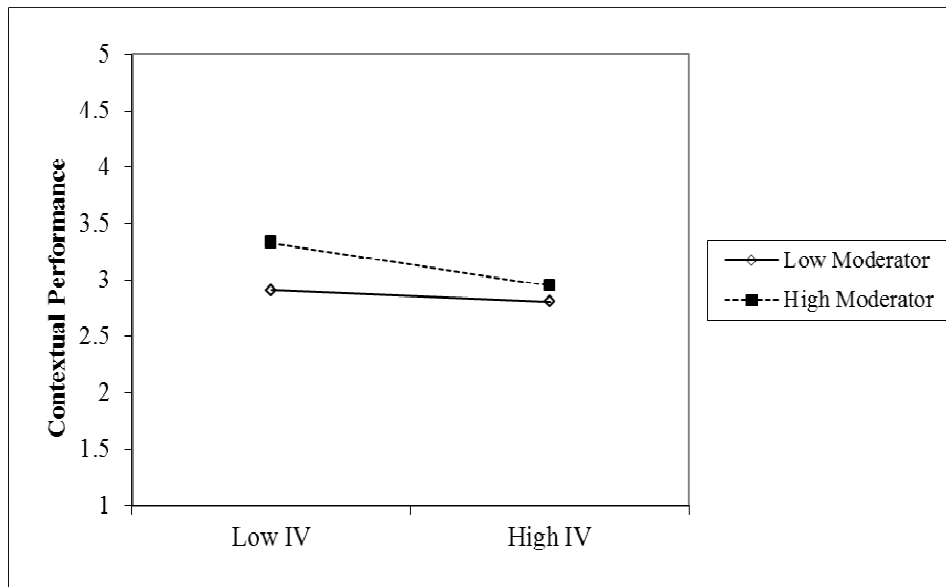
Respondents used a five-point response scale where 5 was “strongly agree”, 3 was “Neither agree nor disagree” and 1 was “strongly disagree”. Transformational scale has 20 items (TL1 to TL 20), Integrity scale has 18 items (INT 1 to INT 18) and Contextual performance has 15 items (CP1 to CP 15).

Sl. No.	Statement
TL 1	My supervisor talks about his/her most important values and beliefs.
TL 2	My supervisor specifies the importance of having a strong sense of purpose.
TL 3	My supervisor considers the moral and ethical consequences of his/her decisions.
TL 4	My supervisor emphasizes the importance of having a collective sense of mission.
TL 5	My supervisor instills pride in others for being associated with him/her.
TL 6	My supervisor goes beyond self-interest for the good of the group.
TL 7	My supervisor acts in ways that build others' respect for me.
TL 8	My supervisor displays a sense of power and confidence.
TL 9	My supervisor talks optimistically about future.
TL 10	My supervisor expresses confidence that goals will be achieved.
TL 11	My supervisor talks enthusiastically about what needs to be accomplished.
TL 12	My supervisor articulates a compelling vision of the future.
TL 13	My supervisor re-examines critical assumptions to question whether they are appropriate.
TL 14	My supervisor seeks differing perspectives when solving problems.
TL 15	My supervisor suggests new ways of looking at how to complete assignments.
TL 16	My supervisor gets others to look at problems from many different angles.
TL 17	My supervisor treats others as individuals rather than just a member of a group.
TL 18	My supervisor helps others to develop their strengths.
TL 19	My supervisor spends time teaching and coaching me.
TL 20	My supervisor considers individuals are having different need(s), abilities, and aspiration.
INT 1	It is foolish to tell the truth when big profits can be made by lying (R)
INT 2	No matter how much money one makes, life is unsatisfactory without a strong sense of duty and character.
INT 3	Regardless of concerns about principles, in today's world you have to be practical, adapt to opportunities, and do what is most advantageous for you (R)
INT 4	Being inflexible and refusing to compromise are good if it means standing up for what is right.
INT 5	The reason it is important to tell the truth is because of what others will do to you if you don't, not because of any issue of right and wrong (R)
INT 6	The true test of character is a willingness to stand by one's principles, no matter what price one has to pay.
INT 7	There are no principles worth dying for (R)
INT 8	It is important to me to feel that I have not compromised my principles
INT 9	If one believes something is right, one must stand by it, even if it means losing friends or missing out on profitable opportunities.
INT 10	Compromising one's principles is always wrong, regardless of the circumstances or the amount that can be personally gained.

- INT 11 Universal ethical principles exist and should be applied under all circumstances, with no exceptions.
- INT 12 Lying is sometimes necessary to accomplish important, worthwhile goals (R)
- INT 13 Integrity is more important than financial gain.
- INT 14 It is important to fulfill one's obligations at all times, even when nobody will know if one doesn't.
- INT 15 If done for the right reasons, even lying or cheating is ok (R)
- INT 16 Some actions are wrong no matter what the consequences or justification.
- INT 17 One's principles should not be compromised regardless of the possible gain.
- INT 18 Some transgressions are wrong and cannot be legitimately justified or defended regardless of how much one tries.
- CP 1 I comply with instructions even when the leader or other group members are absent.
- CP 2 I cooperate with others on our team.
- CP 3 I persist in overcoming obstacles to complete a task.
- CP 4 I volunteer for additional work or responsibilities.
- CP 5 I follow the rules and avoid shortcuts.
- CP 6 I take on more challenging tasks.
- CP 7 I offer to help group members with their work.
- CP 8 I pay close attention to details.
- CP 9 I defend the leader's decisions.
- CP 10 I am courteous to other group members.
- CP 11 I support and encourage group members when there is a problem.
- CP 12 I take the initiative to solve a problem.
- CP 13 I exercise personal discipline and self-control.
- CP 14 I tackle difficult assignment enthusiastically.
- CP 15 I volunteer to do more than one should for the benefit of the group.
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**Figure 1:** Transformational Leadership and Contextual Performance: The moderating role of Integrity



**Fig 2:** Relationship between transformational leadership and contextual performance at high and low levels of integrity