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## Re-engineering and developing human resources as moderating variables of the relationship between transformational leadership and organizational citizenship

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### **Abstract**

*The current study aimed at determining the adjusted effect of each dimension of re-engineering the human resources (human, organization and technology) and each dimension of human resources development (training, empowerment, sustainability) by studying their effect on the leveraged relationship between transformational leadership in the dimensions of interest of individuals, inspirational motivation, intellectual excitement and ideal effect within human resources development (altruism, awareness of conscience, civilizational behaviour, sport spirit, and civility). The objective of the study is to search an appropriate combination to implement re-engineering and development of human resources without any adverse effects in the relationship between manager and employees. Each organization must be responsible for the willingness to implement, or at least partially implement, re-engineering and human resources development programmes, where there might be a strong emotional relationship between the transformational leader and subordinate. This, at times, might work as an incentive to increased citizenship behaviour as well, due to the mutual confidence between themselves and their leader. However, the main goal is to find the appropriate ones from the adjusted variables and to use them for achieving the positive results without affecting the organizational citizenship behaviour, as the organization might sometimes work in an environment that is reluctant to allow any type of change or development.*

**Keywords:** *transformational leadership, re-engineering human resources, human resources development, organizational citizenship behaviour*

### **Introduction**

Various researchers have used different variables in the past though no study attempted to combine the most important variables, which the current study does, to find the relationship between transformational leadership and organizational citizenship in re-engineering or development of human resources. Though there exists a positive relationship between these variables, it is important for the organizations to understand that these processes may bring challenges to the employees in terms of understanding the concepts. This may result in blowback among employees

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towards their leader, organization etc. So, to avoid negative reactions, to strengthen the bond between leaders and followers, caution should be exercised in implementing these processes. For sample, there is zero tolerance exhibited upon re-engineering or development in HR practices in most organizations. The failure to build effective relations and the adjusted role among research variables remains the research problem to be studied. According to literature, the adjusted variables show positive effects too i.e., development and re-engineering of HR practices, and negative impact i.e., relationship between individuals in organization tend to get affected due to the induction of administrative changes. The current study is conducted with a focus on Iraqi environment, a non-tolerant one for most of the changes. Furthermore, these two adjusted variables i.e., human dimension and organizational dimension may create a rift between transformational leadership and organizational citizenship behaviour. As discussed in a number of studies conducted earlier, the theoretical part of the current study too attempts to find the existence of positive relationship when including and discussing these adjusted variables.

Development and re-engineering human resources should be given prominent attention in an organization since the practice increases the performance of organization, reduce errors, increase the competence of individual employees, enhance their expertise and boost their morale to fulfil their responsibilities and also move them ahead in their career in line with their qualification. The current research work focuses on the importance of transformational leadership and how it strengthens the organizational citizenship behaviour.

Following is the list of objectives framed for current research paper.

- 1- To find the theoretical basis for both development and re-engineering of human resources and to highlight the most important dimensions in addition to identification of a suitable model to measure the dimensions
- 2- To determine the theoretical framework for transformational leadership and organizational citizenship behaviour, to identify the important dimension, mostly cited by researchers, and to find the best model to measure the dimension.
- 3- To evaluate the relationship between transformational leadership with every variable in the context of development and re-engineering human resources and with every organizational citizenship behaviour variable
- 4- To determine the adjusted role of every development and re-engineering human resource with transformational leadership into organizational citizenship behaviour.

## **Theoretical framework**

### ***Transformational leadership***

Transformational leadership, a term coined by Burns (1978) to differentiate the leaders who hold constructive relationship and can motivate their sub-ordinates and those who cannot. They must

boost their sub-ordinates through motivations, ambitions, expectations, values etc., Mary (2005) and Martin (2016) mentioned that these leaders heavily influence their sub-ordinates which benefits the organization. This interactive relationship between leader and his/her followers transforms the lives of organization, leader and their followers simultaneously. Transformational leadership makes the sub-ordinates to be committed, to be creative and take huge responsibility towards their job (Srithongrungrung, 2011) as it travel with solid value systems like justice, integrity etc., Yang & Yang (2019) viewed this type as motivational leadership since the leaders motivate their sub-ordinates unusually. This results in high morale, creative approaches and good productivity. Further, the sub-ordinates gain confidence, remain loyal, and admire the leader since the transformational leadership style mimics the leader's capability to achieve the vision of the organization. Kets de Vries et al. (2016) and Nijstadetal (2014) defined this leadership style as a process which influences a group for a certain period of time, situation and circumstances and they get motivated & achieve goals through the expertise attained. Transformational leader has a strong influence over others through which they willingly achieve the goals of organization (Lodders & Meijers, 2017).

According to Hawkes (2017) and Goswami (2018), transformational leaders can find the problems, resolve it in a firm's current culture, identify the needs of organization, responsible, active, optimistic, risk-taking, enduring, and certain about achievement. As per Brandt & Uusi-Kakkuri (2016) and Bodenhausen & Curtis (2016), this leadership style enhances the satisfaction of employees, enhance their skills and ready for ambitious objectives since the leaders create a unique vision between organization and the employees. These leaders sow trust to reap administrative decision benefits. So, transformational leadership is the finest choice for the implementation of development or re-engineering of HR programs, the aim of the current study. Kuonathetal (2017) added that these leaders increase the morale, openness and loyalty among employees. Nielsen & Daniels (2016) and Hüttermann & Boerner (2011) cited that they find new leaders in all levels of an organization and improve the sub-ordinates so that they can lead the organization. These leaders perform better and struggle lesser. Bolkan & Goodboy (2011) said that these leaders can achieve the vision and mission and can produce broad organizational objectives. Transformational leaders create an emotional bond between subordinates and the organization.

### ***Transformational leadership dimensions***

A group of researchers (Salehetal (2018); Abu Sharif (2016); Naji (2016); Al-Ghazali (2012) and Al-Saati & Al-Masari (2015)) agreed on a set of main dimensions in transformational leadership. These dimensions are accepted by most of the researchers in this domain due to its precision and comprehensive nature. Those dimensions are briefed herewith.

- 1- **Ideal effect:** Transformational leader transforms their subordinates' loyalty, professional ethics, pride, self-esteem, trust and confidence and they motivate to achieve the organization goals. This occurs when the leader establish themselves as a role model by following what they preach. Sub-ordinates look up to their leader in terms of morals and

values and tend to admire them. An ideal leader is the one who has the potential to gain trust and confidence among their followers which makes them influential. It can be understood from the sub-ordinates' respect towards others, trust upon themselves and organization etc., Leaders inspire followers through constant communication and boost them to achieve theirs and company's goals. Establishing self-moral and organizational unity becomes must so that the employees' needs are met while organization's goals are achieved (Al-Rashidi, 2017).

- 2- **Inspirational motivation:** This process follows the actions and behaviour of the leader who instil team spirit among their followers towards the organizational objectives. Inspirational motivation is “the awakening of employee’s affections and feelings to work and produce, the inspirational and spiritual leadership and the leader’s faith and belief”. Constant communication and tolerance to failures form the crux of this method. This method makes the leaders to listen to their followers and constantly boost them to innovate, evolve, create, diversity, learn and develop themselves to achieve. Leaders’ enthusiasm inspires the employees and reflects in team spirit. They implement these methods to increase the enthusiasm, focus and belongingness among the employees. A true transformational leader motivates the subordinate through their conduct and behaviour and by provoking their emotions and feelings (Carreiro & Oliveira, 2019; Hemsworth et al., 2013).
- 3- **Intellectual Excitement:** This dimension discusses about a leader’s capability to lead the subordinates and guide them in resolving daily challenges. Leaders should prepare their employees to learn more than mere performance. So, they should be compassionate, listener and empathizer. It is a must when the leader is less-informed than their employees. According to literature, employees who are ready to solve problems must be listened, motivated to be committed and loyal. Leaders are challenged to find new ways for overcoming problems, build new work models, implement it, overcome hesitations and resistance so that employees look up to such leaders (Al-Masri, 2016).
- 4- **Individuals’ Interest:** The behavioural pattern of the leader is discussed which infers about their interest towards employee’s welfare, satisfaction, motivation etc. Having been interconnected with company’s goals, individual goals are motivated by leaders upon their subordinates. Leaders empower employees, reward them and take care of their personal needs. Transformational leader should build trust and know the pros and cons of their employees (Al-Ottoman, 2017).

### Re-engineering human resources

Re-engineering human resources is a systematic approach to enhance the value of human resources. In this process, the organization’s advantages are leveraged and transformed into intellectual capital that can boost the organizational capacity and competitiveness (Blancett &

Flarey, 1995). Wade & Recardo (2009) observed that a basic structural change is introduced in human capital rather than just methodical change (selection, structure, career path) (Kheneetal, 2019). Loh (1997) added that information technology is used to remove unwanted services in this process which enhances the role, status and activities of employees. This process brings dynamic structural re-organization among employees and technical experts, gets rid of unwanted activities and digitize the human resource processes (Frischmann, 2018) (Shandler, 1996). The process relieves manpower from general tasks so that they can focus on strategic and fundamental administrative tasks (Spencer, 1995; Sharma, 2013).

This drastic rethinking and redesigning of the processes substantially increases the performance in terms of cost, quality, service and speed according to Bali & Mana (2018) and Ulrich (1996). This drastic change helps the organization leverage manpower and achieve highest performance in all verticals. Employees also become flexible, productive, empowered and trustable.

Hussein (2018) and Rothwelletal (2008) simplified this process as a mere administrative one, conducted by upper management so as to align the HR with IT to perform their duties and achieve the organizational goals. Re-engineering is primarily done due to the following aspects.

1. It helps to disseminate information for transparency and disclosure at work.
2. It empowers the organization to achieve the vision, mission and goals of the organization.
3. It helps the leaders with flexible systems.
4. It helps in decision making for better investment of the available resources to meet the quality requirements.

Researchers (Shahmandyetal, 2012), (Petrick, 2017) defined drastic re-engineering, with the help of modern IT infrastructure, as the basic rethinking process to achieve high performance in operations quickly in terms of cost, quality, service and speed. Snell et al. (2010) and Casio (2015) added that re-engineering process introduces technological changes that stimulate growth through quality enhancement, leveraged manpower and automation of the processes. Electronic human resource management is the future in which task distribution, data dissemination and decentralization of sources become day-to-day tasks.

### ***Re-engineering human resources dimensions***

Bali & Mana (2018), Hussein (2017), Bashonet al (2018) and Natsheh (2009) argued the following dimensions are fundamental.

#### ***Human dimension***

This dimension mostly benefits the employees due to which most international organizations utilize it for selection, development, analysis and encourage the employees to achieve the organization's goals. So, employee satisfaction, empowerment, nurturing morality and technically training them

must be ensured since they drive the organization towards success.

### ***Organization***

Organizational dimension details about the structural hierarchy in an organization and the processes involved to manage the operations in it. It includes tasks, business flow, power relations and connection channels which bring all groups of an organization under one roof. Being an official structure, it does not consider formal relations between the employees. Dajani et al (2013) listed the following points required to fulfil the organizational dimension, the overall functioning of the business ecosystem.

- Incorporation of a section or administrative body for re-engineering the organizational structure
- Re-engineer the targeted activity to achieve speed, accuracy, flexibility and excellence
- Identify the relationship between the re-engineered targets and other activities.

### ***Technology***

Information technology must be re-engineered using internet and transformed to be an agile network. This dimension migrates the employees from centralized decision making to independent one to review the existing plans. Thus, different working centres in the organization get information whenever required, based on what information is mined and analysed. Re-engineering the human resources through digitization is a trending exercise to process different data, ensure its quick retrieval and help in knowledge-driven decision making (Bali & Mana, 2018 and Waswas, 2015). Manpower is the first targeted component in re-engineering since it forms the crux in organizational performance engineering.

### **HR development**

Kesti (2012) defined human resource development as a task to improve, empower and make the employees qualify for heavy job requirements in future. They should be equipped with modern technology so as to tackle vibrant, local and global business environments which in turn give the companies, a competitive edge (Tawfiq, 2016). Al-Tweissi (2012) observed that advanced systems are high capable of, even more than human beings, in the areas such as power, creativity, innovation, invention, knowledge, intellectual power etc., So, its potentials should be tapped to build a strong society (Buchari & Basri, 2015). Andrioni and Popp (2012) mentioned that knowledge transformation directly contributes towards the sustainable development of the society and assure the fulfilment of its basic needs, liberties etc., Human resource, a major asset of a country according to Al-Shurafa & Abdel Aal (2018) and Al-Jarjari (2018), must be well-trained, well-prepared to leverage the country's resources. Kazakovsetal (2015) added that human beings exploit these resources at the cost of environment. Ali (2013) noted that human resource gained much importance due to globalization, privatization, competition and re-engineering of HR practices.

This led to companies have a dedicated HR team that builds a suitable environment that satisfies the employees and empower them through various processes. Kuchinke (2000), Liu & Wall (2005) and Latham & Wexley (1991) mentioned that HR department experienced a drastic growth due to complex and dynamic changing environments. Dunlop (1992) added that this led growth to several challenges, threats etc., which forced to adapt and live with the changes. Abdel-Malek (1987) suggests that this is to maximize the organization's ability to deal with environmental challenges.

Mohammed & Ghani (2018) and Naima, (2007) cited human resources development as making employees acquire skill so that they can work anywhere in the organization. This process refines, maintains and develops an employee's skills and their behavioural aspects. This way, the employees are provided with theories, principles, values, knowledge, information etc., Fischer (2005) too support this stance. While Hubner & Baum (2018) and Jithendran & Baum (2000) reciprocates this statement calling HR development is a training method that empowers employees with advanced technology, skills (mental, physical, technical) so that they excel in their outcomes. Kokkranikal& Baum (2002) opined that it transforms an individual's behaviour and his way of approaching people.

Moussawi & Shiblawi (2016) also mentioned the points discussed above and added that organizations' and individuals' goals are achieved with the help of HR development. Being a continuous process, it delivers the following

1. Enhances the employee's knowledge, capacities, skills and motivates them by meeting their needs
2. Increases employee flexibility to resolve their own problems
3. Increases the organization's capacity to handle opportunities and challenges.
4. Provides information about the skills required of personnel.
5. Constant evaluation of employees' development opportunities

Dudin (2013) mentioned that HR practices development is introduced only by organizations that look for improvement. Firms use multiple programmes for their managers towards skill acquisition. Al-Akidi (2015) added that this skill acquisition can be moral, social, physical, political and spiritual too. This way, employee retains his/her positive thoughts, team spirit, acquire skills and have inherent capacities. Llewellyn (1990) and Madani (2018) cited this practice as a structured one to further promote the organization's development.

### ***Dimensions of HR development***

Human resources have multiple provisions and individual goals can be achieved based on their specific requirement. Zaidia (2015) and Hussein (2018) listed a few dimensions in Human Resources, as follows.



### ***Training***

Training helps one to succeed, advance, discover and change the fate of organization. Tamimi (2019) and Iredale (1996) identified training as “an ordinary process to alter individuals behaviours towards developing the organizational goals within the current and future time, it is an organized process that aims mainly to alter the employee’s attitude towards his work so the organization effectively achieves its goals”. Zaidia (2015) cited training as a systematic approach to gain knowledge and acquire skills to perform efficiently.

### ***Empowerment***

According to Sabrina (2015) and London, (1992), if an employee is empowered, he/she can decide better and improve further as it is a culture to promote the responsibility of an individual. Leaders empower their sub-ordinates as power-migration or responsibility transfer from managers to employees. Employees feel connected in the process of company-building, by being empowered. Sub-ordinates are accountable for the accuracy of their decisions and outcomes, when it comes to empowerment.

Tamimi et al. (2009) considered that empowering employees boost their confidence, make them achieve their targets and be responsible. Employees feel satisfied if they respond and solve the problems of their organization’s customers which in turn increase the company’s reputation.

### ***Sustainability***

Sustainable development is a process of preparing the employees with necessary guidance, attitude and expertise so that rational use of resources, futuristic thinking and team spirit can be nurtured in them. Hussein (2017) mentioned that sustainability is nothing but adapting oneself to their environment for prolonged life. This is a collective term encompassing different processes to succeed in future generations too. Sustainable development integrates environment and development through three patterns such as vital, economic and social systems. Shuck et al (2018) defined sustainability as an organization’s ability to adapt itself based on its environment. Social system provides social justice to all while economic system balances both consumption and production to achieve sustainability and success. Being a holistic strategy, employees get to strengthen their knowledge through sustainable development in various domains to achieve self and organization’s goals.

### **Organizational citizenship behaviour**

According to Lee and Allen (2002), organizational citizenship behaviour is a personal, voluntary behaviour apart of job responsibilities and plays no role in official system. This is a social support behaviour, according to Podsakoff et al (2018), and benefits the organization though it has no role in job description. The employee willingly help others and the organization beyond their role which mostly goes unnoticed from formal reward system. León-Cázares (2012) found that this behaviour increased in recent times. Organ (1988) stated that such behaviour has a quite fragile system in



place. So, they can handle unexpected situations and yield innovative performance. Cázares (2012) and Kusluvan (2003) mentioned that this phenomenon increases the sense of belongingness, performance, trust, relationship, competence, retention rate, loyalty, peaceful work environment etc. Borman and Motowidlo (2014) too reflected the same points while they added that such an employee remains committed, participative, enduring and maintain high standards for their work.

Al-Jaiyatni (2017) listed the characters for organizational citizenship behaviour herewith.

- 1- Optional & voluntary behaviour based on individual.
- 2- Self-behaviour and subjected to an individual's free will.
- 3- Excluded from the job description while employees adapt it through organization's encouragement
- 4- No recognition or reward, while the employee is prone to punishment if not engaged.
- 5- Increases the organization's performance, efficiency, and fulfil its overall goals and strategic plans.

Organ et al. (2005) notes that employees are the main component of organizational citizenship behaviour, as a successful organization needs employees who practice roles outside their official job descriptions, and that organizational citizenship behaviour has a considerable influence in increasing the performance effectiveness of employees, promoting creativity and innovation, and strengthening the organization's status and increasing its capacity to seize opportunities, all of which confirms that organizational citizenship behaviour adds an important competitive feature to the organization. They added that employees are the primary component in organizational citizenship behaviour since an organization needs their employees' contribution outside their roles too. It increases their performance, creativity, innovation, status of the firm, ready to grab opportunities and provide competitive edge to the organization. Through following points, Somech & Oplatka (2014) emphasized the importance of this behaviour

- 1- This behaviour enables firms to engage individuals which increases the results
- 2- In case of unavailable resources, an employee with this behaviour helps in achieving the goals
- 3- Capacity enhancement of managers and employees to achieve tasks in terms of effective planning, scheduling, and problem solving.

Giacalone & Jurkiewicz, (2003) and Nga et al. (2010) noted that this behaviour improves the interrelationships, leverage the resources, work-life balance, team spirit, coherence etc., Kane & Poweller (2008) and Euwema et al. (2007) mentioned the behaviour as a set of procedures that enhances the organizational performance and reduce antagonism.

### ***Organizational citizenship behaviour dimension***

Prescott (2012), Sarsour (2015), Zorub (2016), Al-Jaiyatni (2017) and Szabó et al. (n.d.) cited the following dimensions for measuring organizational citizenship behaviour

### ***Altruism***

Altruism corresponds to the tendency of an employee to assist co-workers voluntarily, help organization and others indirectly. Employees with this behaviour helps other employees to achieve targets during absence, volunteer themselves and back up them.

### ***Awareness of conscience***

Appropriate and timely adherence towards the closure of tasks without compromising the regulations, quality, integrity, acceptance level etc forms this behaviour. Error clearance, adherence to standards, proficiency, commitment and excellence are nurtured in employees. This direct behaviour of individual helps the organization and others to comply with policies, working hours and expected targets.

### ***Civilizational Behaviour***

This behaviour of the employee denotes the sense of responsibility, contribution, initiatives taken and to streamline the developments so as to exhibit the goodness of the firm, making others to prioritize their public interests and make the working hours effective. It exhibits the employees' keenness to enhance, improve, closely monitor the company's developments and actively participate in it to overcome the threats.

### ***Sport spirit***

Adaptive nature of the employees is denoted by this characteristic. Ready for changes, endurance, acceptance, trust towards the system, tolerance, no blame shifting, ready to accept mistakes and learn are few of the characteristics in this behaviour. This behavioural employees tend not to exaggerate mistakes, open to criticism and respect others.

### ***Civility***

This behaviour empathizes other's problems and sorts out through information and advice. Further, communication before decision making, decent and friendly relationship with co-workers, conflict-management and exhibiting calm and professionalism are characteristics of this behaviour.

## **Methodology**

### ***Research measures and tools***

Table 1. shows the main and sub variables while the questionnaire is listed in appendix. Out of the 330 filled-out questionnaires received, 313 were considered valid and the retrieval rate was 94.84%. Invalid questionnaires with incomplete answers were omitted. A Likert five-point scale was used to determine sample responses with the use of Saunders et al.'s (2011) scale to select the samples that fit with study community. The sample error rate was 1%. The entire study including the data

collection took two months of time.

**Table 1** Research Measures

Variables Main	Sub-variables	questions	Reference
Transformational Leadership (TL)	Ideal effect	1-6	(Al-Ottoman, 2017)
	Inspirational motivation	7-11	(Naji, 2016)
	Excitement Intellectual	12-16	
	Interest Individuals	17-22	
Re-engineering human resources (RHR)	Human dimension	23-43	(Abu Awad, 2015)
	Organizational dimension	44-56	
	Technological dimension	57-71	
Human Resources Development (HRD)	Training	72-77	(Hussein, 2017)
	Empowerment	78-83	(Zaidia, 2015)
	Sustainability	84-88	
Organizational Citizenship Behaviour (OCB)	Altruism	89-100	(Al-Jaiyatni, 2017)
	Awareness of conscience	101-114	(Zorub, 2016)
	Civilizational Behaviour	115-129	
	Sport spirit	130-142	
	Civility	143-152	

Table prepared by researchers

**Research sample**

Faculty of engineering, Karbala University was chosen as re-engineering and development of human resources are applied continuously in this faculty. The questionnaire was distributed through the researcher’s personal interviews with persons concerned in their workplace.

**The practical study**

Sports spirit was excluded after field audits, interviews with sample members, practical application, because the sample answers were completely different from the expected ones. The study results got improved when the sport spirit was removed, since the sample members lacked it. New concepts are demonstrated in the practical section with details which are considered necessary for every organization before starting any process of development or re-engineering of human resources.

**Data analysis and results**

The current research examines the effects of transformational leadership on organizational citizenship behaviour. The mediating roles of re-engineering human resources and human resources development between transformational leadership and organizational citizenship behaviour were also tested. Table 2. details the descriptive statistics results. IBM’s Statistical Package for Social Sciences (IBM SPSS V.25) was used for analysing the data.

**Table 2** Descriptive statistics of constructs and their dimensions

Variable	Dimension	Mean	Std. Dev.	Skewness	Kurtosis
Transformational Leadership (TL)	Idealized Influence	4.1874	.57705	-.372	-.685
	Inspirational Motivation	3.9521	.81312	-.488	.174
	Intellectual Stimulation	4.0466	.45573	-.472	-.537
	Individualized Consideration	4.1534	.56085	-.641	.045
	Average	4.0958	.31416	-.396	-.300
Re-Engineering Human Resources (RHR)	Human Dimension	4.1625	.34778	.068	-.638
	Organizational Dimension	4.1665	.28811	-.473	.712
	Technological Dimension	4.2228	.39587	-.737	.613
	Average	4.1741	.19912	-.003	-.417
Human Resources Development (HRD)	Training	3.9316	.44324	-.318	-.289
	Empowerment	3.7540	.91297	-.561	.268
	Sustainability	3.9201	1.08457	-.736	-.342
	Average	3.9046	.40369	.066	-.574
Organizational Citizenship Behaviour (OCB)	Altruism	4.0841	.50392	-.816	1.428
	Awareness of Conscience	4.2069	.48344	-.367	-.465
	Civilizational Behaviour	3.9979	.56739	-.292	-.473
	Civility	3.9393	.65769	-.810	.473
	Average	4.0719	.26665	-.050	-.152

Table 2. shows the mean and standard deviation (Std. Dev.) for each construct and associated dimensions. The independent variable “TL” has a mean of 4.0958 with a standard deviation of .31416, where the dependent variable “OCB” has a mean of 4.0719 with a standard deviation of .26665; these results indicate higher means with lower variations. Table 3. also shows that the mean of the first moderator, “RHR” is 4.1741 with a standard deviation of .19912, which is considered the highest mean and the lowest variation among all the constructs considered. Finally, the second moderator, “HRD”, has mean of 3.9046 with a standard deviation of .40369, which is considered the lowest mean and the highest variation among all the constructs considered. All the variables are normally distributed, found from skewness and kurtosis values since the values for skewness are less than  $\pm 1$  whilst those for kurtosis are less than  $\pm 3$ .

**Table 3** Correlation matrix of the study constructs

		TL	RHR	HRD	OCB
TL	Pearson Correlation	1			
	Sig. (2-tailed)				
RHR	Pearson Correlation	.519***	1		

	Sig. (2-tailed)	.000			
HRD	Pearson Correlation	.154**	.239***	1	
	Sig. (2-tailed)	.006	.000		
OCB	Pearson Correlation	.247***	.236***	.194***	1
	Sig. (2-tailed)	.000	.000	.001	

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

Table 3. shows Pearson product-moment correlations between each pair of variables. These correlation coefficients are in the range of -1 and +1. It measures the strength and direction of linear relationships between the variables. p-value tests the statistical significance of the estimated correlations. At 95% confidence interval, p-values below 0.05 indicate statistically significant non-zero correlations. All the variables are highly correlated with each other. The relationship between the dependent variable “OCB” with independent variable and the moderator variables is weak, positive but nevertheless significant correlation exists between the dependent variable “OCB”, independent variable (TL) and the moderator variables “RHR” and “HRD”.

***Testing the interactive relationships between study variables***

The study used moderation analysis technique to determine the interactive relationships between the moderator variables along with independent variable. With three basic variables such as independent variable (“TL”), dependent variable (“OCB”) and the moderator variables (“RHR” and “HRD”), analysis was conducted. An interactive relationship is present, when there is a difference in the effect of the moderator variable between two steps in the regression. This means that the independent variable’s effect differs in the dependent variable, according to the change in moderator variable that interacts with the independent variable.

This method aims at investigating the individual differences or situational conditions that influence the strength of the relationship between independent and the dependent variables. Moderator variable enhances the effect of independent variable in dependent variable. Therefore, the moderator variable determines how strongly the independent variable is linked to the dependent. When analysing the interactive relationships, moderator analysis should be used to explore the level of interaction between the moderator and independent variables by forming the variable of interaction that enters as a third variable with the independent variable and the moderator variable through hierarchical multiple regression analysis the main statistical technique for this type of analysis.

The selected variables should be centred or standardized before constructing the variable of interaction to avoid the problem of multicollinearity. Multicollinearity means high inter-correlations among the input variables; this problem leads to the high variance of the estimated coefficients that leads to insignificant results.

***Steps of the analysis***

1. Converting the data into Z scores (standardization).

2. Obtain the interaction variables between the moderator variables and the independent variable.
3. In hierarchical regression analysis, the independent and the moderator variable were entered in first step while interaction variable in the second step.
4. Checking the assumptions of the regression model; i.e., no multicollinearity, no outliers, and normality of dependent variable/residuals.
5. Checking the significance of the second regression model through the F test, i.e., the significant effect of the interaction term.
7. Estimating the Effect Size which represents the ratio of the explained variation of the model before and after adding the interaction variable. Following Cohen (1988) and Selya et al. (2012), the effect size is calculated as follows:

$$f^2 = \frac{R_{Y,AI}^2 - R_{Y,A}^2}{1 - R_{Y,AI}^2},$$

where  $f^2$  is the effect size,  $R_{Y,AI}^2$  is the R-squared resulting from the model with the interaction variable, and  $R_{Y,A}^2$  is the R-squared resulting from model without interaction variable. Cohen (1988) defined values of size effect around 0.02 as small, around 0.15 as medium, and around 0.35 as large.

8. Use the ModGraph software to plot the interactive relationships between the variables.

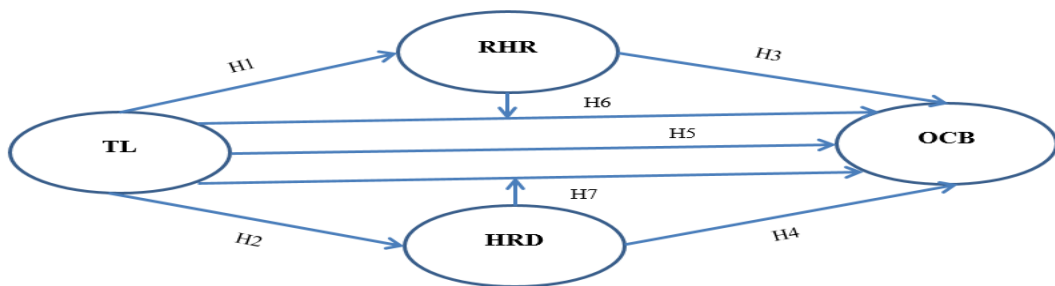


Figure 1 Hypothesis of the study

### Testing Hypothesis

The hypotheses given here were formulated for the objectives set.

H1: there is a statistically significant positive effect of transformational leadership on re-engineering human resources.

H2: there is a statistically significant positive effect of transformational leadership on human resources development.

H3: there is a statistically significant positive effect of re-engineering human resources on organizational citizenship behaviour.

H4: there is a statistically significant positive effect of human resources development on organizational citizenship behaviour.

H5: there is a statistically significant positive effect of transformational leadership on organizational citizenship behaviour.

H6: re-engineering human resources positively moderates the relationship between transformational leadership and organizational citizenship behaviour.

H7: human resources development positively moderates the relationship between transformational leadership and organizational citizenship behaviour.

A hierarchical multiple regression analysis was conducted to evaluate the moderation role of both re-engineering human resources and human resources development on the relationship between transformational leadership and organizational citizenship behaviour.

**Model (I): Re-Engineering Human Resources as a Moderator Variable**

**Table 4** Summary of the Hierarchical Regression model

Model	R	R Square	Adj. R Square	Change Statistics				
				$\Delta$ R Square	$\Delta$ F	df1	df2	$\Delta$ Sig. F
1	.277	.077	.071	.077	12.909	2	310	.000***
2	.308	.095	.086	.018	6.119	1	309	.014*

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

Table 4. shows a summary of the hierarchical multiple regression model to evaluate the moderation's role of RHR on the relationship between TL and OCB. We can observe from Table 4. that the correlation coefficient between the dependent and input variables turns from a weak correlation in model 1 (model without an interaction term) to a moderate correlation in model 2 (model with interaction term). The change in R-square ( $\Delta$  R Square = .018) and the change in F test ( $\Delta$ F = 6.119, df = 1,309, P = .014) were determined.

**Table 5** Hierarchical Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		$\beta$	Std. Error	Beta			TOL	VIF
1	(Constant)	9.329E-15	.054		.000	1.000		
	TL	.170	.064	.170	2.658	.008**	.730	1.369
	RHR	.148	.064	.148	2.320	.021*	.730	1.369
2	(Constant)	.065	.060		1.077	.282		
	TL	.135	.065	.135	2.077	.039*	.696	1.438
	RHR	.157	.063	.157	2.469	.014*	.728	1.373
	TL*RHR	-.125	.050	-.138	-	.014*	.948	1.055
					2.474			



\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

Table 5. shows the coefficients of the hierarchical multiple regression model. We can see TL has significant positive effect ( $\beta = .135, P = .039$ ) on OCB and RHR has significant positive effect ( $\beta = .157, P = .014$ ) on OCB, while the interaction term (TL\*RHR) has a significant negative effect ( $\beta = -.125, P = .014$ ) on OCB.

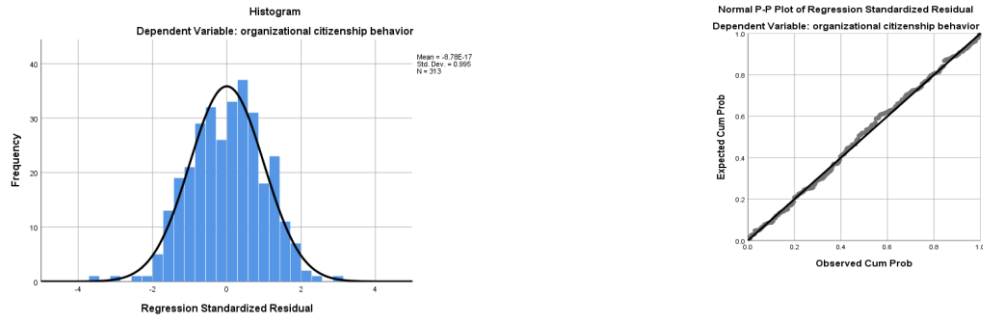


Figure 2 Residuals Diagnostics

The model assumptions are not violated since there is no multicollinearity problem ( $VIF < 5, TOL > 0.2$ ) as in Table 5. residuals are normally distributed and there are no outliers, as seen in Figure 2.

Table 6 Operating Controls

RHR	Low	med	high
high	-0.80513	-0.93445	-1.06378
med	-0.74226	-0.86377	-0.98527
low	-0.67940	-0.79309	-0.90677

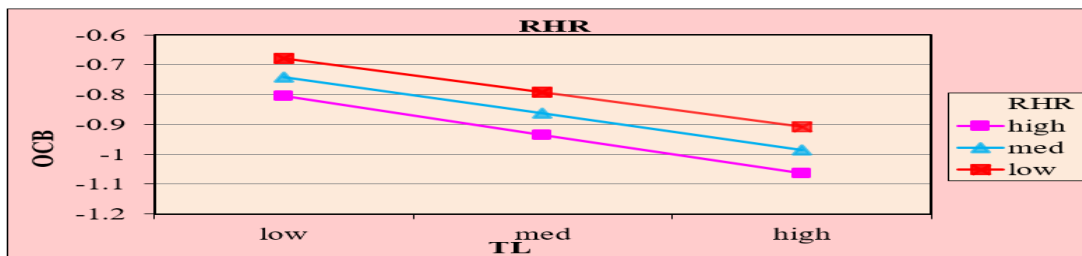


Figure 3 The moderating rule of RHR on the relationship between TL and OCB

Applying Cohen’s effect size rule, we get  $f^2 = 0.02$  which is a small effect. So, it can be safely concluded that re-engineering human resources positively moderates the relationship between transformational leadership and organizational citizenship behaviour.

6.6 Model (II): Human Resources Development as a Moderator Variable

**Table 7** Summary of Hierarchical Regression model

Model	R	R Square	Adj. R Square	R	Change Statistics				
					$\Delta$ R Square	$\Delta$ F	df1	df2	$\Delta$ Sig. F
1	.293	.086	.080		.086	14.562	2	310	.000***
2	.344	.118	.110		.033	11.427	1	309	.001***

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

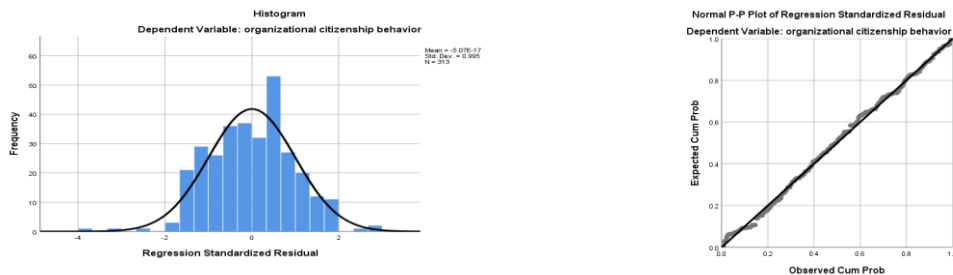
Table 7. shows the summary of hierarchical multiple regression model to evaluate the moderating role of HRD on the relationship between TL and OCB. We can observe from Table 7. that the correlation coefficient between the dependent and input variables turns from a weak correlation (.293) in model 1 (model without interaction term) to a moderate correlation (.344) in model 2 (model with interaction term). The change in R-squared ( $\Delta$  R Square = .033) and the change in F test ( $\Delta$ F = 11.427, df = 1,309, P = .001) were determined.

**Table 8** Hierarchical Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		$\beta$	Std. Error	Beta			TOL	VIF
1	(Constant)	5.182E-15	.054		.000	1.000		
	TL	.222	.055	.222	4.041	.000***	.976	1.024
	HRD	.160	.055	.160	2.914	.004**	.976	1.024
2	(Constant)	.030	.054		.560	.576		
	TL	.173	.056	.173	3.091	.002**	.911	1.098
	HRD	.164	.054	.164	3.034	.003**	.976	1.025
	TL* HRD	-.198	.058	-.187	-3.380	.001***	.932	1.073

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

Table (8) shows the coefficients of the hierarchical multiple regression model. We can see TL has a significant positive effect ( $\beta = .173, P = .002$ ) on OCB and HRD has a significant positive effect ( $\beta = .164, P = .003$ ) on OCB, while the interaction term (TL\* HRD) has a significant negative effect ( $\beta = -.198, P = .001$ ) on OCB.

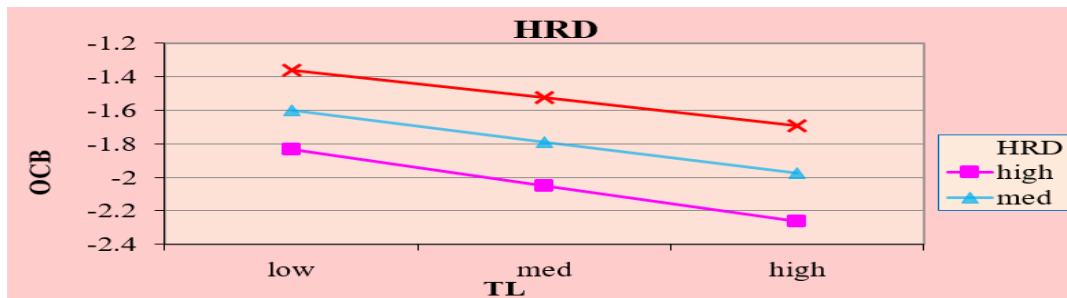


**Figure 4** Residuals Diagnostics

The model assumptions are not violated, since there is no multicollinearity problem ( $VIF < 5, TOL > 0.2$ ) as can be seen in Table 8., and residuals are normally distributed and there are no outliers, as can be seen in Figure 4.

**Table 9** Operating Controls

HRD	low	med	High
high	-1.83511	-2.04875	-2.26240
med	-1.59905	-1.78758	-1.97611
low	-1.36298	-1.52640	-1.68982



**Figure 5** The moderating rule of HRD on the relationship between TL and OCB

Applying the Cohen’s effect size rule, we get  $f^2 = 0.036$ , which is a small effect. So, it can be safely concluded that the human resources development positively moderates the relationship between transformational leadership and organizational citizenship behaviour.

Now, all the hypotheses have been tested except for H1 and H2, so we run a simple regression analysis to examine the effect of transformational leadership on both re-engineering human resources and human resources development.

**Table 10** Regression summary of the effect of TL on RHR

Response	Model	$\beta$	Std. Error	T	Sig.	F	R Square
RHR	Constant	-2.556E-14	.048	.000	1.000	114.836***	.270
	TL	.519	.048	10.716	.000***		

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

Table 10. shows a regression summary of the effect of TL on RHR, from which we can observe that TL has significant positive effect ( $\beta = .519, P = .000$ ) on RHR. It is worth noting that 27% of the variations in RHR can be explained by the variation in TL.

**Table 11** Regression summary of the effect of TL on HRD

Response	Model	$\beta$	Std. Error	t	Sig.	F	R Square
HRD	Constant	2.248E-15	.056	.000	1.000	7.526***	.024
	TL	.154	.056	2.743	.006**		

\*P ≤ 0.05, \*\*P ≤ 0.01, \*\*\*P ≤ 0.001.

The results of the second simple linear regression in Table 11. shows the summary of the effect of TL on HRD, from which we can observe that TL has significant positive effect ( $\beta = .154, P = .006$ ) on HRD. It is worth noting that 2.4% of the variations in HRD can be explained by the variation in TL.

## Conclusion

The research showed a positive impact relationship between transformational leadership and organizational citizenship behaviours. When transformational leadership is applied heavily, it reflects in increased cooperative spirit among employees, high performance, loyalty, psychological harmony, voluntary participation, inspiration to co-workers, increased efficiency and achieve the mission and goals. Further, employees respect other's rights, maintain honesty and transparency due to their leader's positive behaviour. Leaders persuade employees to achieve the organization's vision through excellent problem solving skills. The current study faced few challenges, for instance, lack of sporting spirit. From practical study results which were counterproductive, sporting spirit was omitted after statistical conclusions. Iraqi environment is generally volatile and complex in nature in terms of social relations, non-existent apologizing behaviour, lack of sports spirit, impatient, intolerance and unfriendly to advices. This environment does not accept the change, hence negative effect is inferred when re-engineering and development of human resources are introduced as adjusted variables into the relationship between transformational leadership and organizational citizenship behaviour. Prevalent confusion persist among employees to incorporate re-engineering and development of human resources, especially digitization. Resistance to change and employee empowerment are commonly observed resulting in failure of HR programmes. When employees are about to be tracked by managers, it creates a rift between them. So, every organization must study the pros and cons thoroughly before implementing re-engineering and development of human resources.

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