

Organizational Commitment in Mediating the Influence of Transformational Leadership on Organizational Citizenship Behavior

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ABSTRACT : This research is conducted at PT. Sarana Arga Gemeh Amerta. The number of samples used in this study are 52 people using the saturated sample method. Data collected through questionnaires and interviews and analyzed using path analysis. Based on the results, transformational leadership has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on OCB and organizational commitment mediates the effect of transformational leadership on OCB.

Keywords -OCB, transformational leadership, organizational commitment.

I. INTRODUCTION

Human resources are the most important assets owned by a company because the company's success can be seen from the aspects of its employees and aspects of its leadership. Successful leadership is due to the support of its employees, especially employees who have high dedication, commitment and loyalty. One of the positive employee behaviors that can support the success of a leader is Organizational Citizenship Behavior (OCB). OCB behavior or extra-role behavior is the attitude or behavior of employees outside their job description not because of rewards, but because of an intrinsic awareness factor that causes the individual to do work outside his job description (Purwaningsih & Liana, 2015). OCB is a form of voluntary behavior from organizational members that supports organizational functions by showing selflessness and concern for the welfare of others. The emergence of OCB behavior can be seen from how employees help each other, both groups and work teams, comply with work rules or procedures at the company, avoid conflicts within the company, are able to maintain the company's image, inform each other, can work overtime if needed and able to accept criticism and input from others. OCB behavior can be influenced by several factors, including transformational leadership and organizational commitment. OCB behavior can bind leaders and employees indirectly so that they can build attitudes and behaviors in accordance with the company's vision, mission and strategy. The leader can establish mechanisms to maintain, develop or change existing OCB behavior. The OCB behavior mechanism taught by a leader will then be adapted by his followers through the socialization process.

Leadership is one that can influence OCB behavior because without effective leadership, a company will experience setbacks (Gunawan, 2016). Every leader basically has a different behavior in leading or often referred to as a leadership style. One of the leadership styles that can directly lead to OCB behavior is the Transformational Leadership Style (Suyitno & Utomo, 2017). Transformational leadership is a leader who can move his subordinates to work to achieve a goal, not for short-term personal interests and to achieve achievement and self-actualization. Transformational leadership is a leadership style that motivates subordinates to work towards achieving organizational goals and satisfying their needs at a higher level. Leaders who have a transformational leadership style encourage the obligations of their followers to achieve the company's mission and values and motivate them by building mutual trust and goals (Guay & Choi, 2015).

The success of a leader with a transformational style can also affect the organizational commitment of employees. Organizational commitment is an attitude of employee loyalty to an organization in expressing their concern for the progress and success of the organization (Yao et al., 2019). The high organizational commitment possessed by employees can make employees work with enthusiasm to achieve the achievement of organizational goals (Ridwan, 2020). Employees who have high organizational commitment will be more work-

oriented and will tend to be happy to help and be able to work with colleagues. Felicia (2017) found that “organizational commitment has a positive and significant effect on OCB, which means that employees feel a sense of community with other employees and this can occur because employees feel comfortable at work, so that employees' OCB behavior at work can improved.”

This research is conducted at PT. Sarana Arga Gemeh Amerta, which is a company engaged in the manufacture of bottled drinking water under the brand SPRING. From interviews conducted with employees, it is known that the indications of problems related to OCB behavior can be seen from the lack of intention of employees to help colleagues who have more workloads when the employee has finished working on their duties, lack of intention to help colleagues because each employee feels they already have separate tasks assigned by the company. This fact indicates that employees at PT. Sarana Arga Gemeh Amerta has been working on the main tasks and has not even touched on extra-role tasks. The results of the interview also found that there is still a lack of cooperation between employees so that mistakes often occur in work, there are still many employees who are late returning to the office after lunchtime, there are employees who do things outside the context of work while at the company, not all employees use their working hours to the fullest and There are still many employees who complain about the tightening of company policies regarding attendance systems and work procedure guidelines

Indications that show the low level of transformational leadership at PT. Arga Gemeh Amerta can be seen from the boss rarely comes to the office to pay attention to the situation of his employees so that employees feel that the leader is not close to their employees, leaders also tend to prioritize their personal interests, lack of support to improve employee performance, and lack of good communication between leaders and employees. Indications that show low organizational commitment at PT. Arga Gemeh Amerta means that it can be seen from the attitude of employees who are not actively involved in any program that aims to achieve company goals and there is still a feeling of employees to stay with this company because they have no other choice.

II. HYPOTHESIS DEVELOPMENT

The tendency of individuals to repay the resources and support received from a leader who applies a transformational leadership style is usually appreciated by increasing their commitment to the organization which will lead to OCB behavior in employees. A leader who follows a transformational leadership style can influence his subordinates so that they can engage in OCB behavior which is beneficial for organizational growth. The high level of transformational leadership can affect the OCB behavior that will be carried out by employees. Kim & Park (2019), Wisnawa & Kartika (2020) stated that transformational leadership has a positive and significant relationship with employee OCB, meaning that a transformational leader can increase the confidence or self-confidence of subordinates which will have an effect on increasing the extra behavior of employees. Hadijah et al. (2019) also stated that transformational leadership has a positive and significant effect on OCB, this result shows that transformational leaders are able to pay attention to the self-development needs of their employees so that employees are able to be more actively involved in carrying out extra-role behavior for the good of their company.

Yohana (2017) also states conducive leadership will have an impact on improving OCB because conducive leadership can provide great enthusiasm for employees to improve their performance so that they are also more involved in OCB. Permatasari et al. (2017) also show that there is a positive and significant relationship between transformational leadership and OCB, meaning that transformational leadership is an important driver that fosters positive behavior and learning for employees to do work beyond their responsibilities. Malik et al. (2016) also found transformational leadership includes fundamental changes to employee values, goals, and aspirations in such a way that employees are intrinsically motivated to improve performance beyond their job description due to conformity with employee personal values.

H1: Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior.

Strong transformational leadership can influence employees in the change process towards increasing better organizational commitment. Keskes et al. (2018) states that transformational leadership has a positive and significant effect on organizational commitment, meaning that transformational leadership is able to provide support to its subordinates and is able to treat subordinates individually fairly so that it can foster strong commitment from employees. Chai et al. (2017) also stated transformational leaders increase followers' organizational commitment by involving them in important decisions, increasing loyalty by conveying an inspiring vision, and providing individual support for their employees.

Pratama & Putri (2019) also stated that transformational leadership has a positive and significant effect on organizational commitment, these results indicate that transformational leaders can establish good communication with employees so that employees will generate loyalty and desire to remain organized which then encourages organizational commitment in employees. Suryaningsih et al. (2017) stated that there is a positive and significant effect of transformational leadership on organizational commitment, these results indicate that transformational leaders respect their followers and understand the feelings and personal needs of

their employees so that employees will be more actively involved and contribute more to their company. Gulluce et al. (2016) stated that transformational leaders are able to strengthen emotional bonds with their employees so that employees are able to commit highly to their organizations.

H2: Transformational leadership has a positive and significant effect on organizational commitment.

Arumi et al. (2019) stated that organizational commitment has a positive and significant effect on OCB, these results indicate that employees in organizations will have strong OCB when they have organizational commitment which will make employees realize their obligation to do their best for their organization. Zayas-Ortiz et al. (2015) also stated that organizational commitment has a positive and significant effect on OCB, meaning that employees who are highly committed to their organization will work optimally for their work and some things that are not even their job. Han et al. (2016) found that organizational commitment positively and significantly affects OCB, these results indicate that employees' organizational commitment encourages employees to voluntarily do OCB in order to contribute to increasing the effectiveness of their company.

Kurniawan (2015) states that organizational commitment has a positive and significant effect on OCB, meaning that employees who are highly committed to the organization will do anything to advance the company because they believe and trust the organization where the employee works. When an employee has a high commitment to the company, the employee has the satisfaction of working wholeheartedly and is willing to do more than his job (OCB). Fitria et al. (2016) also stated that there is a positive and significant relationship between organizational commitment and OCB in employees, meaning that when employees have organizational commitment in carrying out their work, then they have good OCB. The organizational commitment of employees will increase OCB so that it affects the productivity of these employees.

H3: Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior

Maharani et al. (2017) stated that the role of organizational commitment mediates the influence of transformational leadership on OCB, meaning that if transformational leadership is applied consistently in accordance with the expectations of subordinates to the leader, employees will produce high organizational commitment. Highly committed employees not only join the company physically or do something from their job, but are also willing to work outside their duties (OCB). Purwaningsih & Liana (2015) found that organizational commitment mediates the effect of transformational leadership on OCB, meaning that the higher the application of transformational leadership in a company, the higher the organizational commitment to its employees. Organizational commitment will greatly support the OCB behavior of employees to always do things that have positive values so that they will benefit the company. Diputra & Rahyuda (2016) also state that there is an indirect effect of transformational leadership on OCB through organizational commitment, these results indicate that transformational leadership is another important factor in influencing the level of organizational commitment, because with organizational commitment possessed by employees, a sense of pride in their work increasing which will directly lead to OCB behavior.

H4: Organizational commitment mediates the effect of transformational leadership on Organizational Citizenship Behavior.

III. METHODS

The location of this research is PT. Sarana Arga Gemeh Amerta, because there are problems related to OCB, transformational leadership and organizational commitment at PT. Sarana Arga Gemeh Amerta. The endogenous variable in this study is OCB (Y). The exogenous variable in this study is transformational leadership (X). The mediating variable in this study is organizational commitment (M). The population used in this study were all employees of PT. Arga Gemeh Amerta facilities, amounting to 52 people. The method used in determining this sample is non-probability sampling with a saturated sample technique with a sample of 52 people. Data collection in this study was carried out using interviews and questionnaires, then analyzed by path analysis

IV. RESULTS AND DISCUSSION

This study is dominated by female respondents with an overall percentage of 51.9 percent or 27 people and the remaining 48.1 percent or 25 men. Most of the respondents are aged 26-30 years with a percentage of 63.5 percent or as many as 33 people. In this study, respondents when viewed from the latest education, are dominated by high school / vocational school graduates with a percentage of 78.8 percent or 41 people.

Organizational citizenship behavior has a score of 4.08. Highest score on the statement "I give advance notice if I can't come to work" with 4.19. The lowest score is found in the statement "I attend an event that is not mandatory." Transformational leadership has a score of 3.9. The highest score is on the statement "The leader tells employees how to do their work" with a score of 4.23. The lowest average score is in the statement "Leaders avoid intervening unless their subordinates fail to work" with a score of 3.65. Overall organizational commitment has a score of 3.91. The highest score on the statement "Working here is my choice" with a score of 4.21. The lowest score is in the statement "If I quit my current job, I'm not sure I'll get another job" with a score of 3.54

Table 1. Result of Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	3,718	2,937		1,266	0,211
Transformational leadership (X)	0,900	0,074	0,865	12,167	0,000
R Square	0,748				
F stats	148,034				
Sig. F	0,000				

Source: Primary Data Processed, 2020

Based on the results of the substructure path analysis 1 as presented in Table 1, the following structural equations can be made:

$$M = \alpha + \beta_1 X + e_1$$

$$M = 3,718 + 0,865 X + 0,074$$

The regression coefficient value of the transformational leadership variable is positive with a t test significance value of less than 0.05. This shows that the transformational leadership variable has a significant positive effect on the organizational commitment variable. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R Square) of 0.748 means that 74.8 percent of the variation in organizational commitment is influenced by variations in transformational leadership, while the remaining 25.2 percent is explained by other factors that are not included.

Table 2. Result of Path Analysis 2

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	22.392	2.900		7.721	.000
Transformational leadership (X)	.617	.143	.521	4.314	.000
Organizational Commitment	.473	.137	.416	3.443	.001
R Square	0,819				
F stats	111,191				
Sig. F	0,000				

Source: Primary Data Processed, 2020

Based on the results of the substructure path analysis 2 as presented in Table 2, the following structural equations can be made:

$$Y = \alpha + \beta_2 X + \beta_3 M + e_2$$

$$Y = 22,392 + 0,521 X + 0,416 M + 0,137$$

The regression coefficient value of each independent variable is positive with a t test significance value of less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The total determination score (R Square) of 0.819 means that 81.9 percent of the variation in OCB is influenced by variations in transformational leadership and organizational commitment, while the remaining 18.1 percent is explained by other factors. The total determination value of 0.98 means that 98 percent of OCB variations are influenced by variations in transformational leadership and organizational commitment, while the remaining 2 percent is explained by other factors not included in the model.

The direct effect of the transformational leadership variable on OCB is 0.521. The direct effect of transformational leadership on organizational commitment is 0.865. The direct effect of the organizational commitment variable on OCB is 0.416. This means that the OCB variable is more influenced by transformational leadership than organizational commitment. Meanwhile, the indirect effect of transformational leadership on OCB through organizational commitment is 0.359. So the total effect of transformational leadership variables on OCB through organizational commitment is 0.880. Thus, it can be concluded that the total effect of transformational leadership on OCB is greater through organizational commitment, than the direct effect of transformational leadership on OCB without going through the organizational commitment variable.

Based on the results, the effect of transformational leadership on OCB obtained a positive beta coefficient value of 0.521. The significance value of 0.000 < 0.05 indicates that H0 is rejected and H1 is accepted, which means that transformational leadership has a positive and significant effect on OCB at PT. Sarana Arga Gemeh Amerta. This means that the high value of transformational leadership can affect OCB behavior by employees. The effect of transformational leadership on organizational commitment has a positive beta coefficient value of 0.865. The significance value of 0.000 < 0.05 indicates that H0 is rejected and H2 is

accepted, which means that transformational leadership has a positive and significant effect on organizational commitment at PT. Sarana Arga Gemeh Amerta. This means that transformational leaders are able to motivate their subordinates to work in accordance with company goals and treat their employees well so that it can lead to reciprocal behavior in the form of high organizational commitment in employees. Employees think that leaders should have a stronger stance in leading their companies so that they can make their employees proud and be able to carry out the leader's orders well. Still low organizational commitment of employees at PT. Sarana Arga Gemeh Amerta because employees think that if they quit their current job, the employee is not sure of getting another job. These results indicate that transformational leadership will have an impact on employee organizational commitment because transformational leaders are able to treat employees fairly by appreciating their contributions to the company so that employees will generate loyalty and desire to remain in the company which then encourages organizational commitment in employees.

Based on the results, the effect of organizational commitment on OCB obtained a positive beta coefficient value of 0.416. The significance value of $0.001 < 0.05$ indicates that H_0 is rejected and H_3 is accepted, which means that organizational commitment has a positive and significant effect on OCB at PT. Sarana Arga Gemeh Amerta. This means that when the employee is committed to the company, the employee will naturally behave extra in doing his job. Employees at PT. Sarana Arga Gemeh Amerta only stayed with the company because they thought that if they quit their current job, they were not sure that they would get a job elsewhere. Employees are still less able to adapt to changes that occur within the company because employees have not fully carried out OCB behavior properly. These results indicate that organizational commitment will have an impact on employee OCB because when employees have a high commitment to their company, they will work optimally to contribute to increasing the effectiveness of their company so that employees will do whatever it takes to advance their company, such as adapting to changes that occur in the company

Based on the results, the role of organizational commitment to mediate the effect of transformational leadership on OCB obtained a calculated Z value of $2.949 > 1.96$. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_4 is accepted, which means that organizational commitment has a positive and significant effect as a mediation between transformational leadership on OCB at PT. Sarana Arga Gemeh Amerta. In addition, the VAF value is 33.2 percent, which is more than 20 percent, so it can be explained that there is a mediation effect, or in other words, organizational commitment as a partial mediator. This means that transformational leadership can provide encouragement and motivation so that organizational commitment increases. High organizational commitment will provide high OCB to employees. This positive and significant relationship between transformational leadership and OCB mediated by organizational commitment is supported by social exchange theory which states that employees tend to reciprocate the resources and support received from a transformational leader by increasing their commitment to the company which will lead to OCB behavior in employees.

V. CONCLUSION

Transformational leadership has a positive and significant effect on OCB at PT. Sarana Arga Gemeh Amerta. This shows that if transformational leadership increases, the level of employee OCB behavior will be stronger. Transformational leadership has a positive and significant effect on organizational commitment at PT. Sarana Arga Gemeh Amerta. This shows that if transformational leadership is increasing, it will also increase employee organizational commitment. Organizational commitment has a positive and significant effect on OCB at PT. Sarana Arga Gemeh Amerta. This shows that employees who have high organizational commitment will automatically lead to OCB behavior. Organizational commitment positively and significantly mediates the effect of transformational leadership on OCB at PT. Sarana Arga Gemeh Amerta. This shows that transformational leadership has a significant impact on OCB if it is mediated by organizational commitment, which means that OCB is highly dependent on the level of organizational commitment and also the level of transformational leadership

The leaders need to be more motivated so that they want to attend this non-mandatory event because it can improve the company's image. Leaders need to pay more attention to employees not only when they fail at work but also to the assigned tasks. The leader needs to give more encouragement so that employees are more enthusiastic at work so that employees can feel an attachment to the company and employees feel that quitting their current job is detrimental.

Based on the research that has been done, there are several limitations in this study, including the limited sample used and the variables used in constructing the research model consisting of only one independent variable and one mediating variable. In the future, this should be overcome by reconstructing other research models by combining it with other variables in the form of mediation and moderation.

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