DO INDIVIDUAL PERCEPTIONS OF ORGANIZATIONAL CULTURE MODERATE THE TFL-HELPING BEHAVIOR AND THE TFL-PERFORMANCE LINKAGES? EVIDENCE FROM A KOREAN PUBLIC EMPLOYEE SURVEY*

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Abstract

Among the many potential organizational contexts, this study focuses on organizational culture, as it is critical for transformational leadership (TFL) behaviors to percolate into individual employees. Particularly, the study relies on the Competing Values Framework developed by Quinn and his colleagues. Relying on a Korean survey of central and local government employees, the study explores whether TFL influences employees' perceptions of helping behavior and performance. Moreover, the study examines the moderating role of employees' perceptions of organizational culture on the TFL-helping and TFL-performance linkages. The results demonstrate that clan culture enhances the TFL-helping and TFL-performance linkages, whereas hierarchical culture attenuates TFL's relationship with helping behavior and performance.

Keywords: transformational leadership, helping behavior, perceptions of performance, competing values framework, organizational culture.

1. Introduction

Public organizations have been under enormous pressure to perform. Common themes that have denigrated the public sector have included neoliberalism, new public management movement and reinventing government, the Great Recession and fiscal austerity, and conservative rise around the world in recent years (Goodman, 2019; Hetherington and Rudolph, 2015). In this era of organizational survival, doing more with less has become a mantra for public officials, with a renewed focus on enhancing individual and organizational performance and identifying ways to facilitate employees' extra-role behaviors.

Scholars, in turn, have paid their attention to the potential of transformational leadership (TFL) to transform public organizations. Emerged as a study of political and social leaders (Burns, 1978), TFL studies have formed a major scholarly field in organizational management studies (Bass and Riggio, 2006). Despite facing a multitude of legal, political, and administrative constraints, TFL is also an element in the organizational life that is congruent with public-oriented goals and missions in the public sector (Wright *et al.*, 2012).

Transformational leaders elevate followers to go beyond their self-interests and capabilities by engaging them with idealized influence, inspirational motivation, intellectual stimulation, and individualized attention (Conger and Kanungo, 1998; Bass and Riggio, 2006). Because of its attributes, TFL positively influences many individual and organizational variables, including employee empowerment, employee innovative behavior, and individual as well as organizational performance (Bass and Riggio, 2006). Nevertheless, an increasing number of scholars have brought up a need to examine TFL's influences in organizational contexts. They point to a wide array of contingencies that can facilitate or derail TFL's impact on followers (Bass and Riggio, 2006; Walter and Bruch, 2010).

As one of such contingencies, this article focuses on organizational culture. Because organizational culture is one of the most important dimensions that determine organizational effectiveness (Cameron and Quinn, 2011), the type of organizational culture that exists in a given organization can profoundly affect TFL's manifestations to followers. In particular, the study explores the moderation of organizational culture — relying on the Competing Values Framework (CVF) developed by Quinn and his colleagues (Cameron *et al.*, 2006; Cameron and Quinn, 2011) — on the TFL-helping and TFL-performance linkages. Thereby, the study helps enrich the research on TFL in the public sector by bringing a contextual element to TFL studies and demonstrating results based on a Korean survey.

This study proceeds as follows. First, the study explores the concepts of TFL and theoretical bases for TFL's influences on employees' perceptions of helping and performance. Second, the study examines why organizational culture might moderate TFL's influences on the studied dependent variables. Next, the study examines the data and variables used for the model. Finally, the study demonstrates the results with implications for public officials and organizations.

2. Theory and hypotheses

2.1. TFL and employees' perceptions of helping and performance

This study focuses on employees' perceptions of individual helping and performance as variables that TFL can influence. Employees' helping behavior is synonymous with altruistic behavior, one of the five sub-dimensions of organizational citizenship behavior (OCB), including courtesy, sportsmanship, conscientiousness, and civic virtue (Organ, 1988). OCB connotes employees' extra dedication to their organization, knowing that such behavior is not mandated nor recognized by the organization for pecuniary purposes (Organ, 1988). Expressed as employees' voluntary behavior for the sake of their co-workers and the organization, OCB has emerged as an essential element that sustains the organization and makes it flourish (Katz and Kahn, 1978). Helping simply means helping co-workers and offering them needed assistance (Organ, 1988). For instance, employees with helping behavior are oriented toward assisting co-workers who might be overburdened or absent from work (Christensen *et al.*, 2013). In engaging with other employees, employees realize their higher-level psychological needs (Bottomley *et al.*, 2016). Performance is also a crucial variable for organization survival. It is particularly relevant for public organizations, as they have faced increasing political and citizen scrutiny in fiscally challenged environments across countries (Goodman, 2019). While individual perceptions of performance are not ideal compared to hard performance data, scholars have considered subjective performance measurement as a proxy for objective performance (Leisink and Steijn, 2009).

Of the many potential factors producing enhanced employees' helping behavior and performance, this study points to TFL. Its concept emerged as part of studying leaders in political and social movements (Burns, 1978), and was subsequently crystallized through a series of leadership studies in the 1980s (Bass, 1988). TFL refers to leaders' behaviors that elicit extraordinary efforts and achievements from followers. Through their attributes, transformational leaders help followers overcome their narrow, self-centered interests toward collective interests in their organizations (House and Shamir, 1993). These attributes are commonly specified in four dimensions: idealized influence, inspirational motivation, intellectual motivation, and individualized attention (Bass, 1988; Bass and Riggio, 2006). The first two dimensions make up charismatic leadership, which is commonly interchanged with TFL (Conger and Kanungo, 1998). Idealized influence is forged through leaders' display of courage, sacrifice, humility, or exceptional capabilities often in adverse conditions facing the organization. Through idealized influence, transformational leaders exhibit characteristics that make followers see them as role models (Bass and Riggio, 2006). Leaders also inspirationally motivate followers through the display of speeches, symbols, and articulation of a vision. Influenced by leaders' extraordinary passion and blueprint, followers are facilitated to exhibit uncommon efforts for the leader and the organization (Bass and Riggio, 2006). Transformational leaders also impart followers with intellectual

stimulation. Hence, followers are encouraged to explore new ideas and methods to solve new challenges facing the organization and be an active participant in critical organizational decision-making (Bass and Riggio, 2006). Finally, transformational leaders indulge followers with individualized attention and care. By meeting one-on-one with followers, conversing with them, and asking them concerning their work and family needs, transformational leaders suffuse followers with positivity and affection (Howell and Hall-Merenda, 1999; Bass and Riggio, 2006).

The mechanism by which these components of TFL positively influence employees' perceptions of helping and performance can be explained by social exchange theory (SET). Originating in sociology and anthropology, SET posits that social interactions among individuals result in mutual obligations (Blau, 1964; Dansereau *et al.*, 1975; Cropanzano and Mitchell, 2005). Interdependent exchanges engender 'feelings of personal obligations, gratitude, and trust' (Blau, 1964, p. 94). By engaging with followers as a role model (idealized influence) and a mentor (individualized attention), transformational leaders help spark interactions with followers. They also challenge and inspire followers to search for new ideas and go the extra mile for the organization. Thus, social exchanges will help followers fulfill their higher-order needs and followers are more likely to devote themselves to perform better and assist colleagues as good soldiers.

Several studies also confirm the close, positive link between TFL and employees' perceptions of helping and performance; studies confirm TFL's positive influences on employees' performance and extra-role behaviors in both private and public sectors (López-Domínguez *et al.*, 2013; Kim, 2012, 2014; Vigoda-Gadot and Beeri, 2012; Bottomley *et al.*, 2016; Moon, 2016). As such, the theoretical reasoning and previous empirical findings render the following hypothesis for an empirical investigation.

Hypothesis 1: TFL will be positively associated with employees' perceptions of helping and performance.

2.2. Perceived organizational culture as moderator of the TFL-helping behavior and the TFL-performance relationships

Despite TFL's direct relationship with employees' in-role and extra-role behaviors, scholars began to question the effectiveness of leadership without considering contingencies surrounding the organization (Fiedler, 1964; Katz and Kahn, 1978; Yukl *et al.*, 2002; Bass and Riggio, 2006; Walter and Bruch, 2010; Dust *et al.*, 2014). At the heart of their argument is the premise that the effectiveness of leadership does not take place in a vacuum. Rather, TFL's influences can be thwarted or amplified by a diverse set of contingency factors. Thus, some studied how TFL behaviors can be facilitated in organic vis-à-vis mechanistic organizations (Shamir and Howell, 1999; Kark and Van Dijk, 2007; Dust *et al.*, 2014). Others noted the likely emergence of transformational leaders in emerging or turbulent environments (Shamir and Howell, 1999). Employees' psychological traits also influence TFL's effectiveness (de Vries *et al.*, 2002); employees with a stronger need for autonomy and growth are more recep-

tive to transformational leaders than those less motivated (Wofford *et al.*, 2001). The effectiveness of TFL is also contingent upon employees' perceptions of organizational justice (Wolfe *et al.*, 2018). Finally, TFL's reach is also moderated by the centralization and formalization of the organization (Walter and Bruch, 2010; Kim and Shin, 2019). These findings indicate that TFL is not an omnipresent panacea for the organization, but it can enhance or debilitate individual or organizational outcomes in varying organizational contexts.

Of the many contextual factors surrounding TFL, this study focuses on organizational culture because of its centrality for TFL. Organizational culture is deemed one of the most important factors that determine organizational effectiveness (Kotter and Heskett, 1992). Successful organizations in general boast a distinct organizational culture (Cameron and Quinn, 2011). Organizational culture exerts powerful influences on organizational performance and effectiveness (Trice and Beyer, 1993). Thus, organizational culture can serve as a crucial moderation variable on how TFL can influence employees' perceptions of helping and performance.

Organizational culture is generally defined as shared, taken-for-granted assumptions and values among employees of the organization (Deal and Kennedy, 1982). Holding the organization and its members together, organizational culture imbues members of the organization with a source of identity and competitive edge (Bass, 1988). While many frameworks exist to study organizational culture (Hofstede, 1980; Schein, 2010), this study focuses on the CVF developed over the years by Quinn, Cameron and their colleagues (Cameron *et al.*, 2006; Cameron and Quinn, 2011). CVF is a well-known conceptual tool for identifying organizational culture and has been used extensively both in scholarly works as well as assessments of organizations (Cameron *et al.*, 2006; Cameron and Quinn, 2011). It emerged from the effort to categorize 39 organizational effectiveness indicators identified by Campbell *et al.* (1974), identifying four quadrants: clan culture, adhocracy culture, hierarchy culture, and market culture (Cameron and Quinn, 2011). In the clan culture, members of the organization possess shared values and visions; teamwork is cherished with a strong sense of togetherness. Employees are empowered to participate in organizational decision-making with loyalty and commitment to the organization. The adhocracy culture characterizes something 'ad-hoc'. It emphasizes creativity, anarchy, and adaptations to counter ever-changing circumstances. In this culture, flexibility is preferred over centralization and members are committed to experimentation. The hierarchy culture embodies attributes of bureaucracy with attention efficiency, hierarchy of authority, centralization, and formalization. Standard rules and procedures are emphasized over employee improvisations and autonomy. Lastly, the market culture is centered on the concept of transaction costs with the external environment. Members are driven to gain a competitive edge against external constituencies. Since the external environment is harsh and clients are capricious, the organization must be ready to be competitive for organizational survival. Winning and results matter the most in this culture (Cameron and Quinn, 2011).

Value congruence explains how organizational culture can substantially enable or thwart how TFL can influence employees' perceptions of helping and performance. Value congruence refers to the process in which employees exhibit positive effects when others share similar values and beliefs to them (Meglino *et al.*, 1989). Organizational culture can enhance this value congruence between employees and their leaders. Under the clan culture, employees are likely to be close to one another with team-spiritedness. Values such as loyalty, consensus, and commitment dominate under this culture. By substantial interactions with followers as a role model and mentor, transformational leaders can help create unity and purpose among employees. As such, employees would find their values' systems congruent with TFL and identify more with it, leading to positive perceptions of helping colleagues and improving their performance. TFL's attributes of intellectual stimulation and individualized attention would encourage followers to explore new ideas and solutions. These attributes are particularly congruent in the adhocracy culture and followers already steeped in an adaptive environment would find welcome support from transformational leaders. With enhanced value congruence, followers are more likely to exhibit extraordinary efforts and behaviors to perform.

Organizational culture, however, can also constrain the value congruence between employees and their leaders. Under the hierarchical culture, followers are more likely to lack discretion to participate in organizational decision-making, and they are also more likely to rely on rules and procedures. In this context, TFL's emphasis on psychological empowerment and break-the-rule mantra would find less value congruence among followers and TFL would be likely perceived as inappropriate and inauthentic. Consequently, followers would be less receptive to transformational leaders and feel less motivated toward doing more for colleagues and themselves. This reasoning also applies to the congruence under the market culture. Under the market culture, employees are familiarized with competitions and results. They are more likely to be comfortable with performance goals and extrinsic rewards. TFL's emphasis on experimentation and togetherness for extraordinary efforts and accomplishments would find less congruence among employees in this transaction-oriented culture. Consequently, followers would likely ignore transformational leaders' eagerness and encouragement to perform and help others.

Several studies also point to the positive relationships between employees' sense of value congruence and employees' job satisfaction, performance, and extra-role behaviors (Podsakoff *et al.*, 2000; Edwards and Cable, 2009). Thus, the following hypotheses can be made for an empirical test. Figure 1 describes the conceptual framework of this study.

Hypothesis 2: Perceived clan culture will moderate the positive relationship between TFL and employees' perceptions of helping and performance such that the linkage will be enhanced when levels of perceived clan culture are stronger.

Hypothesis 3: Perceived adhocracy culture will moderate the positive relationship between TFL and employees' perceptions of helping and performance such

that the linkage will be enhanced when levels of perceived adhocracy culture are stronger.

Hypothesis 4: Perceived hierarchical culture will moderate the positive relationship between TFL and employees' perceptions of helping and performance such that the linkage will be weakened when levels of perceived hierarchical culture are stronger.

Hypothesis 5: Perceived market culture will moderate the positive relationship between TFL and employees' perceptions of helping and performance such that the linkage will be weakened when levels of perceived market culture are stronger.
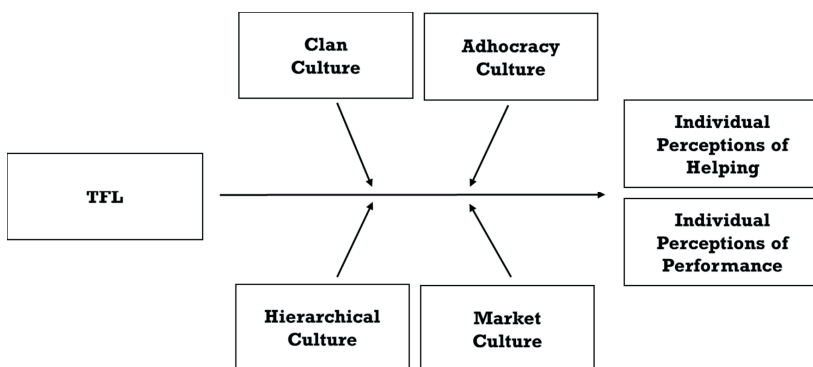

Figure 1: The conceptual framework

Source: Authors' conceptualization

3. Variables and measurement

3.1. Data and method

This study employed the data from the 2017 Korean Public Employee Viewpoint Survey, administered by the Korea Institute of Public Administration, to test the questions raised by this study. The data was collected from public employees working in 46 central government agencies and 17 regional local governments in South Korea. The survey was designed to evaluate the professional and managerial employees' perceptions and experiences on motivation, leadership, work attitude, and job characteristics. To achieve an overarching goal of obtaining a diverse sample composed of respondents from different organizational settings, the survey relied on a stratified sampling of 1,095 observations from central government agencies and 2,022 from local government. Overall, 3,117 observations were used to assess the hypotheses. Responses to the survey items were answered on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2. Measurements

Helping behavior and perceived performance. The dependent variables of this study include helping behavior and perceived performance. First, employees' helping behavior, regarded as one of the dimensions of organizational citizenship behavior, is a voluntary action of helping their colleagues and supervisors with task-related problems and workload. Three items were used to identify employees' helping behavior (Cronbach's alpha = 0.77): (1) 'I assist colleagues who are absent as well as those who face a significant amount of work'; (2) 'I listen attentively to my colleagues' problems and concerns'; and (3) 'I assist my supervisor, even if I have not been requested to do so'.

Another dependent variable of this study is the employees' perceived performance. Transformational leadership plays a positive role by providing information, resources that employees need for properly performing their tasks, encouragement, and empowerment. Transformational leaders also inspire their followers with vision and thereby their employees commit to their jobs. Given to such relationship between TFL and performance, three survey items were employed to measure perceived performance at the individual employee level (Cronbach's alpha = 0.91): (1) 'I am achieving the expected results for my job'; (2) 'I faithfully fulfill my responsibilities for the performance of my duties'; and (3) 'I achieve the required performance from the organization, other agencies, and stakeholders involved in the work'.

Transformational Leadership. Bass (1985) categorized TFL into four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The four items were included to measure TFL (Cronbach's alpha = 0.95): (1) 'My supervisor provides me with a clear vision of the direction I need to take' (inspirational motivation)'; (2) 'My supervisor motivates me to work hard' (idealized influence)'; (3) 'My supervisor encourages me to perform my work by incorporating new perspectives' (intellectual stimulation)'; and (4) 'My supervisor helps me pursue my own development' (individualized consideration)'. All items used a five-point Likert scale anchored from 1 (strongly disagree) to 5 (strongly agree).

Organizational Culture. CVF (Cameron *et al.*, 2006; Cameron and Quinn, 2011) was adopted to classify the type of organizational culture. The framework explores four types of organizational culture: adhocracy culture, clan culture, hierarchical culture, and market culture. The items to measure adhocracy culture were as follows (Cronbach's alpha = 0.86): (1) 'my organization emphasizes creativity, innovation, and challenge', and (2) 'my organization attaches great importance to employee intuition, insight, growth, and resource acquisition to solve challenging problems'. The items for measuring clan culture were as follows (Cronbach's alpha = 0.86): (1) 'my organization emphasizes participation, cooperation, trust and development of members' competence', and (2) 'my organization values organizational confidence and teamwork'. Two items were used to measure market culture as follows (Cronbach's alpha = 0.81): (1) 'My organization emphasizes planning, target setting, and goal

achievement', and (2) 'My organization values competitiveness, outcomes, and performance'. The reliability of the scale is 0.81. Finally, we relied on two items to measure hierarchical culture as follows: (1) 'my organization emphasizes stability, consistency, and regulation compliance', and (2) 'my organization values documentation, responsibility, control, and information management'.

It should be noted that the study relies on individual perceptions of organizational culture. As such, the measures are psychological climate at the individual level rather than an aggregate construct at the organizational level. Typically, researchers measure psychological climate with either an organizational referent, such as 'we', 'employees' or 'our organization', or an individual referent, such as 'I' or 'my' (Chan, 1998; Baltes *et al.*, 2009). This study uses items with an organizational reference since the items used include 'our organization'.

Control Variables. Finally, the study controls for public service motivation (PSM), communication, resource, and respondents' demographic characteristics, including sex, age, tenure, job grade level, and education level. First, public service motivation (PSM) is prosocial motivation through which employees are attracted to serving public interests. PSM is positively related to organizational citizenship behavior including helping behavior (Pandey *et al.*, 2008) and performance (Leisink and Steijn, 2009; Vandenabeele, 2009). Considering prior research on PSM and TFL, five following items were used to measure PSM (Cronbach's alpha = 0.89): (1) 'Meaningful public service is very important to me'; (2) 'I am often reminded by daily events about how dependent we are on one another'; (3) 'Making a difference in society means more to me than personal achievements'; (4) 'I am prepared to make enormous sacrifices for the good of society'; and (5) 'I am not afraid to fight for the rights of others, even if it means I will be ridiculed in the process'.

Organizational communication among employees and supervisors affects employees' work-related behaviors including helping behavior and performance (Snyder and Morris, 1984; Chen *et al.*, 2006). Two survey items were employed to measure organizational communication (Cronbach's alpha = 0.81): (1) 'Employees have horizontal communication in performing work within the department'; and (2) 'Employees have vertical communication in performing work within the department'.

Resource is critical for employees to perform work-related tasks (Lee and Whitford, 2013). Given its impact on enhanced employees' performance, three survey items were adopted to measure organizational resource (Cronbach's alpha = 0.79): (1) 'I am adequately provided with human resources such as manpower to perform my work'; (2) 'I am adequately provided with resources such as budget to perform my work'; and (3) 'I am adequately provided with information resources such as information or IT facilities for performance'.

Finally, this study includes several demographic characteristics to control their potential impact on employees' helping behaviors and performance, such as gender (1 = female; 0 = male), age, tenure, job grade level, and education level.

3.3. Measurement reliability and validity

We assessed the validity of the scales used for the model. First, a confirmatory factor analysis was implemented on eight factors to test measurement validity. The results show that the root mean square error of approximation was 0.054; the comparative fit index and Tucker-Lewis index were 0.965 and 0.955, respectively; standardized root mean squared residual was 0.034. All met the recommended thresholds by Kline (2011). Second, as noted earlier, the composite reliability of all the scales ranged from 0.77 to 0.95, indicating that the scales are highly reliable in their construct validity. Third, we performed a Harman's single factor test to examine common method variance, which can stem from a single data source. The results showed that the most dominant factor explained only 40.00% of the covariance among the measures. Finally, the survey assured respondents of their anonymity, not forcing them to produce desirable behaviors for the study (Podsakoff *et al.*, 2003).

Table 1 provides the descriptive statistics of variables in this study. Respondents reported relatively high levels of helping behavior (mean = 3.54) and perceived performance (mean = 3.68). Public employees' perceptions of organizational culture were moderate; market culture (mean = 3.64) is slightly higher than other types of organizational culture.

Table 1: Descriptive statistics of the variables

	N	Mean	S.D.	Min.	Max.
Helping Behavior	3,117	3.54	0.57	1	5
Perceived Performance	3,117	3.68	0.60	1	5
Female	3,117	0.35	0.48	0	1
Age	3,117	2.72	0.88	1	4
Tenure	3,117	3.51	1.77	1	6
Rank	3,117	2.63	0.75	1	4
Education	3,117	3.13	0.68	1	5
Public Service Motivation (PSM)	3,117	3.52	0.65	1	5
Communication	3,117	3.27	0.75	1	5
Resource	3,117	3.08	0.69	1	5
Transformational Leadership (TFL)	3,117	3.21	0.84	1	5
Clan Culture (Clan)	3,117	3.26	0.80	1	5
Adhocracy Culture (Adhocracy)	3,117	3.25	0.80	1	5
Hierarchical Culture (Hierarchy)	3,117	3.49	0.71	1	5
Market Culture (Market)	3,117	3.64	0.67	1	5

4. Findings

The study assesses whether TFL is associated with employees' perceptions of helping behavior and individual performance, and whether organizational culture

moderates the relationship between TFL and the two dependent variables. The study relies on the ordinary least squares (OLS) regression instead of ordered logit or probit methods, as the two dependent variables were summed averages.

The results are presented in hierarchical regression analyses (Table 2). Models 1.1 and 2.1 focus on the direct effects of explanatory variables, whereas Models 1.2 and 2.2 are centered on the interaction effects of TFL and the types of organizational culture. In terms of the results of Models 1.1 and 2.1, TFL is not significantly associated with either employees' helping behavior or their perceived performance. Rather, two types of organizational culture — hierarchical culture and market culture — are positively associated with the two dependent variables. Hierarchical culture is predicated on centralized authority and formal rules to boost employees' performance; market culture functions similarly, as it emphasizes efficiency and competitiveness.

In addition, the results indicate that both hierarchical culture and market culture promote employees' helping behavior. Organizations instilled by market culture tend to make a strong effort to economically achieve goals, and thereby to coordinate the leverage of available resources to yield better outcomes. Employees in organizations with strong market culture accordingly acquire to help each other to plan out their capabilities and competencies as reasonably as possible (Cameron and Quinn, 2011; Perlow and Weeks, 2002). Hierarchical culture, focusing on stability and predictability to produce desired outcomes, are likely to keep eyes on employees' behavior and monitor their performance. Leadership in such organizations highlights the importance of helping other coworkers and facilitating collaboration to accomplish organizational goals (Lavine, 2014). For this reason, employees working in organizations with strong hierarchical culture are likely to show positive attitudes towards helping behaviors.

The study focuses on whether organizational culture moderates the TFL-helping behavior and TFL-performance linkage. Two types of organizational culture significantly moderate such linkage and behave as expected. More specifically, clan culture strengthens the positive relationship between TFL and helping behavior, while hierarchical culture weakens the positive effect of TFL on helping behavior. Similarly, clan culture strengthens the positive linkage between TFL and helping behavior, but hierarchical culture attenuates the positive impact of TFL on performance. Under the clan culture, employees are likely to find their values congruent with what transformational leaders preach and to put additional effort to help their colleagues and perform. Under the hierarchical culture, however, employees are likely to find their values incongruent with those of transformational leaders and this would result in putting less willingness to help others and put extra effort to perform. Finally, both adhocracy and market culture do not interact with TFL in a meaningful way to affect employees' helping behavior and performance.

In terms of controls, PSM is positively associated with both helping behavior and performance. Organizational communication is also a positive predictor of the two dependent variables. Resource only concerns employees' perceptions of their performance.

Table 2: OLS regression results

	Perceived Helping Behavior				Perceived Performance			
	Model 1.1		Model 1.2		Model 2.1		Model 2.2	
	ß	S.E.	ß	S.E.	ß	S.E.	ß	S.E.
TFL	0.01	0.02	-0.07	0.08	0.00	0.02	-0.18	0.11
Clan	-0.01	0.03	-0.24	0.12	-0.06	0.03**	-0.32	0.08***
Adhocracy	0.02	0.03	0.03	0.11	-0.00	0.03	0.05	0.09
Hierarchy	0.06	0.03**	0.24	0.07***	0.17	0.02***	0.36	0.08***
Market	0.07	0.03**	-0.00	0.09	0.17	0.02***	0.01	0.12
TFL × Clan			0.08	0.04**			0.09	0.03***
TFL × Adhocracy			0.00	0.03			-0.02	0.03
TFL × Hierarchy			-0.07	0.02***			-0.07	0.02***
TFL × Market			0.02	0.03			0.06	0.04
Female	0.39	0.03	0.04	0.03	0.04	0.02*	0.04	0.02*
Age	-0.05	0.03	-0.04	0.04	0.05	0.03*	0.06	0.03*
Tenure	0.02	0.01	0.01	0.01	0.01	0.03	0.00	0.02
Rank	-0.01	0.02	-0.00	0.02	-0.01	0.01	-0.01	0.01
Education	0.01	0.02	0.00	0.02	0.03	0.01**	0.03	0.01**
PSM	0.36	0.03***	0.35	0.03***	0.29	0.01***	0.28	0.01***
Communication	0.05	0.03*	0.04	0.03	0.12	0.02***	0.11	0.02***
Resource	0.00	0.02	-0.00	0.02	0.06	0.01***	0.05	0.02***
Constant	1.65	0.15***	1.96	0.28***	0.85	0.12***	1.46	0.42***
N	3,117		3,117		3,117		3,117	
F	64.86		50.73		174.21		181.10	
R^2	0.26		0.27		0.38		0.40	

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

The following Figures 2-5 offer a visual overview of the moderation of organizational culture on the relationship between TFL-helping behavior and TFL-performance. In all those figures, solid lines refer to the marginal effect of moderators that is one standard deviation (S.D.) above the mean; dashed lines refer to the marginal effect that is one S.D. below the mean. Figure 2 illustrates that the positive relationship between TFL and helping behavior is enhanced when the levels of perceived clan culture increase. On the contrary, Figure 3 shows that hierarchical culture makes a detrimental effect on the TFL-helping behavior linkage. The marginal effect of TFL on employees' helping behavior is weakened when the levels of hierarchical culture increase.

Similarly, clan culture functions as an enhancer on the positive relationship between TFL and performance as shown in Figure 4. The effect of TFL on employees' performance is enhanced as the levels of clan culture increase. Hierarchical culture also makes the opposite effect here as displayed in Figure 5. The marginal effect of TFL on performance decreases when the levels of perceived hierarchical culture are stronger.
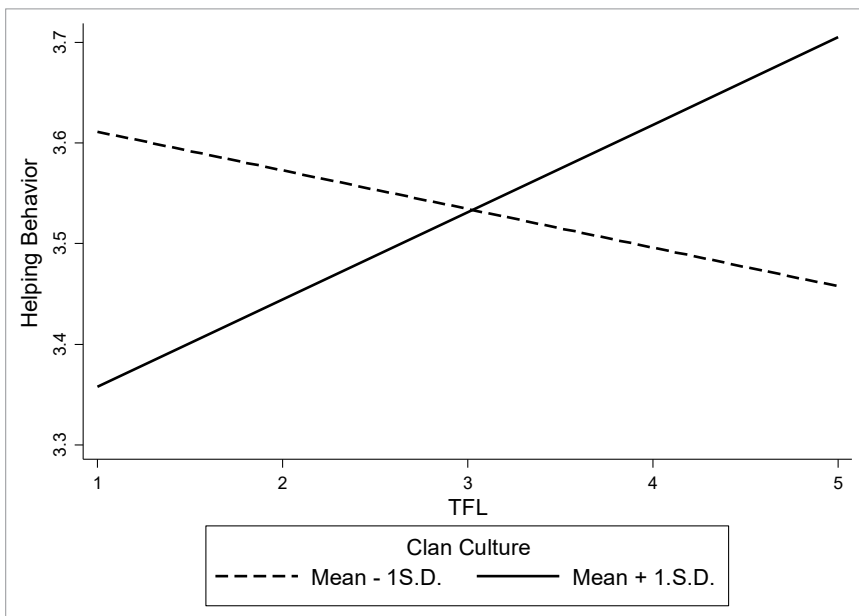
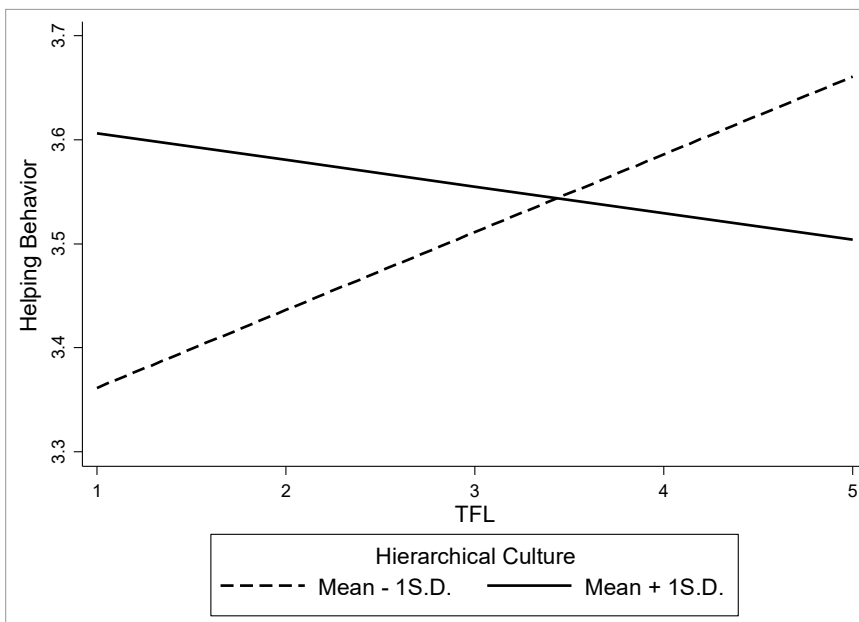**Figure 2:** Interaction between TFL and clan culture for helping behavior

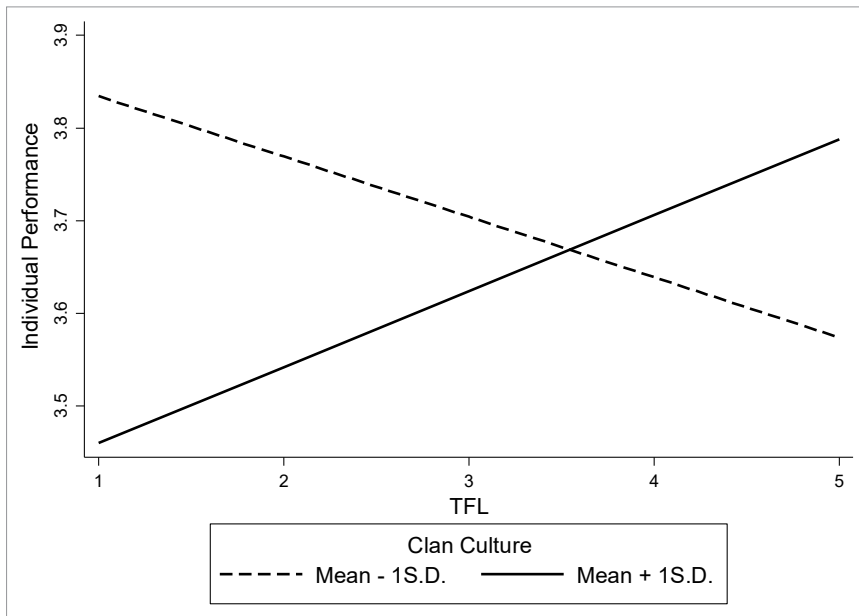**Figure 3:** Interaction between TFL and hierarchical culture for helping behavior

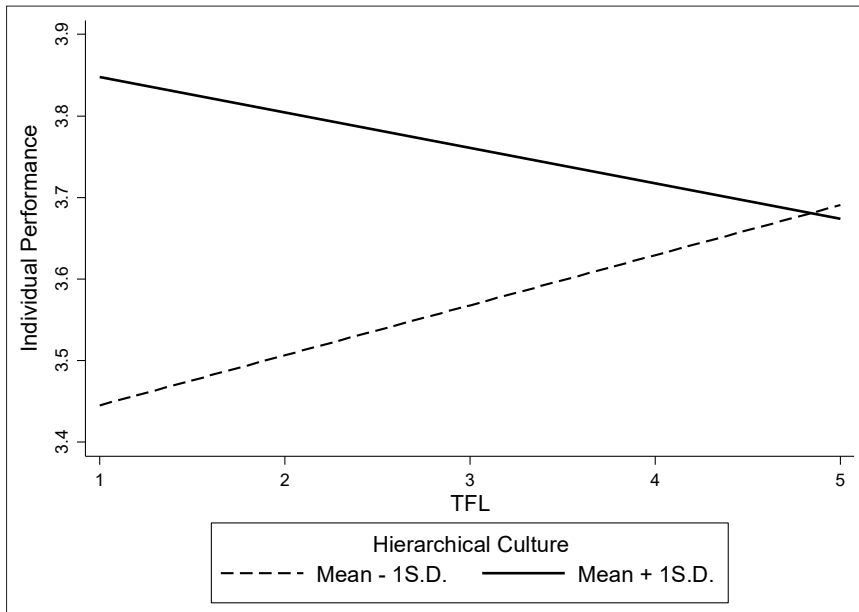**Figure 4:** Interaction between TFL and clan culture for individual performance

Figure 5: Interaction between TFL and hierarchical culture for individual performance

5. Conclusion and discussions

Relying on a Korean survey with 3,117 respondents, the results demonstrated that TFL alone does not influence employee perceptions of helping and performance. This raises a further need to examine TFL's contingency factors. Of the four moderation hypotheses, the results confirmed the two: as expected, TFL's behaviors were facilitated when contingent upon high levels of perceived clan culture, but they were thwarted when moderated by high levels of perceived hierarchical culture. TFL's positive attributes found a congruent match with employees' values in the clan culture, but TFL's influences were deemed inappropriate among followers who were steeped in the hierarchical culture where organization decision-making was concentrated at the top and adherence to rules and procedures was prioritized over employees' discretions and empowerment. Among Korean organizations, perceived adhocracy culture and perceived market culture proved non-factors in moderating TFL-helping and TFL-performance linkages.

The results connote crucial implications for top public officials. First, TFL alone is not sufficient to induce extra-role behaviors and enhanced performance from followers. Recognizing this, top management officials need to navigate the terrain of the organization and identify what helps amplify the effects of TFL. In this study, we explored one of the crucial contextual influences. Every successful organization boasts a distinct organizational culture that gives it a competitive edge. Although this study did not examine organizational culture at the organizational level, how individuals perceive their organizational culture is also critical to enhance employees' attitudes toward helping others and working hard to perform better. In line with this, public officials must pay special attention to the congruence between employees' value systems and the attributes of TFL.

Second, for TFL to be effective, the organization must identify ways to facilitate the clan culture. The culture is characterized by one-ness among employees; loyalty and commitment to the organization trump individual self-interests. Thus, devising programs and events to foster a sense of togetherness is strongly advised. Second, managers need to reduce the negative implications of the hierarchical culture. By taking away employees' discretions and giving organizational decision-making to a few at the top, the hierarchical culture attenuates employees' motivations to do more for the organization. While critical decisions may reside at the top, public organizations need to make serious efforts to give back some of the discretions for public employees to take ownership in. This is particularly relevant for employees who have to make many vital decisions daily, such as teachers, police officers, firefighters, coast guards, disaster-related personnel, and so on.

Third, public officials must consider cutting down too many rules and procedures that can stifle employee motivation to perform better and assist co-workers. A proper set of rules, procedures, standards, and expectations is necessary to maintain a bureaucratic organization and can even form a firm basis on which TFL can flourish (Walter and Bruch, 2010). But too much formalization can harm individuals' in-role

and extra-role behaviors. Thus, identifying a balanced level of formalization will be a critical task for public officials to attenuate the negative force of the hierarchical culture on the TFL-helping and TFL-performance linkages.

Finally, the study, however, has some limitations. First, the study was based on a survey that was carried out in a similar period. This raises a question regarding endogeneity. Second, as with studies using cross-sectional data, the results may not apply to the understanding of public organizations in other countries or other periods. Third, the study treated TFL's influence to be moderated by perceived organizational culture. But, needless to say, leadership can fundamentally reshape organizational culture as can be seen in many private and public examples. This dynamic aspect of leadership was not certainly discussed in the study. Still, the study intended to examine a contextual influence that thwarts or facilitates TFL's effectiveness. Thus, the study, while it is limited in the scope, still adds valuable contributions to the study of leadership in public management.

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