

Article

Transformational Leadership and Its Influence on Organizational Citizenship Behavior

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Abstract: This study examines the influence of transformational leadership on organizational citizenship behavior (OCB) within organizational settings. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, is believed to foster voluntary employee behaviors that go beyond formal job requirements. The purpose of this research is to analyze the extent to which transformational leadership affects various dimensions of OCB, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Using a quantitative research approach, data were collected through surveys administered to 150 employees across different sectors. The data were analyzed using regression analysis to determine the relationship between the two variables. The results show that transformational leadership has a significant and positive effect on employees' organizational citizenship behavior. These findings suggest that leaders who demonstrate transformational qualities are more likely to inspire employees to engage in behaviors that support the overall functioning of the organization. The study contributes to the existing literature by reinforcing the strategic importance of leadership style in enhancing employee engagement and promoting a cooperative organizational culture.

Keywords: Leadership, Organizational Citizenship Behavior, Transformational Leadership, Workplace Behavior, Employee Engagement.

1. Introduction

In today's dynamic and competitive organizational environment, leadership has emerged as a critical factor influencing employee attitudes and behaviors. Among various leadership styles, transformational leadership has received considerable attention for its ability to inspire, motivate, and engage employees beyond routine expectations. Transformational leaders stimulate innovation, provide individualized support, and articulate a compelling vision, thereby shaping positive behavioral outcomes in organizations (Bass & Riggio, 2006). This leadership style is especially relevant in fostering Organizational Citizenship Behavior (OCB), a voluntary behavior that contributes to the organizational effectiveness but is not directly recognized by formal reward systems (Organ, 1988).

A growing body of empirical research has established a strong relationship between transformational leadership and OCB across various organizational contexts. Studies show that transformational leaders enhance employees' intrinsic motivation and emotional attachment to the organization, leading them to exhibit extra-role behaviors such as altruism, conscientiousness, and civic virtue (Podsakoff et al., 2000; Boerner et al., 2007). These behaviors, although discretionary, play a pivotal role in improving teamwork, reducing turnover intentions, and enhancing organizational performance.

However, despite the well-documented benefits, there remains a knowledge gap in understanding the specific mechanisms through which transformational leadership influences different dimensions of OCB. Existing studies have primarily focused on macro-level outcomes or contextual factors, leaving a lack of nuanced analysis regarding the behavioral patterns and psychological conditions that mediate this relationship (Avolio et al., 2004). Furthermore, the majority of previous research has concentrated on Western contexts, with limited exploration within diverse cultural and organizational settings, particularly in developing countries.

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This study seeks to address this gap by investigating the influence of transformational leadership on OCB within a broader and more culturally diverse organizational sample. By adopting a quantitative approach and using validated survey instruments, this research aims to provide empirical evidence on the extent to which transformational leadership affects key dimensions of OCB. In doing so, it offers insights into how leadership behaviors can be leveraged to encourage voluntary and prosocial behavior among employees.

The significance of this study lies in its contribution to both theoretical and practical domains. Theoretically, it extends the understanding of leadership-behavior linkages by examining their impact on specific behavioral outcomes. Practically, the findings offer valuable recommendations for organizational leaders seeking to enhance employee engagement and build a collaborative work culture. Thus, this research is both timely and relevant, addressing a critical aspect of human resource and organizational development.

2. Preliminaries or Related Work or Literature Review

Transformational leadership theory, first introduced by Burns (1978) and further developed by Bass (1985), serves as the foundational framework for this study. This theory posits that transformational leaders go beyond managing day-to-day operations by inspiring followers to exceed expectations through charisma, intellectual stimulation, individualized consideration, and inspirational motivation. These components enable leaders to effectively mobilize employees toward achieving collective goals, while simultaneously fostering personal and professional growth (Bass & Riggio, 2006).

Organizational Citizenship Behavior (OCB), a concept formalized by Organ (1988), refers to discretionary behaviors that are not part of formal job requirements but contribute to the effective functioning of the organization. OCB includes dimensions such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. These behaviors, although not directly rewarded, are essential for organizational success as they enhance cooperation, communication, and a positive work environment (Podsakoff et al., 2000). The alignment between transformational leadership and OCB lies in the leader's ability to elicit intrinsic motivation and a sense of moral obligation among employees, thereby encouraging voluntary actions that benefit the organization as a whole.

Empirical studies support the link between transformational leadership and OCB. For example, Judge and Piccolo (2004) conducted a meta-analysis revealing that transformational leadership significantly predicts prosocial behaviors within organizations. Similarly, Wang et al. (2005) found that transformational leadership positively influences OCB through mechanisms such as increased trust, identification with the leader, and psychological empowerment. These findings suggest that the more transformational a leader is perceived to be, the more likely employees are to engage in behaviors that support the collective welfare of the organization.

Despite this well-documented relationship, recent studies suggest that contextual factors, such as organizational culture and national values, may moderate the impact of transformational leadership on OCB (Nguni et al., 2006; Walumbwa et al., 2005). For instance, in collectivist societies, the impact of inspirational motivation and group-oriented behaviors may be more pronounced, which calls for further investigation in non-Western contexts. This study, therefore, aims to contribute by exploring these dynamics in a culturally diverse organizational environment, providing a more nuanced understanding of the interplay between leadership style and employee behavior.

While this study does not explicitly state a formal hypothesis, it is grounded in the theoretical proposition that transformational leadership is a positive predictor of organizational citizenship behavior. The research is thus guided by the assumption—based on existing literature—that enhancing transformational leadership practices will lead to a measurable increase in OCB among employees. This theoretical lens not only shapes the research framework but also provides justification for the methodological approach adopted in the study.

3. Proposed Method

This study employed a quantitative research design with a causal associative approach, aiming to examine the effect of transformational leadership on organizational citizenship behavior (OCB). The design was chosen to determine the degree of influence between independent and dependent variables using statistical analysis (Creswell, 2014). The research

was conducted in multiple organizational settings to ensure a diverse sample and improve generalizability.

The population of this study consisted of employees working in medium to large-sized organizations across various sectors, including education, finance, and manufacturing. A purposive sampling technique was used to select respondents who had a minimum of one year of work experience under a direct supervisor or manager. The sample size included 150 respondents, which was deemed adequate based on minimum recommendations for regression analysis (Tabachnick & Fidell, 2013).

Data were collected through a structured questionnaire adapted from previously validated instruments. Transformational leadership was measured using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995), which includes four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. OCB was measured using the scale developed by Podsakoff et al. (1990), which comprises five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The validity and reliability tests indicated that all instrument items were valid ($r > 0.30$) and reliable (Cronbach's Alpha > 0.70), which reflects acceptable internal consistency (Hair et al., 2010).

The data analysis used in this study was multiple linear regression analysis, processed using SPSS software. The analysis aimed to determine the influence of transformational leadership (independent variable, X) on organizational citizenship behavior (dependent variable, Y). The statistical model for this research is expressed as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

Where:

- Y = Organizational Citizenship Behavior
- X = Transformational Leadership
- β_0 = Constant (intercept)
- β_1 = Regression coefficient for the independent variable
- ϵ = Error term

Prior to regression testing, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were conducted to ensure the data met the assumptions of linear regression. The level of significance used in hypothesis testing was set at $\alpha = 0.05$.

4. Results and Discussion

Data collection for this study was conducted over a one-month period, from March to April 2025, across various organizations located in Central Java and Jakarta, Indonesia. A total of 150 completed questionnaires were returned and analyzed. The respondents came from different sectors, including education, finance, and manufacturing, ensuring a diverse representation of organizational backgrounds. All participants had at least one year of experience working under a direct supervisor, which met the inclusion criteria of the study.

Before conducting regression analysis, classical assumption tests were performed. The results confirmed that the data were normally distributed (Kolmogorov-Smirnov test, $p > 0.05$), free from multicollinearity ($VIF < 5$), and exhibited no signs of heteroscedasticity (Glejser test, $p > 0.05$). The data were therefore deemed suitable for further analysis using multiple linear regression.

Table 1. Regression Analysis Result

Variable	Coefficient (β)	t-value	Sig. (p)
Transformational Leadership (X)	0.624	8.912	0.000
Constant (β_0)	1.412	—	—
R ²	0.389		
Adjusted R ²	0.385		
F-value	79.45		0.000

Source: Data Analysis Results, 2025

As shown in Table 1, transformational leadership has a positive and significant effect on organizational citizenship behavior ($\beta = 0.624$, $p < 0.05$), with an Adjusted R^2 of 0.385. This indicates that 38.5% of the variation in OCB can be explained by transformational leadership. The F-test result ($F = 79.45$, $p < 0.01$) confirms the overall significance of the regression model.

These findings are consistent with previous studies that suggest transformational leadership significantly influences employees' willingness to go beyond formal job responsibilities (Judge & Piccolo, 2004; Wang et al., 2005). The strong β coefficient reflects the critical role of inspirational motivation and individualized consideration in promoting positive discretionary behaviors among employees (Bass & Riggio, 2006).

Theoretically, the results support the propositions of transformational leadership theory, particularly its emphasis on value alignment and intrinsic motivation (Burns, 1978; Avolio & Bass, 2004). Employees who perceive their leaders as transformational are more likely to develop a sense of ownership and commitment, thereby engaging in behaviors such as helping colleagues, volunteering for extra tasks, and showing concern for organizational wellbeing (Podsakoff et al., 2000).

However, these findings differ slightly from those of Walumbwa et al. (2005), who argued that cultural values may moderate this relationship. While their study found weaker correlations in certain contexts, the current findings suggest that even in collectivist cultures like Indonesia, transformational leadership remains a robust predictor of OCB. This implies a degree of universality in how transformational leadership functions across cultures.

In terms of practical implications, organizations should invest in leadership development programs that cultivate transformational competencies. This includes training in empathetic communication, visionary thinking, and ethical decision-making. By doing so, organizations can foster an environment that nurtures organizational citizenship behaviors, which in turn enhances overall performance and cohesion.

From a theoretical perspective, this study reinforces the existing leadership-behavior framework while contributing regionally specific data to the literature. It also opens avenues for future research into mediating and moderating factors such as trust, organizational culture, and employee engagement.

5. Conclusions

Based on the results of this study, it can be concluded that transformational leadership has a significant and positive influence on organizational citizenship behavior (OCB), explaining 38.5% of the variance in OCB among employees, which supports the theoretical assumptions of Bass and Riggio (2006) and aligns with findings from previous research (Judge & Piccolo, 2004; Wang et al., 2005). This confirms that leaders who exhibit transformational characteristics—such as inspirational motivation, individualized consideration, and intellectual stimulation—can effectively foster voluntary and prosocial behaviors that benefit the organization beyond formal job descriptions (Podsakoff et al., 2000). Based on these findings, it is recommended that organizations invest in leadership development programs that enhance transformational competencies to strengthen employee engagement and improve organizational performance. However, caution should be exercised when generalizing these results, as the study is limited by its cross-sectional design and geographically concentrated sample in Indonesia. Future research should explore additional mediating variables, such as organizational culture, trust, or psychological empowerment, and apply longitudinal or experimental methods across different cultural and organizational contexts to strengthen causal interpretations and external validity (Walumbwa et al., 2005; Nguni et al., 2006).

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