



The Effects of Transformational Leadership on Organizational Citizenship Behavior: The Mediating Role of Organizational Identification and Work Engagement

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Abstract. This research aims to investigate the effect of transformational leadership on organizational citizenship behavior. Furthermore, specifically adding organizational identification and work engagement as mediating variables. This study used 251 teacher respondents from the Pangudi Luhur Foundation located in Surakarta and Semarang, Indonesia which were analyzed using the SMART PLS 3.2.9 software. Measurements were made using a regression model with partial least squares. The findings show that transformational leadership significantly affects organizational citizenship behavior. The findings also show that organizational identification partially mediates the effect of transformational leadership on organizational citizenship behavior. Furthermore, work engagement partially mediates the influence of transformational leadership on organizational citizenship behavior. The implication of this research is to provide information for leaders about why and under what conditions transformational leadership can create organizational citizenship behavior in teachers. In addition, leaders with transformational leadership attributes can relate teacher goals and missions to school goals and missions. Transformational leaders can make teachers feel obligated to repay the positive behavior shown by leaders by showing an extra role for the school.

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

1 Introduction

Leadership has been an intriguing topic in the last two decades, particularly in firms focused on service and customer happiness. [1]. This is because a leader is a figure who encourages employees to work hard for the organization's benefit [2]. There are many leadership styles. A leadership style is said to be effective if employees desire to fulfill the leader's expectations and are willing to achieve common goals in the

organization[3]. Previous studies state that the transformational leadership style is a leadership style that is more effective in influencing positive employee behavior[4]. Transformational leaders are able to act as role models, motivate, guide, encourage and support employees[2]. Transformational leaders are better able to communicate the vision and mission more clearly. Transformational leaders can motivate employees to implement new, more effective ways of dealing with problems in the work environment. Furthermore, employees also need enthusiasm, self-development, and recognition of competence for performance [5]. Transformational leaders are able to inspire employees, empower them, and align employee behavior with the goals the organization wants to achieve [6]

In transformational leadership, there are four behaviors displayed; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [7]. Idealized influence refers to leaders with high ethical standards so they are able to be role models for employees [7]. Inspirational motivation is defined as the leader behavior that exhibits energy and motivation to employees [7]. Intellectual stimulation is defined that transformational leaders who always encourage employees to be dynamic and seek creative ideas to solve problems in a work setting [8]. Finally, individualized consideration refers to leaders who address individual employees to achieve individual development through mentoring and coaching [7].

Previous studies have extensively explored and provided empirical evidence regarding the benefits of transformational leadership on employee performance. However, there is always a gap for further research to be able to explain why and under what circumstances transformational leadership can influence organizational citizenship behavior. Therefore, this study aimed to explain the understanding of why and under what circumstances transformational leadership could shape the extra role or organizational citizenship behavior of employees in the Indonesian setting.

Previous research has explored the mediating role of organizational identification. However, there are inconsistent results regarding the role of organizational identification in fostering positive employee behavior. Several studies state that organizational identification can be used as a source to create positive employee behavior [9] [3]. However, there is research that shows that organizational identification is not able to provide good benefits for the organization [10]. Therefore, further research is needed to explain this.

Previous research has also explored the mediating role of work engagement. Transformational leader is able to increase work engagement because it can create a positive work environment [11]. Transformational leaders can influence employees through a process, namely the value internalization process [12]. Furthermore, the process of internalizing these values becomes a performance resource that will influence employees to be more attached to the organization. This process consists of increasing inspirational appeal, creating a work environment that allows employees to learn from mistakes, and encouraging by setting high-performance standards so that employees are able to unleash their maximum abilities ([13];[14]). When an organization has employees who have high work engagement, the organization will have a competitive advantage. This is because employees with high work engagement tend to be more productive and willing to do work beyond organizational expectations,

which can create OCB. Transformational leaders tend not to keep their distance from employees, thereby creating a sense of mutual trust and good communication between leaders and employees [15]. Employees who have work engagement will love their work so that their work can run more effectively. Apart from that, employees will also be reluctant to leave their jobs [16]. Transformational leaders can also be role models for employees, encouraging employees to be more involved in the organization, thereby giving rise to OCB [17].

Social Exchange Theory can also explain the influence of transformational leadership on work engagement. Employees will reciprocate the behavior carried out by the leader, if the leader is caring, attentive and willing to help them [18]. This will unconsciously make employees willing to encourage themselves to contribute energy, time and thoughts to the organization in a greater way. Furthermore, when leaders show genuine love and concern for employees, employees will reciprocate by increasing their sense of belonging to the organization [2]

This research was conducted at the Pangudi Luhur Foundation, which is the largest Catholic-based private school in Indonesia whose schools are spread across various regions in Indonesia, even remote areas. As a private school, the Pangudi Luhur Foundation has various challenges. One of the most crucial challenges by the Pangudi Luhur Foundation is financial management. This is because as a private foundation, The Pangudi Luhur Foundation has limited funds. Government policies that are increasingly unfriendly to private schools regarding limiting the number of students have forced the Pangudi Luhur Foundation to build more infrastructure and made the burden on teachers heavier without additional compensation. The Pangudi Luhur Foundation implements a school fee system with cross-subsidies so that people in remote areas continue to receive proper education in accordance with its mission. For this reason, transformational leaders are needed to ensure teacher performance remains good and even voluntarily contribute energy and thoughts beyond their role.

The findings in this research allow organizational leaders to understand why and under what circumstances they have employees to work beyond their roles.

2 Literature review

2.1 Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership is considered capable of producing positive employee behavior, including OCB. The character of a transformational leader is relevant to employees' long-term OCB [19]. Transformational leaders attempt to influence employees' perspectives and ways of thinking to perceive work as useful, challenging, and meaningful [20]. Transformational leaders ought to be capable of building collective confidence among employees to perform better and do work beyond the requirements [21]. Transformational leadership also tends to motivate employees and change attitudes, beliefs, and values that employees hold firmly [22]. The study by Buil et al. (2019) strengthens the findings of the positive effect of transformational leadership on OCB. Therefore, it can be hypothesized that:

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

2.2 Transformational Leadership, Organizational Identification, and Organizational Citizenship Behavior

Transformational leadership could change the way employees regard themselves individually and ultimately build organizational identification. The definition of organizational identification as the extent to which employees define themselves against the same attributes that employees define the organization as [23]. The greater the identification inherent in the employee, the more the employee will act according to the rules and norms set by the organization [24]. Transformational leaders are able to connect employee goals and missions with organizational goals and missions. Transformational leaders act to foster and motivate employees to work beyond personal interests and prioritize the interests of the organization [3]. Transformational leaders can become role models and inspire employees, thereby increasing pride and attachment to the organization [3]. A previous study suggests that transformational leadership increases organizational identification [25]. In line with social identity theory, the perception of oneness with the organization will improve the self-esteem of employees [26]. A higher level of self-esteem will allow employees to give more effort into their work and facilitate employees to be more focused and responsible in their work [25]. Previous studies also suggest that employee organizational identification has a positive effect on OCB ([27];[25];[28]). Based on the empirical evidence above, the following hypothesis is obtained:

H2. Organizational identification mediates the influence of transformational leadership on organizational citizenship behavior

2.3 Transformational Leadership, Work Engagement, and Organizational Citizenship Behavior

Work engagement has intrigued research interest in the last decades [29]. Work engagement has three constructs, namely enthusiasm, dedication, and absorption [30]. Enthusiasm refers to a high energy level and mental resilience level when performing work [30]. Dedication refers to a sense of enthusiasm, pride, and challenge in the workplace [30]. Lastly, absorption refers to complete concentration and immersion in work to the extent to which it is difficult to forgo work [30]. Previous research suggests the positive influence of transformational leadership on work engagement [31]. Transformational leaders can serve as an inspiration for employees and stimulate employees to be more involved in their work [21]. Transformational leadership has a positive effect on work engagement [32], [33]. This corresponds to the social exchange theory that when leaders inspire and demonstrate positive behavior, employees will feel obliged to reciprocate the behavior in carrying out their work. Furthermore, employees who are more involved in the organization have a higher level of focus and are more responsible and more emotionally connected to their role, thus

showing favorable performance [34] . In addition, engaged employees have a high level of trust in the organization and have better relationships with their leaders [35]. Therefore, it is more likely that employees invest themselves in their work and perform extra roles for the organization. Thus, it can be hypothesized that:

H3. Work engagement mediates the effect of transformational leadership on organizational citizenship behavior.

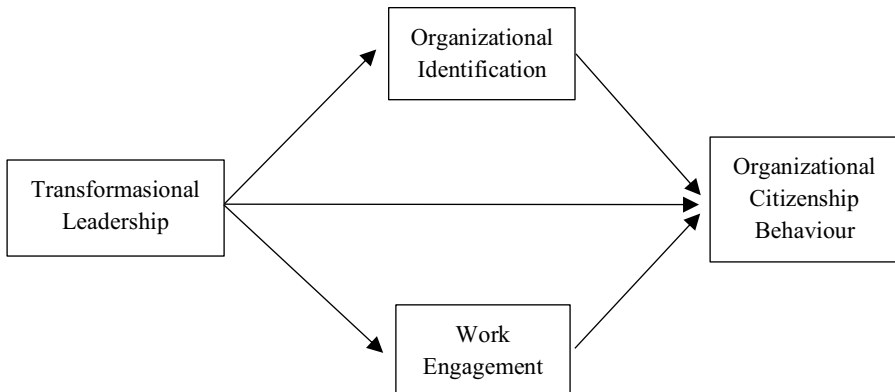


Fig. 1. Theoretical Framework

3 Method

The research was conducted using an online questionnaire that was distributed to the teachers of the Pangudi Luhur Foundation in Surakarta and Semarang using proportional random sampling. Respondents were informed of the purpose of the research and the confidentiality of their responses that the data would only be used for research purposes. The response rate in the study was 92.96% because 251 surveys were returned out of 270 questionnaires distributed. Of 60.56% of respondents were female. The respondents aged above 50 years were 35.1%. The education aspect was dominated by bachelor graduates of 96%. Lastly, the tenure was dominated by below 10 years of 31.9%.

Table 1. Respondent Profile

Information	Frequency	Percentage (%)
Gender		
Female	152	60,56%
Male	99	39,44%
Total	251	100%
Age		
<30 Years	34	13,50%
30 – 39 Years	70	27,89%
40 – 49 Years	59	23,51%

Information	Frequency	Percentage (%)
>50 Years	88	35,10%
Total	251	100%
Education		
Diploma	2	0,80%
Bachelor	241	96%
Master	8	3,20%
Total	251	100%
Tenure		
<10 Years	80	31,90%
10 – 19 Years	75	29,90%
20 – 30 Years	61	24,30%
>30 Years	35	13,90%
Total	251	100%

4 Measurement

4.1 Transformational leadership

Transformational leadership was measured using a questionnaire by Carless et al. (2000) on a five-point Likert scale [36]

4.2 Organizational Identification

Organizational identification was calculated by a questionnaire by Smidts et al. (2001) on a five-point Likert scale [37]

4.3 Work Engagement

Work Engagement was measured by a questionnaire from Utrecht proposed by Schaufeli et al. (2006) on a five-point Likert scale [38]

4.4 Organizational Citizenship Behavior

Organizational Citizenship Behavior was quantified using a questionnaire by William et al, 1991 on a five-point Likert scale [39]

5 Result

5.1 Validity test

Table 2. Outer Loading Value

	OI	WE	TL	OCB
OI1	0,859			
OI2	0,886			
OI3	0,907			
OI4	0,907			
WE1		0,814		
WE2		0,785		
WE3		0,843		
WE4		0,833		
WE5		0,804		
WE6		0,843		
WE7		0,747		
WE8		0,765		
WE9		0,793		
TL1			0,838	
TL2			0,873	
TL3			0,835	
TL4			0,822	
TL5			0,803	
TL6			0,764	
TL7			0,805	
OCB1				0,857
OCB2				0,855
OCB3				0,824
OCB4				0,823
OCB5				0,831
OCB6				0,856
OCB7				0,821

This research operated Smart PLS 3.2.9 for testing validity and reliability through the Partial Least Square approach which allows simultaneous testing for many variables. The validity test is to measure whether the existing statement explains the variable. The validity test in this research used the outer loading value shown in Table 2. A

variable is deemed valid if the outer loading value is higher than 0.7. In this study, all variables were declared valid since they yielded a value of higher than 0.7.

5.2 Reliability Test

Table 3. Composite Reliability Value

	Composite Reliability
Organizational Identification	0,938
Work Engagement	0,943
Transformational Leadership	0,935
OCB	0,943

Table 4. Cronbach Alpha Value

	Cronbach Alpha
Transformational Leadership	0.919
Organizational Identification	0.912
Work Engagement	0.931
OCB	0.929

In this research, the reliability test was to calculate whether the measurement would show consistency in future measurements. The reliability test was appraised by considering the Composite Reliability and Cronbach Alpha values. Cronbach Alpha indicates whether a positive correlation between variables exists or otherwise. The reliability test in this research is displayed by the composite reliability value in Table 3. A variable is regarded to be reliable if it contains composite reliability and a Cronbach alpha value of higher than 0.7. The results of the reliability test suggest that all values were declared reliable as they are higher than 0.7.

5.3 Hypothesis testing

Table 5. Path Coefficient Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistic T- value (O/STDEV)	P-value
Transformational Leader- ship-> OCB	0,142	0,138	0,053	2,675	0,008

Table 6. Specific Indirect Effect Value

	Original Sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	Statistic T-value (O/STDEV)	P-value
TL-> OI -> OCB	0,192	0,190	0,059	3,272	0,001
TL -> WE -> OCB	0,355	0,354	0,058	6,140	0,000

Hypothesis testing in this study employed the bootstrapping test so that the significance value of the relationship between variables can be determined. Hypothesis testing was carried out by assessing the parameter coefficients and statistical t-value from the bootstrapping test result. The hypothesis is accepted if the p-value is less than 0.05 and the t-value is more than 1.96. The results directly show that transformational leadership on OCB obtained a p-value of $0.008 < 0.05$ and a t-value of $2.675 > 1.96$, thus the first hypothesis is accepted. Furthermore, the mediation of organizational identification on the influence of transformational leadership on OCB had a p-value of $0.001 < 0.05$ and a t-value of $3.272 > 1.96$, which implies that the second hypothesis two is accepted. Finally, the mediation of work engagement on the influence of transformational leadership on OCB had a p-value of $0.000 < 0.05$ and a t-value of $6.140 > 1.96$, hence the third hypothesis is accepted.

6 Discussion

The results of this research contribute to why and under what conditions transformational leadership can influence OCB in the context of faith-based schools. The results of this study state that transformational leadership has an effect on OCB. These findings support other studies that found transformative leadership can encourage constructive employee behavior [40]. Furthermore, this research also in line that a transformational leader can make employees work beyond organizational expectations [41]. This is consistent with social exchange theory, which claims that applying transformational leadership makes it simple for employees to reciprocate the leader's conduct by performing well at work. [42].

The research results also show that organizational identification is proven to mediate the influence of transformational leadership on OCB. These results are in line with previous research that organizational identification is able to influence employee performance and make employees consider themselves as part of the organization so that they see the interests of the organization above personal interests [43]

The research results also show that work engagement mediates the influence of transformational leadership on OCB. This is in line with several previous studies that state that engaged employees have better performance and show OCB [32], [33], [44].

7 Conclusions and Recommendations

This research explains the influence of transformational leadership on OCB and explains the mediating role of organizational identification and work engagement. Judging from the research results, it can be concluded that in the context of religion-based schools, namely the Pangudi Luhur Foundation in Surakarta and Semarang, transformational leadership has a direct effect on OCB. This is in line with several studies conducted in Asia and other developing countries which show that transformational leadership directly influences OCB [42]. Referring to these results, the Head of the Central Foundation can invite leadership experts to provide training to school principals within the Pangudi Luhur Foundation.

Second, the research results show that organizational identification mediates the influence of transformational leadership on OCB at the Pangudi Luhur Foundation in Surakarta and Semarang. Referring to these results, we suggest to the Head of the central Pangudi Luhur Foundation to re-communicate the organizational culture that has been prepared and provide regular outreach and training to teachers. Next, carry out quality control by evaluating the cultural developments created so that the results are as expected. This will produce teachers who have good character who will ultimately be able to benefit the organization.

Finally, this research also has implications for the Pangudi Luhur Foundation to create a work environment that can foster work engagement among teachers so that teachers will increase their enthusiasm, energy, and dedication which can be beneficial for the organization.

Like many existing studies, this study also has several limitations. First, the research was only carried out on one object, namely schools based on the Pangudi Luhur Foundation in Surakarta and Semarang, so care is needed to generalize when carried out on different objects. Second, this study uses a cross-sectional method which cannot explain causal relationships in the long term. Future research can use longitudinal methods to gain a deeper understanding of the causal relationships regarding the variables studied. Third, data collection in this research was carried out based on a closed-ended question questionnaire so it was not possible to dig deeper into information from respondents. Future research can add open-ended questions to dig deeper into information from respondents

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