

Transformational Leadership and Organizational Citizenship Behavior: Moderating the Organizational Climate

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ABSTRACT

During rapid organizational change and increasingly complex work demands, leaders are no longer just able to direct; they must be able to inspire. Transformational leadership drives performance and ignites employees' enthusiasm to go beyond the limits of their formal roles through OCB. This study aims to analyse the influence of TL on OCB behaviour and test the role of OC as a moderator variable in the relationship. This study uses a quantitative approach with the PLS-SEM method and involves 130 respondents from PT. Krakatau Tirta Industri. The data collection instrument was a Likert scale questionnaire, analysed using SmartPLS 4 software. The results showed that TL had a positive and significant effect on OCB ($\beta = 0.213$; $t = 2.131$; $p = 0.033$), as well as OC on OCB had a positive and significant effect ($\beta = 0.678$; $t = 6.920$; $p = 0.000$). In addition, it was found that OC moderated the relationship between TL and OCB significantly ($\beta = 0.058$; $t = 2.127$; $p = 0.030$), suggesting that in supportive OC, the influence of TL on OCB became stronger. Likewise, the R^2 value of 80.3% provides evidence that TL and OC, along with their interactions, are strong and relevant predictors of OCB levels. The theoretical implications of these findings underscore the importance of integrating contextual organisational factors in the study of leadership effectiveness and encouraging organisations to create an empowering work environment to optimise employee voluntary contributions. These findings also enrich the literature on organisational behaviour by demonstrating how leadership dimensions and work climate interact to shape positive behaviour in the workplace.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Organizational Climate

Introduction

In an era of organisational transformation and rapid work change, leadership is crucial in shaping productive organizational behavior and culture. One form of leadership that is considered the most effective in driving positive change and human resource development is Transformational Leadership (TL). This leadership style focuses on inspiration, motivation, concern for the individual, and developing a shared vision, all of which contribute to voluntary work behaviors such as Organizational Citizenship Behavior (OCB). OCB is behavior outside of formal roles that supports the organisation's overall functioning, such as helping colleagues, loyalty to the organization, and adherence to collective values [1]. Effective transformational leadership is believed to increase employee affective commitment and emotional engagement, giving rise to OCB [2], [3]. In this context, leadership not only directs but also inspires and empowers. Various studies have proven that TL style positively correlates with increased OCB, particularly in dynamic and team-based organizations [4], [5]. However, the emergence of OCB is also inseparable from the work environment factors employees feel, namely the Organizational Climate (OC).

Organizational climate is employees' collective perception of policies, practices, and procedures that create a particular work atmosphere. [6], [7]. A supportive organizational climate, characterized by fairness, participation, and recognition, can strengthen the positive influence of TL on OCB. In contrast, in authoritarian or unsupportive OC, the positive effects of TL can be suboptimal. Van den Bulcke et al. [8] Revealed that poor OC could potentially encourage workers to leave the organization by 26.1%. Conversely, if an organization with a supportive climate, it can promote practices that can provide positive benefits to the organization [9], [10].

The organizational climate, which represents employees' shared perceptions of their work environment, plays a crucial role in shaping employees' overall organizational attitudes, behaviors, and performance. Positive OC, characterized by trust, support, fairness, and open communication, can foster a sense of psychological security and encourage employees to engage in an organization's civic behavior. When employees perceive their work environment as supportive and conducive to their well-being, they are more likely to engage in discretionary behaviors that benefit the organization. The organizational climate involves coordinating individual motivations to achieve a common goal. This fosters a sense of shared experience among employees, which influences their interactions and the quality of their work. Conversely, a hostile organizational climate, characterized by mistrust, conflict, and a lack of support, can inhibit an organization's civic behavior and decrease

employee engagement and productivity. Therefore, OC serves as a critical contextual factor that can strengthen or reduce the impact of TL on OCB.

The interaction between TL, OCB, and OC presents a complex and dynamic relationship that requires further research. While transformational leadership has been widely recognized for its positive impact on employee attitudes and behaviors, the extent to which the organizational climate moderates this influence remains an ongoing area of research. Understanding the effects of this moderation is critical for organizations that want to optimize their leadership development programs and foster a work environment that promotes employee well-being and organizational effectiveness. The perception of support from colleagues and leaders determines a supportive organizational climate [11]. This environment promotes collaboration, creativity, and innovation, as employees feel valued and are more willing to take the initiative [12]. Investigating the role of OC moderation can provide valuable insights into the boundary conditions under which TL is most effective in promoting OCB.

Previous research has established a link between leadership style and employee behavior, with TL identified as a key driver of OC [13]. TL inspires and motivates their followers by articulating an exciting vision, fostering a sense of shared purpose, and empowering them to reach their full potential. They achieve this by taking into account individual needs [14]. A study has shown a significant and positive influence of TL on employee OCB [5], [15]. This suggests that when leaders exhibit transformational behaviour, employees are more likely to go beyond their formal job duties and engage in discretionary behaviours that benefit the organization [16], [17]. In the manufacturing sector, Saranya & Anbu [18] empirically proved that TL is essential in increasing OCBE in the manufacturing industry in Chennai, India. However, the study did not consider the moderator or mediator variables that could affect the relationship between TL and OCBE.

However, the effectiveness of TL can depend on the organizational context in which that leadership is exercised. Although previous research has provided valuable insights into the direct and indirect relationships between these variables, a research gap remains regarding the role of OC moderation in the relationship between TL and OCB. This study addresses this gap by examining how OC moderates the relationship between TL and OCB. By examining the effects of this moderation, this study aims to provide a more nuanced understanding of the conditions under which TL is most effective in promoting OCB, thereby informing practical interventions to improve leadership effectiveness and organizational performance. [18]. Therefore, the study aimed to test (1) whether TL directly affects OCB. (2) Does OC have a direct effect on OCB? (3) Can OC moderate the influence of TL on OCB?.

Research Methods

This study uses a quantitative method with the PLS-SEM approach. Hair [20] said that the advantages of using PLS-SEM are its strong orientation towards prediction, ability to handle abnormal data, relatively small sample size, and flexibility in handling models with moderation relationships [20]. On the other hand, Hair [20] revealed that PLS-SEM is directed at predicting dependent variables and theory building, not just confirming established theoretical models. Therefore, PLS-SEM is more appropriately used when research aims to explore the influence of new variables or test relatively new models, such as organizational climate moderation on the relationship between transformational leadership and OCB. Therefore, this approach was chosen because the main objective of the study was to test the influence of an independent variable, namely TL [19], on a dependent variable, namely OCB [5], considering OC [22] as a moderation variable. The population in this study is all permanent employees at PT. Krakatau Tirta Industri which totals 192 employees. Meanwhile, the sample used in this study was 130 respondents. This sampling is based on the Slovin formula with a set % error rate of 5% or 0.05. The sampling technique used is simple random sampling.

Table 1. Instrument

Variable	Instrument	Code
Organizational Climate (OC)	My leadership gives me direct responsibility in carrying out my work.	OC1
	My leadership encouraged me to take the initiative at work.	OC2
	My leadership is open and ready to listen to my opinions or inputs.	OC3
	I am free to solve work problems however I deem appropriate.	OC4
	My workplace allows tolerance for mistakes during the learning process.	OC5
	I can learn new methods or knowledge relevant to my work.	OC6
Organizational Citizenship Behavior (OCB)	I am willing to help a colleague who is having difficulty in completing his work.	OCB1
	I completed my work more than the organization expected.	OCB2
	I show respect and courtesy to all team members.	OCB3
	I show concern for the success and reputation of the organization as a whole.	OCB4
Transformational Leadership (TL)	My leaders act according to strong ethical principles, even in difficult situations.	TL1
	My leader motivates me to work beyond targets to realize a shared vision.	TL2
	My leaders understand the personal needs and potential of each team member.	TL3
	My leader has such a strong influence that I feel confident and confident to follow his	TL4

direction.

Data was collected using survey instruments, such as questionnaires distributed to respondents. The questionnaire consists of Likert scale statement items related to the research variables. The measurement scale used was a Likert scale of 5 points, from 1 (strongly disagree) to 5 (strongly agree), to capture the intensity of respondents' perceptions. The data analysis technique uses the PLS-SEM approach with the help of SmartPLS 4 software. This analysis consists of two stages, namely, first, Measurement Model Testing (Outer Model) [21]. Where the tests include a convergent validity test (loading factor ≥ 0.60 ; AVE ≥ 0.50) and construct reliability test (Cronbach's Alpha ≥ 0.70 ; Composite Reliability ≥ 0.70). Second, the Structural Model (Inner Model) Test, where the test was the R^2 test to see the clear power of the model, and the significance test of direct influence and moderation by bootstrapping (5000 resampling, t-value 1.96; $p \leq 0.05$).

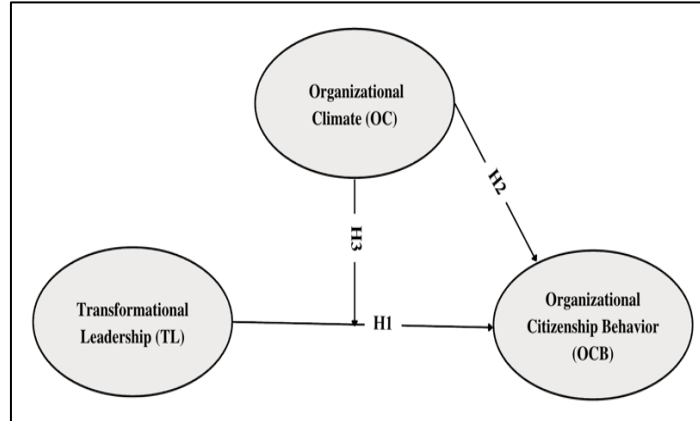


Figure 1. The conceptual model

Results and Discussion

The measurement model ensures that the indicators represent the construct validly and reliably. The validity of the indicators was evaluated using the loading factor, while the reliability of the construct was tested through Cronbach's Alpha (CA) and Composite Reliability (CR). The convergent validity is confirmed through the Average Variance Extracted (AVE) value.

Table 2. Assessment of the measurement model

Variable	Indicator	L.F	CA	CR	AVE
Organizational Climate (OC)	OC1	0,783	0,859	0,894	0,586
	OC2	0,735			
	OC3	0,745			
	OC4	0,737			
	OC5	0,784			
	OC6	0,805			
Organizational Citizenship Behavior (OCB)	OCB1	0,787	0,768	0,851	0,589
	OCB2	0,781			
	OCB3	0,757			
	OCB4	0,742			
Transformational Leadership (TL)	TL1	0,859	0,743	0,835	0,562
	TL2	0,750			
	TL3	0,622			
	TL4	0,749			

Based on Table 2 of the OC construct, all indicators (OC1–OC6) have a loading factor (L.F) value above 0.60, indicating that all indicators are valid individually. Cronbach's Alpha value of 0.859 and CR of 0.894 suggest that this construct has excellent internal reliability. An AVE value of 0.586 indicates that this construct qualifies for convergent validity. Similarly, OCB constructs demonstrate adequate validity and reliability. The loading factor values for all indicators (OCB1–OCB4) were above the threshold of 0.60, with a CA of 0.768 and a CR of 0.851. An AVE of 0.589 indicates that more than 50% of the variance of the indicator is explained by the OCB construct itself. The TL construct shows sufficient validity and reliability. The loading factor values for all indicators (TL1–TL4) were above the threshold of 0.60, with a CA value of 0.743, a CR of 0.835, and an AVE of 0.562; the TL construct generally meets the reliability and convergent validity criteria.

After ascertaining the validity and reliability of the construct, the next step is to test the relationships between the latent variables. The evaluation was done by looking at the path coefficient (β), t-statistic, p-value, and the determination coefficient (R^2) to measure the model's predictive strength.

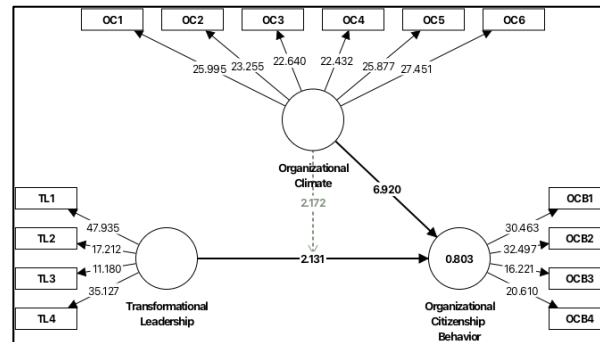


Figure 2. Assessment of the measurement model

Based on Figure 1 and Table 2, the analysis results indicate a positive and significant relationship between TL and OCB, albeit with a smaller coefficient ($\beta = 0.213$; $t = 2.131$; $p = 0.033$). This shows that leaders with a transformative vision, inspire, and give individual attention to employees can encourage voluntary organisational involvement. Furthermore, OC has a positive and significant influence on OCB, with a β coefficient of 0.678, a t-value of 6.920, and a p-value of 0.000. This means the more positive the organisational climate employees feel, the higher their tendency to display organizational civic behaviour. These findings support previous literature emphasising the importance of a healthy and supportive work environment in encouraging extra-roller behaviour. OC results from the accumulation of perceptions from all organisation members and reflects the shared values instilled by the organisation's structure, systems, and culture. Therefore, OC tends to be more stable and broad in reaching collective behaviours such as OCB. In contrast, Transformational Leadership is an individual attribute that can depend highly on competencies, communication styles, and personal relationships between leaders and members. If there is an imbalance in the perception of leaders, the effect of TL can be uneven, so the power of influence on OCB is relatively small in aggregate. In addition, it was also found that the interaction between OC and TL ($OC \times TL$) had a significant influence on OCB ($\beta = 0.058$; $t = 2.172$; $p = 0.030$). This indicates the moderation effect of transformational leadership styles on the influence of the organisation's climate on the organisation's civic behaviour. In other words, when a leader implements a strong transformational style, the impact of the organizational environment on the improvement of OCB becomes stronger.

Table 3. Assessment of the structural model

Hypothesis	β	S.D	T values	P values
TL -> OCB	0,213	0,100	2,131	0,033
OC -> OCB	0,678	0,098	6,920	0,000
OC x TL -> OCB	0,058	0,027	2,172	0,030

The model overall has an R^2 value of 0.803, which indicates that 80.3% of OCB variance can be explained by the OC, TL, and their interaction constructs. According to Hair et al, this value indicates that the model has very high predictive power, exceeding the minimum limit of strong model interpretation. [20] who suggested an R^2 value of ≥ 0.75 .

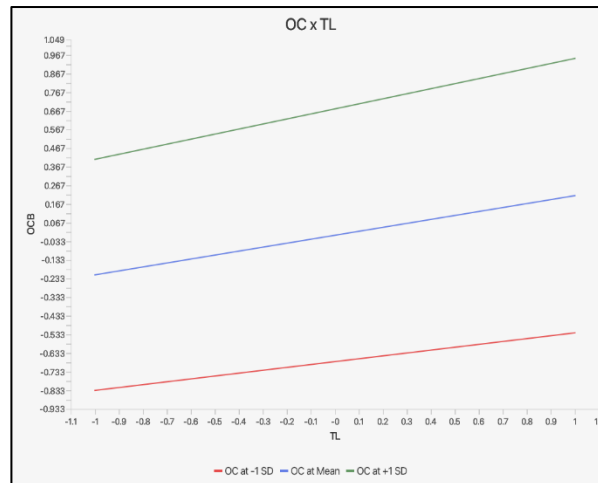


Figure 3. The slope graph of moderation (Moderating effect of OC on TL towards OCB)

The interaction graph above shows that OC moderates the relationship between TL and OCB. In particular, when OC is high, the relationship between TL and OCB becomes stronger, as indicated by the steeper green line. In contrast, at low OC, the influence of TL on OCB is weaker, as illustrated by a more sloping red line. Thus, it can be concluded that OC strengthens the positive relationship between TL and OCB.

The findings in this study show that TL has a positive and significant influence on OCB. This means that the higher the level of TL that employees feel, the more likely they are to exhibit extra-role behaviours that support the organisation, such as helping colleagues, being loyal to the organisation, and making voluntary contributions without direct return. These findings align with the framework of transformational leadership theory, which posits that transformational leaders not only directly influence employees' work behavior but also shape their values and beliefs, leading to a strong emotional attachment to the organization [23], [24]. Leaders who inspire a shared vision, demonstrate personal concern, and stimulate critical thinking can naturally create a work environment conducive to the formation of OCB.

In transformational leadership theory, four main dimensions affect subordinate behaviour: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. These four dimensions have significant implications for forming OCBs as each creates a strong psychological bond between leaders and followers. Inspirational motivation, for example, can enhance employees' sense of belonging to the organization's goals, encouraging them to contribute more. Likewise, individualized consideration can make employees feel valued and cared for, which triggers prosocial behaviors such as helping colleagues. In other words, transformational leaders become the catalyst that directs employee behavior toward voluntary and constructive contributions.

This research is reinforced by findings from Breevaart & Bakker [25] This shows that TL behaviour predicts daily work motivation levels and helpful behaviours from co-workers. In this context, TL can be understood as a job resource that increases intrinsic motivation and encourages adaptive behavior. When leaders act as a source of psychological support and inspiration, employees are more motivated to demonstrate actions outside of their formal responsibilities, including personal initiative, loyalty, and social engagement in the work environment—furthermore, Lee et al. [4] Uncovered the remarkable relationship between TL and OCB. These findings confirm that leaders who inspire, care for, and motivate their subordinates improve formal performance and encourage employees to contribute voluntarily beyond their primary duties. Employees who are led by leaders who have a strong vision, give personal attention, and can encourage intellectual growth, will be encouraged to show positive behaviors such as helping colleagues, maintaining team harmony, and actively participating in organizational development, even if they are not asked or given direct rewards. However, this study differs from Y. H. Lee et al. [26], which reveals that transformational leadership has no direct influence on OCB.

This research not only reinforces existing theories but also reaffirms the importance of the leadership dimension in shaping positive collective behavior in the organizational environment. By showing that TL significantly affects OCB, these findings open up space for further studies of other mediation and moderation mechanisms that can strengthen or weaken these relationships. In addition, these findings also encourage organizations to actively identify and develop leaders with transformational qualities as part of an ongoing talent management strategy.

This study empirically proves that OC has a significant influence on OCB. As a representation of employees' collective perceptions of organisational policies, practices, and procedures, OC forms a psychological environment that influences work attitudes and behaviours. When OCs are perceived positively, with procedural fairness, support from superiors, open communication, and participation in decision-making, employees feel valued, empowered, and highly sense of belonging to the organisation. This condition encourages extra-role behaviours such as helping colleagues, taking the initiative in completing tasks that are not their obligations, maintaining the organisation's reputation, and showing strong loyalty. This is clear evidence that a healthy work atmosphere affects formal performance and generates voluntary contributions that strategically impact the organisation.

The greater influence of OC than TL on OCB reflects that employees' voluntary behavior is more strongly influenced by their perception of the overall working condition (OC) than by their interactions with leaders (TL) specifically. This emphasises the importance of creating a healthy, supportive, and participatory work environment to foster OCB in the organisation. In addition, Employees consider that support from the organisation as a whole (OC) is more credible and long-term than support from an individual leader.

These findings are consistent with many previous studies. Randhawa & Kaur [27] Assert that positive OC is the primary foundation for the emergence of OCB in the work environment. Organizations must strengthen relevant climate dimensions, such as providing autonomy space, building supportive relationships between superiors and subordinates, providing regular feedback, and involving employees in decision-making. A healthy OC will encourage employees to become organisational citizens who contribute beyond their formal duties for the organisation's overall success—another study by Teng et al. [28] Explains that the management and establishment of an ethical work climate is an essential strategy in human resource management, particularly in encouraging positive employee behaviour that is not only limited to formal tasks, but also includes voluntary contributions that support organisational effectiveness and cohesion. Organisations that instil ethical values in their policies, procedures, and work culture will reap benefits in the form of increased loyalty, motivation, and commitment to positive employee behaviour realised through OCB. The more positive the employee's perception of the organizational climate, which includes a warm work atmosphere, support from superiors and colleagues, open communication, and involvement in decision-making, the higher the tendency of employees to show OCB behavior [29]. However, the results of this study are not in line with the research conducted by Sofwati et al. [30], which stated that the organizational climate does not have a significant influence on OCB directly. The insignificance of the direct impact of the organisational environment on OCB suggests that organisations cannot rely solely on creating a conducive work environment to encourage extra-role behaviour. Strategies are needed that systematically arouse the psychological and affective involvement of employees. This means that the organisational climate is a necessary foundation. Still, it needs to be catalyzed through internal factors such as work engagement, commitment, and psychological ownership to affect OCB positively.

The finding that OC significantly moderated the relationship between TL and OCB provides a deep understanding of the importance of the work context in maximizing leadership effectiveness. In this context, TL does not stand alone as a predictor of OCB. Still, its strength is greatly influenced by how employees perceive their work climate, whether it is supportive, open, empowering, or vice versa. A favourable organizational climate serves as a catalyst that amplifies the impact of transformational leadership on employee extra-role behavior. When the organizational environment supports innovation, collaboration, and participation, employees are more motivated to respond to the transformational leadership style by demonstrating the altruistic, loyal, and proactive behavior that characterizes OCB. Transformational leaders who inspire vision, motivate, and treat subordinates individually can more effectively arouse OCB spirit in a constructive organizational climate, as individuals feel that these leadership values are aligned with the organizational values they feel on a daily basis [2], [29]. When transformational leaders can create and strengthen an empowering climate, organizations will be better equipped to face complex challenges with the full support of employees willing to go beyond their formal duties. Thus, the success of an organization in creating a competitive advantage is not only determined by the quality of its leaders, but also by the organizational atmosphere felt by all its members.

This research makes a significant contribution to expanding the theoretical horizon of the relationship between leadership style and organisational behaviour, particularly in the context of extra-role behaviour, such as Organisational Citizenship Behaviour (OCB). Conceptually, these findings reaffirm the validity of transformational leadership theory in explaining how leaders can influence formal work outcomes and employees' voluntary behaviours that are prosocial and constructive to the organisation. This research affirms the core dimensions of transformational leadership. It confirms that each of these dimensions plays a strategic role in forming the psychological bonds that drive the emergence of OCB. This reinforces the argument that transformational leadership is an internal organizational factor that underlies collective work behavior [4], [25]. Additionally, this study's primary theoretical contribution lies in including organizational climate as a moderating variable. By finding that organizational climate can reinforce the influence of transformational leadership on OCB, this study bridges the understanding of the importance of organizational context as an environmental factor that mediates the effectiveness of leadership styles. These findings support the view of leadership theory contingency, that leadership effectiveness depends on environmental conditions, including the psychological climate in the workplace. Thus, this study enriches the literature in three domains: first, strengthening the theoretical model of the relationship between leadership and collective behavior; second, open up opportunities for exploration of more complex advanced mediation and moderation models; and third, adding a contextual dimension to the study of organizational behavior that is dynamic and multilevel.

Practically, the results of this study present strategic implications for organizational leaders and human resource management practitioners. First, organisations need to realise that developing a transformational leadership style is a long-term investment that can impact productivity and the formation of a positive work culture. Leadership training programs, coaching, and interpersonal competency development are urgent needs to create leaders who can inspire, provide personal attention, and encourage employee intellectual growth. Second, organisations must prioritise creating a favourable work climate, namely a work environment that upholds fairness, open communication, participation, and empowerment. A climate like this has been proven to increase job satisfaction and spark employee loyalty and voluntary contributions, which

can be a competitive advantage. Third, it is essential for organizations to proactively conduct periodic organisational climate audits to identify areas of weakness and design appropriate interventions. When the organizational climate is perceived to be uncondusive, the effectiveness of the best leadership style can be reduced. Therefore, leaders must be mandated not only to lead, but also to create working conditions that support positive values. Finally, these findings form the basis for a more comprehensive talent management practice, where organisations not only recruit and place leaders based on technical competencies alone, but also assess aspects of visionary leadership and ability to form a healthy collective culture.

Conclusion

This research confirms that transformational leadership is crucial in motivating employees to engage in OCB. Leaders who inspire, give personal attention, and encourage a collective spirit are proven to be able to stimulate employee engagement outside of their formal duties. However, these influences do not occur in a vacuum. The study's key findings suggest that organizational climate is a contextual variable that significantly moderates the relationship between transformational leadership and OCB. In organisations with a supportive, equitable, and communicative climate, the influence of transformational leadership on OCB becomes stronger and more positive. Conversely, in a hostile and repressive climate, the power of transformational leadership is reduced. With an R^2 value of 80.3%, this research model has high predictive power, suggesting that the integration between the leadership dimension and the organisational climate is essential in maximising the extra-role contribution of employees. Therefore, the success of an organisation in creating broad civic behaviour depends not only on the qualities of the leader but also on the work atmosphere felt by the employees collectively. Because OC influence on OCB is greater than TL, it is crucial for organisations to actively evaluate employees' perceptions of policy, communication, fairness, and participation in decision-making. A work climate that is considered supportive, fair, and participatory increases job satisfaction and facilitates the emergence of prosocial behaviours that directly impact organisational effectiveness. The finding that OC moderates TL and OCB relationships opens up space for organisations to revisit the system of promotion, succession, and placement of leaders. Leaders are judged by functional performance and their ability to form and maintain a healthy work climate. Therefore, integrating organizational climate assessment as a leadership accountability metric is crucial in the design of long-term talent management.

Although this study provides a comprehensive understanding of the influence of transformational leadership on organisational civic behaviour and the role of organisational climate moderation, several limitations must be considered. First, the scope of this research is limited to one company, namely PT. Krakatau Tirta Industri has distinct organizational culture characteristics, a specific leadership structure, and unique work dynamics. This limits the generalisation of results to the context of other organisations, whether in different industry sectors or work environments with more complex or multinational leadership structures. Second, the quantitative approach tends to emphasize the relationship between variables and statistical power, but cannot capture the subjective dimensions or employee experience in depth. Aspects such as personal perception, emotions, or the dynamics of social relationships within the organisation can be overlooked in this approach. Third, although the model used had high predictive power ($R^2 = 80,3\%$), other factors beyond the variables studied, such as organizational culture, reward system, transactional leadership, or work conflict, were not included in the model. These factors can potentially affect OCB and the interaction between the variables studied. Therefore, these limitations provide an essential foundation for further research, enabling the results to be more contextual, in-depth, and applicable to a broader practical context.

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