

Mediating Role of Organizational Justice: Examining the Effect of Transformational Leadership on Citizenship Behavior

Kusairi^{1*}, Nanang A. S.², Pujangga Abdillah³, Siti Syazwani Zulkuple⁴

¹Keuangan dan Perbankan, Fakultas Vokasi, Universitas Brawijaya,
Jl. Veteran Malang, Indonesia

²Administrasi Bisnis, Fakultas Vokasi, Universitas Brawijaya,
Jl. Veteran Malang, Indonesia

³Akuntansi, Fakultas Ekonomi dan Bisnis, Universitas Merdeka Malang,
Jl Terusan Raya Dieng 62-64 Malang, Indonesia

⁴Department of Educational Studies, Faculty of Education & Social, University College MAIWP
International (UCMI), Jalan Tangsi, Tasik Perdana, Kuala Lumpur

*Corresponding Author(s) Email: kusairi_v@ub.ac.id

Abstract

In the healthcare sector, leadership plays a vital role in shaping employee attitudes and behaviors. Organizational citizenship behavior (OCB) is essential for maintaining effective healthcare services, and understanding its driving factors is crucial for hospital management. The aim of this study is to investigate how organizational justice mediates the impact of transformational leadership on the citizenship behavior of nurses. There are 210 questionnaire papers were distributed to nurses who had worked at the Hospital X in Tuban, Indonesia, for more than a year in order to collect the data. A total of 205 completed questionnaires were returned by nurses who had worked for more than a year. According to this study, transformational leadership effect organizational justice as well as OCB. Furthermore, organizational justice is a crucial predictor in enhancing citizenship behavior of nurses. The relationship between transformative leadership and OCB can be mediated by organizational justice, as anticipated. This study suggests the leaders constantly motivate nurses to attach importance to the team and organization and encourage organizational justice because they who show OCB many times tend to be inspired by motivating leadership and feel that leaders have made a fair decision and treated them fairly.

Keywords: Transformational Leadership, OCB, Organizational Justice

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INTRODUCTION

The first worldwide lockdown of this century was imposed by several nations beginning in March 2020 following the WHO's designation of COVID-19 as a pandemic (Onyeaka et al., 2021). This pandemic has caused

chaos around the world in all aspects of life, including the health care system. The phenomenon is also a challenge, especially for nurses who are at the forefront of providing services (Sterling et al., 2020). The success of complete health services is closely related to the role of nurses in hospitals (van den Berg et al., 2021). Nursing staff tend to care for each other and have cross-functional work, which is likely to show helpful behavior, so that it makes a major contribution to the hospital sustainability (Widianah et al., 2022). This positive social behavior by Organ (1988) is identified as organizational citizenship behavior (OCB), namely individual behavior that is not written in the job requirements and is not related to the organization's formal reward system, but it can contribute positively to the overall functioning of the organization. Even though OCB is not related to formal organizational rewards, OCB still plays a crucial role in increasing organizational effectiveness and productivity (Muzakki et al., 2019). The organization aims to manage resources in order to achieve resource management (Abdillah et al., 2023). During the COVID-19 pandemic, organizational conditions were unpredictable (Yulinda et al., 2022).

Based on Siddiq et al. (2024) revealed that the higher the employee's OCB, the greater the effect on personality improvement, organizational commitment, and job satisfaction, which in turn contribute to high employee performance. Empirical studies prove that OCB has a strong correlation with job satisfaction; employees with high levels of satisfaction tend to be active in OCB (Heriyadi et al., 2020). OCB is also known as the "good soldier syndrome" which is the behavior shown by employees who are highly committed to their organization (Muliadi et al., n.d.). Presenting OCB among employees, especially in the context of hospitals is important because ignoring this behavior not only hampers organizational productivity but it also brings various negative impacts on organizational effectiveness such as low employee performance, weak organizational commitment (Novitasari et al., 2020) and low job satisfaction which in turn triggers them to leave their jobs (Soesianingsih et al., 2023).

Leaders in this context, play an important role in creating employees' citizenship behaviour in order to achieve the organization's vision with a high level of effectiveness and efficiency (Hermawan et al., 2024). Specifically, transformational leadership has a significant influence on the sustainability of OCB (Farisi et al., 2024). Transformational leadership when compared to transactional plays a greater role in stimulating its members to act beyond their obligations (Rodrigues & Ferreira, 2015). Although empirical studies have explained that transformational leadership has a convincing effect on employee OCB, the findings of previous studies are in different formulations. Studies conducted by Jannang (2024) revealed that transformational leadership does not have a significant direct relationship to OCB. Based on the inconsistent findings of the previous studies, the current study tries to bridge the gap by placing organizational justice as a mediator.

Considering a number of factors, organizational justice plays a mediating function in promoting transformational leadership toward OCB. First, treating employees with dignity and respect is a feature of interactional justice, and it is regarded as a component of transformative leadership (Qandeel & Kuráth, 2023). Second, the fairness perception of health workers in the organization can trigger them to display extra-role behavior (Collins & Mossholder, 2017). In addition, a few of previous studies have explored the relationship between transformational leadership and OCB with the role of organizational justice, especially in the context of public hospitals in Indonesia. Honu et al. (2024) have investigated the role of organizational justice as a mediator of the relationship between these two variables, but it was conducted in the non-health sector in Lesotho. Therefore, this study attempts to investigate organizational justice in mediating the relationship between transformational leadership and OCB.

LITERATURE REVIEW

Organizational Citizenship Behavior

The term Organizational Citizenship Behavior, or OCB, was initially used by Pavalache-Ilie (2014) and Bostan and Kilic (2017). The well-know phrase "extra-role" behavior" (OCB) (Fahriyansyah et al., 2022) also refers to individual behavior that is not specified in job requirements or connected to the official reward system of the organization, but which can have a positive impact on the organization's overall operation (Suhardi et al., 2022). (Muzakki et al., 2019) offers a somewhat different definition, stating that OCB is not only discretionary behavior but also normative behavior, meaning that employees are likely to work past their assigned tasks due to pressure from their coworkers and strong organizational values. The organization implicitly recognizes this behavior because it benefits both the employees and the organization. Based on Wonda (2024), prosocial conduct, which is a type of employee value added that boosts organizational efficiency, is defined as constructive and positive behavior that benefits others. Employees exhibiting OCB at least need to fulfill the following seven dimensions: helping colleagues or preventing work problems (helping behavior), behaving professionally despite unavoidable interference (sportsmanship), protecting, supporting, and maintaining organizational goals (organizational loyalty), complying with rules, regulations, and organizational procedures (organizational compliance), being proactive to improve work outcomes (individual initiatives), active participating in organizational governance (civic virtue) and getting involved in increasing knowledge and self-competence (self development) (Podsakoff et al., 2000).

Transformational Leadership

According to Wardhanian and Listianib (2021), leadership is the endeavor to utilize influence to inspire others to achieve a number of corporate objectives. Transformational leadership, according to Eaton, Bridgman, and Cummings (2024), pushes followers to put the demands of a bigger team, organization, or country ahead of their own. It also raises followers' needs from lower levels to higher levels in the form of success and self-actualization. By emphasizing positive leader traits like setting an example (idealized influence), motivating followers to achieve common goals and objectives (inspirational motivation), fostering creativity and problem-solving skills (intellectual stimulation), and providing each person with unique attention (individualized consideration), transformational leadership shares visions with members for improving their quality and organizational productivity (Sanusi et al., 2018). Therefore, promoting leadership in corporate decision-making will assist governments and key policymakers worldwide in achieving the Sustainable Development Goals (SDGs) (Kazemi et al., 2023).

Organizational Justice

The degree to which workers believe their boss is treating them fairly for the job they have done is known as organizational justice (Faeq & Ismael, 2022). According to Suhartini and Sulaya (2019), organizational justice is more generally concerned with how much workers believe their bosses treat them fairly at work. According to Radianto and Kilay (2023), organizational justice is a crucial component of the human resource and organizational behavior approach, which is linked to how executives and employees view their company in general. Conceptually, organizational justice is composed of three main elements: distributive justice, procedural justice and interactional justice. Distributive justice refers to the perceived fairness of how resources and rewards are distributed across the organization (Gibson et al., 2012). Further, procedural justice refers to the fairness of organizational processes and procedures used to make resource and allocation decisions (Bayles, 1990). Finally, interactional justice refers to the degree to which employees are treated with respect and dignity with interpersonal and informational justice related to employees' work (Robbins & Judge, 2017). However, in this study, we did not discuss distributive justice, since it is less relevant to the context of the study. Distributive justice is likely to have a strong correlation with transactional leadership compared to transformational leadership (Alamir et al., 2019) and employee perceptions about fair rewards do not correlate with OCB (Lim & Loosemore, 2017).

Hypothesis

Empirical evidence shows that transformational leadership with the attributes of altruism and general compliance is the main driver of employee behavior which has a positive impact on OCB (Kim & Park, 2019). Khalili (2017) also argue that transformational leadership positively predicts indicators of OCB associated with creative suggestion systems; building a favorable organizational climate in the external environment; self training and development and cooperation among colleagues. Previous studies have also shown that organizational justice scale is significantly influenced by the transformational leadership style and manager's decision making (Eberlin & Tatum 2008; Dai et al., 2013). Based on literature reviews, this research proposed:

H₁: Transformational leadership positively and significantly influences OCB

The successful operation of any company depends heavily on organizational justice. Organizational justice, according to Jannang (2024), the "perception of fairness in the organization by the employees, which includes the decisions being made, the distribution of the outcomes, and the fairness of these outcomes." A relationship of trust between the organization and its employees is fostered by organizational justice practices. According to Steinmann, Klug, and Maier (2018) transformational leaders give their followers a say in decisions since they believe it is a fair practice from their perspective. According to Wardhanian and Listianib (2021), executives who don't care about workplace equity are likely to reject their own authority. Additionally, it has been discovered that the framework of organizational justice theory offers a foundation for comprehending people's work attitudes and job performance (Suhardi et al., 2022). Therefore, it can be concluded that charismatic leaders who care for their employees' needs and well-being by fostering a sense of justice are transformative leaders. Therefore, a leader who upholds justice in the workplace is seen as having a receptive mindset. Thus, a clear performance reward system must exist for an organization to operate well. Thus, fostering pleasant feelings related to work is a key function of organizational justice. Therefore, this research proposed:

H₂: Transformational leadership positively and significantly influences organizational justice

Previous research shows that health workers' perceptions of justice in the organization can trigger them to display OCB (Bostan and Kilic, 2017). Based on Ali (2016) reveals that organizational justice and OCB play a vital role in shaping behavior and attitudes related to the work of health workers. Prosedural justice interactional justice have a positive and significant relationship to the high OCB of nurses (Salam, 2020b). Furthermore, the high OCB of nurses is positively and convincingly strongly related to the fair treatment of leaders and organizations (Kusumaningrum et al., 2020). The connection between OCB and transformative leadership is also

mediated by organizational justice. As a component of transformational leadership, individual consideration is comparable to leaders treating staff with dignity and respect, which are traits of interactional justice (Dai et al., 2013). This, in turn, influences staff members' willingness to act in a helpful manner (Choong et al., 2025). Consequently, this study suggested:

H₃: Organizational Justice positively and significantly influences OCB

According to academics, effective leaders help followers feel valued members of the organization, which in turn affects how followers view the organization's fairness and, ultimately, how they behave as organizational citizens (Choong et al., 2025). Previous research demonstrates that the relationship between workplace deviance and servant leadership is mediated by organizational justice (Agustin-Silvestre et al., 2024). Prior research suggests that transformative leadership and work-life quality are mediated by organizational justice (Wonda, 2024). Previous research has also demonstrated that the justice climate mediates the relationship between OCB and servant leadership (Srimulyani et al., 2023). The relationship among OCB, organizational justice, and transformational leadership has, however, been the subject of relatively few prior studies (Veli Korkmaz et al., 2022). Therefore, this research suggests that:

H₄: Organizational justice mediates the relationship between transformational leadership and OCB

This study proposes several hypotheses to examine the relationships between transformational leadership, organizational justice, and organizational citizenship behavior among nurses. These hypotheses aim to understand both the direct and mediating effects of the variables. An overview of all hypotheses is illustrated in Figure 1.

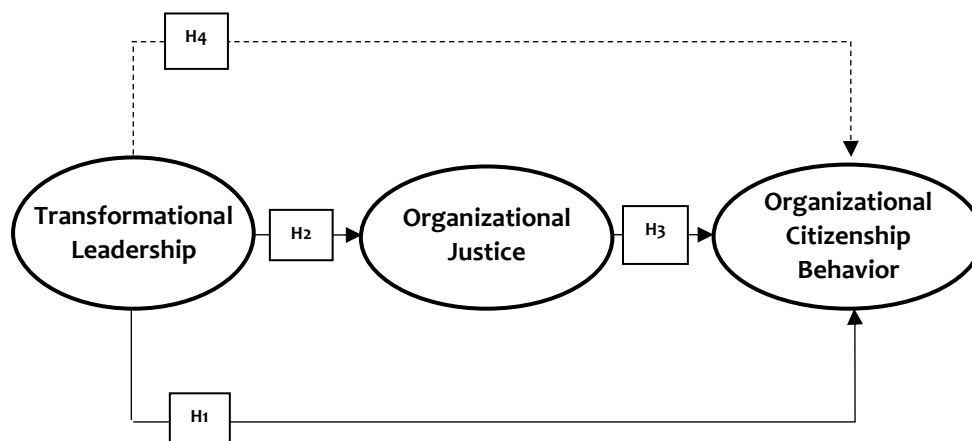


Figure 1. Research Framework

METHOD

A quantitative approach with correlational studies is used in this study. This study was conducted at the public sector hospital X in Tuban by involving nurses who work in hospitals for at least 1 year. In collecting data, 210 online questionnaires based on Slovin Method with a 5-point Likert scale were shared to the nurses who had met the criteria. A total of 205 questionnaires were obtained after eliminating 5 incomplete responses from respondents. Furthermore, the responses of these respondents using Partial Least Square (PLS) to identify whether the relationship between variables in the proposed model was accepted or rejected. Transformational leadership variable consists of 4 indicators including of idealized influence (2 items), inspirational motivation (2 items), intellectual stimulation (2 items), individualized consideration (2 items) (Kho et al., 2023). Organizational justice is measured by 2 indicators, each of which consists of 2 items, namely, procedural justice and interactional justice which are adapted from (Adamovic, 2023). OCB is assessed with 14 measurement items developed from seven indicators, namely, helping behavior, sportsmanship, loyalty to organization, organizational compliance, individual initiative, civic virtue and self-improvement (Podsakoff et al., 2000).

RESULT

The demographic distribution of respondents shows that the majority of respondents are women (73.6%). In terms of age characteristics, nurses in the range of 26-30 years are the dominant respondents (35.6%). Respondents at this age group are believed to have positive social behavior such as increasing self-development through learning together and helping fellow co-workers. The education level of most of the respondents has taken professional (nurse) program (55%). Therefore, respondents have a deep understanding of the statements given, so that biased judgments against leaders, co-workers and the organization as a whole can be avoided. Furthermore, 37.5% of the total respondents have worked for 1-5 years, and the remaining percentages (62.5%) have worked

for more than five years. Therefore, it can be concluded that respondents are people who have understood the behavior of leaders and how they treat nurses, and respondents can objectively assess the behavior of helping each other among nurses.

Measurement Model

The measurement model is used to evaluate construct reliability, convergent and discriminant validity, and validity. The average variance extracted (AVE) value and the outer loading value both show the validity convergent value. Table 1 illustrates that the validity of convergent in this investigation has surpassed both the necessary value of AVE (> 0.5) and the minimum requirement of outer loading (> 0.6) (Chin & Newsted, 1998). As a result, all of the study's constructs can be convergently deemed legitimate. For a detailed view of the values supporting convergent validity, refer to Table 1.

Table 1. Test Results for Convergent Validity Indicators

Variables	Indicators	Items	Outer Loading	AVE	Con.
Transformational Leadership (TFL)	Idealized Leadership	TFL1.1	0.826	0.727	Valid
		TFL1.2	0.788		
	Inspirational Motivation	TFL2.1	0.876		Valid
		TFL2.2	0.873		
	Intellectual Stimulation	TFL3.1	0.892		Valid
		TFL3.2	0.876		
	Individualized Consideration	TFL4.1	0.825		Valid
		TFL4.2	0.862		
Organizational Justice (OJ)	Procedural Justice	OJ1.1	0.842	0.704	Valid
		OJ1.2	0.830		
	Interactional Justice	OJ2.1	0.864		Valid
		OJ2.2	0.820		
Organizational Citizenship Behavior (OCB)	Helping Behavior	OCB1.1	0.798	0.587	Valid
		OCB1.2	0.728		
	Sportsmanship	OCB2.1	0.748		Valid
		OCB2.2	0.627		
	Loyalty to organization	OCB3.1	0.844		Valid
		OCB3.2	0.689		
	Organizational Compliance	OCB4.1	0.811		Valid
		OCB4.2	0.789		
	Individual Initiative	OCB5.1	0.815		Valid
		OCB5.2	0.856		
	Civic Virtue	OCB6.1	0.692		Valid
		OCB6.2	0.754		
	Self-Improvement	OCB7.1	0.711		Valid

In the second stage, an evaluation for validity of discriminant was carried out using the Rasoolimanesh (2022) criteria approach, namely, the value of AVE square root for each construct is required to be greater than the correlation between constructs in the model. Table 2 below shows that overall the indicators in each construct produces the value of the AVE square root which is greater than the cross correlation in the other constructs. Thus, this indicates that all constructs have met the requirements of discriminant validity. For a clearer comparison of these values, see Table 2.

Table 2. The Results for Discriminant Validity (Fornell-Larcker Criterion)

Variables	TFL	OJ	OCB
Transformational Leadership	0.853		
Organizational Justice	0.735	0.839	
Organizational Citizenship Behavior	0.711	0.727	0.766

The last stage, from the measurement model to assess the consistency of the instrument that is assessed based on the composite reliability test, with a two-tailed 95% confidence level. Construct reliability is said to be fulfilled if the value of composite reliability is greater than 0.7 (Traymbak et al., 2022). The results of instrument reliability are presented in Table 3. The table reveals that the value of composite reliability for transformational leadership

is 0.955, organizational justice is 0.905 and organizational citizenship behavior is 0.952, so that it is stated that the indicators used in the research are reliable when measuring the construct.

Hypothesis Testing

To test the hypothesis as developed in the model, namely the role of transformational leadership influencing OCB by placing organizational justice as a mediator, it is carried out by a bootstrapping utilizing 5,000 iterations method (Hair et al., 2017). The assessment of the hypothesis test here uses the t-statistics value, which to say it is significant, the t-statistic value must be greater than the t-table (1.96). Table 3 and Figure 2 exhibit that overall the formulated hypothesis is supported.

Table 3. Hypothesis Testing of Partial Least Square

Hypothesis	Relationship	Coefisien (β)	SE	t-Statistic	p-Value	Decision
1	TFL \rightarrow OCB	0.384	0.091	4.207	0.000	Supported
2	TFL \rightarrow OJ	0.735	0.049	14.927	0.000	Supported
3	OJ \rightarrow OCB	0.444	0.083	5.539	0.000	Supported
4	TFL \rightarrow OJ \rightarrow OCB	0.327	0.072	4.529	0.000	Supported

As expected, nurses' OCB is positively and significantly impacted by transformative leadership (4,207 > 1.96). in order for H1 to be supported. Additionally, there is a strong and positive correlation between transformational leadership and organizational justice at the hospital (14,927 > 1.96). H2 is therefore supported. The OCB of nurses is positively and significantly impacted by organizational justice (5.539 > 1.96). H3 is therefore also supported. Additionally, as we predicted, transformational leadership's impact on nurses' OCB can be mediated by organizational justice (4.529 > 1.96). Since there is a direct and substantial positive correlation between the independent and dependent variables, organizational justice plays a mediating function in partial mediation (Hair et al., 2017).

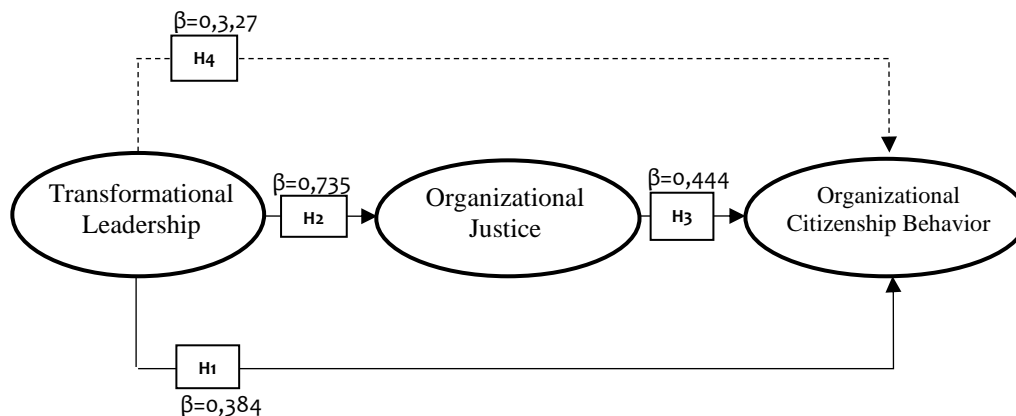


Figure 2. Diagram of Hypothesis Testing

DISCUSSION

The current study intends to explore the impact of organizational justice in mediating the influence of transformational leadership on nurses' citizenship behavior, as there have been few studies that have looked at the relationship between these factors, especially in the setting of Indonesian public hospitals. The study's findings show a strong link between transformative leadership and the civic engagement of nurses. Additionally, this study confirms previous findings by Kim and Seo (2016) that transformational leadership can greatly improve nurses' extra-role conduct. Additionally, Han, Kim, and Yu (2016) found that transformational leadership is a critical component that contributes significantly to the development and enhancement of OCB among staff members. The motivation and inspiration of leaders to put the team and organization's needs ahead of their own is closely linked to nurses performing OCB on a regular basis (Zurahmi et al., 2019). This suggests that nurses' propensity to exhibit OCB increases with the leader's ability to motivate and inspire them. Another significant finding from this study supports the findings of Dai et al. (2013), who found that transformational leaders play a critical role in fostering a feeling of equity within their workforce. Transformational leadership plays a crucial part in helping nurses develop fair perspectives, particularly when it comes to interactions.

Canavesi and Minelli (2022) found that servant leadership positively affects OCB, lending credence to the findings. The effect was positive, but not statistically significant, according to Pratiwi and Nawangsari (2021); and Ludin and Mukti (2023) found no evidence that servant leadership positively affects OCB. It follows that servant leadership has the potential to inspire nurses to improve their behavior, but that this effect is weak compared to other factors that impact their OCB. This finding is also consistent with Baker, Gordon, and Taxman (2015), who found that transformational leadership plays a significant influence in shaping employees' perceptions of procedural fairness by prioritizing the common mission and making decisions that do not discriminate. Additionally, the study's findings demonstrated a favorable and significant correlation between nurses' OCB and organizational justice ((Bostan & Kilic, 2017);(E. J. Kim & Park, 2019).

As predicted, the relationship between transformative leadership and nurses' OCB is mediated by organizational justice. As previously said, organizational justice is more generally concerned with how much workers believe that decision-makers or leaders treat them fairly at work (Robbins & Judge, 2017). Transformational leadership is strongly associated with equitable job decisions and treating nurses with dignity and respect, which in turn motivates them to demonstrate OCB at work (Khaola & Rambe, 2021). Nurses who willingly assist their colleagues, exhibit a high level of dedication, and adhere to hospital policies are more likely to believe that their managers have established just policies and have been courteous in their communication with them (Salam 2020).

Transformational leaders can be the exemplary role modeling behaviors that are positive to include the creation of a sense of security and social support net that will contribute to the value and worthwhile contributions by the employees (Khan et al., 2020). In providing an inspirational vision and setting targets that can be achieved by employees, this will help them keep their emotional resources and increase their commitment to OCB (Tan & Lee, 2020). Transformational leaders will increase a greater attachment of employees that fosters the development of resources and good citizenship behaviors in the workplace by encouraging individual creativity and attending to followers' needs.

CONCLUSION

The results showed that transformational leadership significantly proved to be a vital predictor of nurses' OCB. The findings confirm the first hypothesis. The second thesis is also accepted that transformational leadership has a significant correlation with organizational justice in the hospital. Furthermore, organizational justice has a strong influence on nurses' citizenship behavior. This supports the proposed third hypothesis. Lastly, as we are expected that organizational justice plays a mediating role in the influence of transformational leadership on OCB. These findings indicate that directly and indirectly through organizational justice, transformational leadership plays an important role in encouraging citizenship behavior among nurses. Therefore, we suggest the leaders constantly motivate nurses to attach importance to the team and organization and encourage organizational justice because they who show OCB many times tend to be inspired by motivating leadership and feel their leaders have made fair policies and communicated politely.

There are several limitations in this study. For example, the sample used only focuses on nurses at Hospital X in Tuban, Indonesia. Therefore, taking to generalize of the research may be limited to similar sectors. Future studies are highly recommended to conduct research in different sectors, so that it is possible to broaden the generalizability of the research. This study uses a quantitative and correlational approach with relatively short data collection, so that future research is recommended to use a qualitative approach with longitudinal research so that data mining and exploration of research results can be more in-depth.

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