

## Transformational Leadership and Employee Performance: The Mediating Role of Organizational Citizenship Behavior in Family Firms

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### Abstract

This study examines the influence of transformational leadership on employee performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable, within a family-owned mining company in Indonesia. Leadership in family firms is characterized by the integration of professional management and family-based values, creating unique socio-relational dynamics that shape employee behavior. Using a quantitative approach, data were collected from all 100 permanent employees of PT X through a census. The results demonstrate that transformational leadership positively influences Organizational Citizenship Behavior and employee performance. OCB also positively affects performance and functions as a partial mediator in the relationship between transformational leadership and employee performance. These findings suggest that the effectiveness of transformational leadership extends beyond direct managerial influence, operating through the development of voluntary extra-role behaviors that strengthen cooperation and collective responsibility. In the context of family-owned enterprises, OCB reflects the internalization of shared values, trust, and solidarity, which contribute to organizational sustainability. This study underscores the strategic importance of value-based leadership in fostering performance and maintaining long-term continuity within family firms.

**Keywords:** Employee Performance; Family Business; Transformational Leadership; Organizational Citizenship Behavior.

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### INTRODUCTION

Globally, the small and medium enterprise (SME) sector, including family-owned businesses, is undergoing a highly dynamic learning transformation driven by economic globalization and advances in digital technology. These changes create opportunities for organizations to expand their learning capacity, enhance operational efficiency, and adopt knowledge-based management systems. (Neffe et al., 2024). This phenomenon not only accelerates cross-border knowledge diffusion but also compels organizations to cultivate strong adaptive capabilities in response to external changes. (Al-Ghazali, 2020). Nevertheless, alongside these emerging opportunities, small and medium-sized enterprises (SMEs) and family-owned firms encounter growing complexities, including global economic volatility, market disruptions, supply chain uncertainties, and evolving

consumer behavior. (Budur & Poturak, 2021). Such complexity places significant pressure on business strategies, leadership approaches, and human resource management within organizations. (Zhao et al., 2021). Consequently, the ability of family businesses to sustain their performance and long-term viability has emerged as a strategically significant concern for economic development at both the national and global levels. (Riadi et al., 2025).

In Indonesia, this dynamic can be observed in PT X, a family-owned company established in 2006 in Sidoarjo, East Java. The company initially operated in the freight forwarding sector but gradually expanded into the mining and logistics industries. This transformation represents not only an economic strategy but also an organizational learning process that integrates family values, intergenerational experience, and managerial innovation. (Raziq et al., 2025). When market disruptions occurred, PT X maintained stability by strengthening internal communication, expanding professional networks, and enhancing human resource capacity through an inspirational, participative leadership approach. This phenomenon illustrates that family-owned enterprises can serve as living laboratories for testing transformational leadership theories in an adaptive, sustainability-oriented economic context. (Handoyo & Kharismasyah, 2024).

The success of PT X is determined not only by tangible assets such as financial capital and infrastructure but also by the strength of social and organizational cultural values passed down across generations. Values such as honesty, hard work, and responsibility serve as moral foundations that reinforce trust among family members and between the family and non-family employees. These values shape what can be described as social dynamic capabilities, the firm's ability to continuously mobilize its internal resources in response to changes in the business environment. (Amegayibor, 2021). In this context, the performance of family businesses can be interpreted as an indicator of organizational adaptability and sustainability amid intensifying competition. Accordingly, leadership becomes a central variable that determines the extent to which family firms can preserve the continuity of their values and ensure business sustainability across generations. (Hapsari et al., 2021).

Leadership in family businesses possesses a unique social dimension, in which the leader serves as a bridge between family members and non-family employees. (Riyanto et al., 2021). In the case of PT X, the company's founder serves as a central figure, instilling core values and providing space for the next generation to participate in strategic decision-making. This approach reflects the characteristics of transformational leadership, which emphasize inspiration, individualized consideration, and empowering organizational members. Such leadership fosters a sense of collective responsibility and strengthens employees' affective commitment toward the company's shared vision. Moreover, a leadership style grounded in values and trust helps maintain harmony between business rationality and family emotionality, ensuring that the company's direction remains consistent with its founding philosophy.

PT X faces challenges common to many family-owned enterprises, such as potential intergenerational conflicts, differences in leadership styles, and issues related to professionalization. However, these challenges are addressed through open communication and value management grounded in fairness and transparency. The family leader plays an active role in ensuring that business decisions consistently balance family interests with organizational objectives. This aligns with the findings from Barsulai et al., (2020), which emphasizes that constructively managed conflicts can, in fact, strengthen family synergy and enhance organizational performance. The transformational approach enables collective learning and continuous innovation, in which every organizational member is encouraged to contribute to the achievement of shared goals. (Waskito & Linansya, 2023).

Transformational leadership has been widely recognized as one of the most effective leadership styles in fostering intrinsic motivation and promoting positive organizational change. (Virgiawan, 2021). Prior studies have consistently demonstrated its positive relationship with organizational citizenship behavior (OCB) and employee performance across various sectors, including hospitality, public administration, and manufacturing (Wahyuwardhana & Wisesa, 2024; Kasimoğlu & Ammari, 2020). However, most existing research has been conducted in non-family or professionally managed organizations, where formal structures and performance systems dominate organizational dynamics. Limited empirical attention has been given to family-owned enterprises, particularly in capital-intensive and high-risk sectors such as mining, where socio-emotional wealth, kinship ties, and value continuity play a central role in shaping leadership practices and employee behavior.

Furthermore, although previous studies acknowledge the positive link between transformational leadership and performance, many tend to examine direct effects without sufficiently unpacking the socio-psychological mechanisms underlying this relationship. The mediating role of Organizational Citizenship Behavior remains underexplored in family business contexts, where extra-role behaviors may reflect not only discretionary effort but also moral commitment rooted in shared family values. This creates a theoretical gap in understanding how leadership values are translated into performance outcomes through collective behavioral processes.

Addressing this gap, the present study investigates Organizational Citizenship Behavior as a mediating mechanism linking transformational leadership and employee performance within a family-owned mining company (PT X). By situating the analysis within a value-driven, kinship-based organizational system, this research extends transformational leadership theory beyond formal managerial settings. It provides empirical evidence from the context of an Indonesian family enterprise. The novelty of this study lies in integrating

transformational leadership, OCB mediation, and family firm characteristics into a single structural model, thereby highlighting OCB as a social transmission mechanism that transforms leadership inspiration into measurable performance outcomes.

## LITERATURE REVIEW

### Transformational Leadership

Transformational leadership is an approach that focuses on a leader's ability to inspire, motivate, and empower subordinates to reach their highest potential, both professionally and personally. (Mazzetti et al., 2022). Leaders with transformational characteristics do not merely act as task directors but also as agents of change who can embed shared meaning, values, and vision into organizational behavior. Ranjit, (2020) It emphasizes that the essence of transformational leadership lies in a leader's ability to transform individual orientations into a collective commitment toward broader organizational goals. Transformational leadership comprises four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. (Abdullahi et al., 2020). The dimension of idealized influence relates to the leader's role modeling and integrity, which foster subordinates' respect and trust. Inspirational motivation reflects the leader's ability to articulate a clear and compelling vision, while intellectual stimulation encourages employees to think critically, innovate, and constructively challenge the status quo. Meanwhile, individualized consideration refers to the personal attention leaders give employees, both in career development and psychological well-being.

Transformational leaders are not solely oriented toward achieving work outcomes but also strive to build affective commitment and emotional bonds among organizational members. (Poornima & Sujatha, 2020). This approach is believed to foster an inclusive work climate oriented toward collective values, thereby encouraging each team member to be intrinsically motivated to contribute optimally. In a dynamic business environment, transformational leadership has been shown to enhance job satisfaction, loyalty, and extra-role behaviors beyond formal job descriptions. (Tabche et al., 2024).

In the context of family-owned enterprises such as PT Agung Satriya Abadi (PT ASA) in East Java, the application of transformational leadership is highly relevant. Within these organizations, social bonds and familial values often form the foundation of decision-making and human resource management. Consequently, transformational leaders assume a pivotal role in harmonizing emotional and professional dimensions. By exemplifying integrity, delivering inspirational communication, and providing individualized consideration, leaders can cultivate a profound sense of belonging and moral commitment among employees, thereby strengthening both organizational cohesion and long-term sustainability. (Fadhillah et al., 2023).

### Organizational Citizenship Behavior (OCB)

The concept of Organizational Citizenship Behavior (OCB) was first introduced by Organ (1988) as a form of voluntary employee behavior that is neither formally regulated nor directly rewarded by the organization's formal system, yet collectively contributes to enhancing the organization's overall effectiveness and efficiency. (Yen et al., 2024). OCB reflects individuals' proactive actions that go beyond formal role obligations, such as assisting colleagues, maintaining team harmony, and demonstrating loyalty to organizational values. Conceptually, OCB comprises five key dimensions: altruism (concern for coworkers), conscientiousness (responsibility and diligence beyond expected standards), sportsmanship (maintaining a positive attitude toward organizational circumstances), courtesy (politeness in workplace interactions), and civic virtue (active participation in organizational life) (Hyusein & Eyupoglu, 2022).

In family-oriented organizations such as PT Agung Satriya Abadi (PT ASA), Organizational Citizenship Behavior (OCB) often develops naturally as a manifestation of close social relationships and a collective sense of responsibility for the continuity of the family business. Harmonious interpersonal relationships and informal communication patterns cultivate an intrinsic awareness among employees to contribute beyond their formal duties, without waiting for explicit instructions from superiors. This phenomenon aligns with the view of Ribeiro et al, (2022) that a social climate grounded in trust, empathy, and a sense of belonging can strengthen the emergence of extra-role behaviors within organizations. Accordingly, in family-owned enterprises, OCB is regarded not only as an expression of loyalty to the organization but also as a reflection of moral integrity and dedication to the family values on which the company was founded. Recent empirical findings further reinforce the connection between transformational leadership and OCB behaviors. Atatsi et al, (2020) was found that transformational leadership has a significant positive effect on the emergence of OCB by enhancing job satisfaction and a sense of meaningfulness at work. Leaders who provide inspiration and individualized consideration have been shown to encourage employees to engage in voluntary behaviors, such as assisting colleagues and upholding the organization's reputation. Furthermore, findings indicate that a conducive organizational climate acts as a moderating variable in the relationship between transformational leadership and OCB. A positive work climate, particularly within value-driven, family-oriented environments, fosters psychological safety, enabling employees to express care and initiative without fear of negative repercussions. (Qiu & Dooley, 2022).

In the context of PT Agung Satriya Abadi (PT ASA), where social structures and interpersonal relationships are deeply embedded with emotional nuances, the implementation of transformational leadership has the potential to strengthen OCB as a form of social commitment toward organizational sustainability. Leaders who emphasize role modeling, trust, and personal attention not only cultivate loyalty but also internalize a spirit of togetherness that reinforces synergy among individuals (Azila-Gbetor, 2023). Thus, OCB in family businesses is not merely the outcome of formal policies but rather a natural product of social interactions grounded in trust, responsibility, and a shared sense of belonging toward the organization.

## Employee Performance

Employee performance is a key indicator of how effectively and efficiently individuals fulfill their responsibilities and roles in alignment with the organization's strategic objectives. (Khanam & Tarab, 2023). According Suhardi, (2021) Performance is not limited to measurable work outcomes; it encompasses three essential dimensions: task performance (the execution of core duties in accordance with job descriptions), contextual performance (social behaviors that foster a positive work environment), and adaptive performance (the ability to adjust to changes and emerging challenges). This perspective broadens the understanding that performance is not merely an outcome of individual productivity but rather a reflection of the integration between technical competence, social behavior, and adaptive capability within organizational dynamics. (Ismael et al., 2022).

At PT X (PT ASA), employee performance encompasses more than merely achieving quantitative targets. It is also assessed based on contributions to internal harmony, loyalty to leadership, and the ability to uphold family values that form the core of the organizational culture. (Palalic & Mhamed, 2020). Close interpersonal relationships and a trust-based social system make employee performance not merely an expression of individual achievement but also a reflection of solidarity and moral responsibility toward the sustainability of the family business. Thus, performance in family-owned enterprises is multidimensional, encompassing intertwined economic, social, and emotional aspects. Empirically, numerous studies have shown that transformational leadership significantly enhances employee performance by strengthening intrinsic motivation and affective commitment to the organization. (Ismael et al., 2022). Pratiwi & Nawangsari, (2021) assert that transformational leaders can create an inspiring work environment that supports individual growth, thereby motivating employees to perform beyond expected standards. Furthermore, their findings indicate that the moral values and trust cultivated by leaders play a crucial role in fostering employee loyalty and responsibility toward work outcomes. (Azmy & Perkasa, 2024).

The relationship between transformational leadership and performance is further reinforced by Organizational Citizenship Behavior (OCB) as an effective mediator. OCB serves as a social mechanism that channels leadership's influence on work outcomes by enhancing team collaboration, fostering solidarity, and strengthening employees' sense of ownership of the organization. (Azmy & Perkasa, 2024) confirm that employees who exhibit extra-role behaviors are more likely to achieve superior work outcomes, as they act not only for personal gain but also for the organization's collective success. The combination of transformational leadership and OCB creates a synergy that enhances overall organizational performance. (Evitasaki & Thoyib, 2023). Leaders who inspire and attend to employee well-being create a work environment conducive to collaboration and innovation. Meanwhile, employees exhibiting OCB facilitate smoother operational processes and strengthen interpersonal relationships among organizational members. Consequently, employee performance is not only a reflection of individual efficiency but also the outcome of visionary leadership, a participatory organizational culture, and constructive social behaviors within the structure of a family-owned enterprise. (Kang & Hwang, 2023).

Transformational leadership has long been identified as a key factor driving the emergence of Organizational Citizenship Behavior (OCB). Leaders who demonstrate inspiration, individualized consideration, and moral exemplarity can cultivate trust and emotional attachment among employees, ultimately motivating them to engage in behaviors that go beyond their formal roles. (Mazzetti et al., 2022). Meynhardt et al, (2020) emphasizes that transformational leadership strengthens OCB by enhancing employees' trust in and commitment to organizational values. Dedic et al, (2022) found that leaders with inspirational and supportive characteristics can trigger work engagement that consistently leads to extra-role behaviors. In the context of family-owned enterprises such as PT Agung Satriya Abadi, this leadership style strengthens interpersonal relationships and employee loyalty toward both the leader and the organization. Accordingly, the first hypothesis is formulated as follows:

H<sub>1</sub>: Transformational leadership positively influences Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors that enhance organizational effectiveness through collaboration, social responsibility, and concern for the work environment (Organ, 1988). (2023) emphasizes that OCB enhances individual productivity by fostering team synergy and reducing workplace conflicts. Meanwhile, Gui et al (2020) demonstrate that extra-role behaviors serve as a foundation for enhancing

operational effectiveness and innovation within small and medium-sized enterprises. In the context of family-owned companies such as PT X, where social relationships and emotional closeness are integral to organizational culture, OCB plays a crucial role in fostering social cohesion and improving work outcomes. Accordingly, the second hypothesis is formulated as follows:

H<sub>2</sub>: Organizational Citizenship Behavior (OCB) positively influences employee performance.

Employee performance is often influenced by the quality of leadership practiced within an organization. Transformational leaders play a pivotal role in creating a work environment that is inspiring and meaningful, thereby enhancing employees' intrinsic motivation. (Marnoto et al., 2024). Nasra, (2020) found that transformational leadership significantly impacts employee performance by enhancing commitment and self-efficacy. Groves, (2020) emphasizes that transformational leadership reinforces learning and innovation orientation, which directly impacts organizational performance. In the context of PT ASA, leaders who integrate family values with a professional orientation tend to cultivate a collective work spirit and enhance employee productivity. Accordingly, the third hypothesis is formulated as follows:

H<sub>3</sub>: Transformational leadership positively influences employee performance.

Several studies indicate that the relationship between transformational leadership and employee performance is not only direct but also mediated by Organizational Citizenship Behavior (OCB). Lee et al, (2024), found the mediation occurs when the effect of an independent variable on a dependent variable is transmitted through an intervening variable. In this case, transformational leadership fosters OCB by enhancing employees' trust, perceptions of fairness, and emotional engagement. (Abdullahi et al., 2020). These extra-role behaviors subsequently contribute to improved work effectiveness and overall organizational performance. (Virgiawan, 2021). At PT ASA, leaders who inspire and attend to employee well-being are likely to encourage voluntary behaviors that enhance overall organizational performance. Accordingly, the fourth hypothesis is formulated as follows:

H<sub>4</sub>: Organizational Citizenship Behavior (OCB) mediates the relationship between transformational leadership and employee performance

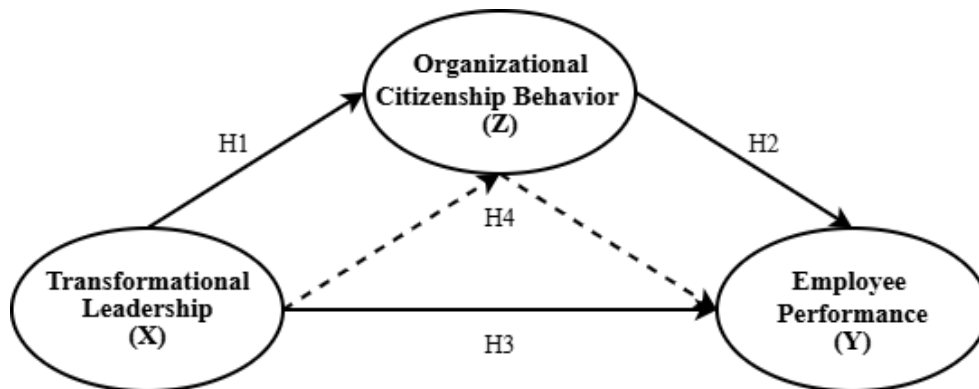


Figure 1. Conceptual Framework

The conceptual model of this study is developed based on the four previously formulated hypotheses. Theoretically, the model posits that transformational leadership directly influences Organizational Citizenship Behavior (OCB) and employee performance (H1 and H3), and that OCB also directly influences employee performance (H2). Moreover, OCB is proposed as a mediating variable that channels the effect of transformational leadership on employee performance (H4). In this framework, OCB functions as a pivotal mechanism through which transformational leadership translates into individual work outcomes. Transformational leaders enhance performance not only directly via inspiration, motivation, and empowerment but also indirectly by fostering voluntary behaviors that promote organizational effectiveness. In family-owned enterprises such as PT Agung Satriya Abadi (PT ASA), OCB reflects loyalty and social responsibility rooted in family values, trust, and a sense of belonging to the organization.

The model further underscores that the effectiveness of transformational leadership in improving employee performance relies not only on the leader's ability to provide direction and serve as a role model but also on their capacity to cultivate collective behaviors that strengthen social cohesion and organizational sustainability. The interrelationships among transformational leadership, OCB, and employee performance illustrate an integrated system of organizational behavior, wherein these variables interact dynamically and collectively contribute to the competitive advantage of family-owned enterprises.

## METHOD

PT Agung Satriya Abadi is a family-owned enterprise operating in the mining and logistics sectors in East Java, Indonesia. The company has grown from a small-scale family business into a structured organization with a formal management system grounded in family values. The involvement of both the founding and succeeding generations makes this company a compelling case for examining transformational leadership, particularly in relation to Organizational Citizenship Behavior (OCB) and employee performance. This study employs a quantitative approach, utilizing structured questionnaires as the primary data collection instrument. Given the relatively small and homogeneous population, a census sampling (total sampling) technique was applied, in which all 100 permanent employees of PT Agung Satriya Abadi served as respondents. This approach was selected to ensure that the data accurately reflect the company's factual conditions without sampling bias. According to (2014), this technique is appropriately applied in organizations with a limited population, yet requires full representation of all analytical units.

The research questionnaire was developed entirely in Indonesian to ensure a uniform understanding among respondents with diverse educational backgrounds and professional experiences. Prior to full-scale distribution, a pilot test involving 15 employees excluded from the main analysis was conducted to evaluate item clarity, meaning consistency, and response stability. The results indicated that all items achieved a Cronbach's alpha coefficient exceeding 0.70, signifying a satisfactory level of internal consistency (Hair *et al.*, 2021). Following the confirmation of instrument reliability, the questionnaires were administered directly to all employees through face-to-face engagement to minimize response errors and enhance participation rates. Out of the 100 distributed questionnaires, all were fully completed and deemed suitable for analysis, yielding a 100 percent response rate. This outcome reflects a strong commitment and high enthusiasm among employees toward organizational development efforts and the enhancement of leadership quality.

Demographically, 70 percent of respondents were male and 30 percent female, reflecting the typical workforce composition in the mining sector, which remains male-dominated. However, female participation has been progressively increasing in administrative and technical roles. In terms of age distribution, 37 percent of employees were between 20 and 30 years old, 40 percent between 31 and 40 years old, 17 percent between 41 and 50 years old, and 6 percent above 50 years old, indicating a relatively young and productive workforce. Regarding educational background, 39 percent of respondents held a bachelor's degree, 33 percent were high school or vocational graduates, 18 percent held a diploma, and 10 percent possessed a postgraduate qualification, demonstrating the educational diversity that strengthens organizational learning processes.

By job position, 27 percent of employees were in field operational roles, 49 percent in middle-level technical and administrative positions, and 24 percent in supervisory or managerial positions. This structure illustrates a lean yet coordinated hierarchy, in which interaction between leaders and employees occurs openly and communicatively. In terms of tenure, 20 percent of employees had worked for less than two years, 43 percent for two to five years, 25 percent for six to ten years, and 12 percent for more than ten years. This composition reflects a balanced blend of new employees who are adaptive to change and senior employees who preserve the continuity of organizational values.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is considered suitable for testing latent variable relationships in studies with relatively small sample sizes. (Hair *et al.*, 2021). This method was selected for its ability to handle mediation models and its non-reliance on normally distributed data. The analysis was conducted in two stages: first, the measurement model was tested to assess the convergent and discriminant validity of each construct; and second, the structural model was tested to examine the direct and indirect effects among transformational leadership, organizational citizenship behavior, and employee performance.

Through this approach, the study aims to provide a comprehensive empirical understanding of how transformational leadership is implemented within family-owned mining companies and how it shapes organizational citizenship behavior and enhances employee performance. Beyond its theoretical contribution to enriching the organizational behavior literature, this study also offers practical implications for family business management in Indonesia, particularly in developing leadership models grounded in values, learning, and sustainability.

## RESULT

### Respondent Characteristic

This research was conducted by distributing structured questionnaires directly to employees of PT X, a family-owned mining company in East Java. The instrument consisted of a series of standardized statements designed to measure transformational leadership, organizational citizenship behavior, and employee performance. The sample comprised all 100 permanent employees of the company, applying a total sampling technique to ensure comprehensive representation of the organizational population. This approach was employed to obtain accurate insights from employees directly involved in daily operations and with sufficient organizational experience to provide reliable evaluations of leadership practices and work-related behaviors within the company.

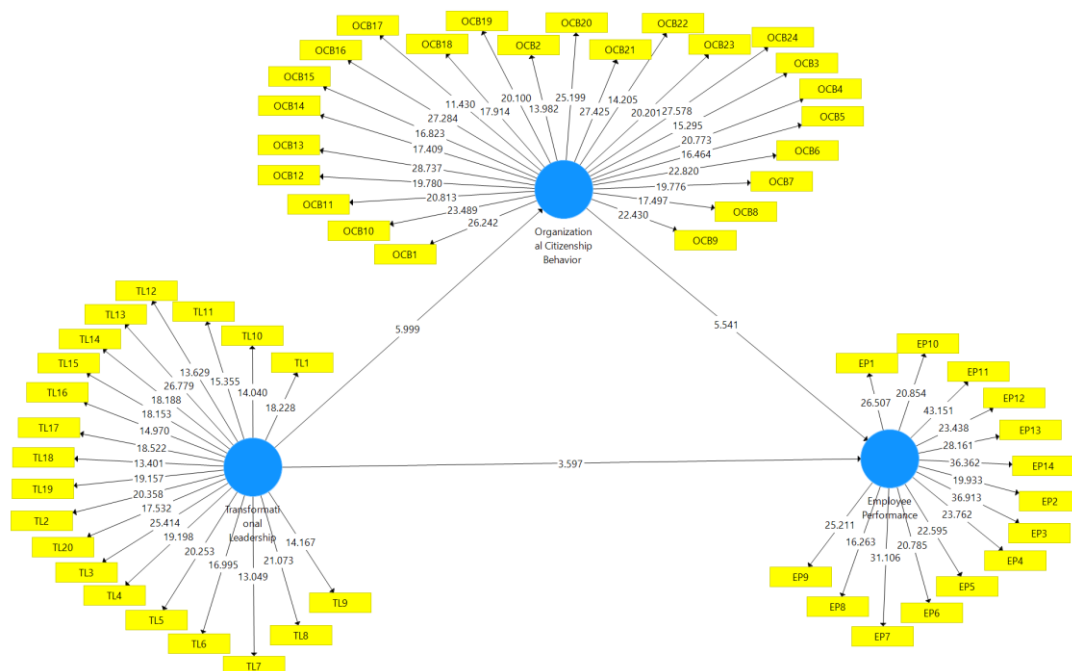
**Table 1.** Respondent Demographic Profile

Category	Classification	Frequency	Percentage (%)
Gender	Male	70	70%
	Female	30	30%
Age	20–30 years	43	43%
	31–40 years	32	32%
	41–50 years	21	21%
	> 50 years	4	4%
Education Level	Senior High School / Vocational School	31	31%
	Diploma	13	13%
	Bachelor’s Degree	46	46%
	Postgraduate Degree	10	10%
Position	Field Operations	26	26%
	Supervisory / Managerial	20	20%
	Technical / Administrative (Middle Level)	54	54%

Table 1 shows that the majority of respondents were male (70%), reflecting the typical workforce composition in the mining sector. Most employees were within the productive age range of 20–40 years (75%), indicating a relatively young and active workforce. In terms of education, 46% held a bachelor’s degree, while the remainder possessed senior high school, diploma, or postgraduate qualifications, suggesting a diverse yet adequately qualified human capital structure. Regarding position, most respondents occupied technical or middle-level administrative roles (54%), followed by field operations (26%) and supervisory/managerial positions (20%). Overall, the demographic distribution indicates that the sample represents various hierarchical levels and educational backgrounds within PT X, thereby supporting the credibility of the study’s findings.

**Measurement Model**

The evaluation of the measurement model was conducted to ensure that each indicator in this study adequately measures its respective latent construct validly and reliably. In the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach, the assessment of the outer model for reflective constructs includes evaluating convergent validity, discriminant validity, and construct reliability (Hair et al., 2019). The SmartPLS analysis yielded the measurement model shown in Figure 2 below.



**Figure 2.** Measurement Model

**Convergent Validity**

Convergent validity was assessed by examining the outer loading values of each indicator and the Average Variance Extracted (AVE) for every latent construct. According to Hair et al. (2021), indicator loadings above

0.70 are considered ideal, although values between 0.60 and 0.70 are still acceptable in exploratory or social science research, provided that the construct's AVE exceeds 0.50.

**Table 2.** Convergent Validity

Variable	Indicator	AVE	Loading Factor
Transformational Leadership	TL1	0.566	0.708
	TL2		0.775
	TL3		0.815
	TL4		0.783
	TL5		0.769
	TL6		0.736
	TL7		0.699
	TL8		0.784
	TL9		0.717
	TL10		0.712
	TL11		0.736
	TL12		0.723
	TL13		0.810
	TL14		0.764
	TL15		0.766
	TL16		0.763
	TL17		0.766
	TL18		0.690
	TL19		0.764
	TL20		0.758
Organizational Citizenship Behavior (OCB)	OCB1	0.615	0.818
	OCB2		0.715
	OCB3		0.772
	OCB4		0.781
	OCB5		0.772
	OCB6		0.803
	OCB7		0.771
	OCB8		0.728
	OCB9		0.798
	OCB10		0.770
	OCB11		0.785
	OCB12		0.790
	OCB13		0.834
	OCB14		0.776
	OCB15		0.768
	OCB16		0.830
	OCB17		0.709
	OCB18		0.780
	OCB19		0.772
	OCB20		0.823
	OCB21		0.838
	OCB22		0.760
	OCB23		0.794
	OCB24		0.810
Employee Performance	EP1	0.681	0.846
	EP2		0.795
	EP3		0.857
	EP4		0.832
	EP5		0.790
	EP6		0.813
	EP7		0.858
	EP8		0.766
	EP9		0.824
	EP10		0.785

Variable	Indicator	AVE	Loading Factor
	EP11		0.872
	EP12		0.815
	EP13		0.835
	EP14		0.859

For the Transformational Leadership construct, the loading factors ranged from 0.690 to 0.815. Although two indicators (TL7 = 0.699 and TL18 = 0.690) were slightly below the recommended threshold of 0.70, their values remained close to the acceptable limit. They were retained because the overall AVE value for Transformational Leadership was 0.566, exceeding the minimum requirement of 0.50. This indicates that more than 56% of the variance in the indicators is explained by the latent construct, thereby supporting convergent validity.

For Organizational Citizenship Behavior (OCB), all indicator loadings ranged from 0.709 to 0.838, exceeding the recommended threshold of 0.70. The AVE value of 0.615 further confirms that the construct explains over 61% of the variance of its indicators, demonstrating strong convergent validity. Similarly, the Employee Performance construct showed loading values between 0.766 and 0.872, all well above 0.70, with an AVE of 0.681. This indicates that approximately 68% of the variance in the indicators is captured by the latent variable, reflecting a high level of convergent validity.

Overall, since all constructs achieved AVE values above 0.50 and the majority of indicator loadings exceeded 0.70, the measurement model satisfies the criteria for convergent validity. These results confirm that the indicators adequately represent their respective latent constructs and are suitable for subsequent structural model analysis.

### ***Discriminant Validity***

Discriminant validity was assessed using the Fornell–Larcker criterion, which requires that the square root of the Average Variance Extracted (AVE) for each construct be greater than its correlations with other constructs in the model. (Hair et al, 2021). This criterion ensures that a latent variable shares more variance with its own indicators than with other constructs.

**Table 3.** Fornell–Larcker Criterion

	Transformational Leadership	Organizational Citizenship Behavior	Employee Performance
Transformational Leadership	0.753		
Organizational Citizenship Behavior	0.492	0.784	
Employee Performance	0.488	0.575	0.825

The results show that the square root of AVE for Transformational Leadership (TL) is 0.753, which is higher than its correlations with Organizational Citizenship Behavior (OCB) (0.492) and Employee Performance (EP) (0.488). Similarly, the square root of AVE for OCB is 0.784, exceeding its correlations with TL (0.492) and EP (0.575). Furthermore, the square root of the AVE for Employee Performance is 0.825, which exceeds its correlations with TL (0.488) and OCB (0.575).

These findings indicate that each construct shows stronger internal associations with its own indicators than with those of other constructs in the model. Therefore, based on the Fornell–Larcker criterion, discriminant validity is established. This confirms that Transformational Leadership, Organizational Citizenship Behavior, and Employee Performance are empirically distinct constructs and adequately capture different conceptual domains within the research framework. The discriminant validity results further reinforce the robustness of the measurement model prior to structural model assessment.

### ***Reliability Test***

Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR) to evaluate the internal consistency of each construct. According to Hair et al. (2021), values above 0.70 indicate satisfactory reliability, while values above 0.90 suggest excellent internal consistency.

**Table 4.** Reliability Test Result

	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.960	0.963
Organizational Citizenship Behavior	0.973	0.975
Employee Performance	0.964	0.968

The results show that Transformational Leadership had a Cronbach's Alpha of 0.960 and a Composite Reliability of 0.963. Organizational Citizenship Behavior (OCB) demonstrated a Cronbach's Alpha of 0.973 and a Composite Reliability of 0.975. Meanwhile, Employee Performance recorded a Cronbach's Alpha of 0.964 and a Composite Reliability of 0.968. All values substantially exceed the recommended threshold of 0.70, indicating a high level of internal consistency across all constructs.

The close similarity between Cronbach's Alpha and Composite Reliability values further suggests measurement stability and consistency among the indicators within each construct. Although reliability coefficients above 0.95 may sometimes indicate item redundancy, the strong convergent validity results and acceptable loading distribution confirm that the indicators collectively measure their intended constructs without compromising construct validity. Therefore, the measurement model demonstrates robust reliability and is appropriate for subsequent structural model analysis.

## Structural Model

After confirming the adequacy of the measurement model in terms of validity and reliability, the next step was to evaluate the structural model to examine the hypothesized relationships among the latent constructs. The structural model assessment aims to determine the model's explanatory power using the coefficient of determination ( $R^2$ ) and to test the significance and strength of the direct and indirect relationships among Transformational Leadership, Organizational Citizenship Behavior, and Employee Performance. This stage is essential to verify whether the proposed theoretical framework is empirically supported and to assess the extent to which transformational leadership influences employee performance both directly and indirectly through the mediating role of Organizational Citizenship Behavior.

### R Square

After establishing the validity and reliability of the measurement model, the structural model was evaluated to assess the explanatory power of the proposed relationships among constructs. The coefficient of determination ( $R^2$ ) was used to examine the extent to which endogenous variables are explained by their respective exogenous predictors. In Partial Least Squares Structural Equation Modeling (PLS-SEM),  $R^2$  values of 0.25, 0.50, and 0.75 are generally interpreted as weak, moderate, and substantial, respectively (Hair et al., 2021).

**Table 5.** R-Square Result

	R Square	R Square Adjusted
Employee Performance	0.386	0.373
Organizational Citizenship Behavior (OCB)	0.242	0.234

The results indicate that Organizational Citizenship Behavior (OCB) has an  $R^2$  value of 0.242 (Adjusted  $R^2 = 0.234$ ), meaning that Transformational Leadership explains approximately 24.2% of the variance in OCB. This value falls within the weak-to-moderate range, suggesting that while transformational leadership plays a meaningful role in shaping extra-role behaviors, other factors not included in the model may also contribute to the development of OCB within the organization. Meanwhile, Employee Performance demonstrates an  $R^2$  value of 0.386 (Adjusted  $R^2 = 0.373$ ), indicating that Transformational Leadership and Organizational Citizenship Behavior jointly explain approximately 38.6% of the variance in employee performance. This value indicates moderate explanatory power, suggesting that the proposed model provides a reasonably strong explanation of performance outcomes for a family-owned mining company. Overall, the  $R^2$  results support the structural model's adequacy in explaining the endogenous constructs and indicate opportunities to incorporate additional predictive variables in future research.

### Hypothesis Test

The hypothesis testing was conducted using bootstrapping procedures in PLS-SEM to evaluate the significance of both direct and indirect effects. The results indicate that all proposed relationships in the model are positive and statistically significant, as evidenced by t-statistics exceeding the critical value of 1.96 and p-values below 0.05.

From Table 6, Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior ( $\beta = 0.492$ ;  $t = 6.049$ ;  $p < 0.001$ ). This finding supports H1 and indicates that stronger transformational leadership practices are associated with higher levels of extra-role behaviors among employees. The relatively high coefficient suggests that leadership plays a substantial role in shaping employees' discretionary behaviors within the organization. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance ( $\beta = 0.442$ ;  $t = 5.814$ ;  $p < 0.001$ ), supporting H2. This result implies that employees who demonstrate higher levels of voluntary and cooperative behavior tend to achieve better performance outcomes. The strength of this coefficient also indicates that OCB is an important behavioral predictor of performance within the company. Transformational Leadership directly influences Employee Performance ( $\beta = 0.270$ ;  $t = 3.731$ ;  $p <$

0.001), confirming H3. Although the magnitude of this direct effect is smaller than the effect of OCB on performance, it remains statistically significant, indicating that leadership contributes to performance both independently and through other mechanisms.

**Table 6.** Hypothesis Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transformational Leadership -> Organizational Citizenship Behavior	0.492	0.508	0.082	5.999	0.000
Organizational Citizenship Behavior -> Employee Performance	0.442	0.443	0.080	5.541	0.000
Transformational Leadership -> Employee Performance	0.270	0.277	0.075	3.597	0.000
Transformational Leadership -> Organizational Citizenship Behavior -> Employee Performance	0.217	0.223	0.047	4.592	0.000

The indirect effect of Transformational Leadership on Employee Performance through Organizational Citizenship Behavior is also positive and significant ( $\beta = 0.217$ ;  $t = 4.415$ ;  $p < 0.001$ ), supporting H4. Since both the direct effect (TL  $\rightarrow$  EP) and the indirect effect (TL  $\rightarrow$  OCB  $\rightarrow$  EP) are significant, Organizational Citizenship Behavior functions as a partial mediator in the relationship between transformational leadership and employee performance. This finding suggests that transformational leadership enhances performance not only directly but also indirectly by fostering constructive extra-role behaviors that translate leadership influence into measurable work outcomes. Overall, the hypothesis testing results provide empirical support for the proposed structural model and confirm the mediating role of Organizational Citizenship Behavior within the leadership–performance relationship.

## DISCUSSION

### The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results of this study reveal that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). This finding aligns with the perspectives of Mazzetti et al. (2022) and Atatsi et al. (2020), who emphasize that leaders with transformational characteristics can foster OCB through inspiration, moral exemplarity, and individualized consideration toward subordinates. Leaders who articulate a compelling vision and demonstrate integrity tend to cultivate trust and emotional attachment, which subsequently encourage employees to engage in voluntary behaviors beyond their formal job responsibilities.

In the context of PT X, family leaders play a role that extends beyond decision-making; they also serve as moral compasses, instilling values of cooperation, honesty, and social responsibility among employees. This result further supports the findings of Kayaalp et al. (2021), which indicate that value-oriented and democratic leadership strengthens participation and collective awareness within organizations. Transformational leadership at PT X fosters a trust-based and open work environment, which, according to Qiu and Dooley (2022), constitutes the essence of psychological safety. Such an environment nurtures voluntary behaviors such as helping colleagues, safeguarding the organization's reputation, and adhering to corporate values without structural coercion.

Thus, transformational leadership serves a dual role as a strategic navigator and a moral guardian of the organization. This duality is particularly relevant in the context of family-owned enterprises, where social harmony, trust, and familial values form the pillars of intergenerational business continuity (Hapsari et al., 2021; Amegayibor, 2021). The findings therefore reinforce the argument that transformational leadership is not merely a managerial approach, but a relational and value-based mechanism that strengthens extra-role behavior within family firms.

### The Influence of Organizational Citizenship Behavior on Employee Performance

The findings indicate that Organizational Citizenship Behavior (OCB) has a positive and significant influence on employee performance. This result is consistent with Mahmud et al. (2022), who emphasize that extra-role behavior enhances organizational effectiveness by fostering work synergy and minimizing interpersonal conflict. When employees voluntarily contribute beyond their formal responsibilities, they help create a cooperative environment that supports smoother coordination and improved collective outcomes.

In the context of PT X, OCB is reflected in employees' willingness to take initiative beyond their job descriptions, assist colleagues in completing field projects, and maintain interdepartmental harmony. Such behaviors demonstrate that OCB is not merely a spontaneous action but represents affective commitment grounded in shared values of trust and social responsibility (Ribeiro et al., 2022). As noted by Budur (2020), extra-

role behaviors serve as a bridge between moral values and sustainable organizational outcomes, indicating that a strong sense of organizational ownership translates into greater performance contributions.

Conceptually, OCB functions as a form of social capital that strengthens coordination, enhances work efficiency, and facilitates adaptation to dynamic business environments. Within a family-owned enterprise, these behaviors reinforce solidarity and a deep sense of belonging rooted in familial values (Riadi et al., 2025). Consequently, OCB not only contributes to performance improvement but also sustains a culture of mutual support, integrity, and collective growth that underpins PT X's long-term continuity.

### **The Influence of Transformational Leadership on Employee Performance**

The findings indicate that transformational leadership exerts a direct and significant influence on employee performance. This result supports the arguments of Nasra (2020) and Groves (2020), who emphasize that transformational leaders enhance performance by strengthening intrinsic motivation, self-efficacy, and a continuous learning orientation. Leaders who provide inspiration and intellectual stimulation create conditions that encourage employees to exceed formal expectations and contribute more effectively to organizational objectives.

In the context of PT X, transformational leaders cultivate a work environment that emphasizes not only productivity but also value awareness, in which individual achievements are viewed as part of collective success. This leadership pattern aligns with Virgiawan (2021), who argues that value-based leadership strengthens affective commitment and employees' identification with organizational goals. By embedding shared values into daily managerial practices, leaders foster a sense of purpose that reinforces both individual effort and organizational cohesion.

Within a family-owned enterprise, the emotional bond between leaders and employees becomes an additional source of moral strength that is less prevalent in non-family organizations (Palalic & Mhamed, 2020). Consequently, transformational leadership functions not merely as a managerial approach but as a socio-cultural mechanism that sustains organizational resilience and intergenerational continuity. This dual role highlights the importance of leadership in maintaining performance outcomes and preserving foundational values within PT X.

### **The Mediating Role of Organizational Citizenship Behavior**

The findings demonstrate that Organizational Citizenship Behavior (OCB) mediates the relationship between transformational leadership and employee performance, indicating that leadership influences performance both directly and indirectly through the development of extra-role behaviors. This mechanism reinforces the argument of Abdullahi et al. (2020) and Raziq et al. (2025), who emphasize that trust in leadership constitutes a fundamental condition for the emergence of voluntary behaviors that enhance work effectiveness. When leaders inspire, support, and demonstrate integrity, employees are more likely to internalize organizational values and translate them into constructive behavioral contributions.

In the context of PT X, transformational leaders cultivate loyalty and emotional attachment to the organization, which employees subsequently express through active participation, initiative, and social concern. This aligns with Evitasari and Thoyib (2023), who demonstrate that affective engagement strengthens the linkage between leadership practices and performance outcomes. Rather than responding solely to formal instructions, employees engage in discretionary actions that reinforce cooperation and operational efficiency, thereby amplifying leadership's overall impact on performance.

Accordingly, OCB functions as a social transmission mechanism that channels leadership values into employees' daily productive behaviors. Theoretically, this finding extends the understanding that the effectiveness of transformational leadership in improving performance is not limited to direct managerial influence but also depends on its ability to cultivate a social ecosystem characterized by collaboration, empathy, and moral responsibility (Waskito & Linansya, 2023). Within a family-owned enterprise such as PT X, this mediating process highlights how shared values and relational trust transform inspirational leadership into sustainable organizational outcomes.

## **CONCLUSION**

This study aimed to examine the influence of transformational leadership on employee performance, with Organizational Citizenship Behavior (OCB) positioned as a mediating variable within a family-owned mining enterprise. The findings provide empirical support for all proposed hypotheses and confirm the robustness of the structural model. First, transformational leadership was found to positively influence Organizational Citizenship Behavior, indicating that leadership characterized by inspiration, moral exemplarity, and individualized consideration effectively encourages employees to engage in voluntary extra-role behaviors. In the context of a family-owned company such as PT X, this suggests that leadership not only directs performance but also shapes the relational climate and the internalization of values that foster discretionary cooperation and mutual support among employees.

Organizational Citizenship Behavior has been shown to influence employee performance positively. This finding demonstrates that extra-role behaviors, such as helping a colleague, maintaining harmony, and demonstrating initiative, contribute meaningfully to both individual and collective work outcomes. Within family firms, where shared values and relational trust are central, OCB strengthens coordination, enhances efficiency, and reinforces social cohesion, thereby supporting sustainable performance. Third, transformational leadership was also found to have a direct positive influence on employee performance, confirming that leadership practices rooted in vision, motivation, and empowerment directly enhance employees' work effectiveness.

Most importantly, the results confirm that Organizational Citizenship Behavior partially mediates the relationship between transformational leadership and employee performance. This indicates that leadership improves performance not only through direct managerial influence but also indirectly by fostering constructive social behaviors among employees. In family-owned enterprises, this mediating mechanism highlights how leadership values are translated into daily productive actions through trust, solidarity, and affective commitment. Overall, the study underscores that transformational leadership serves both as a strategic managerial approach and a socio-cultural foundation that supports organizational resilience, intergenerational continuity, and long-term sustainability in family firms.

### Declaration of generative AI in scientific writing

During the preparation of this manuscript, the authors utilized ChatGPT as a language-support tool to improve clarity, coherence, and grammatical accuracy. The tool was used solely for refining language and structure, without influencing the study design, data analysis, interpretation of results, or substantive intellectual content. All outputs generated by the AI were carefully reviewed, revised, and validated by the authors. The authors take full responsibility for the integrity, accuracy, and originality of the final published work.

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