



Transformational leadership and organizational citizenship behavior: Moderating organizational trust

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ABSTRACT

Human factors are critical in society's social, economic, and political development, as well as the effectiveness and efficiency of organizations. In addition, for organizations to succeed in changing conditions, they need employees who are willing to contribute to the effectiveness and development of the organization beyond what is expected without being limited to formal job descriptions. Organizational citizenship behavior is needed to achieve this. This study examines how transformational leadership can affect organizational citizenship behavior moderated by organizational trust. The method used in this research is the PLS-SEM approach, with a total sample of 165 respondents. This study found that transformational leadership can positively and significantly affect organizational citizenship behavior, but organizational trust cannot have a significant effect.

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1. INTRODUCTION

The rapid changes due to the rapid spread of information with globalization lead to changes in living conditions. Organizations can adapt to these changes to maintain their existence, make a difference against their competitors, and be effective and efficient. This is made possible by presenting employees whose talents and creativity are used in the best way, who aim at the goals, values, and objectives of the organization, who are managed effectively, who have high individual performance and productivity, and who have high morale and motivation (Chaidir et al., 2023; Wahyudi, 2021).

In recent years, several researchers have presented the effects of citizenship behavior on organizational and individual success. Even the fact that the effects of organizational citizenship behavior are considered necessary in managerial performance evaluation, salary increase, and promotion decisions increases the importance of this issue (Adil et al., 2023; Kaur & Kang, 2023; Organ, 2018; Wahyudi, Bahrudin, et al., 2022). In addition, organizational citizenship behavior reflects the extent to which employees want to be involved in that organization or their genuine enthusiasm for how much they want to stay away from the organization (Rurkkhum & Bartlett, 2012; Schwarz et al., 2023). Organizational citizenship behavior consists of roles that include being polite and helpful. This concept includes extra-role behaviors that employees

perform voluntarily outside the formal job description. Citizenship is defined as being born, growing up or living somewhere, and having a connection with any country. Organizational citizenship includes the feelings and behaviors that an employee must have for the organization to survive (P. M. Podsakoff et al., 2000). The fact that employees accept themselves as members of the company and adjust their performance accordingly will result in significant benefits for both the employee and the business. Organizational citizenship behavior arises from personal and psychological factors such as organizational commitment, job satisfaction, perceived organizational justice, organizational trust, and leadership (de Geus et al., 2020; LePine et al., 2002; N. P. Podsakoff et al., 2014).

Leadership has been a topic that has been discussed and researched for as long as there have been people living together from the past to the present. Bennis (2009), in his book entitled “*On Becoming a Leader*” defines leadership as similar to beauty, difficult to define, but recognizable and visible. Some approaches can produce good leaders, while others can produce poor leadership. According to this situation, it can be said that there is no specific leadership standard. However, more than that, leadership style determines how much benefit and value a good and effective leader will create in the world of work. Leadership is about inspiring and guiding others. In this sense, in addition to being the driving force of my change work with the organization, when problems are encountered, it is to solve the problems encountered. Leadership can be defined as creating an effective, adequate, and dynamic organization by incorporating the values, norms, and ideals of the organization in the personality of employees while making the organization more effective. Leaders play a creative and initiating role in ensuring that the organization lives and develops in line with its goals (Puspitasari et al., 2022). Leaders are people who make critical decisions, not everyday ones. Leadership aims to see the future to set compelling visions and goals for the organization's future, and it involves mobilizing people to realize these. Leadership style is essential for creating, managing, and influencing people or groups in specific situations, times, and circumstances to mobilize them to achieve specific goals. For this reason, leadership style, primarily transformational leadership, has become an important topic to investigate (Alhamidi, 2022; Deng et al., 2022; Ytterstad & Olaisen, 2023).

Transformational leadership is a process that involves supporting and motivating employees to meet their own needs and expectations in line with organizational goals. Transformative leaders help employees enhance the interests of the group, team, organization, and society beyond their interests (Bakker et al., 2023; Ytterstad & Olaisen, 2023). In both Burns (1978) dimensional structure approach and Bass (1985), complementary structure approach, which deal with leadership from different perspectives, transformational leadership is considered the opposite of interactional leadership. Research by Bass et al. (2003) has shown that transformational leadership should be defined through the effect leaders have on their employees and the behaviors used to achieve that effect. The definition of transformational leadership is that employees are motivated to do better and more than they could unite to have a common goal, increase their desire, or do more than they are capable of (Siangchokyoo et al., 2020). As seen in the definition, it is accepted that the transformational leadership approach has an active role in the leadership literature. Since the emergence of the concept, transformational leadership has been regarded as a practical and effective leadership type, favored and adopted by researchers and authors. In addition, most studies show that transformational leadership behaviors are positively related to indicators of leadership effectiveness, such as subordinate satisfaction, motivation, and performance. Most of the research on transformational leaders is based on the MLQ survey developed by Bass & Avolio (2004), which is quantitative research that only defines leadership with the help of interviews. It has also been used in transformational leadership studies. Some studies mention that transformational leadership can positively

and significantly affect organizational citizenship behavior (Khalili, 2017; Y. H. Lee et al., 2018; Pattnaik & Sahoo, 2021).

Organizational trust is people's certainty towards practices that will affect the organization in risky situations. In organizational trust, in line with the creativity and cooperation of organizational members, trust in that organization becomes very important. Trust has flourished and contributed to transparency in organizations (Ismail et al., 2023; Seppänen et al., 2007; Verburg et al., 2018). Trust in organizations is essential for organizations to set up more successful business relationships. Implications and benefits in this research, If the climate of trust in the organization is shaken, it can lead to conflicts and business relationships. In another sense, trust in employees in the organization can be a moderation between transformational leadership and organizational citizenship behavior. If the interaction of employees and managers in the organization is positive and a climate of trust is created, the trust of employees in the organization is also guaranteed. Because employee trust in the manager and trust in the organization are similar. Employees can decide whether to trust or distrust the organization based on the manager's attitude and behavior. Therefore, the interaction of employees and managers is significant for the continuity and success of the organization. Although trust in the manager and trust in the organization are fundamentally different concepts, they show similarities.

2. RESEARCH METHOD

The research uses the causality method with the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The use of PLS-SEM is because it can provide convenience in complex research, especially in human resource management research (Legate et al., 2023; Wahyudi, Rozi, et al., 2022). This research was conducted at PT Lung Cheong Brothers Industrial in the production section, with a total sample of 165 respondents (33 indicators x 5) (Ferdinand, 2014; Memon et al., 2020). The transformational leadership (TL) variable refers to the Multifactor Leadership Questionnaire (MLQ) measure with a total of twenty items (Bass & Avolio, 2004), on the Organizational Citizenship Behaviour (OCB) variable, the parameters used are referring to (Y. H. Lee et al., 2018) as many as eight items, then on the Organisational Trust (OT) variable referring to (Tan & Lim, 2009) by recommending five items in measuring OT. Items were measured on a five-point Likert scale from 1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree to 5 = strongly agree.

The data collection method used is a questionnaire distributed directly to respondents. The questionnaire the respondent has filled out is then returned to the researcher and processed using the SmartPLS software tool. SmartPLS is used because it is easy for researchers to use and does not require normality testing on data (Becker et al., 2023; Hwang et al., 2023).

3. RESULTS AND DISCUSSIONS

Before hypothesis testing is carried out, the first step is to test the validity of each indicator of the variable under study and reliability testing. Validity testing refers to the recommendations of Nordin et al. (2023), which says that validity is acceptable if the results of outer loadings have a value of more than 0.40, while the value of reliability testing refers to Hair et al. (2019), which recommends the value of reliability testing is more than 0.7 while AVE must have a value of more than 0.5. The test results can be seen in Table 1.

Table 1. Outer model and inner model

Variable/Indicator	Outer Loadings		Cronbach Alpha	Composite Reliability	AVE	R-Square
	OL1	OL2				
<i>Transformational Leadership (TL)</i>			0,926	0,935	0,502	
TL1	-0,217	-				
TL2	0,030	-				
TL3	0,760	0,761				
TL4	0,636	0,632				
TL5	0,633	0,630				
TL6	0,803	0,805				
TL7	0,692	0,692				
TL8	0,755	0,755				
TL9	0,705	0,706				
TL10	0,651	0,651				
TL11	0,519	0,520				
TL12	0,680	0,681				
TL13	0,651	0,651				
TL14	0,555	0,554				
TL15	0,723	0,724				
TL16	0,574	0,576				
TL17	0,752	0,752				
TL18	0,767	0,767				
TL19	0,576	0,574				
TL20	0,548	0,549				
<i>Organizational Citizenship Behaviour (OCB)</i>			0,879	0,905	0,546	0,736
OCB1	0,748	0,748				
OCB2	0,719	0,720				
OCB3	0,821	0,821				
OCB4	0,768	0,769				
OCB5	0,775	0,775				
OCB6	0,783	0,783				
OCB7	0,711	0,711				
OCB8	0,552	0,551				
<i>Organisational Trust (OT)</i>			0,766	0,841	0,517	
OT1	0,822	0,822				
OT2	0,613	0,738				
OT3	0,760	0,613				
OT4	0,643	0,760				
OT5	0,822	0,643				

Table 1 shows the test results, OL1 means the results of the first validity test, and it can be seen that in the first validity test, there are invalid indicators, including TL1 and TL2, according to the recommendations of Nordin et al. (2023) that indicators that do not meet the validation requirements can be eliminated from the model. Therefore, researchers conducted a second test and gave acceptable validity results between 0.519-0.822. This value indicates that the validity test in the second test can be accepted as a validity requirement. Furthermore, the reliability test is seen in Cronbach's alpha and composite reliability values. It can be seen that the reliability value meets the required number of more than 0.7, and the AVE value has met the requirements. The R-Square value is 0.736, meaning that the transformational leadership and organizational trust variables contribute 73.6% to organizational citizenship behavior. In comparison, the remaining 26.4% is influenced by other variables not included in this research model. Furthermore, to see how the influence of the variables studied can be seen in Table 2.

Table 2. Bootstrapping

	Original Sample	T Statistics	P Values
<i>Direct Effect</i>			
Transformational Leadership (TL) → Organizational Citizenship Behaviour (OCB)	0,639	9,235	0,000
<i>Moderating Effect</i>			
Transformational Leadership (TL) * Organisational Trust	0,003	0,104	0,512

	Original Sample	T Statistics	P Values
(OT) → Organizational Citizenship Behaviour (OCB)			

Table 2 confirms that the direct effect of transformational leadership has a positive and significant effect on organizational citizenship behavior; this can be seen from the positive value of the original sample of 0.639 while being significant as seen from the T-statistic of 9.235 (>1.96) and P Values of 0.000 (<0.05). Meanwhile, the moderating effect is that organizational trust cannot significantly influence transformational leadership on organizational citizenship behavior but has a positive impact.

Organizational citizenship behaviors include behaviors that are not based on orders, provide organizational benefits, are informal, and reduce undesirable behaviors such as complaining, completing work on time, being innovative, and volunteering to help other colleagues. Many studies show that organizational citizenship behavior increases when led by transformational leadership (M. C. C. Lee et al., 2023; Li et al., 2023; Nohe & Hertel, 2017). A leader clarifies the everyday thoughts and desires his followers feel, puts them forward as an adoptable goal, and activates the potential power of his followers around a goal. More so about how transformational leadership becomes fundamental in managing organizations by bringing a new dimension to the understanding of leadership, Burns invites researchers to an approach to leadership that aims at a common goal believed and understood by leader-followers rather than being leader-oriented. According to this understanding, leaders should be leaders who care about the value judgments of their followers. Transformational leaders change the value judgments, needs, and beliefs of those who follow them (Bass, 1985). By motivating their followers, they ensure that they do more than expected. They do this by raising their followers' awareness, making them think about the interests of the group, country, or organization more than their own, and allowing followers to move up to the next level according to the hierarchy of needs.

At the same time, factors such as the organization's increasing need for flexibility and cooperation with each other, the fact that employees have become an essential position for the organization, the changing pattern of relationships with them, and the importance of teamwork in the organization reveal that goals cannot be achieved without trust in the organization. Again, it is imperative that trust, which is one of the essential elements that ensure the continuation of effective relationships, is mutually present in the organization. Although in this study, the moderating role of organizational trust did not have a significant impact, but had a positive influence. For these and similar reasons, organizational trust is essential for organizational continuity and success and needs to be examined. The concept of organizational trust is defined in different ways by many researchers. Organizational trust is the belief and support of business owners or managers to be honest with their employees and fulfill their commitments (Ismail et al., 2023; Lumineau et al., 2023; Silva et al., 2023). Therefore, for the concept of trust to be formed, it is something that arises only by feeling it, starting from the words, actions, or attitudes and behaviors of each other towards the event in the event of an event or phenomenon, and that is why the concept of trust is abstract. Since trust is a concept formed based on people and becomes meaningful, it is a primary measure in creating and maintaining individual relationships. Trust allows people to bring out the beauty and goodness within them. That is why trust is the pinnacle of human motivation. Since trust is a concept that differs from person to person and becomes meaningful according to the individual, it is necessary to handle this concept properly and evaluate it accordingly. Organizational trust is people's certainty of practices that will affect the organization in risky situations. The more an organization depends on the creativity and cooperation of its members, the more important trust is in that organization.

4. CONCLUSION

Organizational citizenship behavior is significant for the organization. Therefore, it must be adequately built by paying attention to the quality of managers in leading. This study proves that transformational leadership can increase organizational citizenship behavior in a company. On the other hand, a positive relationship between managers and employees in an organization is essential for organizational development and growth. In the past, according to the classical management approach, organizational managers aimed to establish organizational rules and organizational reliability. However, today, a manager is mainly expected to ensure complete trust in the organization. The relationship between employees and managers in the organization is essential. In the same way, the foundation of trust that employees build with managers is essential for them to improve their current position. The most important note is that managers' inconsistent behavior and words undermine credibility and negatively impact business success. The contribution of this research is that it can be a guide for stakeholders in developing employees so that they can make a significant contribution. However, this research has limitations in that it only applies to one field of work; therefore, it is recommended that the scope of research in various fields be expanded in future research.

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