The Role Of Transformational Leadership On Employee Job Satisfaction: Mediated By Organizational Citizenship Behavior

Jenette Villegas-Puyod[1*], [iD] Marut Chaisanrit[2], Simon Nnaemeka Ajah[3]

[1*]Department of Entrepreneurship and Innovation Management, Assumption University, Samut Prakan, Thailand
https://orcid.org/0000-0001-7104-6186, *E-mail: jvillegas@msme.au.edu*
[2]Department of Hotel and Tourism Management, Assumption University, Samut Prakan, Thailand
[3]Department of Entrepreneurship and Innovation Management, Assumption University, Samut Prakan, Thailand

ARTICLE INFO	ABSTRACT

This research investigates the relationship between Transformational Leadership (TL), Employee Job Satisfaction (JS), and Organizational Citizenship Behavior (OCB) within the context of educational institutions in the Philippines. The study utilized and analyzed 992 respondents and employs the Warp Partial Least Squares (PLS) 8.0 estimation method to unravel the complex relationships underlying these critical organizational dimensions. Transformational Leadership, recognized for its ability to inspire and elevate employees beyond conventional expectations, emerges as a significant predictor of employee engagement and performance. This research seeks to explore the impact of Transformational Leadership on Employee Job Satisfaction, a pivotal metric reflecting the contentment employees derive from their roles, work environment, and interactions. Organizational Citizenship Behavior, characterized by discretionary actions contributing to overall organizational efficacy, serves as a key mediator in the relationship between Transformational Leadership and Employee Job Satisfaction. This encompasses employees' proclivity to go beyond prescribed job responsibilities, highlighting the interconnectedness of leadership dynamics, employee attitudes, and behavioral tendencies. The anticipated outcomes of this study hold the potential to advance understanding within the complex relationship among these organizational dimensions in the academic setting. Moreover, the findings may have practical implications for university administrators and leaders, emphasizing the importance of cultivating Transformational Leadership attributes to foster heightened Employee Job Satisfaction, mediated through the cultivation of Organizational Citizenship Behavior. Ultimately, this research contributes valuable insights to the academic community and offers guidance for organizational leaders seeking to enhance workplace satisfaction and productivity in educational institutions.

Keywords: job satisfaction, organizational citizenship behaviour, transformational leadership style, university employees

1 INTRODUCTION

The educational sector, particularly within private universities in the Philippines, navigates a landscape characterized by both challenges and opportunities. The quest for excellence in education and the development of well-rounded graduates necessitate a workforce that is not only proficient but also content and engaged. Consequently, considering the issues that contribute to Employee Job Satisfaction within this context holds the potential to not only enhance academic institutions' work environments but also impacts the educational experience of students.

Transformational Leadership (TL), renowned for its ability to inspire, motivate, and foster innovation, stands as a pivotal force in shaping employee attitudes and behaviours (Karimi et al., 2023). Leaders who exemplify

Transformational Leadership qualities have the capacity to transcend traditional transactional interactions, igniting a meaningful aim and enthusiasm among their followers. This research seeks to explore the impact or dynamics of Transformational Leadership, as practiced within private universities in the Philippines, and it interfaces with Employee Job Satisfaction mediated by organizational citizenship behavior.

While the immediate influence of Transformational Leadership on Satisfaction of Employees is evident, a comprehensive exploration must extend to the underlying mechanisms that foster contentment and engagement. Organizational Citizenship Behavior emerges as a nuanced mediator, encompassing employees' voluntary actions that transcend their role expectations, thereby enhancing the organizational climate. These actions frequently involve aiding co-workers, surpassing expectations, and actively participating in the betterment of the organization (Hennicks et al., 2022). By mediating the correlation concerning TL and Employee Job Satisfaction, Organizational Citizenship Behavior paints a more complete picture of how leadership's impact translates into tangible outcomes.

In the pages that follow, this investigation end eavors to illuminate the connections between TL, OCB, and worker JS, shedding light on the dynamic mechanisms that drive workplace dynamics within the context of private universities in the Philippines.

2   LITERATURE REVIEW

2.1 Transformational Leadership
TL is an approach to leading that involves highly influential managers who motivate, inspire, and encourage teams to excel or achieve peak performance, thereby contributing to the future achievement of the company (Avolio et al., 1999). Bass (1995) identified four key features of transformational leaders. To start with, they guide by establishing elevated anticipations and exhibiting positive models, cultivating a sense of satisfaction, admiration, and reliance for the organization's advantage. Secondly, they motivate team members to contribute their ideas and back their educational endeavours. Thirdly, they offer assistance through mentoring and enabling staff. Finally, they proficiently convey the organization's aims to motivate subordinates to put in extra effort to attain ambitious goals.
Numerous studies have highlighted the various benefits of transformational leadership for employees, for instance, lessening exhaustion and higher satisfaction on the job done day by TL has proven to be advantageous in multiple facets. For example, Tiwari and Bhardwaj (2022) stated that the demonstration of transformational leadership by university and college presidents had a vital impact on fostering diversity and executing institutional modifications. Additionally, Morales (2022) indicated that the application of transformational leadership by school principals notably enhanced teachers' motivation for work, the efficiency of teamwork, and the general enhancement of the school environment. In moments of crisis, the significance of transformational leadership intensifies as it becomes essential in aiding subordinates to adeptly navigate the challenges that emerge. Shulga and Busser (2023) investigated the function of transformational leadership amid an organizational decline phase and determined that it cultivates the capacity for crisis management within the organizations. Especially during the unprecedented effects of COVID-19 pandemic, Baroudi (2022) discovered that the positive effects of transformational leadership attributes displayed by organizational leaders were reflected in the quality of crisis management performance demonstrated by these leaders.

2.2 Organizational Citizenship Behaviour
OCB, which stands for Organizational Citizenship Behaviour, refers to discretionary actions by individuals that are indirectly linked to the company's reward policy (Ismael et al., 2022). For instances of Organizational Citizenship Behaviour (OCB) encompass scenarios such as volunteering to aid colleagues burdened by excessive workloads, extending assistance to co-workers grappling with work-related difficulties, dedicating additional time to work without expecting additional remuneration, and relinquishing personal leisure time to provide support to both co-workers and the organization (Eslami & Taheri). The notable attributes of Organizational Citizenship Behaviour (OCB) have resulted in an expanding collection of academic works proposing that it is linked positively to employee contentment with their jobs, allegiance to the organization, heightened interpersonal reliance, and enhanced emotional state while working among staff members (Abbasi & Wan Ismail, 2023).

OCB can directly contribute to enhancing employees' job satisfaction. Existing literature has demonstrated that OCB positively impacts an organization's survival and employees' efficiency, particularly during crisis management (Hermanto & Srimulyani, 2022). For instance, Puyod and Charoensukmongkol (2021) emphasized that the presence of organizational citizenship behavior (OCB) within the workforce plays a pivotal role in empowering organizations to adeptly adjust to alterations. As organizational citizenship behavior motivates personnel to go the extra mile with their prescribed duties and voluntarily contribute to the organization Wibowo (2022), it plays a vital part in encouraging workers to set aside their own interests and collaborate with one another to address challenges and difficulties during a crisis. When employees display Organizational Citizenship Behavior (OCB), they acknowledge the significance of investing their personal time and effort to assist both

colleagues and the organization in collectively managing the challenges posed by the crisis (Kuranchie & Junior, 2021).

2.3 Satisfaction (JS)
Job satisfaction refers to the emotional orientation a person has towards their work role (Modaresnezhad et al., 2021). Researchers and scholars have provided various definitions for job satisfaction in the field of organizational research. A commonly employed description indicates that it is a positive emotional condition stemming from the assessment and encounter of work-related circumstances (Tria, 2023). Another definition states that it is related to an employee's contentment with the job's nature and supervision, regardless of whether they like the job or not (Lauring & Kubovcikova, 2022).Job satisfaction is crucial in motivating employees to achieve better results since work occupies a significant portion of their day and influences their social standing (Ampofo, 2021). Therefore, job satisfaction occupies a crucial position in the holistic welfare of employees within the organization.

In contrast, when employees face factors like working under pressure, longer and uninterrupted shifts, higher workloads, and limited rest periods, their job satisfaction may decline (Jamal et al., 2021). This is particularly evident among teachers and remote workers who may experience extended overtime hours and heavy workloads (Kumari & Tharanga, 2020). Various factors contribute to lower job satisfaction among teachers, such as the working environment, lack of relevant information, and complex policies due to the impact of crises. Moreover, unclear job descriptions and increased demands from administrators can also contribute to employees' dissatisfaction.

2.4 Hypotheses
2.4.1 Transformational Leadership on Job Satisfaction
TL refers to a deep commitment to the company and a strong dedication to succeeding a goal (Purwanto et al., 2021). Simultaneously, job satisfaction is a critical aspect that organizations must strive to achieve as it plays a significant role in shaping follower behaviour (Akdere & Egan, 2020). Several research investigations have illustrated a favourable correlation between transformational leadership and employee job satisfaction.
Transformational leadership not only reduces workplace stress but also promotes happiness among followers by prioritizing job satisfaction (Walker, 2023). Empirical research has also shown that transformational leadership significantly impacts JS. Furthermore, Alwali and Alwali (2022) revealed a connection between transformational leadership and the attitudes, involvement, dedication, emotional intelligence, and contentment of followers. Moreover, TL aids personnel in improving the way they perform and mitigates leadership weaknesses in achieving objectives (Zhang et al., 2022). this research formulates the subsequent hypothesis:

H1: University employees in the Philippines tend to have increased job satisfaction when they are under the guidance of leaders practicing transformational leadership.

2.4.2 Transformational Leadership on Organizational Citizenship Behaviour
Citizenship Behavior (OCB) themselves. When leaders display OCB, it is possible for them to earn admiration and respect from their followers. Consequently, these leaders are also more inclined to be seen as transformational by those who follow them. Schiuma et al. (2022) suggested that transformational leaders may prioritize values related to others rather than focusing solely on themselves. Notanubun (2021) found a positive relationship between pro-social impression management behavior and charismatic leadership. Additionally, Hussein et al. (2022) proposed that the act of leaders sacrificing themselves positively influenced the perception of their charisma, particularly in cases where the leader's usual traits were not highly typical. Based on this, the study puts forward the following hypothesis:
H2: University employees in the Philippines exhibit increased organizational citizenship behavior when guided by transformational leadership, suggesting a positive correlation between the two.

2.4.3 Linkage of Organizational Citizenship Behavior on Employee Job Satisfaction
Whiting and Mark (2022) outlines that (OCB) entails manners that are innovative and spontaneous in nature. Menakaya (2022) on the other hand, proposes that OCB comprises voluntary actions (extra-role behaviors) that fall beyond job descriptions—spontaneous acts carried out by employees without guidance or instructions, aimed at providing assistance. Benuyenah (2021) discuss Organizational Citizenship Behavior (OCB), which encompasses diverse forms of collaboration and assistance towards others, contributing to the organization's social, psychological, and task-oriented environment. Morales-Sánchez and Pasamar (2020) describes Organizational Citizenship Behavior as a type of individual conduct characterized by its conceptual essence, not expressly acknowledged within the official reward structure, and influenced collectively by the organization's effective functioning. Here, the term "organization" refers to the contractual relationship with the employing entity.
The occurrence of (OCB) influences the effectiveness of work groups, especially in crisis situations (Bogler & Somech, 2023). Job satisfaction stands as a notable element that contributes to the exhibition of Organizational Citizenship Behavior (OCB). Various authors have discussed different factors that influence OCB in various

contexts. These elements encompass JS and OCB, Perceptions of Role, Behavior of Leaders and the Exchange between Leaders and Members (LMX), Views on Fairness, Personal Characteristics, Theories of Motivation, and Employee Age. Considering the preceding discourse, this study puts forth the subsequent hypothesis:

H3: Employees in Philippine universities showcase a positive correlation between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB).

2.4.4 Effects of Organizational Citizenship Behavior as a mediator variable
Organizational Citizenship Behavior serves as an intermediary affecting the relationship between TL and JS. TL describes a particular approach to leadership characterized by inspiration, motivation, and the ability to foster positive change in followers (Bakker et al., 2022). Leaders with this style often encourage their team members to go the extra mile beyond the job requirements and attain higher performance levels. and commitment. While Job satisfaction reflects how content and fulfilled employees feel with their work (Sharma et al., 2022). It is influenced by various factors, including work conditions, relationships with colleagues and superiors, compensation, and personal growth opportunities. Organizational Citizenship Behavior involves voluntary actions that surpass the formal job duties, enhancing the overall operation and environment of the organization (Wibowo, 2022). These actions could comprise aiding coworkers, offering assistance for extra assignments, and demonstrating positive outlooks.

In this investigation, OCB serves as an intermediary in the relationship between TL and JS. In essence, the positive impact of TL on JS is partially clarified by the prevalence of significant OCB. In more detail, Transformational leadership may inspire employees to become involved in OCB, by helping others, showing initiative, and taking on extra responsibilities. These behaviors, in turn aid in fostering a more favorable and encouraging workplace atmosphere, resulting in heightened employee job satisfaction. To summarize, Organizational citizenship behavior serves as the intermediary that helps translate the positive outcomes of TL into enhanced JS among employees. This study puts forward the hypothesis 4:

H4: The link between job satisfaction among department members due to transformational leadership will be influenced by the department's organizational citizenship behavior, acting as a mediator.

3 METHODOLOGY

3.1 Sample and the data collection procedure
This investigation involved individuals who are affiliated with four private universities in the Philippines. To collect data, a questionnaire designed for self-administration was distributed via the Google Doc platform. Initially, the researcher obtained authorization from the higher administration of each university to carry out the data collection process. Once the required permissions were secured, they contacted the supervisors in the human resource management department, who helped in distributing the online questionnaire link to employees through official email channels within the campus. Respondent's involvement in the data gathering phase was completely optional. The data collection process spanned about one month, resulting in a total of 992 usable questionnaires. The descriptive features of the collected samples are shown in Table 1.

3.2 Statistical Analysis

Table 1. Demographic Data of the Respondents.

Demographics Factors	Descriptive Statistics	
Age	Mean	39.76
	Minimum	22
	Maximum	65
	Std. Deviation	9.43
Gender	Female	597(60.2%)
	Male	395(39.8%)
Marital Status	Single	290(29.2%)
	Married	676(68.1%)
	Divorce	11 (1.1%)
	Widow	15 (1.5%)
Job Tenure	Less than 1 year	81 (8.1%)
	1-5 years	135(13.6%)
	6-10 years	277(27.9%)
	11-15 years	254(25.6%)
	16-20 years	202(20.4%)
	21-25 years	1 (.1%)
	26-30 years	6 (.6%)
	31 years and up	36 (3.6%)

To examine the hypotheses, this paper employed the partial least squares structural equation modeling (PLS-SEM) technique, as introduced by Hair et al. (2012). The analysis was carried out utilizing Warp PLS version 8.0.

3.3 Results

The researcher assessed the reliability of the utilized measurement and determined that it had achieved a satisfactory level. To validate the convergence quality, the researcher relied on factor loading as an indicator. The factor loading standard recommended by Hair et al. (2012) requires a value higher than 0.5 for satisfactory results. The findings indicated that all items fulfilled the established criteria. To assess reliability, the investigators examined Cronbach's alpha values for TL (0.967), JS (0.861), and OCB (0.896), alongside their composite reliability coefficients (TL = 0.972, JS = 0.935, OCB =0.917). According to Nunnally (1978), both coefficients should surpass 0.70 to achieve a satisfactory level. The outcomes presented in Table 2 demonstrate that all constructs attained coefficients exceeding this threshold.

**Table 2.** Correlations among Variables and Convergent Validity.

VAR	TL	JS	OCB	AGE	GEN	STA	TEN
TL	(0.923)	0.469***	0.142***	-0.043	-0.029	0.089**	-0.090**
JS		(0.937)	0.305***	-0.053	-0.098**	0.126***	-0.120***
OCB			(0.731)	0.101***	0.027*	0.028	0.006
AGE				(1.000)	0.105***	0.374***	0.405***
GEN					(1.000)	0.334***	0.197***
STA						(1.000)	0.175***
TEN							(1.000)

Notes: *$p ≤ 0.05$; **$p ≤ 0.01$ &*** $p ≤ 0.001$
AVE of latent variables are exemplified in the parentheses.
TL=Transformational Leadership, JS=Job Satisfaction, OCB=Organizational Citizenship Behavior AGE=Age, GEN=Gender, STA=Marital Status, and TEN=Job Tenure.

Lastly, an examination was carried out to reduce the potential of multicollinearity in the framework estimation. This was achieved by evaluating the values of the complete variance inflation factor (VIF) statistics, as suggested by Kock and Lynn (2012), with the recommendation that these values should remain below 3.3. The assessment of the full VIFs affirms that the highest value recorded is 1.386, which meets the requirement set by Kock and Lynn (2012). The estimation of the PLS-SEM was evaluated using a bootstrap resampling technique. The outcomes of the hypothesis testing can be observed in Figure 1.

Notes: * $p ≤ 0.05$; **$p ≤ 0.01$ &*** $p ≤ 0.001$
Standardized coefficients are reported
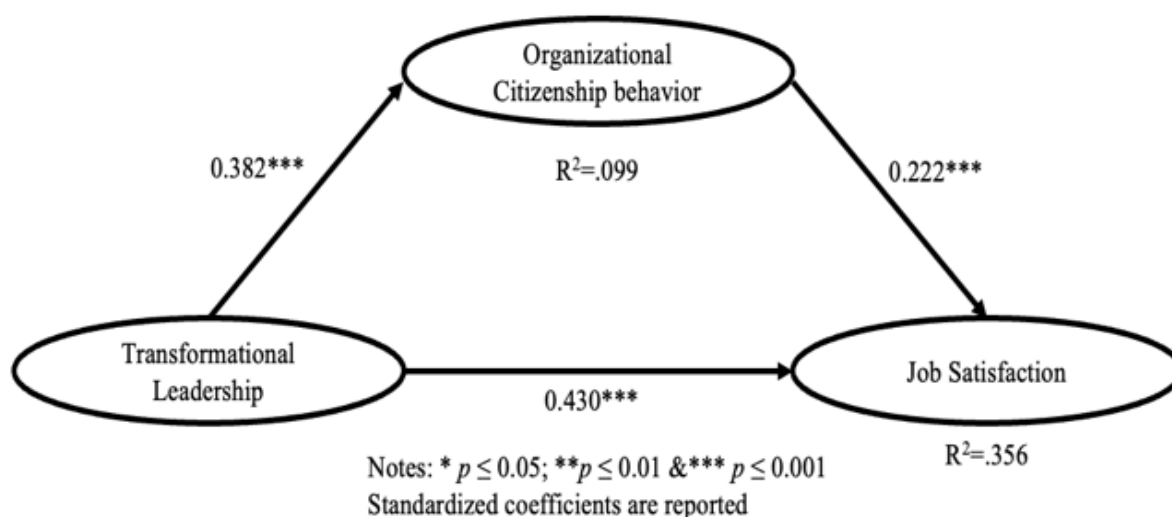
Figure 1: Results in the hypotheses test

Hypothesis 1 postulates a favorable correlation concerning the transformational leadership exhibited by the department head and the job satisfaction experienced by department members. The analysis of the model reveals a constructive association between these two factors (β=0.430; p=<0.001). The statistical significance of the p-value for the beta coefficient indicates that Hypothesis 1 is substantiated.

Hypothesis 2 posits a constructive connection between the transformational leadership demonstrated by the department head and OCB. The study of the framework demonstrates a positive connection between these

variables (β=0.382; p<.001). The beta coefficient's p-value, being statistically significant, reinforces the validation of Hypothesis 2.

Hypothesis 3 anticipates a favorable link between OCB within the department and the job satisfaction of its members. The model analysis reveals a constructive correlation between these variables (β=0.222; p=<0.001). The statistical significance of the p-value associated with the beta coefficient further confirms the endorsement of Hypothesis 3.

Hypothesis 4 suggested that the direct association between transformational leadership and job satisfaction would be affected by organizational citizenship behavior serving as a mediator. The mediating impact was assessed using the method recommended by (Preacher & Hayes, 2004) to measure these effects. The results affirmed the significant positive mediation of OCB (β = 0.126; p < 0.001), confirming the credibility of Hypothesis 4.

3.4 Discussion and Conclusion

The primary focus of these recent inquiries is to discover the outcome of department heads' TL on JS, while also considering the potential mediating impact of OCB. The direct connection between TL and JS was notably positive and statistically significant. These results are consistent with earlier research that highlighted how leaders who display positive behaviors and offer guidance contribute to increased employee job satisfaction. Furthermore, the examination demonstrated a statistically significant link between TL and OCB, reinforcing the validity of this connection. This implies that a transformational leader empowers team members, thereby encouraging them to maintain a strong connection with the company.

Moreover, the examination of mediation effects revealed that the relationship between TL and JS mediated through organizational citizenship behavior, was completely mediated. This implies that TL plays a pivotal role in cultivating OCB within the department. Subsequently, this organizational citizenship behavior plays a pivotal part in elevating job satisfaction levels among teachers and staff members. Organizational citizenship behavior can wield a substantial and positive influence on job satisfaction. When individuals actively participate in organizational citizenship behavior within their roles, it indicates their proactive efforts to seek out and apply innovative ideas, processes, and solutions to enhance their work efficiency and contribute to fulfilling the organization's goals. Here's how organizational citizenship behavior contributes to heightened job satisfaction. Overall, it can be inferred that the utilization of OCB as a mediator for transformational leadership does have the potential to elevate job satisfaction among employees.

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