

“Does transformational and transactional leadership in Indonesia’s construction sector affect organizational citizenship behavior through job satisfaction?”

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DOES TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP IN INDONESIA'S CONSTRUCTION SECTOR AFFECT ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH JOB SATISFACTION?

Abstract

Construction service companies have projects that must be finished and require workers. Failure to manage construction human resources can jeopardize goal achievement, performance, and revenues for construction service companies. The construction industry may encounter issues in the future because of inefficient human resource management. As a result, resource management has emerged as a prominent topic. This study aims to investigate the effect of transformational and transactional leadership on organizational citizenship behavior. This study utilizes a quantitative approach. The population in this study were employees from 8 construction companies in Indonesia. Questionnaire data were collected from 120 employees of the construction companies that intended to improve job satisfaction and organizational citizenship behavior. The study initially employed questionnaires to gather data, which were subsequently analyzed using SmartPLS software and structural equation modeling. The findings demonstrated a correlation between employee engagement and both transformational and transactional leadership styles. There is a positive correlation between employees' job satisfaction and their commitment to volunteer in the community. The study shows that the transformational and transactional leadership style does not significantly affect organizational citizenship behavior.

Keywords

ideal influence, inspirational motivation, individual considerations, intellectual stimulation, exception active, management exception passive

JEL Classification

M50, M52, M53, M54, M59

INTRODUCTION

Construction service providers have projects that need to be completed and require personnel to do it. A company that provides construction services and does not effectively manage its human resources may find it difficult to maintain its operational efficiency and financial viability. Due to ineffective management of its human resources, the construction sector may face challenges in the future. A construction business needs excellent leadership to fulfill its aims and objectives. The activities of a leader include not only the context in which those actions are carried out but also the ramifications that result from those actions. A leader should show an in-depth understanding of the specific capabilities and limitations of the people he/she leads. In order to compensate for their own shortcomings, leaders also need to be able to draw on the knowledge and experience of their team members.



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Employees in the construction business must always show a strong will to overcome obstacles. This trait is essential for meeting strict deadlines without sacrificing project quality. Workers in the construction sector need to show considerable patience on the job site to overcome the inevitable challenges they will face. Businesses need leaders with the skills to effectively carry out transformational behavior to encourage and direct organizational citizenship behavior (OCB) among their staff (Algadri et al., 2020).

The level of success a firm achieves in reaching its organizational goals is closely tied to the satisfaction of its employees with the jobs. Employees who are satisfied with their jobs typically exhibit various positive sentiments and traits. Contentment is achieved when individuals experience satisfaction and fulfillment in their professional endeavors. Conversely, discontentment arises when individuals feel unhappy and unfulfilled in their work. In order to maintain a company's long-term success, it is crucial to prioritize the satisfaction of its employees (Chiboiwa et al., 2011). The employees' work satisfaction level significantly influences their assessment of their organizational citizenship behavior. According to Organ (2018), employees who exhibit organizational citizenship behavior tend to exceed job expectations, have a strong commitment to helping the company achieve its goals, and a deep dedication to the organization's success.

1. LITERATURE REVIEW AND HYPOTHESES

Numerous studies have investigated the impact of transformational and transactional leadership on organizational citizenship behavior mediated by job satisfaction. However, the findings of the studies are different.

Individuals typically thoroughly evaluate various aspects of their employment, such as the physical workspace, job performance, work-life balance, and emotional well-being. This process helps them form subjective assessments of their level of job satisfaction. According to Thariksh et al. (2016), individuals may experience enjoyment when engaging in self-evaluation due to the ease of the process and the resulting satisfaction it brings. Additionally, individuals who experience work satisfaction are more likely to exhibit organizational citizenship behavior. Therefore, such individuals are more likely to engage in organizational citizenship behavior (Saxena et al., 2020). This suggests that people's behaviors are influenced by their trust in their colleagues and that performing tasks that may not be explicitly recognized contributes to the success of their organizations.

Organizational citizenship behavior can be defined as the voluntary and spontaneous actions performed by employees that surpass the official obligations of their employment to contribute to accomplishing organizational objectives (Huang

et al., 2012). The concept of organizational citizenship behavior refers to informal human actions that contribute to the effective functioning of an organization but are not explicitly recognized through formal reward systems (Al-Madadha et al., 2021). Engaging in extracurricular volunteering activities beyond the confines of the educational institution is advantageous as it fosters a conducive social and psychological environment that promotes effective and meaningful work. Consequently, following this guidance makes employees more likely to attain their professional objectives.

Transformational leadership refers to leaders' proactive measures to motivate employees to achieve outstanding performance (Abdullah et al., 2017). This approach aims to cultivate a professional organizational culture and improve employee well-being, ultimately resulting in heightened organizational commitment. The leadership style known as transformational leadership is widely acknowledged as being highly effective in bringing about substantial changes in both individual followers and the overall organization (Majeed et al., 2017). Moreover, this type of leadership can influence various aspects such as strategy, organizational structure, mission, and overall trajectory (Hasib et al., 2020).

Adopting a transformational leadership style, which cultivates enthusiasm among employees, is a feasible strategy for achieving organizational

success (Jameel & Ahmad, 2019). The correlation between the existence of a transformational leader and the degree of employee satisfaction is contingent upon the perception of these leaders as perceived by their subordinates. The rationale behind this phenomenon lies in the fact that employees tend to be more motivated to attain or exceed their goals, perceive a sense of value in their positions, and derive job satisfaction when their leaders demonstrate transformational behaviors, such as offering personalized attention, fostering intellectual stimulation, and inspiring them (Choi et al., 2016). The assertion put forward in this statement is substantiated by previous scholarly investigations, which have demonstrated a positive association between transformational leadership and employee happiness (Saleem, 2015).

In the realm of organizational dynamics, the concept of transformational leadership pertains to a managerial style that places significant emphasis on fostering the personal development and growth of employees, consequently leading to heightened levels of engagement in organizational citizenship behavior as a strategic approach to tackling diverse challenges encountered within the workplace (Tirtayasa et al., 2022). This particular strategy has been observed to have a notable impact on the degree of engagement and dedication exhibited by employees in relation to their assigned tasks. Purwanto et al. (2020) found that leaders who exhibit behaviors such as providing encouragement, nurturing creativity, and displaying attentiveness toward the growth and performance of their team are perceived as transformational by their followers. Previous research has consistently demonstrated a strong and positive association between transformational leadership and the manifestation of organizational citizenship behavior among employees (Kasmiruddin et al., 2022; Tirtayasa et al., 2022).

Apart from that, another leadership style that needs to be considered is transactional leadership. It is necessary to realize that transactional leadership has the capacity to influence employee actions, and this must be done without fail. Leaders use transactional leadership to drive their followers to complete tasks and attain goals by elaborating on the expected obligations and outlining the consequences of poor performance (Fauzia et al.,

2022). In contrast, transformational leaders use efficient communication tactics and set an example for their subordinates by demonstrating actions that encourage and energize them. This strategy has a better chance of promoting employee engagement and improving employee performance (Rodrigues & Ferreira, 2015).

According to Saleem (2015), transactional leaders employ a reward system to recognize and motivate employees who have effectively accomplished predetermined goals. However, employees whose performance is inadequate will be subject to disciplinary action. Awards can manifest as promotions in job positions and improvements in financial compensation. Disciplinary measures may manifest as termination of employment and reduced salary increments. Transactional leadership significantly impacts the levels of job satisfaction experienced by employees (Akhigbe et al., 2014).

Transactional leadership often aligns with employees' expectations for fair job pay, which helps communicate an ethical message. Through formal agreements, transactional leaders and their subordinates agree to utilize monetary incentives to boost performance and productivity. Mohammadkhani and Gholamzadeh (2016) state that followers will not get pay or benefits if they fail to complete their tasks. Meanwhile, Zhang et al. (2011) propose that transactional leaders motivate and inspire staff using rewards. Previous studies have pointed out that transactional leadership significantly impacts corporate citizenship programs (Abdullahi et al., 2020; Rodrigues & Ferreira, 2015).

Based on the literature review, the following hypotheses are proposed:

- H1: *Transformational leadership affects job satisfaction.*
- H2: *Transactional leadership affects job satisfaction.*
- H3: *Job satisfaction affects organizational citizenship behavior.*
- H4: *Transformational leadership affects organizational citizenship behavior.*

H5: *Transactional leadership affects organizational citizenship behavior.*

H6: *Transformational leadership affects organizational citizenship behavior through job satisfaction.*

H7: *Transactional leadership affects organizational citizenship behavior through job satisfaction.*

2. METHOD

The study included a combination of quantitative and qualitative approaches in order to collect and evaluate the data. The population was employees from 8 construction companies in Indonesia. Questionnaire data were collected from 120 representative construction sector employees. The study used saturation sampling, a technique characterized by including all individuals from the community under investigation, ensuring comprehensive participation. The main methods include the utilization of surveys and written documentation. The study used structural equation modeling (SEM) using SmartPLS software. To optimize the assessment and implementation process, it is essential to include supplemental criteria that are precise and quantitative in nature.

The assessment of a transformational leader's effectiveness may be conducted by examining idealized influence, inspirational motivation, personalized concern, and intellectual stimulation, as proposed by Bass (1990). This paper used the notion of exception-active to evaluate transactional leadership, whereas the idea of exception-passive, as provided by Bass (1995), was utilized to analyze management.

Areros and Wonok (2015) investigate many factors that influence job satisfaction, including job characteristics, acknowledgment from subordinates, interpersonal interactions among colleagues, prospects for career advancement, and compensation. Compliance, commitment, and engagement are the predominant approaches used for evaluating organizational citizenship behavior (Vigoda & Golembiewski, 2001).

3. RESULTS

This study employed two evaluation techniques, validity and reliability tests, to evaluate the measurement approach. Validity assessments include two primary components: convergent validity and discriminant validity. The study results suggest that each leadership style, including transformational, transactional, and a mix of both, together with the level of job satisfaction and organizational citizenship behavior among employees, demonstrate a loading factor above 0.60. Hence, all the items included in the instrument exhibit reliability and validity. Table 1 shows the results of the average variance extracted (AVE) method.

Table 1. AVE values

Variables	Ave	Standard	Information
Transformational leadership	0.510	0.05	valid
Transactional leadership	0.738	0.05	valid
Job satisfaction	0.739	0.05	valid
Organizational citizenship behavior	0.618	0.05	valid

The variables illustrate the interrelationships between several indicators and their associated latent components. These indicators include transformational leadership, transactional leadership, job satisfaction, and organizational citizenship behavior. The study determined the trustworthiness of these inputs by doing a thorough review of the final data. If the average absolute error (AVE) is more than 0.5, this suggests that the model's measurement assessments are accurate enough to satisfy the minimal criteria for measurement accuracy. As a result, indicators are capable of being used in the quantification of variables.

In order to determine whether a concept is valid, discriminant validity tests supplement the elements it already has. In order to assess the impact of cross-loading, it is necessary to determine the degree to which each component of the measurement model contributes to the formation of discriminant validity. It is suitable to use a specific indication when its cross-loading value for the target variable is greater than the cross-loading values of the other indicators. In this scenario, the use of the indicator in question is secure. According to the study's findings, the cross-values of every indicator contained within the study variable have higher values when compared to the cross-values

Table 2. Cronbach's alpha and composite reliability

Variables	Cronbach's alpha	Composite Reliability	Information
Transformational leadership	0.712	0.821	Can be trusted
Transactional leadership	0.824	0.894	Can be trusted
Job satisfaction	0.747	0.850	Can be trusted
Organizational citizenship behavior	0.794	0.866	Can be trusted

of the other variables it incorporates. Therefore, the indicators employed in this study have a considerable degree of discriminant validity, which indicates that they can successfully discriminate the numerous variables that were researched.

The composite reliability and Cronbach's alpha value for this investigation are presented in Table 2. The findings indicate that the composite reliability of each variable has been achieved, hence suggesting that all variables exhibit a substantial degree of reliability.

The inner model test was measured by R-Square (R^2) and Q-Square (Q^2) predictive correlation metrics. The goodness of fit model in partial least squares (PLS) analysis was assessed employing the R-Square (R^2) and Q-Square (Q^2) predictive correlation metrics. Table 3 demonstrates an overview of the results of the goodness of fit model.

Table 3. R^2 results

Variables	R Square (R^2)
Job satisfaction	0.677
Organizational citizenship behavior	0.245

The level of job satisfaction has a coefficient of determination (R^2) of 0.677%. According to the findings, transformational and transactional leadership styles are responsible for a significant amount of performance – precisely 67.7% – of the variance in outcomes. However, it is imperative to remember that the remaining 32.3% of performance might be attributed to variables beyond this analysis's scope. As a result, the assessed relevance score using Q-Square is 0.756%, also stated as 0.7556.

Table 4. Direct hypotheses testing

Hypothesis	Relationship	T Statistics	P value	Result
H1	Transformational leadership → Job satisfaction	5.705	0.000	accepted
H2	Transactional leadership → Job satisfaction	5.863	0.000	accepted
H3	Job satisfaction → Organizational citizenship behavior	3.779	0.000	accepted
H4	Transformational leadership → Organizational citizenship behavior	0.108	0.914	rejected
H5	Transactional leadership → Organizational citizenship behavior	1.424	0.155	rejected

Additionally, this number implies that the comprehensive model can account for 75.6% of the variation in the organizational citizenship behavior variables. Put another way, transformational leadership, transactional leadership, and work satisfaction contribute to organizational citizenship behavior with an accuracy of 75.6%. In contrast, the remaining variation is related to factors that are outside the primary focus of this study.

The hypothesis testing was carried out by using the SEM PLS model. Figure 1 presents the inner model utilized in this paper. The results of direct hypothesis testing are presented in Table 4.

The calculation of the values of the coefficients and the t-statistics demonstrates the link that exists between the variables. According to the t-table, the t-statistic value of 5.705, which indicates the connection between transformational leadership and job satisfaction, is more than the crucial t-value of 1.97. It is thus possible to conclude, supported by data from both experiments and statistics, that implementing a transformational leadership style has a considerable impact on the degree to which employees are satisfied in their jobs. In addition, it is plausible to assume that the existence of transformational leadership qualities would lead to an increase in the level of job satisfaction experienced by employees. Based on the findings obtained, it can be inferred that hypothesis 1 is accepted.

The test results indicate that the t-statistic value for the relationship between transactional leadership and job satisfaction is 5.863, greater than the essential t-value of 1.97 according to the t-table.

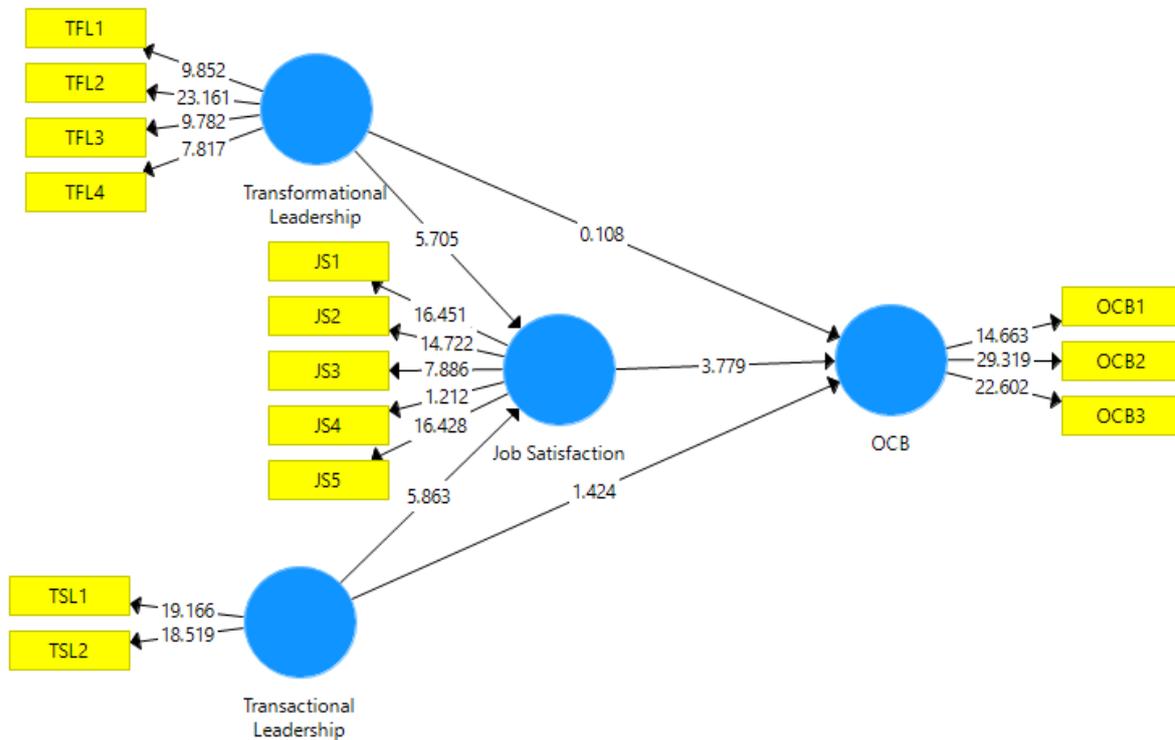


Figure 1. Inner model

Therefore, drawing on empirical data and statistical analysis, it can be inferred that transactional leadership has a discernible impact on employee work satisfaction. Furthermore, a positive association exists between a leader’s proficiency in transactional leadership abilities and the degree of job satisfaction reported by employees. Based on the obtained results, it can be inferred that hypothesis 2 is accepted.

The analysis of the test results reveals a significant positive association between job satisfaction and organizational citizenship behavior. This is indicated by a t-statistic value of 3.779, which exceeds the necessary t-value of 1.97 obtained from the t-table. Hence, the results obtained through rigorous statistical analysis and empirical research provide compelling evidence of a notable correlation between job satisfaction and organizational citizenship behavior. Furthermore, the results demonstrate a significant positive association between employee job satisfaction and organizational citizenship behavior. This implies that as job satisfaction rises, the probability of participating in activities that contribute to the company’s betterment also increases. Based on the obtained results, it can be inferred that hypothesis 3 is accepted.

A t-statistic value of 0.108, which is lower than the crucial t-value of 1.97, provides evidence of a substantial link between transformational leadership and organizational citizenship behavior. This is proven by the test findings pointing to a meaningful correlation between the two variables. The current finding suggests that the use of a transformational leadership style does not have any detectable influence on the conduct of corporate citizens, both in terms of the statistical significance and the practical importance of the finding. In addition, it is obvious that the transformational leadership style does not significantly affect the citizenship behavior inside a business. Based on the observations mentioned above, it is evident that hypothesis 4 is rejected.

The test findings suggest a link between transactional leadership and organizational citizenship behavior, generating a t-statistic of 1.424, lower than the one found in the t-table (1.97). These findings suggest, both statistically and experimentally, that transactional leadership does not impact the citizen behavior of employees in firms. It also shows that transactional leadership has little impact on the civic behavior of companies. Based on these observations, it is feasible that hypothesis 5 is rejected.

Table 5. Indirect hypotheses testing

Hypothesis	Relationship	T Statistics	P value	Results
H6	Transformational leadership → Job satisfaction → Organizational citizenship behavior	3.216	0.001	accepted
H7	Transactional leadership → Job satisfaction → Organizational citizenship behavior	3.000	0.003	accepted

Subsequently, the outcomes of the indirect hypothesis testing conducted in this study are reported in Table 5.

Based on the evaluation results of the six hypotheses, it can be observed that the t-statistic value of 3.216 exceeds the corresponding t-table value of 1.97. Through statistical and empirical evidence, this conclusion demonstrates that work satisfaction plays a significant role in connecting transformational leadership with organizational citizenship behavior. As a result, hypothesis 6 is accepted.

According to the findings of the hypothesis test, the t-statistic value of 3.000 exceeds the t-table value (1.97) regarding the association between transactional leadership and organizational citizenship behavior mediated by work satisfaction. Based on statistical and empirical evidence, these findings indicate that job satisfaction is crucial in connecting transactional and organizational citizenship behaviors. Consequently, hypothesis 7 is accepted.

4. DISCUSSION

The results indicate a significant association between transformational leadership and happiness in the workplace. The presence of transformational leadership has a substantial influence on the propensity of people to adapt to change. Furthermore, the results also indicate a significant association between transformational leadership and happiness in the workplace, which is in accordance with Wahyuni et al. (2021), who showed that the presence of transformational leadership has a substantial influence on the propensity of people to adapt to change. In addition, according to Amalina et al. (2022), there is a favorable association between the presence of transformational leaders and the growth of trust between employees and the leaders of their organizations. Thus, this phenomenon makes it easier for employees to have the sense that their job satisfaction would be increased if they had the opportunity to work in a nurtur-

ing atmosphere. In particular, a transformational leader (Abelha et al., 2018) can efficiently supervise staff members and provide avenues for their development within the community. This notion then paves the way for staff members to articulate their opinions and ensure they are recognized for their accomplishments. Lastly, the findings are consistent with Khan et al. (2020), who showed a direct and beneficial connection between transformational leadership and job satisfaction.

Transactional leaders affect employee happiness by generating the employee's confidence that their leader will assist and guide them. Leaders typically teach followers skills that help them improve and stay focused. When leaders prioritize work completion and build good employee interactions, they are respected. Transactional leaders are required to follow their followers' standards. Management and leadership that uses financial incentives to inspire employees is called transactional leadership. Transactional leadership affects employee satisfaction, according to Akhigbe et al. (2014).

Leadership is linked to corporate citizenship activity in companies. Work satisfaction is a psychological condition of delight and fulfillment in connection to professional participation. This paper analyzes several elements that motivate employees to do their duties and satisfy job objectives. Managers and workers across all levels increasingly recognize job satisfaction as a crucial factor. It is vital to a firm's performance, resulting in numerous consequences. Long-term personal contentment requires finding joy in work. The degree to which work rewards match employee expectations is job satisfaction. This study confirms that high job satisfaction is associated with higher organizational citizenship behavior (Fitrio et al., 2019; Hamel et al., 2019; Saxena et al., 2020).

The findings suggest a significant correlation between transformational leadership and organizational behavior. The implementation of transformational leadership can positively impact employ-

ee morale and motivation. The ultimate result is the cultivation of loyalty among these employees. The implementation of transformational leadership is expected to result in increased commitment and job-related concerns among subordinates. This, in turn, will likely lead to a greater allocation of time and attention toward their professional responsibilities, with a reduced emphasis on personal interests. Cho and Dansereau (2010) and Sani and Maharani (2012) indicate that this outcome could positively affect the organization. Transformational leaders can establish a favorable work environment that promotes continuous organizational change while motivating their subordinates to surpass their responsibilities within the professional context. Moreover, the findings of this investigation are inconsistent with the findings of previous studies (Kasmiruddin et al., 2022; Majeed et al., 2017; Nohe & Hertel, 2017; Purwanto et al., 2020; Tirtayasa et al., 2022; Yuwono et al., 2023) reporting a relationship between transformational leadership and corporate citizenship behavior.

According to the results, there is a correlation between transactional and organizational leadership styles. In transactional leadership, building trust and respect with subordinates is essential. Leaders with a transactional style emphasize getting things done and make it clear to their teams that they will be rewarded for meeting their goals

and penalized for falling short. In this way, such leaders effectively aid in the direction of their subordinates by establishing a common understanding, which, if consistently maintained through time, can inspire followers to have faith in their leadership. As a result of adopting this point of view, people may be inspired to contribute to the institution in ways outside the scope of their official roles (Jameel & Ahmad, 2019; Rodrigues & Ferreira, 2015).

Lastly, the findings suggest that transformational leadership substantially impacts the expression of organizational citizenship behavior. In addition, employees' degree of job satisfaction mediates this connection. Empirical studies have not shown strong evidence for the claim that transformational leadership is linked to ethical behavior on the job. However, it seems that job satisfaction plays a moderating role in this connection. Given the correlation between job satisfaction and organizational citizenship behavior, it is plausible to assume that transformational leadership positively impacts job satisfaction. The study's findings suggest that transactional leaders significantly impact workers' commitment to the firm by helping them feel more satisfied. As there was no statistically significant relationship between transactional leadership and OCB in this sample, it is possible that transactional leadership affects OCB-related job satisfaction.

CONCLUSION

The aim of this study is to examine the relationship between transformational and transactional leadership styles and organizational citizenship behavior, with a particular emphasis on job satisfaction. The degree of work satisfaction that employees have inside a company has a significant influence on their involvement in corporate citizenship behavior. Moreover, the existence of transformational leadership in the organizational setting significantly impacts the job satisfaction workers express. Likewise, the use of transactional leadership strategies significantly impacts the degree of job satisfaction that employees feel inside the organizational setting. Moreover, it is essential to acknowledge that the existence of two direct links is categorically prohibited since it represents a constraint that necessitates compliance. In contrast to transformational leadership, empirical evidence suggests that transactional leadership has a comparatively weaker influence on corporate citizenship behavior.

One of the most significant shortcomings of this study is that it concentrates only on two distinct leadership styles, particularly transformational and transactional leadership. Alternatively, future studies may examine various leadership styles, including charismatic, authoritarian, and democratic leadership. Hence, further studies and researchers are encouraged to observe the construction industry to gain valuable insights by assessing the efficacy of instructors operating across diverse disciplines.

AUTHOR CONTRIBUTIONS

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