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**Transformational Leadership, Job Performance, and  
Organizational Citizenship Behavior: Mediating Role of Work  
Engagement**

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**Abstract:** Many studies had discussed about organizational behavior such as organizational culture, motivation, organizational commitment and many others topics. However, just few studies that discussed the mediation effect of the organizational behavior variables. Work engagement is one of the important variables in organizational behavior scope. This study proposes and tests a research model that investigates and examine whether work engagement functions as a mediator of the effect of transformational leadership on job performance and OCB. These relationships are assessed through SPSS using Barron & Kenny mediation method. Data are obtained from 97 employees of pharmaceutical company in Indonesia especially Solo Raya and Madiun City. The result shows that work engagement mediates the effect of transformational leadership on job performance. Moreover, this study provides evidence to support our intended hypothesizes, by applying correlation and regression analysis which result have revealed that transformational leadership effects OCB through the mediating effect of work engagement.

**Keywords:** Transformational Leadership; Job Performance; Organizational Citizenship Behavior; Work Engagement

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## **Introduction**

Today, the competitions among companies are existing and the better companies will win the market. To win the competition, each company must have purpose and strengthen its organizational life. In today's organizational life is a fact that every organization should to take account and take periodic evaluation especially that is related to the organizational goals. In organization, the leader becomes the main actor of this issue (Hoon, Song, Kolb, Hee, Lee, & Kyoung Kim, 2012). Bass (1999) suggests that transformational leadership theory, in the extent which a leader who influences the employees, corresponding the subordinates will be more engaged on their works. Bass (1985) also suggests that transformational leadership can be considered as the effective leadership in organizational settings which inspires, stimulates, coach (Bass, 1999), motivates the employees to have their best performance (Antonakis, Avolio & Sivasubramniam).

Many studies have discussed about the employee performance. Performance is distinguished between in-role performance and extra-role performance, where in-role performance is related to work behaviors that are prescribed by formal job roles and extra-role behaviors that beyond the formal job roles (Hui, Law & Chen, 1999). Job performance is important for the organization because it relates to the behavior of organizational goal. Performance is described as any behavior or actions that are relevant to the organizational achievement (McCloy, Campbell, & Cudeck, 1994). Researchers also note the importance of extra-role performance to overall functioning of an organization (Organ, 1988). A popular operational of extra-role behavior is organizational citizenship behavior (OCB) (Bateman & Organ, 1983). Podsakoff, Mackenzie, Pain, and Bachrach (2000) define OCB as the flexible individual behavior that is not paid by formal reward system in organization, but the behavior gives contribution to the organization effectiveness. Organ (1988) defines OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Organizational Citizenship Behavior (OCB) is the main factor of organizational success (Lian & Tui, 2012).

The previous study indicates that engagement mediates transformational leadership to job performance (Pourbakhordari, Zhou & Pourkarimi, 2016) and becomes a rather popular term, first in business and consultancy, and recently also in academia (Schaufeli & Bakker, 2010). Work engagement gives the positive impact to the job activities. The employee who engages to their work will have energy and be able to solve any problem (Schaufeli & Bakker, 2003). Work engagement is negatively associated with burnout. Moreover, it can be clearly distinguished from personal initiative, job involvement (Schaufeli & Bakker, 2010). Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to the more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli, Salanova, González-Romá & Bakker, 2002).

Many research investigated the relationship among transformational leadership, work engagement, and job performance (Pourbakhordari et al., 2016) where it shows that when the leaders lead the employees with transformational style, then the employees will be more engage in their work, which in improve their performance. Previous research also investigates the relationship between charismatic leadership, work engagement, and OCB (Babcock-Roberson & Strickland, 2010). The finding is that when a charismatic supervisor is present, the employees are more engaged in his or her work, which in turn promotes organizational citizenship. However, there is no research whether transformational leadership can raise OCB through work engagement. In responding for having more investigation on understanding of the effect of transformational leadership on the performance (in-role and extra-role), the aim of this research is to generalize the relationship between transformational leadership to job performance through work engagement, and to extend the investigation of the relationship between transformational leadership to OCB through work engagement. Therefore, the major contribution of this study sets out to demonstrate how transformational leadership influence on OCB with

consideration of mediator role of work engagement, which is a new construct in the literature.

## **Literature Review**

### **The Mediating Effect of Work Engagement on Transformational Leadership to Job Performance**

Job performance is defined as the activity that can be calculated and scored, moreover job performance is the contribution of employees to achieve the organizational goal (Viswesvaran & Ones, 2000). McCloy et al., (1994) defines job performance as the activity or behavior that supports the organizational goal. Gibson, Ivancevich, and Konopaske (2008) mention three factors that influence job performance, such as individual variable, psychological variable, and organization variable. Moreover, Pourbarkhordari et al., (2016) shows that work engagement can be a factor that influences job performance.

Work engagement is a fulfilling, positive, work-related state of mind characterized by dedication, vigor, and absorption (Schaufeli et al., 2002). Schaufeli et al (2002) says that vigor is as “high levels of energy and mental resilience while working, the willingness to invest efforts in one’s work, and persistence even in the face of difficulties”, while dedication is “a sense of significance, enthusiasm, inspiration, pride, and challenge”. Finally, absorption means “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work”. When employees engage to their work, then they will work effectively, have better determination, and have good performance (Pourbarkhordari et al., 2016; Hoon Song et al., 2012). There are some factors that influence work engagement, such as job resources, salience of job resource, personal resource, and transformational leadership (Bakker & Demerouti, 2008; Pourbarkhordari et al., 2016).

Transformational leadership is the leader ability that inspires, coaches, and motivates the follower to achieve their best achievement (Bass, 1999; Antonakis et al., 2003). There are four components of transformational leadership; they are idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass, Avolio, Jung & Berson, 2003).

The most important to be associated to transformational leadership are vision and mission, coaching, and stimulating the employees. Transformational leadership lets the leader to have positive relationship to the individual, groups, and performance (Wang, Law, Hackett, Wang & Chen, 2005). Transformational leadership is the main characteristic to increase the performance. It is explained that when the leader motivates, inspires, helps the employees to have a better work, then the employees will have intrinsic motivation which turn to performance (Birasnav, 2014).

H<sub>1</sub>: Transformational leadership is positively related to job performance

Leader needs understanding how to engage his/her employees to their work, so they can work effectively (Pourbarkhordari et al., 2016). When the leader leads the employees with transformational characteristics, stimulates the employees to have a better work and motivates the employees to solve their problem, then the employees will be more engaged

to their work (Pourbarkhordari et al., 2016). In addition, the leader who supports, coaches, and inspires his/her employees, then they will have good impacts. It means that the employees will be proud and be more engaged to their work (Avery, McKay & Wilson, 2007).

H<sub>2</sub>: Transformational leadership is positively related to work engagement

The employees who engage to their work will be more innovative and have good performance. They will be more active and have a better work (Hoon Song et al., 2012; Pourbarkhordari et al., 2016). Furthermore, work engagement does not only have impact on job performance, but also on general performance (Bakker & Leiter, 2010).

Work engagement becomes prominent variable to improve employee performance. The trusted leader will increase work engagement which turn to job performance (Hoon, et al., 2012). When the leader leads the employees with transformational style, then the employees will be more engaged in their work, which in improve their performance (Pourbarkhordari et al., 2016).

H<sub>3</sub>: Work engagement is positively related to performance

H<sub>4</sub>: Work engagement will mediate the relation between transformational leadership on performance

### **The Mediating Effect of Work Engagement on Transformational Leadership to Organizational Citizenship Behavior (OCB)**

Robbins and Judge (2008) define organizational citizenship behavior (OCB) as the informal behavior that support organizational goal effectively. OCB is also described as individual discretionary behavior without formal appreciation, but it increases organizational effectiveness (Organ, Podsakoff & McKenzie, 2006). Organ (1988) proposed five dimension of Organizational Citizenship Behavior, such as altruism (e.g., the behavior directly intended to help a specific person, especially in face-to-face situations), courtesy (e.g., consulting with others before taking action), sportsmanship (e.g., not complaining about trivial matters), conscientiousness (e.g., impersonal behaviors such as fulfillment with norms defining a great worker), and civic virtue (e.g., keeping up with matters that affect the organization). The five-dimension taxonomy of OCB has served as the basis for OCB measurement in many studies (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Previous research investigates the relation between transformational leadership on OCB. Podsakoff, Mackenzie, Moorman, and Fetter (1990) have a research to investigate the relationship between transformational leadership on follower trust, job satisfaction, and OCB. Results is that the relationship between transformational leadership on OCB is indirect, moreover the relationship is mediated by trust. The previous research investigated the relation between transformational leadership on OCB. The results suggest that when the leader leads the employee by stimulating, motivating, supporting, and inspiring, then the employees will have a work that contribute to organizational achievement voluntary (Wang et al, 2005).

H<sub>5</sub>: Transformational leadership is positively related to organizational citizenship behavior

Burnout has negative relationship to OCB (Chiu and Tsai, 2006). Moreover, burnout is defined as the opposite of work engagement (Gonzalez-Roma et al., 2006). If the relation between burnout and work engagement is negative, it is believed that work engagement will have positive relation with OCB. Furthermore, it is believed that when employees are dedicated to the work, they will be more likely to engage in conscientious, virtuous, and altruistic. Using a sample of 102 respondents, Bobcock-Reberon and Strickland (2010) investigated the relation between work engagement and OCB. The result showed that when the employees interest and dedicate on their work, then the employees will contribute more than expectation.

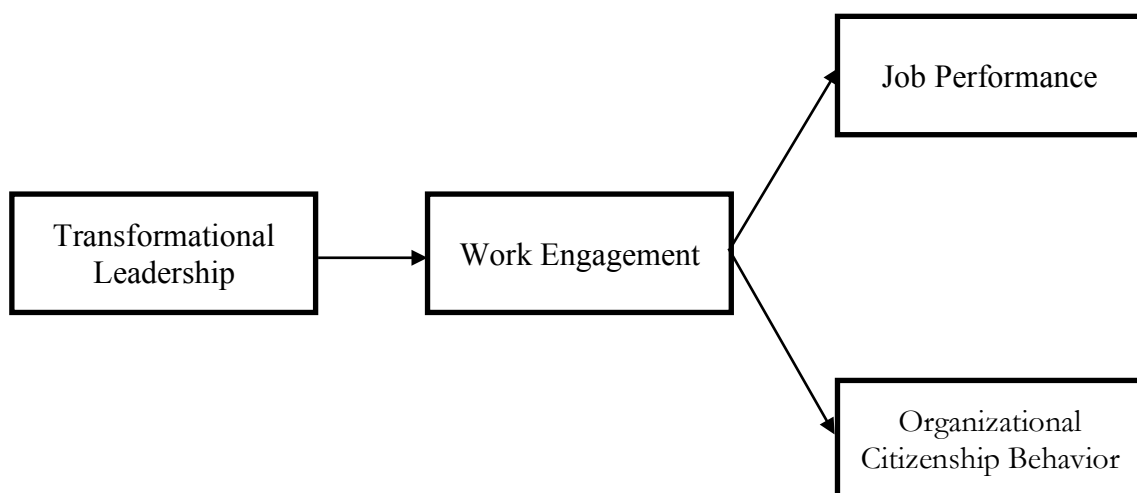
Previous research investigates that transformational leadership is positively related on OCB (Podsakoff et al., 1990; Wang et al., 2005). Transformational leadership has been found to be an antecedent that has positive relationship on OCB. Previous research is also investigated that transformational leadership is positively related on work engagement (Hoon Song et al., 2012; Pourbarkhordari et al, 2016; Bakker & Leiter, 2010) and work engagement is positively related on OCB (Gonzales-Roma, Schaufeli & Bakker, 2006; Bobcock-Reberon and Strickland, 2010). It is believed that work engagement will be mediation of the relation between transformational leadership on OCB. More specifically, transformational leadership can lead work engagement that promotes OCB.

H<sub>6</sub>: Work engagement is positively related to organizational citizenship behavior

H<sub>7</sub>: Work engagement will mediate the relation between transformational leadership on organizational citizenship behavior

### Research Model

Figure 1. **Research Model**



## **Methodology**

### **Sample and Procedure**

97 participants are the employees of pharmaceutical industry in Indonesia. Data are collected by paper-and-pencil surveys. Questionnaire consists of respondent's profile and the measurements of variable. The respondent's profiles are complete name, branch of company, position, gender, age, last education, and working period. The measurements of variables are taken from transformational leadership, work engagement, job performance, and OCB. There are two types of questionnaire. The first questionnaire is for the manager to score the employees. The second questionnaire is for the employees to score the manager. Manager and employees are self-administered the questionnaire, then sealed it in an envelope, and the last is placed it in the administration office. Then, the participants collected the questionnaires in the administration office.

51.5% of participants are pharmacist assistant. 67% of participants are female and 33% are male. The employees by the age of 22-26 years old dominated. 52.6% of participants graduated from senior high school but they didn't go to college. 39.2% of participants have worked for more than ten years.

### **Variable Measurement**

Measurement scales are originally developed in the Indonesian context. To ensure that the participants understood about the questionnaire, then the questionnaire are translated into Bahasa Indonesia (Indonesian language). All items measured on 5-point Likert.

Transformational leadership is measured by a multilevel transformational leadership scale by Wang and Howell (2010). The transformational leadership subscale has 18 items. A sample of transformational leadership item is "My leader encourages me to set high goals for myself".

Work engagement is measured by 9-items of UWES (Schaufeli & Bakker, 2003). A sample of work engagement item is "At my work, I feel strong and vigorous in the job".

15-item scale that it is developed by Welbourne and Erez (1998), Bono and Judge (2003) is measured to Job Performance. A sample item is "The employee submits suggestions to improve work".

Organizational citizenship behavior (OCB) is measured using 22-item of the OCB scale (Podsakoff et al., 1990; Smith, Organ, & Near, 1983). Samples of items are "I help others who have been absent" and "I attend functions not required but that help my company image".

### **Data Analysis**

There are two objectives of this study. The first is to generalize the relationships between the research variables namely transformational leadership, work engagement and performance. The second is to investigate the relationships between the research variable of transformational leadership, work engagement, and OCB. Quantitative approach is defined as a comprehensive method to gather data through distributed questionnaire. The goal of this study is to get an evidence that gains the relationship among transformational leadership, work engagement, job performance, and OCB. In describing and explaining the relationship among variables, basic descriptive analysis is conducted. The validity test suggest that the variables are valid if the KMO score is more than 0.5 and the value of sig is less than 0.05. The reliability test suggests that the variables are reliable if the value of



cronbach alpha is more than 0.6 (Sekaran, 2006). The mediating model is proposed. Multivariate data analysis is arranged, including hierarchical multiple regression. The mediation are assessed using the guidelines that has been provided by Baron and Kenny (1986).

## Findings

The validity of the variables is shown in Table 1. It shows that the score of KMO is 0.764 or more than 0.5, and the score of sig is 0.000, so that the data analysis can be proceed. The total of variables indicator are 64 indicators. The data shows that the score of 43 indicators is more than 0.5 and extracted well, but 21 indicators are not extracted well so we dropped the indicators. We conclude that we have 43 indicators to be used.

Table 1. **The Validity of The Variables**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
Bartlett's Test of Sphericity	Approx. Chi-Square	3090.050
	df	990
	Sig.	.000

Table 2 presents the reliability of the variables. All variables have good reliability where Cronbach Alpha's score is more than 0.6.

Table 2. **The Reliability of The Variables**

Variable	Cronbach Alpha	Information
Transformational leadership	.857	Good
Work Engagement	.868	Good
Job Performance	.924	Good
Organizational Change Behavior (OCB)	.910	Good

To analyze the data, we used the steps of mediation equations as proposed by Baron and Kenny (1986). First, we test the regression path coefficient for independent links between variables. We test a regression equation to ascertain the link between independent variable and dependent variable once mediating variable is entered into the equation. A reduction or nullification of the significance between independent variable and dependent variables indicates full or partial mediation of mediating variable.

In testing the first hypothesis, we conduct a regression analysis for transformational leadership and job performance. The regression for transformational leadership and job performance is significant, where sig= 0.000,  $\square R^2 = 0.189$ . Transformational leadership accounts for 18.9% of the variance in job performance. Table 3 presents the result.

We conduct a regression analysis for transformational leadership and work engagement to test second hypothesis. The result is that the regression for transformational leadership to

work engagement is significant, where sig= 0.000,  $\Delta R^2 = 0.150$ . Transformational leadership accounts for 15% of the variance in work engagement. Table 4 shows the result.

In testing the third hypothesis, we conduct regression analysis for work engagement and job performance. The regression for work engagement and job performance is significant, where sig= 0.000,  $\Delta R^2 = 0.212$ . Transformational leadership accounts for 21.2% of the variance in job performance. Table 5 presents the result.

In line with the procedures of Barron and Kenny (1986), mediation can be inferred if transformational leadership and job performance have a significant relation with work engagement and if the relation between transformational leadership and job performance is significantly (partial mediation) or no longer significant (full mediation) when work engagement is entered into the equation. The fourth hypothesis is to test the mediation effect. We enter transformational leadership and work engagement to the regression analysis for job performance. The result find that transformational leadership is also significant, where sig= 0.002,  $\Delta R^2 = 0.284$ , indicating partial mediation for work engagement. This model 28.4% of the variance in job performance. Table 6 presents the result.

**Table 3. Effects of Transformational Leadership on Performance**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	19.625	4.012	0.000	
Transformational leadership	0.565	4.830	0.000	0.189

**Table 4. Effects of Transformational Leadership on Work Engagement**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	18.254	5.098	0.000	
Transformational leadership	0.363	4.241	0.000	0.150

**Table 5. Effects of Work Engagement on Performance**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	21.248	4.998	0.000	
Work Engagement	0.656	5.180	0.000	0.212



**Table 6. Effects of Transformational Leadership and Work Engagement on Performance**

Variabel Independen	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	10.756	2.074	0.041	
Transformational leadership	0.388	3.241	0.002	0.284
Work Engagement	0.486	3.689	0.000	

To test the fifth hypothesis, we conduct a regression analysis for transformational leadership and OCB. The regression for transformational leadership and OCB is significant, where sig= 0.000,  $\Delta R^2 = 0.191$ . Transformational leadership accounts for 19.1% of the variance in OCB. Table 7 presents the result.

To test the sixth hypothesis, we conduct a regression analysis for work engagement and OCB. The regression for work engagement and OCB is significant, where sig= 0.000,  $\Delta R^2 = 0.178$ . Work engagement accounts for 17.8% of the variance in OCB. Table 8 presents the result.

To test the seventh hypothesis, we used Barron and Kenny (1986) method, where the explanation has been described in hypothesis four. We enter transformational leadership and work engagement to the regression analysis for OCB. The result find that transformational leadership is also significant, where sig= 0.001,  $\Delta R^2 = 0.261$ , indicating partial mediation for work engagement. This model 26.1% of the variance in OCB. Table 9 presents the result.

**Table 7. Effects of Transformational Leadership on OCB**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	32.067	5.412	0.000	
Transformational leadership	0.690	3.872	0.000	0.191

**Table 8. Effects of Work Engagement on OCB**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	36.368	6.901	0.000	
Work Engagement	0.732	4.664	0.000	0.178

**Table 9. Effects of Transformational Leadership and Work Engagement on OCB**

Independent Variable	Unstandardized Coefficient Beta	t	Sig.	Adj R Square
(Constant)	22.739	3.556	0.001	
Transformational leadership	0.505	3.416	0.001	0.261
Work Engagement	0.511	3.148	0.002	

## **Discussion**

This study adds the literature on the relationship among transformational leadership, work engagement, job performance, and Organizational Citizenship Behavior. All hypothesized relations are supported by the data. Transformational leadership is significantly positively related to job performance. That is consistent with Birasnav (2014), the transformational leader would have intrinsic motivation which turn to performance.

We find that transformational leadership has positive relationship to work engagement. This finding is consistent with Pourbarkhordari et al., (2016) and Avery et al., (2007), the leader who leads the employees with transformational characteristics will turn them to be more engaged to their work.

Work engagement is significantly positively related to job performance. This finding is consistent with the previous research. Bakker (2012) and Pourbarkhordari et al., (2016), the employees who engage to their work will be more innovative and had good performance.

The result shows a mediating role for work engagement in the relation between transformational leadership. Work engagement explains the relation between transformational leadership and job performance. This result means that when transformational leadership is present, the employees are more engaged to their work, which in turn promotes job performance. This finding is in line with Hoon et al., (2012) that the work engagement is a prominent variable to improve the employee performance. The trusted leader increases work engagement which turn to job performance. When the leaders lead the employees with transformational leadership style, then the employees will be more engaged to their work, which in improve their performance (Pourbarkhordari et al., 2016).

Transformational leadership is significantly positively related to OCB. When the leader coaches, motivates, inspires the employees, then they will have a work that contribute to the organizational achievement voluntary. This finding is in line with previous research that shown the raise of OCB by transformational leadership (Wang et al., 2005).

Work engagement is significantly positively related to Organizational Citizenship Behavior. It means that when the employees engage to their work, then they will have a better contribution on their work. As Bobcock-Reberon and Strickland (2010) have highlighted that the engaged employees who characterized by dedication on their work will contribute more than expectation.

The result also shows our contribution in a mediating role for work engagement in relation between transformational leadership and Organizational Citizenship Behavior. As expected, work engagement explained the relation among transformational leadership and OCB. This finding supports the notion that when transformational leadership is present, then the employees are more engaged to their work, which in turn to promotes OCB. Our findings are grounded to the theoretical assumptions which says that transformational leadership always facilitates the employee's sense of engagement, and also consequently raise their OCB.

## **Conclusion**

This study proposes and tests the research model that examines work engagement as a mediator on the transformational leadership and performance outcomes. The result shows that work engagement mediates the effect of transformational leadership on job

performance. Moreover, this study gives evidence to support our intended hypothesizes, by applying regression analysis which result have revealed that transformational leadership relates OCB through the mediating effect of work engagement. This study recommends that the company's leader should invest good understanding on how to engage the employees to their work and increase the employee's performance and OCB.

### **Limitation and Suggestion**

There are two limitations. First, this research is conducted in the pharmaceutical industry in Indonesia. We are very aware that data is collected from a very specific context, so it may give different results in another context. Second, the validity of the variable is not too perfect. It is evidenced that there are some indicators that could not be extracted well, even the score is more than 0,5.

Moreover, an interesting study to surveys in future research is to add new variables in the research model, it can be mediating or moderating variable. Moreover, there is a little bit similarity between work engagement and intrinsic commitment. Comparing the effectiveness of work engagement and intrinsic commitment by keeping transformational leadership, job performance, and OCB in the model should be interesting future research. The next avenue for future research is to rearrange the indicator of the variables. It is to easier the next respondents to respond the questionnaire.

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