



Exploring how Transformational Leadership can help build Trust in Employee and Flexible work culture

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ABSTRACT: The link between leadership and flexible work culture is explored in the study. It serves and focused between serving organizational needs have gained prominence in organizational research. Effective leadership requires employee and managers to practice organizational citizenship behaviour to gain overall satisfaction, motivation and experience flexible work culture. Professional relationship, communication and organizational culture is interrelated to the organizational citizenship behaviour and plays a vital part in the everyday business and lives of the employees as well. By drawing on existing literature, the study shows the relevance of organizational citizenship behaviour in our business which the employees are voluntarily showing in the workplace and how leadership qualities are displayed in the everyday business to maintain stable flexible work culture. The study also analyzes the concept of trust and team work in the business which is an element of transformational leadership and feature of organizational citizenship behaviour ingrate with flexible work culture practiced in the company as everything is integrated in the theoretical framework. Organizational citizenship behaviour plays a vital play in mediating the role with the two important element of the research which are transformational leadership and flexible work culture. The findings emphasize understanding the mechanisms underlying the connection between transformational leadership and flexible work culture. Leadership developments, organizational practice, and future research are discussed. Some of the future research implications are discussed as well. Thus, Organization citizenship behaviour plays a critical part as the mediating element of the two components which are very much explained in brief comprehensive review, this paper aims to shed light on the mechanism through which is Organizational Citizenship behaviour mediates between transformational leadership and flexible work culture, offering insights for organizational professional and scholars.

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KEYWORDS:

Transformational Leadership, Organizational citizenship, Flexible work culture, Transparent Communication, Job Satisfaction.

INTRODUCTION

A leader helps others meet their needs and wants to improve the organization's performance. Transformational Leadership emphasizes qualities such as humility, compassion, and teamwork. It is different from traditional leadership methods that emphasize controlling and exerting power. Moreover, it can be related that a leadership approach known as transformational leadership (TL) takes into account each employee's unique needs while inspiring, motivating, and intellectually stimulating staff members. It encourages dedication, faith, and creativity. Employees' voluntary, extra-role actions that overall executive effectiveness but are acknowledged by the formal incentive system are known as organizational citizenship behavior (OCB) (e.g., helping colleagues, being punctual, going beyond work requirements). Transformational leaders foster the trust, drive, and flexibility required for a successful Flexible Work Culture, increasing workers' willingness and capacity to flourish in dynamic, flexible work settings.

A work environment that promotes flexibility in terms of time, place, roles, and working methods is known as a flexible work culture (FWC), which promotes autonomy and work-life balance. Employees' voluntary, extra-role actions has overall organizational effectiveness thus acknowledged by the formal incentive system are known as organizational citizenship behavior (OCB) (e.g., helping colleagues, being punctual, going beyond work requirements). It states that transformational leaders and followers mutually elevate their level of motivation and morality to achieve shared goals. Many studies have explained the

implications of this concept for organizations. A leader is regarded as a steward who sets an example for others. They are also responsible for nurturing the growth of their team.

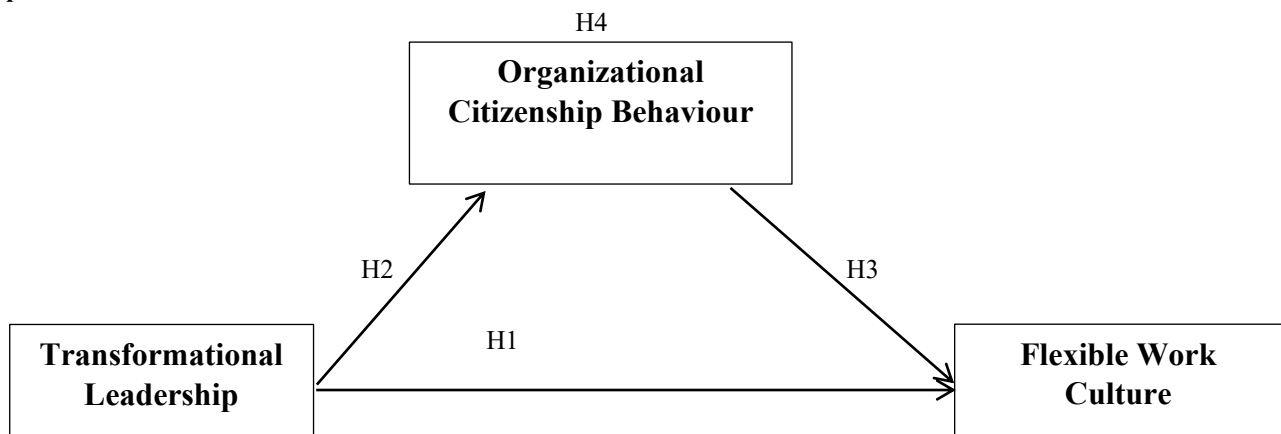
Thus, this study will investigate the following:

R1: How does Transformational leadership style influence employee trust and Flexible Work Culture?

R2: How does Organizational Citizenship Behaviour mediate between Transformational Leadership and Flexible Work Culture?

Through studies, researchers have linked transformational Leadership to diverse outcomes in an organization, such as employee satisfaction and performance. They also investigated the factors that influence the effectiveness of this approach in different settings. Studying the concept of Transformational Leadership is very important for people and organizations. It can help them achieve positive results. The changing environment of today's workplaces also highlights the importance of styles that emphasize moral Behavior, teamwork, and compassion. The contemporary values of social responsibility, empowerment, and inclusivity align with the concept of Leadership. This makes it an effective alternative to the traditional control and command methods. As the culture of today's workplaces continues to evolve, the concept of leadership has become a promising avenue for encouraging employee engagement and cultivating a healthy work environment. Through detailed investigations, researchers will be able to gain a deeper understanding of the factors that influence the performance of this approach and its effect on team dynamics. With a helpful and understanding leader the employees are open to communication as this promotes transparent communication. Enabling team members to freely share their thoughts, worries, and criticism. Supportive Environment, by valuing employees' contributions and nurturing a intellect of fitting, leaders build mutual trust and respect within the team. Innovation & Adaptability, by encouraging creativity and continuous learning, leaders foster a dynamic culture where employees are comfortable challenging norms and adapting to new situations, which is crucial for flexible environments. Motivation for Growth, this leadership style supports development, top to increased job approval and employees who are more invested in their roles and the organization's adaptability. Furthermore, having a flexible work culture not only shows how impactful a transformative leader can be but also shows how to build trust in employees to motivate them to work efficiently in the work from home environment.

Conceptual Framework



THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

Transformational leadership will be positively related to Flexible work culture.

The foundation of leadership that transforms makes work compelling and productive for both as a team. A sense of safety within the workplace are vital components of high morale when leaders prioritize the needs of their employees. There are many ways in which leaders can ensure that the employees are attained well in the company. The features of transformative Leadership were found and known by Spears (1995), The way transformative leaders interact with their staff is based on these traits, fostering cheerful atmosphere or surroundings at the workplace. A supportive and empowering work culture is one essential way supportive leadership enhances employee morale. The employees must be treated the same as each other at the workplace. Leaders recognize and appreciate their employees' contributions and hard work. They are offering thanks, offering feedback, and recognizing accomplishments. Leaders cultivate a culture of appreciation and praise within the organization (Liden et al., 2008). This, in turn, boosts staff spirits by recognizing their efforts and instilling a feeling of belonging and appreciation. Encouragement and feedback always tie the employees together to work hard as employees. Moreover, Transformational leaders must prioritize their employees' personal and professional development. Every leader must understand an employee's problem, whether individually or at the workplace, because the mindset of an employee may trigger the work, they do from the personal problem they are going through. The individual problem of an employee may harm the company servant leader if not attended to or solved on time. The growth and advancement of their followers can be demonstrated by investing in coaching, mentoring, and training programs. The focus on

growth not only boosts individual performance but also instills a sense of purpose and fulfillment in staff, resulting in a boost in morale. (Budur T and Demir (2022) explained the many companies are willing to opt to give the staffs an opportunity to practice work from home.

While it can be expressed that flexibility on work life is extra likely and reliable in today's work culture as technology development was eased many obstacles. Studies by (Jiang and Zhao, 2017) flexible work culture is positively associated with increased productivity, lower absenteeism and higher job satisfaction. Flexibility in the workplace allows workers to satisfy their demands both at work and outside of it. "Fixed working" is a wide word that encompasses flexibility in terms of both location and hours. Flexible working practices include shifting, telecommuting, compressed work, sabbaticals, flextime, job sharing, seasonal work, yearly working hours, vacation time, and much more (Latham and Locke, 1991). While (Maharani and Troena (2013) said that flexible work culture will allow employees to choose the starting time and completing time of the task as what matters the most the completing the task in those certain hours as under transformative leadership believing in employees and giving them a sense of authority to decide how to plan and complete assigned task. Thus, it can lead to the formulation of the below Hypothesis:

H1: Transformational leadership will be positively related to Flexible work culture.

Transformational leadership and Organizational Citizenship Behaviour

Teams motivate followers to commit to the organization's objectives and provide performance outcomes that surpass expectations. By articulating a moving vision and serving as role models in achieving it, motivating followers to set aside their personal interests for the benefit of the group or organization, and igniting their advanced order needs, team leaders can inspire and transform followers, according to Bass (1990). Following the identification of the primary behaviors that inspire and transform followers, (Conger and Kanungo (1998) argued that an added process-oriented approach to transformational leadership was required in order to expansion a understanding of the process of motivating and transforming followers. With the intention of demonstrating how Team leaders change subordinates from their current to a desired future outcome, they created a sense of mindset amongst the members as to what shall we achieve. Team leaders start by assessing the current concern of affairs at work and its surroundings. During this first phase, they actively look for current or possible solution to effectively face challenging team and work environment. The second stage involves determining, formulating, and communicating goals based on the deficiencies they find. As this helps the manager and the side to comprehend the goals and results expected to achieve demonstrating the qualities of the transformational leadership encouraging Organizational Citizenship Behaviour (Avolio and Waldman, (1991).

When workers witness encouraging and motivating leadership, they feel compelled to return the favor by engaging in optional actions that advance the company, such lending a hand to coworkers, exhibiting loyalty, and taking initiative (Ehrhart, 2004). This relationship is supported by empirical research, which shows that transformational leadership significantly predicts a number of OCB aspects (Brown, 2006), (Avolio, 2004). Furthermore, such mediating elements like organizational commitment, job satisfaction and leadership trust are concern linked with organizational citizenship Behaviour. Having an understanding leader is a very important element of Organizational citizenship Behaviour as their foster an atmosphere that motivates staff members to actively participate in behaviors that improve organizational effectiveness and cohesion. As showing organizational citizenship Behaviour is part is expecting work environment and showing the leaders that individual is really committed and motivated to deliver the best results.

Thus, having a positive attitude towards work and assigned task shows a sign of Organization citizenship behavior as its more into showing the commitment towards work as employees are not obligated to do so. Having commitment and dedication towards work without been told helps to build respect and commitment as (Greenleft, 1977) as it also flows the type of the leader employee is working on and this helps to build great teamwork with positive end results.

H2: Transformational leadership will be positively related with Organizational Citizenship Behaviour

Organizational Citizenship Behaviour and Flexible Work Culture.

A key component of an organization's vitality, employee engagement includes emotional interest and excitement for their work, which fosters a sense of connection and purpose. (Robbins, 2009) explained that employees and leaders with high engagement are key to the success of organizational success, innovation and also encouraging team work which occur leads better understanding amongst the teams thus leading to organizational citizenship Behaviour to be present amongst each another which is a key component to flexible work culture. While flexible work culture in practices leaders and employee are attached emotional, cognitive and responsibly, encouragement a better logic of promise and interesting their well-being (Podsakoff et al, (2000). Organizational Citizenship Behaviour is something that is voluntary practiced in the work place and with the teams to understand each another. Which leads the team to have faith and understand each another as this what helps the leaders to invest trust in allowing the members to practice Flexible Work Environment. Usually when strong positive work relation is built between the teams and its managers, the members and managers often motivated to drive an additional mile to realize structural success as the management has input quite faith in them leading to gain trust of their member (Chahar, 2019).

Workplace passion refers to a person's passion, drive, and commitment to their job. It entails giving oneself fully to work that inspires and offers satisfying experiences (Chen, 2020). Passionate workers are essential in bridging the gap between transformative

leadership and organizational citizenship behavior. By influencing organizational citizenship behavior, their positive actions indirectly affect how transformational leadership affects worker performance (Dartey,2019). One important element that might influence employee behavior to enhance organizational performance is transformational leadership. According to the author, both at low and high levels of transformational leadership, there is a noticeable positive impact on creative behavior (Chahar,2019) The key meaning of transformational leadership is to cheer employees to react favorably to change. Employee creativity is influenced by transformational leadership in a number of ways, including their skill to create, come up with new ideas, and improve overall performance. Employee are heartly allowed to practice work from home as their have managed to build their respect and trust in the eye of the senior management team as their will as productive from home and there are from Office. Always having a proactive approach to work and work culture. A flexible work culture is likely to consume a confident connection with organizational citizenship behavior (OCB) because it promotes trust, autonomy, and employee well-being, all of which in turn support pro-social (Williams, 1991). Employees are additional possible to feel appreciated and respected when their employers provide flexible arrangements like remote work choices, adjustable schedules, or performance evaluations based on results. This feeling of support and trust frequently inspires a desire to return the favor by engaging in constructive behaviors that go above and beyond the call of duty, such lending a hand to coworkers, taking initiative, and exhibiting organizational loyalty. ((Dartey,2019) Additionally, a flexible workplace culture improves job satisfaction and work-life balance while lowering stress and boosting emotional loyalty to the company. Employees are more willing to contribute to team achievement and organizational objectives as a result of this increased degree of involvement. Essentially, flexibility increases employees' psychological part to the corporation and empowers them, which in turn promotes higher levels of organizational citizenship behavior.

H3: Organizational Citizenship Behaviour will be positively related to Flexible Work Culture.

Organizational Citizenship Behaviour will mediate the relationship between transformational leadership and flexible work culture.

Corporate citizenship Employee behavior is defined as their voluntary behaviors that are crucial to maintaining and guaranteeing an organization's success and are positively correlated with outcomes like performance, teamwork, and reduced turnover. Team members are going beyond to offer a helping hand to the co-workers. In many companies, leaders who want to retain talent and boost productivity place a high priority on employee engagement. Effective communication is thought to play a crucial part in influencing how people feel about their workplace. Robbins and Judge (2006) claim that open and honest communication improves employees' perceptions of fairness and trust, which raises their level of comprehension. As this helps to build a healthy relationship between leaders and staffs that directly links transformative leadership been followed in the business and OCB been present in the business environment.

When people perceive open communication and feel that their opinions are respected, employees are more likely to engage in their work and demonstrate commitment to the company's goals.

In a similar vein, when workers experience high-quality interactions, they grow to feel like they belong and identify with the company, which boosts their drive and makes them shine in the eyes of leaders, giving them a fair assessment of how diligent their team members are. Being able to freely fast your opinions and been heard in meetings is a feature of Organizational Citizenship Behaviour and also listening to the employees is an element of supportive leader (McShane & Glinow, 2015). Principles and functions as a leader while their helps to uphold business policies as well as Organizational citizenship Behaviour and Transformational leaders work hand in hand. Organizational Citizenship Behaviour requires a level of trust in which employees' side with a particular organization and its objectives intends to maintain that trust and loyalty towards organization (Oemar,2013). The effectiveness of Leadership and organizational relationships depends on Organizational Citizenship Behaviour. Trust is what all the employees, supervisors, and organizations are made up of. Trust in leaders encourages transparency, teamwork, and cooperation among staff, resulting in enhanced organizational efficiency (Brian,2002). If the leaders have trust in their employees than Flexible work culture can never is a problem that will be faced employees to follow and managers to manage. According to De Menezes (2017), transformational leaders motivate their followers to set aside their own interests in favor of the company and its workers. However flexible work culture is directly and indirectly linked with Organizational citizenship Behaviour as having integrity and right piece of mind towards work as where and when shall work be done. Transformational leaders invest the right morals and trust in their employees to practice flexible work culture at their time and pace. Technology advancement has also made work culture quiet flexible thus this also assist to promote motivation and productivity among employee and team members (Armstrong & Taylor,2014). Overall work passion is something that is very common in employees and managers as promoting and encouraging flexible work culture in the workplace is mediated by Organizational Citizenship behaviour. Thus, it can lead to the formulation of the following hypothesis:

H4: Organizational Citizenship Behaviour will mediate the relationship between transformational leadership and flexible work culture.

METHODOLOGY

This study provides a positive research example. Positivity aligns well with the presumptive logic model of precise research, which involves formulating hypotheses, creating trial plans, and rigorously testing hypotheses in order to gradually redefine information. By employing the quantifiable approach and focusing on large sample sizes to produce observable results, the current study adheres to a pertinent methodology. A combination of purposeful and random sampling was used to gather 162 data points in order to survey the hypothesis. Self-reported questionnaires were used to collect the data from Digicel Fiji PTE Limited employees. In order to investigate communicative leadership, transformational leadership, and a flexible work culture of communication, employees in the offices throughout Fiji Island were chosen at random. Purposive sampling was employed in the study to find and choose a sample of leaders who were willing to contribute information based on their experience in order to assess their desire to utilize ChatGPT (Adabre et al., 2021). The majority of the answers came from staff members. After being retrieved from fieldwork, the data was input into SPSS and then moved to AMOS. Each construct's numerical value was thoroughly evaluated in order to create a solid research model. The p-value, which was set at 0.5, indicates that the mean population is 95% likely to fall inside the given range of values. Age, work experience, and pay scale were included as control variables in the study (see Table 1).

Table 1. Descriptive Statistics

Age	20-25	26-30	31-35	36-40	41 Years and Over
	23.5%	56.2%	13.0%	6.2%	1.2%
Occupational experience	1-3 years	4-7 years	8-11 years	12-14 years	14 years and over
	14.8%	47.5%	32.7%	3.7%	1.2%
Salary scale	FJD ≤ 10,000	FJD 10,000-20,000	FJD 20,000-30,000	FJD 30,000-40,000	FJD 40,000 and over
	1.9%	4.3%	16.7%	11.1%	66%

Measure

The person chose the various components in the five-point rating voluntarily. Likert scale: 1 represents strongly disagree and 5 represents strongly agree. A self-completed questionnaire was used to assess TL. According to Bornman and Puth (2017), the questions consist of twenty elements. "Our leaders require high-performance standards of followers" and "Our leaders communicate well in a group context" are the scale's sample items, with Cronbach's α of 0.97. The six-item FWC scale was modified from Barrick et al. (2015). "I feel inspired to go the additional mile to assist this organization flourish" and "I feel a feeling of devotion to this organization" were among the sample items with a Cronbach's α of 0.95. Five items from earlier studies that have been shown to be appropriate for evaluating this construct make up the EPCOM assessment (Rawlins, 2008; Avery & Kim, 2009; Einwiller et al., 2021; Appelman & Sundar, 2016). With a Cronbach's α of 0.85, the study's sample items, "relevance" and "well presented," have adequate internal consistency. Leaders' desire to utilize ChatGPT is examined using the technology acceptance paradigm (Davis, 1989; Venkatesh and Davis, 1996). With each construct assessed by the items, perceived usefulness ease may be gained from the technology.

Table 2. Mean, Standard Deviation, and Correlation of Variables for the Study

	Mean	SD	1	2	3	4	5	6	7
1. Age	2.06	0.851	1						
2. Gender	1.74	0.440	0.271**	1					
3. OCP exp	2.29	0.809	0.717**	0.370**	1				
4. Salary	4.35	1.024	0.412**	0.273**	0.423**	1			
5. TL	4.2975	0.59239	0.194*	0.122	0.262**	0.361**	1		
6. FWC	4.3062	0.52250	0.210**	0.211**	0.312**	0.414**	0.527**	1	
7. OCB	4.2994	0.36704	0.241**	0.165*	0.216**	0.399**	0.470**	0.484**	1

Note: * $p < 0.05$ ** $p < 0.01$, *** $p < 0.001$.

Table 3. Composite Reliability and Average Variance Extracted

Item	Mean	SD
TL1	4.34	0.850
TL 2	4.18	0.730
TL 3	4.30	0,732
TL 4	4.24	0.802
TL 5	4.43	0.667
FWC 1	4.17	0.777
FWC 2	4.29	0.737
FWC 3	4.35	0.653
FWC 4	4.36	0.693
FWC 5	4.36	0.854
OCB 1	4.09	0.721
OCB 2	4.39	0.652
OCB 3	4.20	0.740
OCB 4	4.33	0.678
OCB 5	4.30	0.826
OCB 6	4.36	0.729
OCB 7	4.25	0.643
OCB 8	4.31	0.605
OCB 9	4.33	0.577
OCB 10	4.39	0.652

TL was first thought to be rightly linked with FWC. The below shows (see Table 3) confirm H1 by demonstrating a positive correlation between TL and FWC ($\beta = 0.84$, $p < 0.001$). Next, the results ($\beta = 0.697$, $p < 0.001$) demonstrate a positive connection between TL and OCB, confirming full support for H2 (Table 3). OCB and FWC will favorably correlate, as expected. H3 is fully supported by the results ($\beta = 0.357$, $p < 0.001$) (Table 3). Finally, it was further predicted that OCB will improve the connection between TL and FWC. With a straight result of ($\beta = 0.3367$, $p < 0.001$), an indirect effect of ($\beta = 0.1185$, $p < 0.001$), and a total effect of ($\beta = 0.1398$, $p < 0.001$), the additional result shows that OCB partially mediates the link between TL and FWC, supporting H4 (Table 3).

Table 4. Mediation of COB between TL and FWC

Parameter	Dependent	R ²	F	P	Coefficient	SE	t	LLCI	ULCI
Constant TL	OCB	0.2208	45.3416	0.000	0.0482	0.1876	16.2512	2.6777	3.4186
					0.2912	0.432	6.7336	0.2058	0.3765
Constant TL OCB	FWC	0.3570	44.1359	0.000	1.1085	0.3810	2.9096	0.3561	1.8609
					0.3367	0.0611	5.5100	0.2160	0.4574
					0.4072	0.0986	4.1283	0.2124	0.6020

Direct effect of X to Y

	0.3367	0.611	5.5100	0.2160	0.4574
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The indirect effect of X to Y

	0.1185	0.469		0.0344	0.2177
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The total effect of X to Y

	0.4553	0.566	8.0460	0.3435	0.5670
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DISCUSSION

The above data shows the sample data that were collected to complete the above tables for the required information. The meta-Analysis was conducted using the ideas to explore the knowledge of Organization citizenship Behaviour in the connection between transformational leadership and Flexible work culture. The analysis examined three main variables which were Transformational leadership, Organizational Citizenship Behaviour and Flexible work culture. Transformational leadership qualities were assessed using established scales such as transformational leadership Questionnaires (TL) while Organizational Citizenship Behaviour was measured in terms of trust in employees, trust in colleagues and managers as well. How the departments are able to ensure such behaviour between the team with the help of the members and managers. Flexible work culture was assessed through questions as motivation to do better from home, meeting managers expectations and are the teams encouraged to practice flexible work culture.

PRACTICAL IMPLICATION

The data analysis has several implications for organization practice and research. Firstly, departments should prioritize the development and practice of Flexible work culture as the employee will get a sense of reliability to manage work while unable to be available physically in office every day. Many departments are not familiar with the flexible work culture as permission is not granted. Secondly fostering the culture of trust within the organization is essential as it enhances the effectiveness of the transformational leadership practices and contributes to positive Organization behaviour. Finally, having several leaders across the business had different elements and say about the qualities in the business as that was interpreted through the responses from the questionnaires.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

Having conducted this study through questionnaires and a review of journal articles, the study had some limitations. Some limitations identified were the sample size of the distributed questionnaire and the time constraints of collecting the questionnaires to time to compile data from the organizations. If all the contributed data was collected data analysis would have been more clearly explained. Different organizations operate differently; therefore, the research would have provided more detailed views, challenges, and observations regarding the study if different business were involved to gather data on the key areas of the current leadership style been practiced in the organization. Addressing these limitations in efforts can contribute to a more robust understanding of the role of OCB in the relationship between transformational leadership and Flexible work culture, ultimately informing evidence-based practices for organizational Leadership and management. In today's developing business world, leadership style and OCB are increasing day by day and shall be studied in depth from many different businesses to properly understand the element and bits of the OCB and different leadership styles used across the business and communities to have a better and deeply understanding of the leadership style followed around the areas. As OCB has many others factors such as emotional flexibility,

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