The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Innovative Work Behavior and Readiness to Change among Educational Staff at the Institut Seni Indonesia Yogyakarta

Tri Purnomo
Universitas Sarjanawiyata Tamansiswa, Indomesia
tripurnomo151@gmail.com

Didik Subiyanto
Universitas Sarjanawiyata Tamansiswa, Indomesia
didiks@ustjogja.ac.id

Syamsul Hadi
Universitas Sarjanawiyata Tamansiswa, Indomesia
syamsul.hadi@ustjogja.ac.id

Abstract:

This study aims to investigate the effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) among educational staff at the Indonesian Institute of Arts Yogyakarta by examining the mediating roles of Innovative Work Behavior (IWB) and Readiness to Change (RTC). This research employs a quantitative approach, using primary data collected through structured questionnaires and analyzed using Partial Least Squares (PLS) via SmartPLS 4. The results show that Transformational Leadership has a significant positive effect on OCB, as well as on IWB and RTC. Furthermore, both IWB and RTC act as significant mediators that strengthen the relationship between Transformational Leadership and OCB. These findings imply that educational institutions, especially in higher education, can enhance staff performance and extra-role behavior by fostering transformational leadership, innovation, and change readiness. The originality of this study lies in its integrative framework that introduces IWB and RTC as mediating variables, offering new insights into how leadership shapes organizational behavior through innovation and adaptability mechanisms.
Keywords: Transformational Leadership, Organizational Citizenship Behavior, Innovative Work Behavior, Readiness for Change, Human Resource Management.

Abstrak:

Penelitian ini bertujuan untuk mengkaji pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior (OCB) pada tenaga kependidikan di Institut Seni Indonesia Yogyakarta, dengan menelaah peran mediasi Innovative Work Behavior (IWB) dan Readiness to Change (RTC). Penelitian ini menggunakan pendekatan kuantitatif, dengan data primer yang dikumpulkan melalui kuesioner terstruktur dan dianalisis

menggunakan metode *Partial Least Squares (PLS)* melalui perangkat lunak *SmartPLS 4*. Hasil penelitian menunjukkan bahwa Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap OCB, serta terhadap IWB dan RTC. Selain itu, IWB dan RTC terbukti menjadi mediator yang signifikan dalam memperkuat hubungan antara Kepemimpinan Transformasional dan OCB. Temuan ini memberikan implikasi bahwa institusi pendidikan tinggi dapat meningkatkan kinerja dan perilaku ekstra-role pegawai melalui penguatan kepemimpinan transformasional, inovasi, dan kesiapan menghadapi perubahan. Keaslian penelitian ini terletak pada kerangka integratif yang memperkenalkan IWB dan RTC sebagai variabel mediasi, sehingga memberikan wawasan baru mengenai bagaimana kepemimpinan membentuk perilaku organisasi melalui mekanisme inovasi dan adaptabilitas.
Kata Kunci: *Kepemimpinan Transformasional, Perilaku Kewargaan Organisasi, Perilaku Kerja Inovatif, Kesiapan untuk Berubah, Manajemen Sumber Daya Manusia.*

INTRODUCTION

In an era marked by dynamic change and global uncertainty, public institutions—including higher education institutions—are expected to possess human resources (HR) that are not only technically competent but also adaptive, innovative, and loyal to the organization. One of the key indicators of HR quality in meeting these challenges is the emergence of Organizational Citizenship Behavior (OCB), which refers to voluntary employee behavior that goes beyond formal job duties but significantly contributes to organizational effectiveness and efficiency (O'Brien et al., 2024; Rankin & Treston, 2024; Yuwono et al., 2023). This phenomenon is particularly relevant among educational staff, especially amid institutional efforts to maintain accreditation, implement digital transformation, and foster a sustainable work culture.

OCB reflects employee loyalty, proactivity, and initiative in supporting the institution's mission—even beyond the scope of their official job descriptions. Practices such as voluntarily working beyond office hours for institutional benefit or participating in professional development training are concrete examples of OCB observed among educational staff in various universities. However, there remains a disparity where some staff tend to act strictly according to their formal job descriptions without showing extra-role involvement. This imbalance suggests the presence of internal institutional dynamics that warrant further analysis, particularly concerning leadership style and other psychological factors influencing the emergence of OCB.

Several previous studies have attempted to explain the relationship between leadership and OCB, particularly in the context of Transformational Leadership. Transformational leadership is seen as capable of inspiring employees through a shared vision, enhancing work motivation, and building emotional connections that encourage extra-role behaviors (Ali, 2024; Ferren, 2024; Winter & Pronovost, 2023). Research by Purwanto et al. (2021), Pattnaik & Sahoo (2021), Ibrahim et al. (2024), and Le et al. (2024) has shown that Transformational Leadership positively influences OCB by increasing job satisfaction and organizational commitment.

However, inconsistencies exist in the findings. While some studies such as Hermanto et al. (2024), Yuwono et al. (2023), and Zhao et al. (2025) confirm the positive effect of Transformational Leadership on OCB, other studies such as Maharani et al. (2017) and Subhaktiyasa et al. (2023) find no significant relationship. These inconsistencies indicate the presence of intermediary variables that have not been fully explored in explaining the link between leadership and organizational behavior.

The current literature has yet to extensively explore the mediating roles of psychological and behavioral variables such as Innovative Work Behavior (IWB) and Readiness to Change (RTC). Some studies have suggested that IWB—which reflects the employee's drive to innovate—can be a crucial mechanism in enhancing work engagement and proactive behavior (Arsawan et al., 2022; Gelaidan et al., 2023; Islam et al., 2022). Meanwhile, RTC describes an individual's mental and emotional preparedness to embrace organizational dynamics (Holt et al., 2007; Kalbermatten, 2024; Yang et al., 2024), which theoretically contributes to increased OCB but has rarely been examined as a mediator.

Based on these gaps in the literature, this study aims to fill the conceptual void by examining the effect of Transformational Leadership on Organizational Citizenship Behavior among educational staff, while also investigating the mediating roles of Innovative Work Behavior and Readiness to Change. By comprehensively analyzing these relationships, this research is expected to provide new insights into the factors that foster OCB in the context of higher education institutions in Indonesia.

Drawing from the Social Exchange Theory framework, this study hypothesizes that Transformational Leadership has both direct and indirect effects on OCB, reinforced by individual tendencies toward innovation (IWB) and readiness to change (RTC). Transformational Leadership motivates individuals to feel valued and emotionally supported, which in turn encourages them to act beyond their formal obligations. Therefore, this study argues that

the relationship between leadership and extra-role behavior will be strengthened when organizations also foster a culture of innovation and adaptive readiness among employees.

This study proposes seven main hypotheses. First (H1), Transformational Leadership is hypothesized to have a positive influence on Organizational Citizenship Behavior (OCB). Second (H2), Transformational Leadership is assumed to positively influence Innovative Work Behavior (IWB), and third (H3), to positively influence Readiness to Change (RTC). Furthermore, the fourth hypothesis (H4) posits that IWB positively affects OCB, while the fifth hypothesis (H5) posits that RTC also has a positive influence on OCB. This research also tests two mediation hypotheses: that IWB mediates the effect of Transformational Leadership on OCB (H6), and that RTC also acts as a mediator in the relationship between Transformational Leadership and OCB (H7). These seven hypotheses are designed to test both the direct and indirect relationships among the variables and to clarify the psychological and behavioral mechanisms that bridge the influence of leadership on extra-role behavior in organizations.

Figure 1. Research Framework
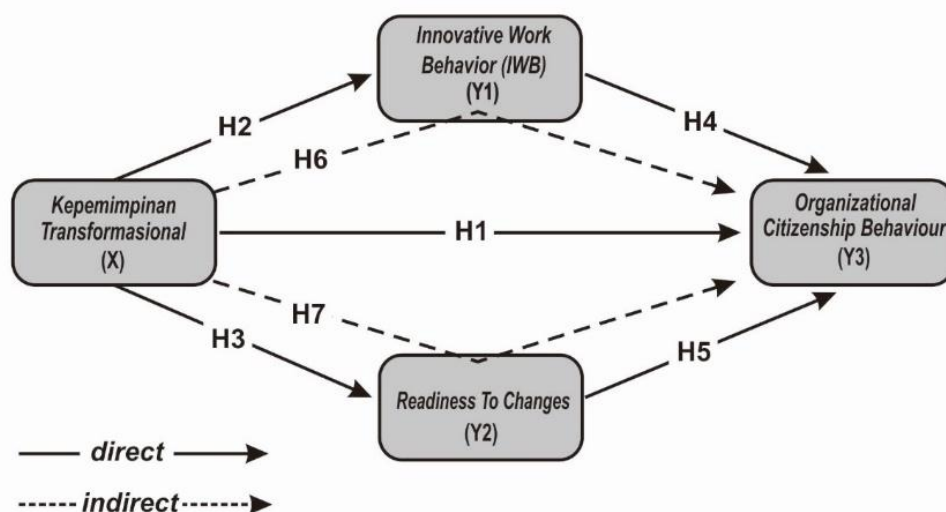
Source: Researcher, 2025.

METHOD

This study focuses on educational staff (tendik) at the Indonesian Institute of the Arts Yogyakarta, located at Jalan Parangtritis Km. 6.5, Panggungharjo, Sewon, Bantul, Yogyakarta. The research object includes four main variables: transformational leadership, organizational citizenship behavior (OCB), innovative work behavior (IWB), and readiness to change (RTC). These variables were analyzed at the individual level, making each educational staff member the unit of analysis.

This research uses a quantitative approach to examine the relationships among attitudes and behaviors that can be measured numerically (Craswell, 2009). The quantitative design was chosen because it allows researchers to assess perceptions and tendencies toward transformational leadership, IWB, RTC, and OCB using a Likert scale. This approach enables the analysis of complex causal relationships between latent variables in a measurable and objective manner, which is essential for theory testing and hypothesis validation within behavioral and organizational contexts.

The primary data source in this study consists of educational staff from the Indonesian Institute of the Arts Yogyakarta. The total population includes 153 staff members (ISI Yogyakarta, 2024). A sample of 108 participants was determined using the Krejcie-Morgan table at a 5% margin of error and a 95% confidence level. The sampling technique used was simple random sampling, providing equal opportunity for each population member to be selected.

Data were collected through structured questionnaires distributed directly to selected respondents. The questionnaire was based on validated indicators for each variable and measured using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Prior to full distribution, a pilot test was conducted to ensure the instrument's validity and reliability. Validity was tested using factor analysis, while reliability was assessed through Cronbach's Alpha to ensure internal consistency.

Table 1. Operational Definitions and Variable Indicators

Variable and Definition	Indicator/Dimension
Transformational Leadership (X1) Robbins & Judge (2018) define it as a leadership style that inspires followers to transcend personal interests for collective goals. Muizu et al. (2019) identified six indicators:	1) Inspirational Motivation 2) Integrity 3) Innovation 4) Impression Management 5) Individual Consideration 6) Intellectual Stimulation
Innovative Work Behaviour (Y1) De Jong & Den Hartog (2010): a behavior involving idea creation, promotion, and implementation in the workplace.	1) Idea Exploration 2) Idea Generation 3) Idea Championing 4) Idea Implementation
Readiness to Change (Y2) Holt et al. (2007) and Palmer (2016) define it as an individual's psychological readiness to adopt change based on perceived needs and support.	1) Discrepancy 2) Appropriateness 3) Efficacy 4) Principal Support 5) Valence
Organizational Citizenship Behaviour (Y3) Yuwono et al. (2023), based on Organ (1988), define it as voluntary behavior beyond formal duties that contributes to overall organizational effectiveness.	1) Altruism 2) Civic Virtue 3) Conscientiousness 4) Courtesy 5) Sportsmanship

Source: Researcher, 2025.

Table 2. Scoring Scale

Statement Category	Abbreviation	Score
Strongly Disagree	STS	1
Disagree	TS	2
Neutral	N	3
Agree	S	4
Strongly Agree	SS	5

Source: Wiyono, 2020.

Data were analyzed using both descriptive and inferential statistics. Descriptive analysis was used to summarize response trends based on category and distribution. For hypothesis testing and model evaluation, Partial Least Squares (PLS) analysis was conducted using SmartPLS 4 software. PLS was chosen due to the non-parametric nature of the data and the need to examine complex relationships among latent variables. The analysis followed a two-step process: (1) the outer model assessment to evaluate convergent and discriminant validity and composite reliability, and (2) the inner model assessment to examine structural relationships through R-squared values, path coefficients, and effect sizes (f^2). Mediation effects were also tested following Hair et al. (2017), distinguishing between full, partial, and no mediation based on the significance of direct and indirect paths.

RESULTS AND DISCUSSION

Results

Outer Model

The evaluation of the measurement model or outer model aimed to ensure that the research instruments met adequate validity and reliability criteria before testing the relationships among constructs in the structural model. This evaluation included tests for convergent validity, discriminant validity, and construct reliability.

Table 3. Outer Model Results

Aspect	Criteria	Result
Convergent Validity	> 0.70 (valid)	All indicators valid
Discriminant Validity	√AVE > Inter-construct correlation	Met discriminant validity criteria
HTMT	< 0.90	All values < 0.90
Average Variance Extracted (AVE)	≥ 0.50	All AVE values > 0.50
Composite Reliability	≥ 0.70	All constructs reliable

Source: Processed SmartPLS results by researcher, 2025.

The outer model testing results confirmed that all indicators in this study met the expected validity and reliability standards. First, the convergent validity was well established, as all factor loading values exceeded 0.70, indicating that each indicator made a significant contribution to measuring its respective construct. Additionally, the Average Variance Extracted (AVE) values for all constructs surpassed 0.50, affirming that each construct explained more than 50% of the variance in its indicators.

Second, the model demonstrated adequate discriminant validity. The √AVE values for each construct exceeded the inter-construct correlations, and all Heterotrait-Monotrait (HTMT) values were below the threshold of 0.90, indicating no issues of construct overlap.

Lastly, the constructs showed strong reliability, with Composite Reliability values exceeding 0.70 for all constructs. These results confirm that the instrument used in this study provided consistent and reliable measurements. With these satisfactory outcomes, the analysis could proceed to the inner model stage, backed by strong measurement data credibility.

Inner Model

After confirming the measurement model's validity and reliability, the next step involved evaluating the inner model. This step aimed to test the structural relationships among constructs, particularly the extent to which the independent variables influenced the dependent variables. In this study, the structural model examined the relationships among Transformational Leadership (TL), Innovative Work Behavior (IWB), Organizational Citizenship Behavior (OCB), and Readiness to Change (RC).

Table 4. Inner Model Evaluation Results

Endogenous Variable	R^2	Q^2	Predictor → Endogenous Variable	f^2
IWB	0.290	0.191	TL → IWB	0.408
OCB	0.688	0.427	TL → OCB	0.134
			IWB → OCB	0.374
			RC → OCB	0.195
RC	0.098	0.061	TL → RC	0.108

Source: Processed SmartPLS results by researcher, 2025.

R^2 (Coefficient of Determination):

R^2 values indicate how much variance in the dependent (endogenous) variable can be explained by the independent variables in the model.

1. OCB had an R^2 value of 0.688, meaning that TL, IWB, and RC jointly explained 68.8% of the variation in OCB. This suggests a strong predictive power of the model toward OCB.

2. IWB had an R² value of 0.290, meaning TL explained 29% of the variation in IWB, showing a significant influence with room for other explanatory variables.
3. RC had an R² value of 0.098, indicating that only 9.8% of the variation in Readiness to Change was explained by TL, reflecting a weaker—though statistically significant—influence.

Q² (Predictive Relevance):

Q² values measure the model's predictive accuracy for endogenous variables. Higher Q² values indicate better predictive capability.
1. OCB had a Q² of 0.427, suggesting strong predictive relevance.
2. IWB and RC had Q² values of 0.191 and 0.061, respectively, indicating moderate predictive ability for IWB and weaker predictive power for RC.

f² (Effect Size):

f² values reflect the size of the effect of each predictor on an endogenous variable. An f² value > 0.35 indicates a large effect, between 0.15–0.35 a medium effect, and < 0.15 a small effect.
1. TL → IWB had an f² of 0.408 (large effect).
2. TL → OCB had an f² of 0.134 (small-to-medium effect).
3. IWB → OCB had an f² of 0.374 (large effect).
4. RC → OCB had an f² of 0.195 (medium effect).

The inner model analysis revealed that IWB and RC had stronger effects on OCB than TL directly. IWB had the largest influence (f² = 0.374), followed by RC (f² = 0.195). IWB, representing employees' innovative behavior, strongly correlates with their contributions to OCB. Employees who are highly innovative tend to exhibit positive, proactive workplace behaviors that significantly boost OCB.

Meanwhile, RC indicates employees' readiness to embrace change, which also influences how they interact and contribute to the organization. Although TL significantly affected OCB, its direct effect was smaller compared to IWB and RC. TL primarily functions to motivate and enable innovation and change, while IWB and RC are more directly linked to the actual behavioral outcomes measured as OCB.

This model highlights that while TL is instrumental in shaping IWB and RC, these two mediating variables play a more dominant role in enhancing OCB. Therefore, innovation and change readiness are critical levers in promoting organizational citizenship behaviors within educational institutions.

Hypothesis Testing Results

The direct path analysis tested the direct effects among the variables in the model. In this context, the analysis examined how Transformational Leadership (TL) influenced Innovative Work Behavior (IWB), Organizational Citizenship Behavior (OCB), and Readiness to Change (RC), as well as the direct effect of RC on OCB. The estimated values of the structural model path coefficients must be statistically significant, which was tested through the bootstrapping procedure. Significance was determined by evaluating the coefficient estimates and t-statistics in the bootstrapping report. Using a significance level of 0.05 (α = 0.05), the critical t-value is 1.96. A hypothesis was considered statistically significant if the calculated t-statistic exceeded 1.96. Table 5 presents the results of the direct path hypothesis testing based on coefficient estimation.

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Explanation
IWB -> OCB	0,466	0,469	0,096	4,851	0,000	Accepted
TL -> IWB	0,538	0,549	0,064	8,371	0,000	Accepted
TL-> OCB	0,242	0,243	0,073	3,300	0,001	Accepted
TL -> RC	0,312	0,326	0,095	3,284	0,001	Accepted
RC -> OCB	0,298	0,295	0,086	3,471	0,001	Accepted

Source: SmartPLS processed by researchers, 2025.

TL → IWB (Transformational Leadership → Innovative Work Behavior)

The hypothesis test for the influence of TL on IWB showed a highly significant result, with a t-statistic of 8.371. Since this value exceeds the critical threshold of 1.96, the effect is considered strong and statistically reliable. The p-value of 0.000 confirms the robustness of the effect. The Original Sample value (O = 0.538) indicates that TL has

a strong influence on promoting IWB. In other words, the more transformational the leadership style, the higher the level of innovation demonstrated by employees. This finding highlights the essential role of TL in fostering a work culture that values innovation and creativity. Transformational Leadership proves to be highly effective in encouraging innovative behavior in the workplace, underscoring the importance of leadership that inspires and motivates employees to engage in creative problem-solving.

TL → OCB (Transformational Leadership → Organizational Citizenship Behavior)

The influence of TL on OCB also proved statistically significant, with a t-statistic of 3.300. Although the effect was smaller than TL's influence on IWB, the Original Sample value (O = 0.242) showed a positive correlation. The p-value of 0.001 confirms that this relationship is statistically significant. While the influence of TL on OCB is more moderate compared to its effect on innovation, TL still plays a meaningful role in encouraging employees to engage in organizational citizenship behaviors. These behaviors include voluntarily assisting coworkers or contributing to organizational goals beyond formal job duties. This finding emphasizes that TL, while crucial in promoting innovation, also positively influences employees' willingness to contribute beyond their required roles.

TL → RC (Transformational Leadership → Readiness to Change)

The effect of TL on RC also proved significant, with a t-statistic of 3.284. The Original Sample value (O = 0.312) indicated a positive correlation between TL and employees' readiness to change. This result suggests that transformational leaders not only drive innovation but also help prepare employees to adapt to organizational changes. Transformational Leadership plays a vital role in encouraging flexibility and openness to change among employees, which is essential for maintaining organizational resilience in dynamic environments.

RC → OCB (Readiness to Change → Organizational Citizenship Behavior)

The analysis of RC's influence on OCB indicated a significant positive effect. With a t-statistic of 3.471, the relationship was both statistically strong and meaningful. The Original Sample value (O = 0.298) shows a moderate but significant correlation. This finding implies that employees who exhibit higher readiness to change are more likely to demonstrate organizational citizenship behaviors, such as helping colleagues or participating in voluntary organizational activities. Employee readiness to change plays an important role in enhancing OCB, and organizations should support this readiness as a strategic factor in improving overall employee contribution.

Indirect Effect Evaluation

The following section presents the results of the hypothesis testing for the indirect effect of variable X on Y through mediator Z:

Table 6. Indirect Effect Evaluation Results

Path	P Values	Description
TL → IWB → OCB	0.000	Accepted
TL → RC → OCB	0.024	Accepted

Source: Processed using SmartPLS by the researcher, 2025.

TL → IWB → OCB (Transformational Leadership → Innovative Work Behavior → Organizational Citizenship Behavior)

In this model, the study tested the influence of Transformational Leadership (TL) on Organizational Citizenship Behavior (OCB) through Innovative Work Behavior (IWB) as a mediator. The aim of this test was to determine whether TL contributes to improving OCB by encouraging IWB. The test results revealed a statistically significant relationship, with a p-value of 0.000, which is below the 0.05 significance threshold. This indicates that TL affects OCB through the enhancement of IWB.

Transformational Leadership acts as a key driver in enhancing IWB, which refers to employees' creative and innovative behaviors in their work. TL stimulates creative thinking and innovative solutions through leadership practices such as empowerment, inspiration, and individualized development. Transformational leaders motivate

employees to explore new ideas, improve problem-solving, and innovate—elements that are vital for organizational progress.

Once employees exhibit innovative behaviors (IWB), they tend to act more proactively and contribute to the organization in meaningful ways, which lies at the heart of OCB. IWB fosters a solution-oriented work culture, in turn strengthening employees' commitment and engagement in activities that support the organization, even when those actions are not formally required. This indirect effect reinforces the theory that employee innovation, driven by transformational leadership, has a significant impact on their contribution to the organization (OCB). Therefore, innovation development through TL not only facilitates the achievement of organizational goals but also enhances employee engagement in voluntary behaviors that support long-term organizational success.

TL → RC → OCB (Transformational Leadership → Readiness to Change → Organizational Citizenship Behavior)

The second path tested was the effect of Transformational Leadership (TL) on Organizational Citizenship Behavior (OCB) through Readiness to Change (RC) as a mediator. The p-value of 0.024 indicates that this mediation path is also statistically significant. This result shows that TL influences OCB by enhancing employees' readiness to change (RC), which is a crucial element in the process of organizational adaptation.

TL directly influences Readiness to Change (RC), referring to employees' preparedness to embrace change. Transformational leadership encourages employees to adopt an open mindset toward change, reduces resistance, and motivates them to participate in organizational transformation. Transformational leaders inspire employees to perceive change as an opportunity rather than a threat. They articulate a clear vision and communicate the benefits of change, making employees more willing to adapt.

Readiness to Change (RC) plays a pivotal role in promoting OCB. Employees who are prepared to adapt to change tend to be more engaged in organizational activities that prioritize collective interests and support organizational goals. Employees with high change readiness demonstrate greater commitment to their organization, which is reflected in their citizenship behaviors—such as assisting coworkers, engaging in organizational social activities, or working more efficiently.

Theoretical Implications

These mediation paths highlight the importance of change readiness as a factor mediating the relationship between transformational leadership and organizational citizenship behavior (OCB). TL not only encourages creativity and innovation but also prepares employees to embrace organizational change, which in turn strengthens their OCB. This finding suggests that TL should emphasize developing employees' adaptability to organizational change so that they can contribute more effectively through citizenship behavior.

Figure 2. Bootstrapping Test Results
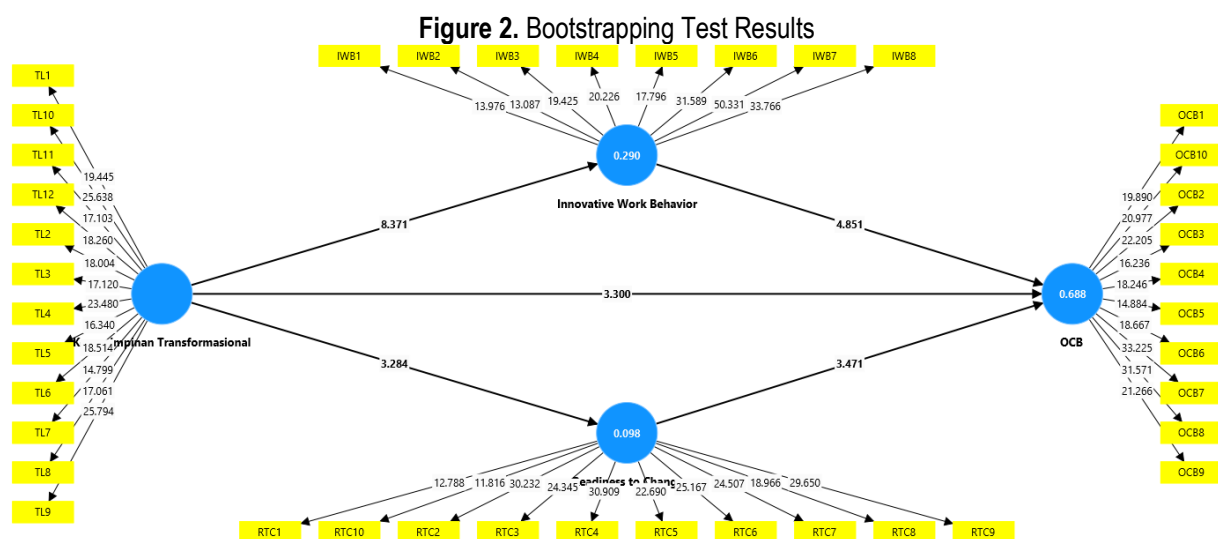
Source: Processed using SmartPLS by the researcher, 2025.

Explaining the Quantitative Findings: The Impact of Leadership, Innovation, and Change Readiness on OCB

The Influence of Innovative Work Behavior on Organizational Citizenship Behavior (OCB)

This study demonstrates that Innovative Work Behavior (IWB) has a positive and significant influence on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.466 and a t-statistic of 4.851. These findings indicate that the higher the level of IWB exhibited by employees, the more likely they are to engage in organizational citizenship behaviors. In other words, employees who are more innovative tend to act more proactively and support the organization beyond their formal job responsibilities.

This highlights the importance of creating a work environment that fosters innovation as a pathway to enhancing OCB. The relationship between IWB and OCB can be explained by Social Exchange Theory (SET), which suggests that mutually beneficial relationships between employees and organizations foster a sense of obligation, motivating employees to engage in extra-role behaviors (Marinova et al., 2025). When employees feel valued and empowered to innovate, they become more motivated to reciprocate by displaying OCB, such as helping colleagues or participating in organizational social activities.

IWB plays a crucial role in shaping a proactive work environment, encouraging employees to make meaningful contributions to the organization not only in routine tasks but also through deeper engagement with the organization's goals. This principle underscores the need to cultivate a nurturing workplace in which employees feel valued and motivated to contribute actively. Managerial support and a positive organizational culture are essential, as these factors significantly influence employees' willingness to exhibit enhanced citizenship behavior.

One effective approach to achieving this is through the implementation of training and development initiatives that not only improve technical skills but also strengthen interpersonal relationships among staff members. This study aligns with prior research confirming that IWB positively affects OCB (Hermanto et al., 2024; Ibrahim et al., 2024; R. Iqbal et al., 2023; Lee et al., 2024; Nordin et al., 2024; Yuwono et al., 2023; Zhao et al., 2025).

More broadly, the findings emphasize the importance of cultivating an innovation-supportive culture, where employees are given the freedom to create and innovate. Such an environment not only drives innovation but also enhances OCB, ultimately improving organizational performance and employee well-being. An innovation-supportive culture helps employees feel appreciated, increases their organizational commitment, and motivates them to engage more actively in citizenship behaviors.

However, it is important to note that overly focusing on IWB without sufficient attention to employee well-being can lead to negative consequences. Excessive stimulation of creativity may result in stress and burnout, ultimately harming OCB. Therefore, it is crucial to balance innovation encouragement with employee wellness. As a follow-up, organizations should implement creative training programs aimed at enhancing employees' IWB while simultaneously building an innovative culture in the workplace. Additionally, offering positive feedback and recognition for innovative ideas can boost employee commitment and drive greater engagement in OCB—yielding long-term benefits for organizational performance.

The Influence of Transformational Leadership on Innovative Work Behavior

This study reveals that Transformational Leadership (TL) positively and significantly affects Innovative Work Behavior (IWB), with a path coefficient of 0.538 and a t-statistic of 8.371, indicating that transformational leaders can effectively encourage employees to exhibit more innovative work behavior.

This relationship can be understood through Social Exchange Theory (SET), which posits that leaders who provide support, motivation, and inspiration encourage employees to reciprocate with creative and innovative contributions (Ashfaq et al., 2023; Li et al., 2024). TL facilitates the creation of a climate conducive to creativity by promoting idea exploration and providing a safe space for experimentation without fear of failure.

Transformational leadership cultivates a creative climate, stimulates idea exploration, and allows for experimentation. These findings reinforce prior studies (Alhitmi et al., 2023; Alwahhabi et al., 2023; Wijayanti et al., 2024) that underscore TL's key role in facilitating innovation in the workplace. Therefore, strengthening this leadership style is essential to developing an innovation-driven culture, especially in higher education institutions.

The results indicate that transformational leaders play a crucial role in fostering creativity and innovation at work, which in turn significantly contributes to overall organizational performance. Innovative employees offer better

solutions to challenges faced by organizations. However, if not implemented correctly, TL may result in confusion or lack of clarity regarding organizational goals. Hence, organizations should conduct leadership training that focuses on developing transformational leadership skills and empowering leaders to create an innovative work environment where new ideas are valued and allowed to flourish.

The Influence of Transformational Leadership on OCB

This study demonstrates that Transformational Leadership (TL) has a positive and significant impact on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.242 and a t-statistic of 3.300. This indicates that transformational leadership plays an important role in encouraging employees to engage in positive behaviors beyond their formal duties that benefit the organization.

Transformational leadership fosters reciprocal relationships between leaders and employees. Supportive leaders who care about employee well-being encourage extra-role behaviors such as assisting coworkers or participating in organizational social events. This finding supports SET, as it reflects a social exchange between leaders and their teams. Leaders who provide attention, motivation, and support tend to inspire employees to voluntarily engage in behaviors beyond their formal responsibilities, as a way of reciprocating the positive treatment they receive (J. Iqbal & Parray, 2024; Lim et al., 2024).

This result is consistent with previous studies affirming that TL not only fosters innovation but also enhances employees' social responsibility through OCB (Kamil et al., 2024; Nordin et al., 2024; Tomas et al., 2023). Therefore, transformational leadership is critical in fostering a cooperative and proactive workplace.

These findings affirm that TL has a substantial effect on OCB, contributing to a more cooperative and collaborative work environment, thereby increasing overall organizational efficiency and productivity. Transformational leadership can create a more harmonious workplace, boost employee engagement, and enhance OCB. However, if leadership is applied inconsistently, employees may feel undervalued, which can decrease their OCB. Organizations should thus enhance transformational leadership training to ensure leaders can foster an environment supportive of OCB, while recognizing employees' contributions to citizenship behavior to strengthen their commitment to the organization.

The Influence of Transformational Leadership on Readiness to Change

The findings indicate that Transformational Leadership significantly and positively influences Readiness to Change (RC), with a path coefficient of 0.312, a t-statistic of 3.284, and a p-value of 0.001 (< 0.05). This suggests that the higher the perceived transformational leadership by employees, the greater their readiness to embrace organizational change.

From the perspective of Social Exchange Theory (SET), TL creates a relationship grounded in trust, support, and empowerment. Such interactions encourage individuals to respond positively to change, as they feel valued and emotionally involved in the transformation process (Armenakis et al., 1993; Izquierdo & Bellamy, 2023).

This finding aligns with previous research emphasizing that transformational leadership plays a pivotal role in shaping individuals' readiness for change through a clear vision and supportive approach (Bentaleb, 2024; Choi & Cho, 2025; Khan et al., 2024). As such, transformational leadership serves as a key factor in improving an organization's adaptability to both internal and external dynamics.

The result shows that TL not only influences performance and innovation but also plays an essential role in preparing organizations for change—crucial in today's rapidly evolving environment. Readiness to change ensures organizational continuity and adaptability. A positive consequence of enhanced RC is the organization's ability to swiftly adapt to changes, helping it remain competitive in dynamic markets.

However, too much change without effective communication can lead to employee stress and uncertainty, which may hinder their performance. Therefore, organizations should improve change management training programs to strengthen employees' readiness and equip leaders with effective change communication skills to ensure that changes are well-received throughout the organization.

The Influence of Readiness to Change on Organizational Citizenship Behavior

This study reveals that Readiness to Change (RTC) has a positive and significant effect on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.298, a T-statistic value of 3.471, and a p-value of 0.001 (< 0.05). Employees who are more prepared to adapt to changes tend to be more active in demonstrating organizational citizenship behaviors, such as helping colleagues or supporting change policies. This finding highlights the importance of enhancing readiness to change as a key driver of OCB. In other words, the higher an

individual's readiness to accept change, the greater their tendency to engage in voluntary behaviors that support the organization.

The relationship between RTC and OCB can be explained through Social Exchange Theory (SET), which suggests that a mutually beneficial relationship between individuals and organizations motivates employees to exhibit extra-role behavior. When employees feel supported and valued by the organization, they are more motivated to reciprocate with greater contributions, reflected in OCB. Readiness to change functions as an indicator of employees' adaptability to organizational transformation, and those who are prepared tend to proactively support the organization.

Trust in the vision of change and organizational support encourages employees to reciprocate through extra-role behaviors such as assisting colleagues, supporting change policies, and demonstrating loyalty to the organization (Ling et al., 2024; van Dijke et al., 2025). These findings are consistent with prior studies showing that RTC not only enhances employee adaptability but also serves as a strong predictor of OCB (Sulastiana et al., 2023). Therefore, readiness to change plays a strategic role in shaping a productive and collaborative work environment through increased OCB.

RTC is not only about individual capability to adapt to change but also plays a role in enhancing employee involvement in OCB. Organizations that cultivate readiness for change among employees can gain benefits in the form of increased OCB, which ultimately improves organizational effectiveness and success.

Increasing RTC can help organizations adapt more quickly to change, boost employee commitment, and strengthen their OCB. Employees who are ready for change are more likely to engage in supportive behaviors that are essential in a rapidly changing world. However, excessive change implemented without clear communication and sufficient support may lead to stress and uncertainty among employees, reducing their performance and levels of OCB. Therefore, effective communication and managerial support are crucial to maintaining a balance between change and employee well-being.

Based on these findings, organizations need to introduce change management training programs aimed at increasing employee readiness for change. These programs may include training on how to manage change effectively and how to support employees in facing the challenges of transition. Additionally, leaders should receive training in effective change communication to ensure changes are well-received by all organizational members. Thus, RTC can be strengthened, and OCB can be enhanced, ultimately boosting organizational competitiveness and sustainability.

DISCUSSION

The results of this study indicate that Transformational Leadership (TL) has both direct and indirect significant effects on Organizational Citizenship Behavior (OCB) through Innovative Work Behavior (IWB) and Readiness to Change (RC) as mediating variables. The influence of TL on IWB, RC, and OCB is each proven to be positive and significant, as is the influence of IWB and RC on OCB. Specifically, IWB has the strongest influence on OCB, while the indirect mediation effects through IWB and RC are also statistically significant. These findings suggest that transformational leadership not only fosters innovative work behavior and readiness for change but also effectively encourages employees' engagement in extra-role behaviors that benefit the organization.

These findings can be explained through the lens of Social Exchange Theory (SET), which posits that reciprocal relationships between leaders and employees create a sense of mutual obligation. When employees perceive attention, support, and inspiration from transformational leaders, they are motivated to reciprocate with positive behaviors such as innovation, openness to change, and voluntary contributions to the organization (OCB). The significant relationships among variables demonstrate that leaders are not merely directing but also acting as catalysts in creating a work climate that promotes creativity and organizational loyalty.

This study reinforces the findings of previous research (Lee et al., 2024; Li et al., 2024; Nordin et al., 2024), which underscore the vital role of TL in promoting IWB and OCB, while expanding the understanding by emphasizing the mediating role of RC. Unlike prior studies that tend to examine the influence of TL on innovation and OCB separately, this study integrates both mediation paths into a single interactive model. The novelty of this research lies in the simultaneous integration of transformational leadership, innovative work behavior, readiness to

change, and organizational citizenship behavior within the context of higher education institutions—an area that has not been extensively explored comprehensively.

Interpretively, these results suggest that in a continuously evolving work environment, such as higher education institutions, leadership that can inspire, provide vision, and empower employees has great potential to build a collaborative, adaptive, and productive organizational culture. IWB and RC serve as two key pathways linking leadership to employee loyalty and active participation in organizational activities. Employees who feel secure and supported are more likely to face changes with readiness and willingly contribute to achieving the organization's mission.

However, reflection on these results highlights that the success of transformational leadership depends on consistent implementation and the organizational context. Applying TL without adequate training may lead to confusion regarding organizational goals and tasks. On the other hand, excessive pressure to innovate without considering employee well-being may result in stress and burnout. Therefore, potential dysfunctions such as innovation fatigue or change overload must be mitigated through a balanced and sustainable approach.

Based on these findings, recommended policy actions include developing transformational leadership training programs focused on vision-building, empathy, and change communication skills. Furthermore, organizations should establish work systems that support an innovative culture and provide safe spaces for experimentation. Change management programs must also be strengthened to enhance both psychological and organizational readiness for transformation. Through these measures, it is hoped that OCB will grow sustainably and contribute positively to organizational effectiveness and competitiveness.

CONCLUSION

This study concludes that Transformational Leadership (TL) has both direct and indirect positive effects on Organizational Citizenship Behavior (OCB), mediated by Innovative Work Behavior (IWB) and Readiness to Change (RC). The most significant finding is that IWB acts as the strongest driver of OCB, while TL serves as a strategic antecedent that not only encourages innovation and adaptability but also cultivates employees' willingness to go beyond formal job roles for the benefit of the organization. These results highlight the crucial role of leadership in shaping a collaborative and change-ready organizational culture, particularly in dynamic environments such as higher education institutions.

The scientific contribution of this study lies in its integrative model that combines four key variables—TL, IWB, RC, and OCB—within a unified structural framework. This approach offers a new perspective by simultaneously examining both mediating mechanisms, which had previously been analyzed in isolation. Furthermore, the study strengthens the application of Social Exchange Theory (SET) in explaining how mutual trust and empowerment between leaders and employees drive extra-role behavior. The findings enrich the body of knowledge on leadership, innovation, and organizational behavior, especially within the educational context, and may serve as a theoretical basis for future leadership development programs.

Nonetheless, this research acknowledges certain limitations. The study was conducted within a specific organizational context—higher education—using a cross-sectional design and self-reported data, which may limit the generalizability of the findings to other sectors or cultures. Additionally, potential moderating variables such as organizational culture or individual personality traits were not included in the model. Future research should consider a longitudinal approach, cross-sectoral samples, and the inclusion of additional variables to deepen the understanding of how transformational leadership fosters citizenship behavior through innovation and adaptability.

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