

Exploring the Effect of Transformational Leadership on Job Performance in the Service Industry: The Moderating Role of Organizational Citizenship Behaviour

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ABSTRACT

This study aims to research how transformational leadership affects job performance and subsequently the moderating role of Organizational Citizenship Behaviour (OCB). A total of 190 employees working in the Malaysia service industry, specifically the professional service sector, as respondents have participated in the research questionnaire. Convergent validity, discriminant validity, reliability and hypothesis testing were analysed by using SmartPLS3 software. This study revealed that only two dimensions of transformational leadership: idealised influence (behaviour) and intellectual stimulation were positively related to job performance. OCB only partially moderates the relationship between transformational leadership and job performance such as inspirational motivation, individualized consideration, and job performance. This study provides a framework for the management field to incorporate and recognize further need to study the importance of OCB on transformational leadership and job performance in Malaysia.

KEYWORDS: Leadership, Transformational leadership, Job performance, Organizational citizenship behaviour, Productivity

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1. INTRODUCTION

Leadership has always been a subject of interest to researchers, leading to the emergence of leadership theories (Khan et al., 2012). These theories and concepts focus primarily on breaking down the fundamentals of a leader's actions and conduct (Humphreys & Einstein, 2004). Moreover, organisations are found to strive for unparalleled leadership towards success, resulting in never ending efforts of scholars to distinguish varying leadership behaviours and varying leadership conceptualization over time. Leadership and its magnitude are not obscure, as proven by the multiple studies developed over time globally (Zumitzavan & Udchachone, 2014; Babatunde, 2015; Iqbal et al., 2015; Elkhwesky et al., 2022; Pham et al., 2024). The rapid changes combined with the highly competitive environment in the 21st century triggered high demands for leadership approaches (Kotter, 1999; Müller et al., 2024). Hence, effective leadership is crucial to increase the adaptability of an organization in such unpredictable environments.

As per the labour productivity growth report from

Malaysia Productivity Corporation (MPC) (2020), India (7.3%) and Philippines recorded a higher productivity growth per person employed of 7.3% and 3% respectively compared to Malaysia (2.1%). The report also indicates the slow incline of Malaysia's quarterly productivity growth [Q1: 2.5%, Q2: 2.3%, Q3: 2.6%] and a sharp drop in the last quarter [Q4: 1.4%], which is the lowest among selected Asian countries. The result can be due to externalities such as the trade war between the United States of America and China, steep falls in oil prices, and the global economic shutdown of borders to contain COVID-19. The service sector dominates 51.55% of the country's GDP in 2021 with previous studies reporting that Malaysia's public service sector is remarked as unprofessional due to its ineffective succession planning on leadership style (O'Neill, 2023). An effective succession planning is needed to shape a desirable leadership style and to trigger higher productivity and human resources. Meanwhile, one of the challenges faced by transformational leaders is to promote organizational citizenship behaviour to enhance employee job performance (Teoh et al., 2022). Transformational leadership is important to encourage organizational citizenship behaviour to achieve better

job performance, especially in the service industry sector. This is evident in studies where highly motivated employees tend to perform better in their jobs (Halim & Ahmad, 2012; Othman & Mahmood, 2020; Wen et al., 2023). Similarly, increasing public servants' motivation and skills, and strengthening the management system and performance measures were shown to improve the efficiency of the public sector, especially in terms of innovation leadership (Ahmad et al., 2017; Vatankhah et al., 2017; MPC, 2018).

Transformational leadership represents a shift from traditional leadership towards a more radical and inspirational form of leadership (Khanin, 2007; Hamdan et al., 2024). At the centre of it, transformational leaders stimulate and support their followers' growth toward both personal and organisational transformation. A multitude of studies have also provided a strong association between transformational leadership and the various dimensions of job performance (Hidayat-ur-Rehman & Alsolamy, 2023). The relationship between transformational leadership and job performance can be strengthened by organizational citizenship behaviour, which is an individual's voluntary effort that goes beyond formal job requirements and helps the organization to achieve its objectives (UI Hassan et al., 2023). Specifically, task performance in Malaysia is measured by the objective and subjective accomplishment of an individual's responsibilities and duties as defined by the organizational policies, procedures and job descriptions (Abdul Rahman et al., 2018). It is also greatly influenced by transformational leadership and team communication (UI Hassan et al., 2019). Meanwhile, the relationship between transformational leadership and contextual performance is possibly promoted and enhanced by human resource management (Charlton & Eschleman, 2019; Zhou et al., 2024). Transformational leaders are found to encourage followers to perform tasks in more creative methods as they believe that social media usage helped in a higher level of commitment and ease the knowledge transfer. In addition, task performance is found to be easier at predicting financial performance compared to contextual performance as it is directly affected by the production line (Motowidlo, 2000). However, transformational leadership significantly impacts contextual performance compared to task performance due to the voluntary nature of contextual performance, and the fact that it requires going beyond formal job requirements (Piccolo & Colquitt, 2006; Naeem & Khanzada, 2018; Ramadhanti et al., 2021; Teoh et al., 2022) and changes in the working system (Wang et al., 2011) thus making contextual performance more vital than other performance criteria.

The traditional leadership style no longer fits well into today's competitive environment. Relevant research has proven the effectiveness and efficiency of transformational leadership in improving performance

at all levels in an organization. Thus, organizations in Malaysia will be required to strengthen their management knowledge and skills, especially leadership style, to create a better understanding and accept new leadership styles (Abdullah & Varatharajoo, 2017). There is a consensus among researchers and corporates that Malaysian leaders tend to be more transactional than transformational which is a major concern in the management field as the Malaysian labour market highly demands skills, innovation, and risk-takers to perform the transformation in an organization (Wah, 2010). In 2008, Meyer argued that different leadership perceptions can be influenced by cultural differences as Malaysia consists of different ethnicities. He also suggested that by understanding the needs of the Malaysian workforce and making sure their needs are met, their loyalty and trust towards leaders can be secured. This is due to the different backgrounds and religions that are related to their perspective of needs and leadership. According to Lo et al. (2010), most of the research mainly focuses on Western countries, however, there is only limited research literature about leadership that focuses on Malaysia. Moreover, Malaysia's workforce is among countries that face high-level of dissatisfaction which causes high turnovers due to unaccommodating work environments (Mohd Zin et al., 2022). Therefore, it is good to conduct further research to compare and identify the differences between Western countries and Malaysia in management practices due to differences in culture, politics, and development.

The rapid growth of technology also threatens global businesses in terms of productivity and employment. Past studies stated that technological changes affect the demand for employability and other competencies for better job performance (Rasul et al., 2010; Mondolo, 2021). Low job performance can be due to employees being unable to deal with fast-changing technology (Albi, 2024). Organizations that implement technological investments tend to have higher expectations in improving performance compared to others. Hence, eliminating unfavorable behaviour and developing new ones is a crucial step for a more effective and efficient transformation process. Previous research investigated that the acceptance of employees towards new technology is crucial in enhancing task performance (Hasan & Nadzar, 2010). Currently, organizations struggle to achieve desirable performance due to low innovation and productivity levels caused by the lack of strategic succession planning in determining leadership styles in certain situations. It will affect employee performance continuously (Iqbal et al., 2015). The globalization trend, the rapid growth of technology, and new management practices bring a huge impact on organizations in Malaysia. It is also important to note that an organization's success is dependent on the improvement of job satisfaction and job performance. Employees tend to have higher satisfaction as they are

being paid deservedly, which results in low turnover rate and high productivity (Bahani, 2013).

Additionally, organisational citizenship behaviour (OCB) is considered as one of the important factors that can moderate the relationship between transformational leadership and job performance. OCB is defined as an individual's voluntary behaviour that goes beyond the formal job requirement and contributes to the overall effectiveness of the organization. Past studies found that OCB plays a significant role in enhancing the employees' work experience and their ability to cope with organizational change (Choi, 2007; Malik, 2024). Organisations that provide positive and constructive reinforcement towards employees were found to have increased employee motivation and engagement, thus leading to higher customer satisfaction (Al-Mahasneh, 2015). OCB was also found to lead to better employee retention (Arora & Arora, 2024). However, few studies have examined the potential moderating effect of OCB between transformational leadership and job performance in the Malaysian service industry. Moreover, transformational leadership characteristics such as idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration are likely to influence the level of OCBs exhibited by employees. OCB is also theorised to augment the positive effects of transformational leadership on core job performance (Piccolo & Colquitt, 2006; Hermawati & Mas, 2017). Despite ample studies of both transformational leadership and OCB, the joint influence of these constructs on job performance is not yet well-understood, and warrants further investigation, especially in the Malaysian context.

Hence, this attempts to fill in literature gaps by investigating the moderating role of Organizational Citizenship Behaviour (OCB) on the relationship between the five dimensions of transformational leadership and job performance.

1.1 Theoretical Background and Hypothesis Development

The conceptual framework was supported by the social exchange theory (Nohe & Hertel, 2017) and transformational leadership theory (Piccolo & Colquitt, 2006). According to social exchange theory, when employees perceive that their organisation values their contributions and cares about their well-being, they feel obliged to reciprocate by exhibiting positive behaviours that benefit the organisation (Piccolo & Colquitt, 2006). Transformational leadership theory suggests that leaders who engage in transformational leadership behaviours, such as articulating an inspiring vision, providing intellectual stimulation, and attending to individual needs, can elicit extra-role behaviours from followers that go beyond formal job requirements. Based on the study of Wang et al. (2011), this theory is influential to push employee performance to a higher

level. Previous research (Chen et al., 2018; Alamir et al., 2019; Afshari, 2021) had proven that transformational leadership is theoretically and empirically connected with the three performance criteria: task performance, contextual performance and creative performance. This theory focused on the dyadic relationship between leaders and followers in an organization. Despite researchers questioning the positive link between transformational leadership and task performance or contextual performance, Bacha (2014) accepted the hypothesis by stating that followers will put more effort, and creativity is improved when feedback is received from the leader, and in return output higher levels of task performance. Despite some judgment regarding transformational leadership, its popularity has grown rapidly over the years. A past study researched the functionality of transformational leadership which shows that it has a huge impact on job performance such as reducing turnover, higher productivity and satisfaction levels and creativity (Odumeru & Ifeanyi, 2013).

Additionally, transformational leadership is defined as a leadership style that transforms followers to rise above their self-interests for the good of the organization, allowing them to develop their full potential. A transformational leader is expected to develop high-quality relationships with followers (Okoli et al., 2021; Menon, 2023). In relation to job performance, past studies have found a positive relationship between transformational leadership and various performance outcomes, including task performance, contextual performance, and creative performance (Alessa, 2021; Wang et al., 2022). In fact, transformational leaders are effective in engaging employees to go beyond their formal job requirements and embrace innovative behaviours that contribute to organizational effectiveness. However, the individual contributions of transformational leadership dimensions and job performance had shown inconsistent results. For example, intellectual stimulation and individualised consideration were found to have stronger effects on performance outcomes compared to idealised influence and inspirational motivation. Thus, the following hypotheses were formed based on the arguments below.

1.1.1 Idealised Influence (Attributed)

Scholars studying transformational leadership determined the role of leaders to inspire and motivate individuals to prioritize teamwork rather than self-interest (Northouse, 2022). Idealised influence (attributed) is a follower's perception of the leader's confidence, charisma, integrity, selflessness, empathy, and trustworthiness (Afshari, 2021), thus explaining the qualities of what followers seek in leaders (Tsevairidou et al., 2019). Past studies revealed that individual work performance can be influenced by idealised influence (attributed). Bass and Avolio (1990) stated that leaders

who foster attributed idealised influence tend to encourage followers to put more effort to achieve the desired performance. By performing personal values and beliefs to followers, it creates a sense of admiration (Kurland et al., 2010). The recent studies have proven there is a positive relationship between attributed idealised influence and job performance which empowers employees' self-determination at the same time (Tsevaïridou et al., 2019; Alsayed et al., 2020). Based on the above discussion, the hypothesis is formulated as follows:

H1: There is a positive relationship between the attributed dimension of idealised influence and job performance.

1.1.2 Idealised Influence (Behaviour)

Many researchers argued that this dimension is the combination of charisma characteristics and modelling behaviour to gain recognition from followers towards their leader, and foster self-sacrifice as a form of motivation. It is one of the critical components to reflect the functionality of transformational leadership and builds self-confidence to perform better (Bass, 1985; Tracey & Hinkin, 1998; Belle, 2013; Abdullah & Varatharajoo, 2017). A study by Sheehan et al. (2019) found out that idealised influence and inspiration motivation are interrelated and act as a contextual resource and innovation performance within a team. Employees in work units will obtain additional resources and gain positive domino effects as they derive resources from these behaviours. Past studies found out that idealised influence (behaviour) is important to the employee for goal improvement. In this dimension, leaders positively influence followers to put collective interest over personal interest which improves the quality of working and performance (Kurland et al., 2010; Jada & Mukhopadhyay, 2019; Afshari, 2022). Bednarova et al. (2019) supported that this dimension is one of the most perceived leadership substyles as it consists of transforming the needs of the subordinates and stimulating them. Therefore, this research focuses on testing the hypothesis of:

H2: There is a positive relationship between the behavioural dimension of idealised influence and job performance.

1.1.3 Inspirational Motivation

Motivated leaders tend to be enthusiastic and capable of communicating their vision. They develop vision and challenges to inspire followers to achieve greater performance and personal development (Bass, 1985; Bass & Riggio, 2006). Generally, high motivation levels result in good performance. This is purported by Lo et al. (2009) who found out that idealised influence, intellectual stimulation and inspirational motivation were positively related to commitment. Leaders are also found to use inspirational motivation to incentivize high

power motive, but less found in affiliation or achievement motive (Kehr et al., 2022). Other studies found that inspirational motivation pushed people towards investing extra effort to perform beyond expectations. Through inspirational motivation, followers tend to have better performance and personal development which is inspired by their leaders' enthusiasm and communicating a shared vision (Bass & Avolio, 1990). However, Ha and Nguyen (2014) revealed that there is no relationship between inspirational motivation and job performance. This is because articulating an ambitious vision is only effective when it is delivered by the senior managers. A clear vision will arouse their motivation to work harder and strive for collective goals. Bednarova et al. (2019) suggested that inspiration motivation is the best intermediate factor to boost self-determination which helps to improve job performance. Based on the above discussion, the hypothesis is formulated as follows:

H3: There is a positive relationship between inspirational motivation and job performance.

1.1.4 Intellectual Stimulation

Leaders promote creativity and innovation when doing tasks (Bass & Avolio, 2006). Yammarino and Bass (1990) stated that the functionality of this dimension can be proven by followers' conceptualization, understanding and analytic skill. Lo et al. (2010) found idealised influence and intellectual stimulation significantly affect factors of commitment to change, such as personal goals, capacity belief and contextual belief. Moreover, the study of Ghorbanian et al. (2016) stated that transformational leadership is a catalyst of the organizational learning process via intellectual stimulation behaviour. Theodore (2013) stressed that these types of leaders raise awareness to followers about the novelty of their job and individual performance towards the organizational goal. It was also determined that intellectual stimulation may encourage followers to use their strengths in novel ways (Bakker et al., 2022). There was a consensus among employees of the significant impact of intellectual stimulation on the ability to create new solutions for problems and in return improve performance. In intellectual stimulation, leaders inspire followers to perform creative and innovative thinking, finding extraordinary solutions to resolve problems. Therefore, based on the above discussion, the following hypothesis is formulated:

H4: There is a positive relationship between intellectual stimulation and job performance.

1.1.5 Individualised Consideration

Leaders with individualized consideration ensure followers gain personal attention to fulfill their needs by advising, coaching, mentoring, and supporting them to achieve goals. The key to a successful transformation is to have a supportive and developmental leadership

style (Bass, 1990; Bass & Avolio, 1994). Bass and Avolio (2000) as cited by Choi et al. (2014) stated that under this dimension, two-way communication and information exchange practices between leaders and employees in the workplace create better understanding and belongingness. This in turn leads to positive outcomes and more contributions to the organization no matter in terms of in-role or extra-role (Ng, 2017). Moreover, leaders can achieve goals by accommodating the personal needs of employee growth, learning and recognition (Puni et al., 2020; Hilton et al., 2023). From past research, personal needs among employees are critical for improved performance. According to Bass and Avolio (1990), in individual consideration, leaders pay more attention to followers' personal needs and find ways to meet it. This leads to higher confidence levels to explore their potential and overcome challenges (Musa, 2013). Therefore, this research focuses on testing the hypothesis of:

H5: There is a positive relationship between individual consideration and job performance.

1.1.6 The Moderating Impact of OCB

Most literature has investigated the functionality of OCB and its effect on organizational effectiveness has been proven initially (Walz & Niehoff, 1996; Kumari & Thapliyal, 2018). Organ (1988) stated that effective OCB leads employees to perform beyond job requirements. Several studies have proven the significance of OCB on performance evaluation, with altruism, sportsmanship, and civic virtue predicting employee retention. Moreover, an organization that promotes OCB tends to attract higher-quality human resources and create an image of a desirable workplace (Whiting et al., 2008; Basu et al., 2017). Past studies have proven that OCB is related to efficiency, improving quality, and customer satisfaction levels that are conveyed into a higher level of effectiveness in the organization. It was also indicated that transformational leaders who foster OCB in their followers enhance the quality of their performance (Boerner et al., 2007; Reis, 2015). The study of Munir et al. (2019) was consistent with past studies that illustrated the positive and significant relationship of OCB with job performance and its partial mediation of the relationship between leadership and job performance. They also suggested that leaders should opt-out authentic leadership to promote OCB to enhance employee job performance in the education industry

However, the moderating role of OCB on the relationship between transformational leadership and job performance has not been clearly defined. Maharani et al. (2013) stated that transformational leadership has no significant effect on OCB while OCB affects job performance by helping others able to improve performance. Hence, to have a clearer definition regarding the moderating role of OCB, this research

focuses on testing the hypothesis of:

H6: OCB moderates the relationship between the attributed dimension of idealised influence and job performance.

H7: OCB moderates the relationship between the behavioural dimension of idealised influence and job performance.

H8: OCB moderates the relationship between inspirational motivation and job performance.

H9: OCB moderates the relationship between intellectual stimulation and job performance.

H10: OCB moderates the relationship between individualized consideration and job performance.

2. METHODOLOGY

This research was conducted in Malaysia to explore the effect of transformational leadership on job performance in the service industry in Malaysia. In this research, the population will be focused on employees in the Malaysia service industry. Through a quantitative approach, 190 respondents were achieved for data collection. A questionnaire containing 44 questions, adopted from past studies, was distributed to the respondents with 2 sections: Section A (demography) and Section B (transformational leadership, job performance, and OCB). The questionnaires were distributed via Google Forms to respondents in the service industry across Malaysia. Respondents answered these questions by using the 7-point Likert scale range based on their level of agreement on each statement. To analyse the data, SmartPLS 3.0 was used and the following research model, as depicted in **Figure 1**, was extracted.

3. RESULTS

After analysing the data in SPSS version 29, the data sets were exported and further analysed using SmartPLS 3.0. Following the two-step approach by Hair et al. (2017) both the measuring model and assessment of the construct's reliability and validity were carried-out in the first stage while the structural model was evaluated in the second stage.

3.1 Assessment of The Measurement Model

The research model was evaluated by a confirmatory factor to examine the reliability, convergent validity, and discriminant validity. Bagozzi et al. (1991) explained that internal consistency is ensured when loadings are at the threshold of 0.5 and above. The items with low outer loading, less than 0.4 should be removed. A high value of composite reliability represents high reliability among items (Hair et al., 2014). The cut-off value is 0.7. The value of CR ranged from 0.806 to 0.920 in this study, while the majority of AVE ranged between 0.508 to 0.743. Although the cut-off value of 0.7 is required, according

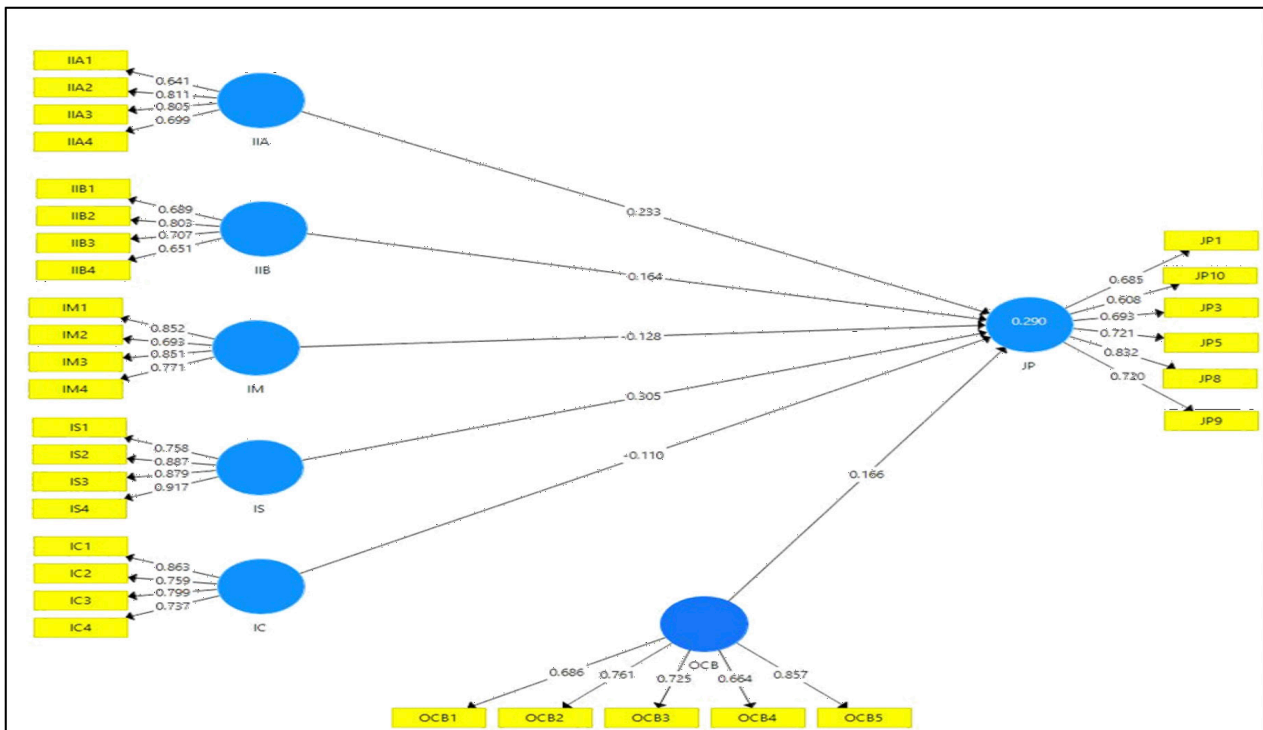


Figure 1 Results of path analysis

to Hair et al. (2014) the outer loading value ranging from 0.4 and 0.7 is acceptable. Hair et al. (2010) illustrates that construct with the that exceeded the value of 0.5 is acceptable while values below 0.5 should be removed. There are seven items from the dependent variable, job performance (JP2, JP4, JP6, JP7, JP11, JP12, and JP13) and one item from the moderator, OCB (OCB6) have been removed as their loadings are less than 0.4.

Table 1 indicated that a majority of the respondents were employees that were aged between 23-27 years old. This implies that the majority of respondents were millennials who are tech-savvy and more adaptable to changes. They are also fresh graduates with different expectations of their employers and supervisors. The same is true for employees between the ages of 18-22. The next highest age group are employees between the range of 33-37 years old and this is followed by the age range group of 28 to 32 years old.

Next, a majority of the survey is made up of female employees (103 employees or 54.2%) compared to male employees (87 employees or 45.8%). This is in line with a survey by the Institute of Labour Market Information and

Analysis that indicated the service industry in Malaysia is dominated by female workers, particularly in the retail, hospitality, and healthcare sectors. A total of 108 employees that participated in this survey were Chinese (108 employees or 56.8%) while a total of 45 employees or 23.7% that participated in this survey were Malays. Additionally, 11 employees, or 13.7%, were Indian and the remaining 11 employees (5.8%) selected 'Others'. In terms of the highest level of education, the majority of the respondents possess a bachelor's degree at 105 employees or 55.3%.

Finally, a majority of the respondents' monthly income ranges between RM3,001 and RM4,500 at 60 employees (31.6%). The next highest monthly income range is RM1,501 and RM3,000 at 38 employees (20%), followed by RM1,500 and below at 36 employees (18.9%), between RM4,501 and RM6,000 at 27 employees (14.2%), between RM6,001 and RM7,500 at 18 employees (9.5%), between RM7,501 and RM9,000 at 9 employees (4.7%), and RM9,001 and above at 2 employees (1.1%). The income distribution reflects the typical Malaysian income ranges for the service industry.

Table 1: Demographic profile of respondents

Demographic Variable	Category	Frequency [Respondent (N=90)]	Percentage
Age (years old)	18-22	41	21.6
	23-27	42	22.1
	28-32	25	13.2
	33-37	40	21.1
	38-42	16	8.4
	43-47	10	5.3
	48-52	12	6.3
	53-58	4	2.1
Gender	Male	87	45.8
	Female	103	54.2
Ethnicity	Malay	45	23.7
	Chinese	108	56.8
	Indian	26	13.7
	Others	11	5.8
Educational Level	High school or below	28	14.7
	Diploma	51	26.8
	Degree or Professional Qualification	105	55.3
	Postgraduate	6	3.2
Monthly Income	Less than RM1,500	36	18.9
	Between RM1,501 and RM3,000	38	20.0
	Between 3,001 and RM4,500	60	31.6
	Between RM4,501 and RM6,000	27	14.2
	Between RM6,001 and RM7,500	18	9.5
	Between RM7,501 and RM9,000 RM9,001 and above	9 2	4.7 1.1

Moreover, as depicted in **Table 2**, the composite reliability and average variance extracted from the model were tested, alongside the loadings of each construct. The internal consistency reliability measurements of the study ranged between 0.806 to 0.920, which is between the recommended range stated by Hair et al. (2017), which is 0.70 to 0.95. The convergent validity, measured by the average variance extracted, ranging between 0.508 to 0.743, which were also above the recommended threshold of 0.5 (Hair et al., 2017; Fornell & Larker, 1981). The factor loadings of the study ranged between 0.608 (JP10) and 0.917 (IS4), which is acceptable. This is supported by Cheung et al. (2023) whereby the minimum acceptable value is 0.5, but the recommended value of most authors is 0.6., and better at 0.7. Discriminant validity refers to the level where all items are distinguished among the constructs. **Table 3** indicates the square-rooted values of the average variance extracted exceed the correlations of each construct, as recommended by past studies (Fornell & Bookstein, 1982; Chin, 2009).

3.2 Assessment of The Structural Model

The results of the hypotheses testing is depicted in **Table 4**. H1 is not supported as the result demonstrated the attributed dimension of idealised influence is not

significantly related to job performance. However, the following result of hypothesis testing demonstrated that the behavioural dimension of idealised influence has a positive effect on job performance ($\beta=0.204, t=2.044$), leading to the support of H2. H3 is not supported, demonstrating that inspiration motivation is not positively related to job performance. H4 is also supported as the data indicated a significant relationship between intellectual stimulation and job performance ($\beta=0.273, t=2.722$). H5 is not supported, indicating that individualized consideration is not positively related to job performance. Furthermore, the results for H6 and H7 are not supported, indicating that organizational citizenship behaviour does not moderate the attributed dimension of idealised influence and job performance, and behavioural dimension of idealised influence and job performance. However, the result for H8 is supported, demonstrating the moderating effect of organizational citizenship behaviour between inspirational motivation and job performance ($\beta=0.190, t=1.658$). H9 is not supported, thus indicating that organizational citizenship behaviour does not moderate the relationship between intellectual stimulation and job performance. The results for H10 reveals that organizational citizenship behaviour moderates the relationship between individualized consideration and job performance ($\beta=0.229, t=1.896$).

Table 2: Results of the measurement model

Construct	Items	Loading	CR	AVE
Idealised Influence (Attributed)	IIA1	0.641	0.830	0.551
	IIA2	0.811		
	IIA3	0.805		
	IIA4	0.699		
Idealised Influence (Behaviour)	IIB1	0.689	0.806	0.511
	IIB2	0.803		
	IIB3	0.707		
	IIB4	0.651		
Inspiration Motivation	IM1	0.852	0.872	0.632
	IM2	0.693		
	IM3	0.851		
	IM4	0.771		
Intellectual Stimulation	IS1	0.758	0.920	0.743
	IS2	0.887		
	IS3	0.879		
	IS4	0.917		
Individualized Consideration	IC1	0.863	0.869	0.626
	IC2	0.759		
	IC3	0.799		
	IC4	0.737		
Organizational Citizenship Behavior	OCB1	0.686	0.858	0.550
	OCB2	0.761		
	OCB3	0.725		
	OCB4	0.664		
	OCB5	0.857		
Job Performance	JP1	0.685	0.860	0.508
	JP3	0.693		
	JP5	0.721		
	JP8	0.832		
	JP9	0.720		
	JP10	0.608		

Table 3: Discriminant validity of constructs

	1	2	3	4	5	6	7
1. Individualized Consideration	0.791						
2. Idealised Influence (Attributed)	0.554	0.742					
3. Idealised Influence (Behavior)	0.478	0.596	0.715				
4. Inspiration Motivation	0.524	0.456	0.521	0.795			
5. Intellectual Stimulation	0.579	0.448	0.487	0.546	0.862		
6. Job Performance	0.280	0.418	0.387	0.241	0.431	0.713	
7. OCB	0.445	0.423	0.334	0.416	0.457	0.357	0.742

Table 4: Summary of Path Coefficients and Hypothesis Testing

Relationship	Coefficient (β)	Std Error	t-value	Decision
H1 IIA \rightarrow JP	0.164	0.102	1.607	Not Supported
H2 IIB \rightarrow JP	0.204	0.100	2.044*	Supported
H3 IM \rightarrow JP	-0.085	0.097	0.871	Not Supported
H4 IS \rightarrow JP	0.273	0.100	2.722**	Supported
H5 IC \rightarrow JP	-0.060	0.103	0.581	Not Supported
H6 OCB \rightarrow IIA \rightarrow JP	-0.020	0.106	0.188	Not Supported
H7 OCB \rightarrow IIB \rightarrow JP	-0.130	0.098	1.323	Not Supported
H8 OCB \rightarrow IM \rightarrow JP	0.190	0.115	1.658*	Supported
H9 OCB \rightarrow IS \rightarrow JP	-0.153	0.106	1.441	Not Supported
H10 OCB \rightarrow IC \rightarrow JP	0.229	0.121	1.896*	Supported

Note: *p<0.05, **p<0.01

4. DISCUSSION

H1 revealed that there was no relationship between idealised influence (attributed) and job performance. The finding contradicted with the study of Peesker et al. (2003) and Tsevairidou et al. (2019), as they believed that instilling positive emotion to followers will increase the learning desire for job performance improvement. However, these results can be supported by the study of Brown and Arendt (2011) and Datche and Mukulu (2015), where they found that there is no relationship between idealised influence and employee engagement while Brown and Arendt (2011) noted that idealised influence is not positively related to job performance. Dubinsky et al. (1995) argued that idealised influence alone can be classified as charismatic leadership as there is a similarity between this dimension and charismatic leadership.

The findings for H2 revealed that there is a positive relationship between the behavioural dimension of idealised influence and job performance. The finding of this study is congruent with the study of Choi et al. (2014) who noted the significance of leaders in fostering a sense of belongingness and inspiration towards their followers to be fully committed to accomplishing organizational goals. Surprisingly, this is contradicted by the finding from Tsevairidou et al. (2019), where they stated that this dimension is negatively correlated to employees' self-determination which indirectly affects individual job performance.

Surprisingly, H3 was not supported in this study. This study found that there was no positive relationship between inspirational motivation and job performance. Prior studies, such as Lo et al. (2009) and Wah (2010) concluded that inspirational motivation results in a good performance, enabling employees to perform beyond the expectation on their own without assistance from the leader through the behaviour of inspirational motivation. However, the result of this study is congruent with the study of Tajasom et al. (2015) and Alsayyed et al. (2020) whereby inspirational motivation alone is not strong enough to influence the innovation performance of an employee as it needs to associate with other dimensions of transformational leadership. This dimension is only effective when employees have high trust in their leader. Furthermore, the findings support the study by Ha and Nguyen (2014) as the articulation of a clear vision of an organization is only effective when delivered by senior managers. This finding is congruent with the study of Vinh et al. (2022) that inspirational motivation is not positively related to job satisfaction, however, stipulated that creating work enrichment is elementary, especially in workplaces that are repetitive in nature.

Surprisingly, the result of H4 was not supported in this study. The findings have shown that there is no positive relationship between individualized consideration and

job performance. This finding contradicts with the study of Choi et al. (2014), demonstrating the contribution of this dimension to job satisfaction has leaders who supported and encouraged personal growth and development among employees significantly increase their confidence levels to complete tasks. Therefore, in return, followers will work harder to achieve their leader's expectations (Ng, 2017). The lack of relationship between individualized consideration and job performance (H5) can be supported by the study of Tahir (2015) and Juma and Ndisya (2016) that argued with previous studies whereby individualized consideration is a concept that is able to reflect the consideration of an employee's ability and the level of maturity in determining their needs for personal development is different among each other.

As expected, the results of H5 have shown that intellectual stimulation has a positive relationship with job performance. As stated by Lo et al. (2010) intellectual stimulation has a significant effect on the commitment to change in terms of personal goals and contextual belief. Abdullah and Varanharajoo (2017) stated that intellectual stimulation assists leaders in instill creativity and innovation towards employees. Most of the practitioners acknowledged the importance of intellectual stimulation on job performance which significantly enhances followers' problem-solving skills and innovativeness. Organizations must be innovative and proactive to sustain their position in the marketplace. The results, however, were in line with past studies that found that there is no relationship between individualized consideration and organizational performance which is inconsistent with the previous findings (Tahir, 2015; Juma & Ndisya, 2016). Similarly, it was concluded that this is due to rigidity and inflexibility limiting employees' opportunity to be involved and empowered in their work (Alsayyed et al., 2020).

The functionality of OCB on organizational effectiveness has been recognized in the previous literature (Walz & Niehoff, 1996). Basu et al. (2017) found that there is a significant effect of OCB on job performance, this assumption was accepted by most of the research. In the present study, OCB was found to partially moderate the relationship between the dimensions of transformational leadership and job performance. Specific elaborations are as follows.

The findings showed that OCB does not moderate idealized influence (attributed) and job performance (H6). This indicates that the possession of idealised influence of leaders alone is not sufficient to enhance the job performance of the followers. It needs to be accompanied by positive citizenship behaviours of the employees. Prior studies, such as Özbağ and Ceyhun (2014), found that OCB is positively related to job performance. On the other hand, it was argued

that transformational leadership behaviours should increase the frequency of OCBs and that OCBs, in turn, should enhance job performance (Mallick et al., 2014). Further studies indicated that the relationship between transformational leadership and job performance can be strengthened in the presence of positive OCBs, as such behaviours result in a greater inclination towards performing tasks beyond expectations.

Surprisingly, the hypothesis stating that OCB moderates the relationship between idealised influence (behaviour) and job performance was not supported (H7). The findings suggested that the interaction between idealised influence and OCB does not have a significant impact on job performance. This is contradictory to the arguments made by scholars who proposed that transformational leadership behaviours should foster the development of OCBs, and these behaviours, in turn, should enhance followers' task performance (Nurjanah et al., 2020; Ahmed et al., 2020). This indicates that even though leaders may possess idealized influence, it does not necessarily translate to improved employee job performance unless accompanied by positive discretionary behaviours of employees.

Next, results for H8 indicated that OCB moderates the relationship between inspirational motivation and job performance. This finding is consistent with the study of Miao et al. (2017) which found that when employees exhibit citizenship behaviours, the relationship between the inspirational motivation component of transformational leadership and individual task performance is strengthened. The result suggests that when leaders are able to inspire and motivate their followers, the job performance of the followers is further enhanced when the followers also display positive discretionary behaviours. Previous research has suggested that when transformational leaders motivate employees to perform beyond expectations, this relationship is strengthened when employees also voluntarily engage in organizational citizenship behaviours (Bottomley et al., 2016; Hasibuan et al., 2024).

The findings for OCB in moderating intellectual stimulation and job performance (H9) were found to be not supported. This implies that the relationship between intellectual stimulation and job performance is not dependent on the presence of citizenship behaviours. This contradicts the findings of previous studies that indicated intellectual stimulation is positively related to OCB, and that OCB is positively related to job performance (Arifin et al., 2024; López-Domínguez, 2013). One possible explanation for this could be that intellectual stimulation in itself is sufficient to enhance job performance, without the need for additional discretionary efforts from employees.

Finally, the results of OCB were found to moderate the relationship between individualized consideration and job performance. This is consistent with the study conducted by Miao et al. (2017) which found that the relationship between individualized consideration and task performance is strengthened when employees exhibit high levels of organizational citizenship behaviours. The finding suggests that when leaders are able to provide individualized attention and support to their followers, the job performance of the followers is further enhanced when the followers also display positive discretionary behaviours. This is supported by the notion that individualized consideration leads to a heightened sense of commitment and loyalty among followers, which in turn motivates them to go the extra mile in their work.

5. THEORETICAL AND PRACTICAL IMPLICATIONS

5.1 Theoretical Implications

The present study contributes to the existing body of knowledge on transformational leadership and organizational citizenship behaviour in several ways. Firstly, it provides empirical evidence on the moderating role of OCB in the relationship between transformational leadership and job performance in the service industry in Malaysia. Previous research has primarily focused on the direct effects of transformational leadership on job performance, with limited attention given to the potential moderating mechanisms. By incorporating OCB as a moderator, this study offers a more nuanced understanding of how transformational leadership influences job performance.

Secondly, the study explored the moderating effects of OCB on the specific dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). The findings revealed that the moderating role of OCB varies across the different dimensions of transformational leadership. This contributes to the theoretical understanding of the complex interplay between the various components of transformational leadership and discretionary work behaviours in influencing employee job performance.

Thirdly, the study was conducted in the Malaysian service industry context, which extends the existing literature predominantly based on Western contexts. Examining the proposed relationships in a non-Western, developing country setting provides valuable insights into the cultural and contextual factors that may shape the dynamics between transformational leadership, OCB, and job performance.

5.2 Practical Implications

The study of transformational leadership and employee performance is important in organizational

management and leadership development. Leaders must identify critical strategies and behaviours associated with transformational leadership to target the necessary training programmes interventions towards leadership excellence. Employee performance stands at the pinnacle of organisational sustainability and effectiveness. In a competitive environment, companies must continue to strive towards optimised human capital to achieve strategic objectives and maintain a strategic edge against competitors. Additionally, this study provides a framework for the management field about the relationship between transformational leadership and job performance. Besides that, this study provides a further understanding of corporates and recognizes the importance of OCB on transformational leadership and job performance in Malaysia. The findings of this study provide useful information to corporates on how each dimension of transformational leadership influences job performance. As stated by Abdullah (1996), Malaysian managers often lack two-way communication with their employees. Therefore, it is time for them to explore cross-cultural dimensions of interaction.

6. CONCLUSION

In a nutshell, this study provides empirical evidence for the effect of transformational leadership on job performance in the Malaysia service industry. Moreover, OCB partially moderates the relationship between transformational leadership and job performance. The focus of this study is different than the previous study where past studies only focus on the effect of transformational leadership on job performance but very limited research to investigate the functionality of OCB as a moderator on this relationship. Multinational corporations in Malaysia must know more about transformational leadership, OCB, and job performance for long-run prosperity. Moreover, this study also provided scholars and practitioners with in-depth information regarding the relationship between transformational leadership and job performance in the Malaysia context. Overall, this study revealed that corporates should focus on idealised influence (attributed), inspirational motivation, and individualized consideration to improve employees' job performance.

In terms of the moderator, it was determined that OCB is partially supported in this study. This withdraws the importance of OCB in enhancing the effectiveness of transformational leadership on job performance. While various studies have identified the importance of OCB in demonstrating job satisfaction, leading to better job performance. OCB is thought to significantly enhance job performance, especially when employees are led by transformational leaders. However, the empirical evidence on this phenomenon remains limited.

As with much past research, the current paper had several

limitations. First, the respondents who participated were restricted to a small sample population as the main target respondents are employees in Malaysia's service industry. Hence, there is a restriction on the external validity due to the generalization of employees from other industries, and thusly necessary to address the perceptions of the Malaysian labour population towards transformational leadership and job performance for future research to obtain generalized results.

Future research may expand on the antecedents and consequences of job performance dimensions. Expansion into another dimension of job performance, such as creativity, should be explored as it is the cause of concern for most companies. Moreover, apart from using OCB as a moderator, other variables can be used to test the moderating effect to expand the insight of this research. Potential moderators should be explored as research showed partial moderation between transformational leadership and job performance.

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