



The Relationship Between Transformational Leadership and Employee Performance: Mediating Effects of Organizational Citizenship Behaviors

Taylan Budur*, Ahmet Demir

Business and Management Department, Tishk International University, Sulaimani, Iraq

(Received: June 20, 2021; Revised: January 7, 2022; Accepted: January 17, 2022)

Abstract

Transformational leaders are accepted as part of the most influential leaders on the employee favorable outcomes. This study aimed to investigate the relationship of transformational leadership with employee performance and citizenship behaviors. Further, it examined the correlation between the sub-dimensions of transformational leadership (TL) and organizational citizenship behaviors (OCB). To achieve this, 399 participants were selected through convenience sampling method, and data was collected from them using a survey questionnaire. According to the findings, inspirational motivation had significant and positive effects on employee performance (EP). Furthermore, OCB affected EP partially, while courtesy and conscientiousness had significant positive impacts on EP. Concerning the relationship between TL and OCB, individual consideration was found to have significant and positive effects on courtesy and civic virtue, but not on sportsmanship and conscientiousness, while idealized influence was not found to have any significant relationship with OCB dimensions. Finally, in terms of the OCB's mediation, individual consideration was shown to have an indirect effect on EP via conscientiousness.

Keywords: organizational citizenship behaviors, transformational leadership, employee performance, SME, Kurdistan.

Introduction

Previous studies put forward that leaders' attitudes and behaviors play crucial role in the employee favorable outcomes (Becker & Kernan, 2003). Transformational leadership (TL) has attracted many researchers in this regard and has been considered as one of the most effective leadership styles (Buil et al., 2019; Humphrey, 2012). Lee et al. (2018) and Majeed et al. (2017) noted the substantial role of TL in employee citizenship behaviors at workplaces. Accordingly, organizational citizenship behavior (OCB) has been defined as employees' voluntary behaviors that goes beyond the required tasks such as helping others, following guidelines, solving problems, and having tolerance for inconveniences in the organization (Jiang et al., 2017; Podsakoff et al., 2000).

Further, employee performance is another factor, which has a direct impact on the success of the organization, and it has been investigated in two forms in the existing literature (Biswas & Varma, 2012; Uddin et al., 2013). These include in-role performance, which refers to employees' formal job requirements, and extra-role performance, which involves employees undescribed or undefined job fulfilments (Becker & Kernan, 2003; Brief & Motowidlo, 1986; Tajeddini & Trueman, 2008). Furthermore, employee performance is one of the most

* Corresponding Author, Email: taylan.budur@tiu.edu.iq

important factors in organization for increasing the quality of services and products in order to gain a competitive advantage (Scotti et al., 2007). As a result, the higher level of performance is an important indicator of the increased interaction between coworkers (Kamdar & Van Dyne, 2007) and customers (Lee et al., 2012), commitment to the organization (Wright & Bonett, 2002), higher productivity, and less waste in terms of resources, capabilities, and outcomes (Ma'toufi & Tajeddini, 2015; Mohammed et al., 2020; Weldon & Weingart, 1993).

In this respect, the crucial role of the management in the organization is to increase employee motivation (Budur & Demir, 2019) for their job satisfaction and additional performance. Due to the favorable outcomes of the employees' performance and adaptive behaviors in the workplace (commitment and citizenship to organization), scholars and practitioners focus on the predictors and consequences of performance triggers (Akdere & Egan, 2020; Vargas, 2015). In line with this, current literature has enough evidence that supports the prolific relationship between leaders' positive traits/behaviors and employee's extra or additional efforts (Demir & Budur, 2019; Kirkpatrick & Locke, 1996). Further, transformational leadership characteristics, in particular, are recognized as stimulators of employees' in-role and extra-role behaviors in organizations (Buil et al., 2019; MacKenzie et al., 2001), as they encourage followers to be innovative as well as future- and result-oriented while solving organizational problems (Yukl, 1999).

In addition, the latest literature confirms the favorable association between TL and organizational citizen behavior (OCB). The attributes of transformational leaders classified as vision description, role modeling, mentorship/encouragement of subordinates, and proper communication, have important positive effects on their followers (Podsakoff et al., 1990, 1996). These positive results were observed as employee retention, increased success, confidence, and loyalty by Krishnan and Arora (2008). Moreover, employee's citizenship behavior in organization, which represents voluntary and non-obligatory efforts beyond their tasks, is a vitally important factor affecting the organizational effectiveness and performance (Podsakoff et al., 2000). Vigoda and Golembiewski (2001) state that OCB is positively related to the service quality and healthy organizational climate. Niehoff and Moorman (1993) found that leaders' monitoring behaviors have a negative impact on followers OCBs, while their fairness is positively related with subordinate's OCBs. Additionally, Kidwell et al. (1997) stated that cohesiveness in the workplace is directly related to employee OCB. Moreover, they revealed that cohesiveness boosts trust and OCB among coworkers and in turn, the effect of OCB might trigger employee's extra performance to reach organizational goals. In the light of these findings, the relationship between OCB and organizational performance represents a positive correlation. Despite the positive findings between TL and OCB (Podsakoff et al., 2000), researchers have asked for more empirical studies on employee performance (Akdere & Egan, 2020; Khaola & Rambe, 2021; Wang et al., 2011).

On the other hand, small-medium enterprises (SME) are another focus for researchers. Investigating the aforementioned dimensions in the context of SME is important because SMEs are the emerging and indispensable businesses in many countries. The salespersons and employees have a key role to play in the survival and success of these firms (Mulki et al., 2008; Reynolds & Beatty, 1999; Tajeddini, 2016). Moreover, the performance of the employees significantly depends on the behaviors and attitudes of their leaders (Budur, 2018; Saleem et al., 2019). The dimensions of the leadership styles are also the determinants of employee performance (Carter et al., 2013; Osman-Gani et al., 2013; Vecchio et al., 2008; Wahab et al., 2016). In line with this, Crede et al. (2019) put forward that transformational leadership would be suitable for the developing countries to foster employee performance. Further, the study of Hofstede (1984) on cultural differences revealed that Iraqi people tend to work better in groups and sacrifice their personal goals for the success of their teams (Hassan,

2015). According to the current literature, transformational leadership may be eligible in and positively correlated with SMEs due to TL's role model, encouragement, ethical-moral standards, (Bass, 1985; Ling et al., 2008; Rawung et al., 2015; Sakiru et al., 2013; Vargas, 2015; Yukl, 2008), product innovation, and profitability outcomes (Matzler et al., 2008). Similarly, Khan et al. (2009) found that, with the exception of idealized influence, TL dimensions moderate the relationship between organizational size and organizational innovation.

Moreover, researchers revealed a strong correlation between OCB and EP, demonstrating that the helping behavior dimension of OCB is favorable connecting the coworkers, since it improves individual and group performance (Podsakoff et al., 1997; Podsakoff & MacKenzie, 1997; Walz & Niehoff, 1996). Additionally, research by MacKenzie et al. (1991, 1993) and Podsakoff and MacKenzie (1994) indicates that frontline employees' citizenship behaviors improve their task performance. In this sense, it is predicted that TL would be positively related to higher citizenship behaviors and performance at the small and medium enterprises in the region.

However, specific research is needed in the field to explain the strong link between the sub-dimensions of TL, EP, and OCB in SMEs. Furthermore, the TL and OCB components should be analyzed separately, as they can have different effects on employees depending on the country's culture, demographics, and development level. According to many researchers, all characteristics of TL, in particular, may not have a positive impact on the followers. As per Hofstede's cultural findings, which are discussed in the discussion section, supportive and stimulative leader supervision should have different effects on employees.

Following this, we propose that TL characteristics could have a significant impact on employee performance, as Kurdistan is a developing market in the region, and TL could boost employees' favorable outcomes. Furthermore, Kurdish culture is collective and group oriented, therefore, citizenship behaviors may provide a good match between TL and EP. Furthermore, the current literature on TL and OCB in the region is very limited. As a result, the study's findings may contribute to the literature by elucidating the relationship between TL and OCB dimensions in SMEs and by providing useful information about how this relationship is shaped in a developing region. Second, the paper will investigate the role of OCB in TL-EP mediation. Last but not least, the direct relationship between OCB and EP will be examined.

Theoretical Background and Hypothesis Development

Transformational Leadership (TL)

According to Burns (1978), transformation-oriented attitude and behavior of the leaders have significant effects on follower's motivation and performance (Budur & Poturak, 2021). Further, Bass (1985, p.99) transferred and improved Burns (1978) study from public to private organizations and defined TL as "a style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected" (Bass, 1985; Pieterse et al., 2010; Yucel, 2021). In line with this, these leaders aim to increase the effectiveness of the management processes and provide a future-oriented vision and motivation to their followers with a high level of moral and ethical conduct (Buil et al., 2019). Accordingly, the characteristics of TL are explained in the current literature as idealized influence (being charismatic or a role model to establish a moral, ethical, and trustable atmosphere), inspirational motivation (encouraging followers regarding motivation and shared vision), intellectual stimulation (providing an innovative

environment as in showing respect for new ideas and problem solving abilities), and individual consideration that involves mentoring and coaching behaviors for individual achievements (Avolio & Bass, 2004; Bass, 1999).

Transformational Leadership and Employee Performance

Bass (1985) and Chammass and Hernandez (2019) stated that transformational leadership has significant effects on employee job performance and satisfaction. Similarly, Purvanova and Bono (2009) noted that TL is more effective on team performance. Further, Datche and Mukulu (2015) observed that intellectual stimulation and individualized consideration had positive and significant effects on employee engagement, while inspirational motivation had insignificant and idealized influence had negative influence on the employee engagement. Likewise, Sahibzada et al. (2016) investigated the effects of idealized influence and inspirational motivation on employee job satisfaction and noted a positive significant correlation. Furthermore, Orabi (2016) reported the positive effect of inspirational motivation, intellectual stimulation, and individual consideration on organizational performance, whereas idealized influence did not represent any significant relationship. Additionally, Linge and Sikalieh (2019) noted a significant correlation between inspirational motivation and employee performance. Drawing on the current literature, most studies in the field of TL and EP have only focused on the direct and limited relationships without investigating the dimensions of TL (Anshori et al., 2020; Kalsoom et al., 2018; Sundi, 2013; Top et al., 2020); however, detailed studies are very limited. Therefore, current paper proposed to empirically test the following hypothesis.

H1. Transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) has positive and significant effects on employee performance.

Transformational Leadership and Organizational Citizenship Behaviors

It has also been shown that there is a positive relationship between TL and OCB (Khalil, 2017; Kirkman et al., 2009; Lee et al., 2018; Wang et al., 2005). However, the existing literature does not give in adequate evidence about the relationship between TL and OCB sub-dimensions. In this regard, the findings of those restricted research are as follows. Podsakoff et al. (1990) discovered a strong direct and indirect (through job satisfaction) relationship between TL and OCB. According to Leithwood and Jantzi (2000), only two components of OCB (helping and compliance) have a strong relationship with TL. Similarly, Nguni et al. (2006) discovered that the charismatic part of TL, which comprises idealized influence and inspirational motivation, had the greatest influence on OCB. Finally, through job satisfaction and trust, Organ et al. (2006) discovered a positive indirect link between TL and sportsmanship, civic virtue, and conscientiousness.

Despite lack of research, we argue that TL should positively encourage employee citizenship behaviors in businesses. According to Avolio and Bass (2004), Bass (1999), Buil et al. (2019), and Budur and Poturak (2021), transformational leaders exhibit charismatic behaviors to attract followers and clarify the organization's vision and mission to enhance employee engagement. Furthermore, Khan et al. (2020) discovered that TL had a significant impact on employee civic behaviors. Following Rodrigues and Ferreira (2015), the current research argues that TLs are more effective in motivating followers to go above and beyond their objectives.

Inspirational motivation can be described as the leader's encouraging behaviors that inspire followers to meet their work responsibilities (Cho & Dansereau, 2010; Tajeddini et al., 2017). Yukl (1981, p. 121) defined inspirational motivation as "the extent to which a leader stimulates enthusiasm among subordinates for the work of the group and says things to build subordinate confidence in their ability to perform assignments successfully and attain group objectives." As a result, Majeed et al. (2017) contend that through inspirational motivation, TLs may improve communication quality, increasing employee readiness to represent citizenship behaviors in the workplace. Jiang et al. (2017), on the other hand, found no significant relationship between inspirational motivation and task-related sustainable performance due to a lack of team cooperation.

Intellectual stimulation comprises the leader's encouragement on the followers' creative and solution-oriented outcomes (Budur & Demir, 2019). Furthermore, Ali and Waqar (2013) asserted that leaders' stimulating behaviors motivate followers to act beyond their routines, which promotes their achievements in the workplace. They also observed a substantial favorable relationship between the intellectual stimulation and courtesy. Furthermore, whereas Jiang et al. (2017) found no significant relationship between intellectual stimulation and OCB (self-development), Dartey-Baah et al., (2019) discovered that TL influenced employee belongingness and citizenship behaviors through inspirational motivation and intellectual stimulation.

Individual consideration refers to a comfortable environment in which the leader considers the followers' individual concerns in order to boost their motivation (Khalili, 2017). Individual concern, according to the researchers, increases followers' sense of belonging and performance (Li et al., 2019). In this regard, Podsakoff et al. (1996), one of the pioneers in the field, discovered that individual consideration had beneficial effects on altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Furthermore, Mi et al. (2019) claimed that individualized attention and assistance from leaders increases follower performance and altruistic behaviors (OCB) in the workplace. Based on the previous discussions and findings, we propose that TL might positively improve employee citizenship behaviors at the organizations in the region. Therefore,

H2. Transformational Leadership has positive and significant effects on OCB (civic virtue, conscientiousness, courtesy, and sportsmanship).

Organizational Citizenship Behavior (OCB)

Citizenship behaviors were characterized by Bateman and Organ (1983) as employee's additional efforts. Organ in his subsequent research defined OCB as "an extra individual behavior that is not directly or explicitly recognized in a formal work system and that can improve the overall performance of organizational activities" (Organ, 1988, p.4). As a result, researchers concluded that OCBs are set of voluntary activities that are neither specified nor needed in official job descriptions (Aloustani et al., 2020). Thus, it is noted that OCB is a significant predictor of workplace productivity, performance, and collaboration (Kaya, 2015).

Although prior research has utilized various OCB dimensions (Kaya, 2015; Organ, 1988; Podsakoff et al., 2000), present article will use the most widely studied five-dimension version, which includes civic virtue (innovative and creative participation to organizational problems), conscientiousness (following the rules of the organization appropriately such as avoiding unnecessary allowance), altruism (helping and supporting others for their happiness), courtesy (showing respect and politeness to others and preventing problems), and sportsmanship that refers to tolerance for organizational problems (Kim, 2014; Organ, 1988; Podsakoff et al., 1990; Podsakoff et al., 2000).

Furthermore, researchers noted that there is a significant positive relation between OCB and EP (Organ, 1997; Podsakoff et al., 1997; Rita et al., 2018). Following this further, Organ (1988), Podsakoff et al. (1997), and Williams and Anderson (1991) noted OCBs are collective, altruistic, and constructive behaviors among the work units that, on the one hand, increase the ability of employees and, on the other hand, provide effectiveness to managers, which leverages the productivity in the organization. Similarly, Walz and Niehoff (1996) found that the helping behaviors of OCBs are positively correlated with the employee performance. Additionally, Sevi (2010) and Yen and Niehoff (2004) noted that conscientiousness is positively related with effectiveness in the workplace. Further, Lin and Peng (2010) revealed a positive correlation between OCB and both team and organizational performance. On the other hand, Turnipseed and Rassuli (2005) pointed inconsistent relationship between OCB and EP. Moreover, Crede et al. (2019) indicated the relevance of cultural values to explain the effectiveness of TL across nations. Accordingly, they put forward that TL and OCB relations are stronger, where uncertainty avoidance is higher and where gender equality, assertiveness, and future orientation is lower. Following these further, the current paper proposed:

H3. OCB (civic virtue, conscientiousness, courtesy, and sportsmanship) has positive and significant effects on EP.

Employee Performance (EP)

Employee performance is the extra efforts of workforces, which promotes the value creation process in the firm in terms of organizational success and effectiveness (Sulich et al., 2021; Zaim et al., 2020). Saleem et al. (2019) argued for the financial and non-financial profits of EP, which are directly related to the success of the company. EP, according to them, is the effective and efficient actions of workers in carrying out their obligations at work (Saleem et al., 2019). In a similar vein, scholars noted that ‘performance’ is a complex concept that is difficult to describe in a universally accepted way; however, EP could be defined as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (Trivellas et al., 2015, p.470). Terglav et al. (2016) argued that the effectiveness of any service organization largely depends on its management system, which is directly related to the performance of frontline employees. Furthermore, Choong (2014) revealed that employee performance depends on workload, work time, and cost-effectiveness. Similarly, Pahos and Galanaki (2019) argued that EP is directly and significantly affected by employees’ skills, motivation, and level of the participation.

In line with these, Avolio et al. (2004) stated that TL convinces followers to act beyond duties, whereas they put forward that this process promotes employee performance. In response to positive effects of the transformational leadership in the workplace, Luthans et al. (2008) and Saleem et al. (2019) explained this connection as a positive environment that fosters employees’ outcomes as higher performance and job satisfaction. Hence, this prolific cycle, which flows from the leaders to employees, will be a crucial factor in the employee’s favorable outcomes (Avey et al., 2011; Luthans, 2000; Torlak et al., 2021).

The Mediating Role of OCBs between TL and EP

Organ (1988) stated that OCBs are important and favorable behaviors in the organizations that increase the quality of the communication and support an active atmosphere among the teams that promptly respond to the environmental changes. Researchers identified some of the critical antecedents of OCBs as supervisor support, organizational justice, role clarification,

and commitment, while the beneficial outcomes of OCBs were demonstrated as increased individual and group performance, less turnover, increased service quality, and customer satisfaction (Selamat & Ran, 2019; Tian et al., 2020). However, more empirical evidence is needed to support the propositions of the pioneering studies (Organ, 1988; Walz & Niehoff, 1996; Williams & Anderson, 1991) on the OCB's mediating role (in particular for the sub-divisions). For example, Jiang et al. (2017) observed that OCB is a strong mediator between TL and sustainable task performance in China. Similarly, Selamat and Ran (2019) stated that OCB is a strong mediator that improves the helping behaviors among the team members. Further, they found that employees' procedural justice perception has positive impact on their organizational performance through OCB. In line with these, Tian et al. (2020) argued that OCBs improve employee favorable outcome in the workplace and found that OCBs had a significant positive mediating role in the relationship between TL and employee retention.

Further, it has been noted that the characters of the transformational leaders are more effective in developing countries (Crede et al., 2019). Accordingly, we propose that OCB might have a significant mediating role in the relationship between TL dimensions and employee performance in the region. Finally, Nohe and Hertel (2017) argued that citizenship behaviors provide a significant role between TL and employee favorable outcomes. Hence, the following hypotheses have been proposed:

H4. OCB (civic virtue, conscientiousness, courtesy, and sportsmanship) has a positive and significant mediating role in the relationship between TL and EP.

Research Methodology

Sampling

The purpose of this study was to investigate the mediating role of organizational citizenship behaviors in the relationship between transformational leadership and employee performance. Further, the study aimed evaluating the relationship between the dimensions of transformational leadership (TL) and the dimensions of organizational citizenship behaviors (OCB) in small-medium enterprises (SMEs) in the Kurdistan region of Iraq. The study used primary research method (authors organized and modified the survey questions and collected data) by collecting data from 399 respondents through a survey questionnaire (Driscoll, 2011). The questionnaires were distributed in three languages depending on the employee's preferences (Kurdish, Arabic, and English). The majority of the businesses were chosen from the shopping malls and branches of the well-known businesses in Erbil and Sulaymaniyah. Further, employees were selected through random sampling method and the data was collected throughout the open hours from the organizations. In total, 1000 questionnaires were distributed among the employees, out of which 450 were returned. It was discovered that 51 of the returned questionnaires were inappropriate and incomplete; therefore, they were eliminated from the analysis. Finally, 399 responses were used for the hypothesis testing.

The importance of a huge sample size for such an important study is undeniable. Therefore, a sufficient sample size was needed. As noted by Krejcie and Morgan (1970), categorical data may have around 5 percent margin of error. However, this is not always the norm, and the rate might change (Kotrlík & Higgins, 2001). Using Cochran's (1977) formula with 5 percent of the margin of error and 95% of confidence interval, where t-value is considered to be 1.96, the optimal sample size was determined to be around 385. Hence, the sample size of the research is considered sufficient.

Measurement Variables

The study had three main variables of organizational citizenship behaviors adapted from Argentero et al. (2008), Podsakoff et al. (1990), and Smith et al. (1983); transformational leadership (Avolio & Bass, 1990; Sakiru et al., 2013); and employee performance, which has four questions adapted from Conger et al. (2000). Further, organizational citizenship behaviors had four dimensions, including courtesy (three questions), civic virtue (four questions), sportsmanship (four questions), and conscientiousness (two questions). Hence, transformational leadership had four dimensions, namely idealized influence (three questions), inspirational motivation (three questions), intellectual stimulation (two questions), and individual consideration (three questions). The dimensions were evaluated based on the Likert's scale, where 1 represented "strongly disagree" and 5 represented "strongly agree."

Procedures and Models of the Study

Survey questionnaires were distributed among the employees in various SMEs in Iraq, and the obtained responses were used for further analysis. Initially, validity and reliability of the questionnaire was tested. During the process, Cronbach's alpha was used for the internal reliability, and exploratory and confirmatory factor analyses were used for the validity of the variables. Furthermore, convergent and discriminant validity tests were proposed for measuring the distances among the variables and consistency of each variable. In addition, the hypotheses of the study were tested through two types of models: a) the direct relationship between transformational leadership dimensions and employee performance, and b) the indirect relationship between transformational leadership and employee performance through organizational citizenship behaviors.

Further details about the models of the study are given in following figure.

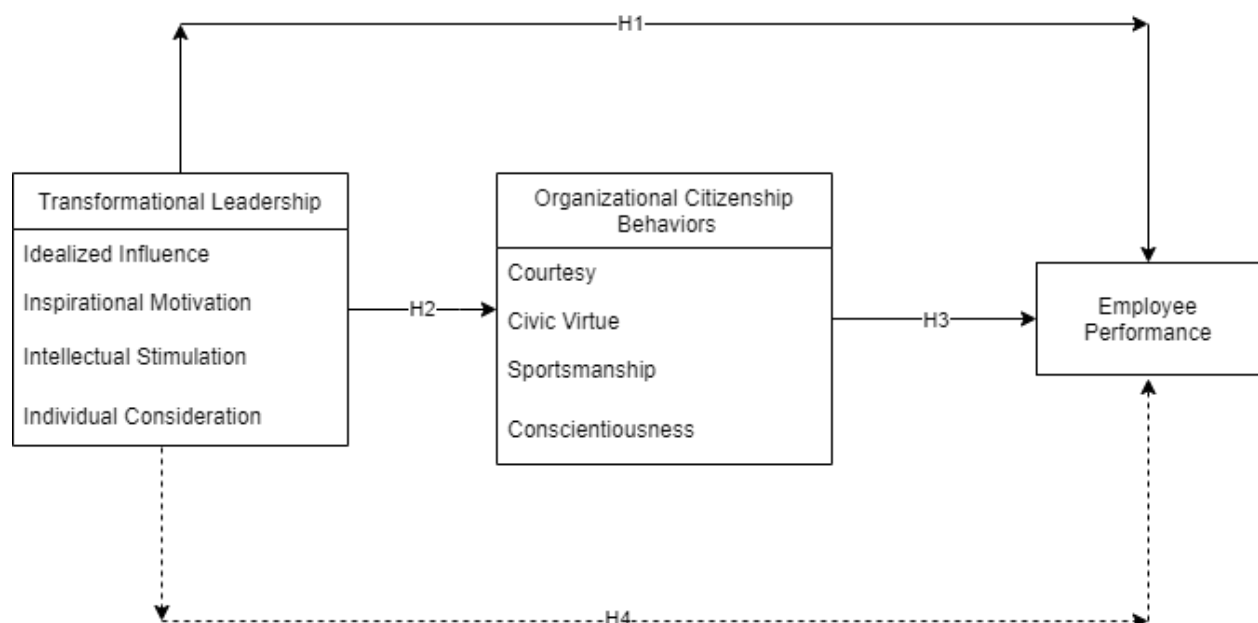


Figure 1. Model I and Model II Direct and Indirect Relationship Between the Dimensions of TL and EP

Note: Dotted lines display the mediator effects

Results

Demographic Analysis

Table 1 presents the demographic elaboration about the sample population. The table contains the information about the educational degree, position, job experience, and gender of the participants.

The results show that the biggest cluster of the population (54 percent) held bachelor's degree while 45 percent of the sample population were high school or vocational school graduates. Most of the participants (70 percent) were employees while only 30 percent of the sample population had some managerial positions. The analysis results show that 57 percent of the participants had work experience between 1 and 5 years in their jobs, whereas 23 percent of the participants were new at their jobs and had less than one year of experience. Lastly, it has been observed that 55 percent of the participants were male while 45 percent of them were female. For further details, see Table 1.

Table 1. Demographic Background of the Participants

Degree	Percentage	Position	Percentage	Experience	Percentage	Gender	Percentage
High school	21.4%	Top management	15.2%	Less than one year	22.9%	Male	55.2%
Vocational school	23.4%	Middle management	7.1%	1-5 years	57.0%	Female	44.6%
Bachelor's degree	53.9%	Low management	7.8%	6-10 years	13.8%		
Master or PhD degree	1.3%	Employee	69.9%	11-15 years	3.5%		
				16+ years	2.8%		

Factor Analysis

The survey questionnaire had three main variables of organizational citizenship behaviors (courtesy, civic virtue, sportsmanship, and conscientiousness), transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration), and employee performance. Further, the Cronbach's alpha analysis was conducted for each variable to test the internal reliability. To do this, IBM SPSS 24 was employed. After the initial calculations, it was observed that one question from the simulation, one question from the courtesy, and one question from the conscientiousness dimensions were reducing the internal reliability of their dimensions. However, altruism dimension was shown to have the Cronbach's alpha value of lower than 0.7. Thus, altruism dimension could not be used in this study. Consequently, the related items and dimensions were removed from the questionnaire and analyses were run again. Finally, the results showed that reliability of transformational leadership (TL) dimensions were between 0.705 and 0.736, organizational citizenship behavior (OCB) dimensions were between 0.712 and 0.791, and employee performance was 0.783. Therefore, the internal reliability was confirmed.

Further, exploratory factor analysis was applied to evaluate the initial validity of the variables. Based on the analyses, Kaiser-Meyer-Olkin (KMO) should be over 0.5 to provide adequacy for further evaluations. The KMO value of the current study was 0.825, which was above 0.5 and Barlett's sphericity test was significant at $P < 0.01$. The sample was therefore sufficient for further exploratory factor analysis.

Table 2. EFA Analysis Results

Main variables		Mean	Std. Deviation	Communalities	Factor loadings	Eigenvalues	Explained variance
Transformational leadership (TL)	I_Influence1	4.29	0.737	0.735	0.84	5.705	9.035
	I_Influence2	4.23	0.749	0.693	0.813		
	I_Influence3	4.25	0.784	0.553	0.645		
	I_Motivation1	3.86	0.8	0.759	0.821	2.788	9.007
	I_Motivation2	3.84	0.83	0.575	0.563		
	I_Motivation3	4.09	0.813	0.667	0.695		
	I-Stimulation1	4.03	0.92	0.661	0.736	2.079	8.385
	I-Stimulation2	3.95	0.785	0.686	0.782		
	I-Consideration1	4.18	0.843	0.587	0.649		
	I-Consideration2	4.1	0.845	0.658	0.717	1.765	8.036
I-Consideration3	4.24	0.911	0.754	0.815			
Organizational citizenship behavior (OCB)	Courtesy1	4.07	0.845	0.668	0.797	1.657	7.11
	Courtesy2	3.95	0.904	0.561	0.692		
	Courtesy3	4.09	0.846	0.619	0.777		
	Civic_Virtue1	3.91	1.02	0.562	0.691	1.384	7.006
	Civic_Virtue2	3.88	0.899	0.538	0.671		
	Civic_Virtue3	3.64	1.033	0.712	0.833		
	Civic_Virtue4	3.81	1.067	0.5	0.691	1.272	6.946
	Sportsmanship1	1.91	0.992	0.592	0.757		
	Sportsmanship2	2.44	1.228	0.635	0.789		
	Sportsmanship3	2.45	1.237	0.684	0.818		
	Sportsmanship4	2.48	1.264	0.612	0.773	1.173	6.256
	Conscientiousness1	4.09	0.854	0.753	0.84		
	Conscientiousness2	4.17	0.833	0.722	0.839		
Employee performance	Performance1	4.3	0.799	0.681	0.739	1.118	5.861
	Performance2	4.11	0.913	0.68	0.748		
	Performance3	4.22	0.837	0.693	0.706		
	Performance4	4.12	0.842	0.752	0.745		

Not: I_Influence: idealized influence, I_Motivation: inspirational motivation, I_Stimulation: intellectual stimulation, I_Consideration: individual consideration

For a group of items to be considered as a dimension, the eigenvalue of the concerning group must be no less than one. As given in the Table 2, there are nine dimensions that hold eigenvalue above one; therefore, we assume the number of dimensions we have designed are appropriate. Those nine dimensions have explained 68 percent of overall variance. Based on the descriptive analysis results, all transformational leadership, organizational citizenship behavior and employee performance dimension had average values between 3.64 and 4.29, except for sportsmanship. As the sportsmanship is to spend time in criticizing the strategies and actions of organization, it has been observed that it is low in SMEs. The factor loadings of each dimension ranged from 0.563 to 0.840, just over the threshold related to the sample size (Hair et al., 2010). The findings suggest that the dimensions organized for this research provided adequate level of eigenvalues, communalities, average extracted variance, factor loadings, and internal reliability. For further details, see Table 2.

In addition, we used confirmatory factor analysis (CFA) to further elaborate the appropriateness of grouped variables. For this test, IBM AMOS 24 software was utilized. CFA indicated more complicated and reliable thresholds for the goodness of fit values compared to EFA. Thus, we ran both analyses. During the CFA test, we mainly observed comparative fit and absolute fit values for the goodness of fit. Initially, X^2/df was 4.325 and was considered as acceptable while the threshold value is suggested to be 5 (Marsh &

Hocevar, 1988). Further, CFI (0.83), and IFI (0.82) values were considered as acceptable in line with RMSEA (0.076) and AGFI (0.81) (Forza & Filippini, 1998).

Before testing the first and second hypotheses, we carried out the last validity test to find out the discriminant and convergent validity. The validity of the hypothesis cannot be accepted unless the convergent and discriminant validities are appropriate. Discriminant validity represents the uniqueness of the concerning variable through measuring the sufficiency of distance between any dimension with others. Besides, convergent validity stands for sufficient correlation of the items with each other (Khine, 2013). Discriminant validity is confirmed in case the squared root of average variance extracted for each variance exceeds the correlation coefficient of other dimensions. Moreover, convergent validity is accepted if average variance extracted for each dimension is above 0.5 and composite reliability values are above 0.7 (Fornell & Larcker, 1981).

Table 3 indicates that the convergent validity can be confirmed because the average variance extracted for each dimension has exceeded the correlations among other dimensions. However, discriminant validity is confirmed because the extracted average variance and composite reliability values have been at an accepted level. There were two sensitive cases in which average variance extracted has been below 0.5 (i.e., individual consideration (0.495) and sportsmanship (0.499)). We accepted those two variables due to the fact that their values were still very close to 0.5. Besides, all of the values of composite reliability were above 0.7. Therefore, it can be concluded that the convergent and the discriminant validities are confirmed. It should be noted that there was no reasonable risk of multicollinearity, as the correlations among variables did not dramatically exceed 0.7. The constructs could then be deemed as stable and accurate to evaluate the model hypotheses.

Table 3. Discriminant and Convergent Validity

	CR	AVE	1	2	3	4	5	6	7	8	9
1. Conscientiousness	0.704	0.552	0.743								
2. Ins. motivation	0.753	0.588	0.515	0.723							
3. Ide. influence	0.739	0.586	0.39	0.658	0.697						
4. Int. stimulation	0.708	0.537	0.162	0.635	0.471	0.661					
5. Ind. consideration	0.756	0.495	0.137	0.229	0.432	0.602	0.626				
6. Courtesy	0.767	0.502	0.249	0.684	0.476	0.318	0.408	0.694			
7. Civic virtue	0.734	0.51	0.388	0.292	0.298	0.296	0.327	0.447	0.64		
8. Sportsmanship	0.793	0.499	-0.004	0.023	0.012	0.209	0.157	-0.093	-0.023	0.7	
9. Performance	0.779	0.569	0.326	0.499	0.475	0.163	0.196	0.6	0.279	-0.103	0.685

Testing the Hypothesis

In order to test the hypothesis, structural equations modeling (SEM) was employed. Further, IBM AMOS 24 software was utilized to run the analysis. Table 4 represents the path coefficient values and level of significance for those coefficients. Moreover, Table 4 contains information about the model fit values. The table shows that inspirational motivation ($\beta=0.986$, t value= 3.737) and individual consideration ($\beta=0.568$, t value= 3.021) had significant and positive impact on the courtesy while intellectual stimulation ($\beta= -0.538$, t value= -2.341) had significant and negative impact on the courtesy. Besides, idealized influence ($\beta= 0.213$, t value= 1.168) did not have any significant impact on courtesy. The civic virtue dimension of OCB was significantly and positively affected only by individual consideration ($\beta=0.323$, t value= 1.969), while idealized influence ($\beta=0.078$, t value= 0.435), inspirational motivation ($\beta=0.246$, t value= 1.145), and intellectual stimulation ($\beta= -0.028$, t value= -0.145) did not have a significant impact on the civic virtue. It is observed that intellectual stimulation ($\beta=0.303$, t value= 1.961) affected sportsmanship positively, while idealized influence ($\beta= -0.061$, t value= -0.371), inspirational motivation ($\beta= -0.162$, t value=

0.827), and individual consideration ($\beta= 0.029$, t value= 0.193) did not have any impact on sportsmanship. The last dimension of OCB was conscientiousness. As shown in Table 4, inspirational motivation ($\beta= 0.939$, t value= 3.401) had a significant and positive impact on the conscientiousness, while individual consideration ($\beta=0.281$, t value= 1.441) and idealized influence ($\beta=0.022$, t value= 0.106) did not have any significant impact. Besides, it has been revealed that intellectual stimulation ($\beta= -0.518$, t value= -2.106) had a negative and significant impact on conscientiousness.

Table 4. Results of Model

Hypothesis	Dependent	Independent	S.E.	T value	Result	Significant
H2	Courtesy	← Ide. influence	0.213	1.168	NA	P>0.05
	Courtesy	← Ins. motivation	0.986	3.737	Accepted	P<0.01
	Courtesy	← Ins. stimulation	-0.538	-2.341	NA	P<0.05
	Courtesy	← Ind. consideration	0.568	3.021	Accepted	P<0.01
	Civic Virtue	← Ide. influence	0.078	0.435	NA	P>0.05
	Civic Virtue	← Ins. motivation	0.246	1.145	NA	P>0.05
	Civic Virtue	← Int. stimulation	-0.028	-0.145	NA	P>0.05
	Civic Virtue	← Ind. consideration	0.323	1.969	Accepted	P<0.05
	Sportsmanship	← Ide. influence	-0.061	-0.371	NA	P>0.05
	Sportsmanship	← Ins. motivation	-0.162	-0.827	NA	P>0.05
	Sportsmanship	← Int. stimulation	0.303	1.961	Accepted	P<0.05
	Sportsmanship	← Ind. consideration	0.029	0.193	NA	P>0.05
	Conscientiousness	← Ide. influence	0.022	0.106	NA	P>0.05
	Conscientiousness	← Ins. motivation	0.939	3.401	Accepted	P<0.01
	Conscientiousness	← Int. stimulation	-0.518	-2.106	NA	P<0.05
	Conscientiousness	← Ind. consideration	0.281	1.441	NA	P>0.05
H1	Performance	<--- Ideal. influence	0.172	1.147	NA	P>0.05
	Performance	<--- Ins. motivation	0.626	2.847	Accepted	P<0.01
	Performance	<--- Int. stimulation	-0.396	-2.128	NA	P<0.05
	Performance	<--- Ind. consideration	0.248	1.623	NA	P>0.05
H3	Performance	← Courtesy	0.562	5.94	Accepted	P<0.05
	Performance	← Civic virtue	-0.04	-0.626	NA	P>0.05
	Performance	← Sportsmanship	-0.046	-0.909	NA	P>0.05
	Performance	← Conscientiousness	0.181	2.793	Accepted	P<0.01

X^2/df 4.534

CFI 0.82

IFI 0.80

AGFI 0.81

RMSEA 0.067

SMC 52%

One of the main objectives of the study was to investigate the impact of OCB on the EP. The result of the analysis shows that courtesy ($\beta=0.562$, t value= 5.940) and conscientiousness ($\beta=0.181$, t value= 2.793) had significant and positive impact while civic virtue ($\beta= -0.04$, t value= -0.626) and sportsmanship ($\beta= -0.046$, t value= -0.909) did not have any significant impact on the employee performance.

Further, the model provided the squared multiple correlations (SMC), which stands for average variance extracted on employee performance. It was observed that TL and OCB explained 52 percent of overall variance on employee performance. This value was indicated as 37 percent by only TL. This result revealed that OCB had further increased the explained variance on employee performance. For further details, see Table 5. Given in Table 4, it has been concluded that H1, H2, and H3 partially supported.

Mediation Analysis

The previous section initially elaborated the direct impact of TL on EP. However, another purpose of the study was to evaluate the indirect effects of TL dimensions on the employee performance. Thus, we set out to test the mediators (OCBs) for the dimensions of TL and employee performance. To this end, we proposed Goodman test for mediation.

It is observed in Table 5 that courtesy (t stats= 3.190, std. error= 0.167, p value= 0.001) and conscientiousness (t stats= 2.336, std. error= 0.066, p value= 0.020) mediated the relation between inspirational motivation and employee performance. On the contrary, civic virtue (t stats= -1.009, std. error= 0.016, p value= 0.313) and sportsmanship (t stats= 1.100, std. error= 0.006, p value= 0.271) did not have a mediating role in the relationship between those variables.

It can be seen that courtesy (t stats= -0.633, std. error= 0.0111, p value= 0.527), civic virtue (t stats= -0.830, std. error= 0.005, p value= 0.406), sportsmanship (t stats= 0.086, std. error= 0.036, p value= 0.931), and conscientiousness (t stats= 0.403, std. error= 0.034, p value= 0.687) did not mediate the relationships between idealized influence and employee performance.

Table 5. Goodman Mediation Test Results

Hypothesis	Independent	Mediator	Dependent	T stats.	Std. error	P value	Mediator effect
H4	Ins. motivation	Courtesy	Employee performance	3.19	0.167	0.001	Yes
	Ins. motivation	Civic Virtue		-1.009	0.016	0.313	No
	Ins. motivation	Sportsmanship		1.1	0.006	0.271	No
	Ins. motivation	Conscientiousness		2.336	0.066	0.02	Yes
	Ide. influence	Courtesy		-0.633	0.111	0.527	No
	Ide. influence	Civic Virtue		-0.83	0.005	0.406	No
	Ide. influence	Sportsmanship		0.086	0.036	0.931	No
	Ide. influence	Conscientiousness		0.403	0.034	0.687	No
	Int. stimulation	Courtesy		-2.247	0.135	0.025	Yes
	Int. stimulation	Civic virtue		0.573	0.004	0.567	No
	Int. stimulation	Sportsmanship		0.919	0.015	0.358	No
	Int. stimulation	Conscientiousness		-1.796	0.048	0.072	No
	Ind. consideration	Courtesy		2.721	0.121	0.007	Yes
	Ind. consideration	Civic virtue		-1.024	0.02	0.306	No
	Ind. consideration	Sportsmanship		-0.129	0.01	0.897	No
	Ind. consideration	Conscientiousness		1.338	0.035	0.181	No

The results show that intellectual stimulation has a significant indirect impact on employee performance through courtesy (t stats= -2.247, std. error= 0.0135, p value= 0.025). On the contrary, it was found that civic virtue (t stats= 0.573, std. error= 0.004, p value= 0.567), sportsmanship (t stats= 0.919, std. error= 0.015, p value= 0.358), and conscientiousness (t stats= -1.796, std. error= 0.048, p value= 0.072) did not mediate this relationship.

Lastly, Table 5 illustrated that courtesy (t stats= 2.721, std. error= 0.121, p value= 0.007) mediated the relationship between individual consideration and performance, while civic virtue (t stats= -1.024, std. error= 0.020, p value= 0.306), sportsmanship (t stats= -0.129, std. error= 0.010, p value= 0.897), and conscientiousness (t stats= 1.338, std. error= 0.035, p value= 0.181) did not mediate those relations. Therefore, H4 was partially confirmed.

Discussion

Previous research has shown a significant and positive link between TL and employee task performance (Avolio et al., 2004; Chammass & Hernandez, 2019; Piccolo & Colquitt, 2006). Nevertheless, Indrayanto et al. (2014) and Kim (2014) did not discover any direct connection

between TL and EP. Rather, Indrayanot et al. (2014) observed the mediation of trust and commitment in this correlation. Further, none of these studies has examined these relations in depth. The current study elaborated the impact of TL on employee performance in more detail compared to the previous research. Moreover, this study suggested that inspirational motivation has a direct and significant impact on the employee performance while idealized influence and individual consideration do not. Besides, the impact of intellectual stimulation on the employee performance was found to be significant but negative in SMEs. To find the possible reasons, we might take into account the culture theory of Hofstede (Hassan, 2015). Based on his findings, Iraqi culture is more conservative and sticks to the values rather than criticizing them. From this point of view, as idealized influence and intellectual stimulation are based on criticizing and future orientation of the employees, they are not able to perceive and fulfill it. Further, although the majority of the employees are bachelor's degree holders, it can be said that the findings are not due to the education level; rather, they derive from the culture of the region.

It has been observed that OCB is positively influenced by transformational leadership (Kirkman et al., 2009; Wang et al., 2005). The influence of TL on OCB, including sub-dimensions, was examined further by Leithwood and Jantzi (2000). The results indicate that TL had favorable effects on the helping behaviors and compliance dimensions of OCB. Further, the strong potential relations between TL and OCB have been witnessed by Kent and Chelladurai (2001). Likewise, Organ et al. (2006) have indicated that the association between TL and sportsmanship, civic virtue, and consciousness by job satisfaction and confidence is optimistic. On the other hand, such a positive link between TL and OCB could not be identified by Kim (2014).

Another detailed study on these two dimensions has been conducted by Podsakoff et al. (1990). Their findings suggest that TL has a minor direct impact on OCBs. Besides, in their further research, Podsakoff et al. (1996) found that individual consideration has positive impacts on altruism, conscientiousness, sportsmanship, courtesy, and civic virtue dimensions of OCB. Given in the findings of the current study, it is suggested that inspirational motivation was related significantly and positively with courtesy and conscientiousness, while it did not have a significant relation with civic virtue and sportsmanship. Moreover, individual consideration had a significant and positive impact on the courtesy and civic virtue while it did not have a significant relation with sportsmanship and conscientiousness. It was observed that intellectual stimulation significantly and negatively affected courtesy and conscientiousness while it impacted sportsmanship positively. Besides, it did not have a significant relation with civic virtue. Lastly, the findings between TL and OCB revealed that idealized influence did not have any significant relation with any of the OCB dimensions. The results showed that the individual consideration of leader creates such an atmosphere in the firm that each employee starts behaving kindly to others. Further, they have a feeling of belonging to the organization. Moreover, the inspirational motivation of transformational leader makes employees more punctual and precise on what they are doing. The reason why idealized influence did not have any significant relation with OCB can be explained with the cultural characteristics of the society that Iraqi people faced various economic and politic problems in the region, which decrease their trust and acceptance of the leaders and secondly, Iraqi people in the region are group oriented, which means leaders support and encouragements might be more productive in the teams (Hofstede, 1984; Hadžiahmetović et al., 2022; Hassan, 2015). the aforementioned reason,

Drawing on the current literature, researchers observed that citizenship behaviors have a positive and significant impact on employee performance (Organ, 1988; Podsakoff et al., 1997; Williams & Anderson, 1991). Further, Walz and Niehoff (1996) revealed that the helping

behaviors of OCB have positive effects on EP. In contrast, Turnipseed and Rassuli (2005) noted that the relationship between OCB and EP is inconsistent, whereas Turnipseed (2002) explained a weak relationship. Moreover, the findings of the current study are more detailed and elaborative compared to these previous studies. Our obtained results revealed that OCB impacts EP partially. According to these results, courtesy and conscientiousness affect EP directly and positively in SMEs. Besides, civic virtues and sportsmanship do not have a significant impact on EP. Moreover, the reason behind why civic virtues and sportsmanship do not have any significant effect on the EP might be that the SMEs in the region do not have enough meetings or trainings to increase the awareness on the extra efforts and innovative behaviors in terms of the civic virtue. Secondly, sportsmanship behaviors are related to employees' tolerance of workplace inconveniences, where the employees in the SMEs prefer to have direct job orders to be motivated for increasing their fulfillments instead of focusing on the mistakes.

Moreover, Nohe and Hertel (2017) and Tian et al. (2020) claimed that TL improves employee behaviors through OCB. Similarly, Jiang et al. (2017) and Rita et al. (2018) discovered that TL has a significant influence on employee performance via OCB. Likewise, Rita et al., (2018) demonstrated the role of OCB in mediating the relationship between inspirational motivation and employee performance. The current study partially supports the findings of those researchers. We suggest that courtesy and conscientiousness mediate the relationships between inspirational motivation and employee performance, whereas civic virtue and sportsmanship do not. However, it can be suggested that courtesy mediates the correlation between employee performance and individual consideration. In comparison, there is no significant mediating function of the OCB dimensions in the relationship between TL dimensions and employee performance.

Conclusion and Implications

According to the findings of the study, inspirational motivation had a significant and positive direct effect on EP, whereas individual consideration and idealized influence did not. Furthermore, while civic virtue and sportsmanship had no effect on EP, courtesy and conscientiousness did. Moreover, it was found that courtesy and conscientiousness significantly mediated the relationship between inspirational motivation and EP, whereas only conscientiousness significantly mediated the relationship between individual consideration and EP. Finally, the relationship between idealized influence and EP was found to be mediated by conscientiousness.

Based on the study findings, residential managers should be aware of their employees' attitudes and perceptions in order to improve their performance. As a result, administrators at SMEs are advised to increase employee motivation. Managers should precisely express the requirements of their tasks and assist them in finding the meaning of what they are doing. Secondly, concerning the effects of the OCB dimensions on the EP, managers should be polite and coherent (courtesy) and follow clear rules and procedures (conscientiousness) to motivate employees for excellent performance in the organization. Thirdly, they should assist their subordinates in developing their talents and provide specific attention to keep them from feeling rejected. Finally, instead of pushing employees and criticizing what they are doing, informing them about 'what they are expected to do' and 'how important is what they are doing' would be more influential on their performance.

Limitations and Future Research Suggestions

Despite our effort to design the study as comprehensively as possible, the study at hand, like

any other scientific effort, was limited in certain arenas. For the first thing, a limited number of studies have been conducted on the small and medium sized companies in Iraq. Therefore, our findings cannot be standardized for all the organizations in the region. The data for the study has been collected from SMEs in the region and the finding cannot be generalized for all types of the businesses in Iraq. Secondly, the sample size was another weakness of the study, and the inclusion of more participants in the related future studies might increase their reliability. Thirdly, this study was restricted to the society of Iraq; therefore, the findings cannot be generalized across other cultures.

Future research might focus on the similar model in different cultural settings, especially in the developing countries. As Hofstede's culture model, the relationship between leadership and followers represent different results such as transformational leadership is not quite effective in Europe and America. Further, transactional leadership dimensions might be added to future related studies.

Future studies might concentrate on the similar concepts in various cultural backgrounds, particularly in developing nations. Further, relationship between leaders and followers may reflect various outcomes in developed countries such as Europe and America, could be another framework for future studies. Finally, the dimensions of transactional leadership might be examined beside transformational leadership.

References

- Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*, 31(4), 393-421.
- Ali, U., & Waqar, S. (2013). Teachers' organizational citizenship behavior working under different leadership styles. *Pakistan Journal of Psychological Research*, 28(2)..., 297-316.
- Aloustani, S., Atashzadeh-Shoorideh, F., Zagheri-Tafreshi, M., Nasiri, M., Barkhordari-Sharifabad, M., & Skerrett, V. (2020). Association between ethical leadership, ethical climate and organizational citizenship behavior from nurses' perspective: A descriptive correlational study. *BMC Nursing*, 19(1), 1-8.
- Anshori, M. Y., Karya, D. F., Muslihah, N., & Herlambang, T. (2020). Analysis of transformational leadership style for employee performance with job satisfaction as intervening variable. *International Journal of Advanced Science and Technology*, 29(9s), 3967-3973.
- Argentero, P., Cortese, C. G., & Ferretti, M. S. (2008). An evaluation of organizational citizenship behavior: Psychometric characteristics of the Italian version of Podsakoff et al.'s scale. *TPM—Testing, Psychometrics, Methodology in Applied Psychology*, 15(2), 61-75.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127-152.
- Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218.
- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (MLQ). *Mind Garden*, ..., 29, 481-498.
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(8), 951-968.
- Bass, B.M. and Avolio, B.J. (1990), "Developing Transformational Leadership: 1992 and beyond", *Journal of European Industrial Training*, Vol. 14 No. 5, 21-27.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Collier Macmillan.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26(4), 587-595.
- Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16(4), 327-348.
- Biswas, S., & Varma, A. (2012). Antecedents of employee performance: An empirical investigation in India. *Employee Relations ...* Vol. 34 No. 2, pp. 177-192.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of Management Review*, 11(4), 710-725.
- Budur, T. (2018). The impact of Al-Ghazali's virtues on organizational commitment and performance: A case study at private education institutions in Kurdistan Region of Iraq. *ICABEP*, 2, 196-208.
- Budur, T. & Demir, A. (2019). Leadership effects on employee perception about CSR in Kurdistan Region of Iraq. *International Journal of Social Sciences & Educational Studies*, 5(4), 184-192.
- Budur, T., & Poturak, M. (2021). Transformational leadership and its impact on customer satisfaction: Measuring mediating effects of organisational citizenship behaviours. *Middle East Journal of Management*, 8(1), 67-91.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Burns, J. M. (1978). *Leadership*. Harper & Row.

- Carter, M. Z., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2013). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior*, 34(7), 942-958.
- Chammas, C. B., & Hernandez, J. M. D. C. (2019). Comparing transformational and instrumental leadership: The influence of different leadership styles on individual employee and financial performance in Brazilian startups. *Innovation & Management Review*, Vol. 16 No. 2, pp. 143-160.
- Cho, J., & Dansereau, F. (2010). Are transformational leaders fair? A multi-level study of transformational leadership, justice perceptions, and organizational citizenship behaviors. *The Leadership Quarterly*, 21(3), 409-421.
- Choong, K. K. (2014). Has this large number of performance measurement publications contributed to its better understanding? A systematic review for research and applications. *International Journal of Production Research*, 52(14), 4174-4197.
- Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). Wiley.
- Conger, J. A., Kanungo, R. N., & Menon, S. T. (2000). Charismatic leadership and follower effects. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(7), 747-767.
- Crede, M., Jong, J., & Harms, P. (2019). The generalizability of transformational leadership across cultures: A meta-analysis. *Journal of Managerial Psychology*, ... Vol. 34 No. 3, pp. 139-155.
- Dartey-Baah, K., Anlesinya, A. and Lamptey, Y. (2019). Leadership behaviors and organizational citizenship behavior: The mediating role of job involvement. *International Journal of Business*, 24(1), 74-95.
- Datche, A. E., & Mukulu, E. (2015). The effects of transformational leadership on employee engagement: A survey of civil service in Kenya. *Issues in Business Management and Economics*, Vol.3 (1), pp. 9-16.
- Demir, A. & Budur, T. (2019). Roles of leadership styles in corporate social responsibility to non-governmental organizations (NGOs). *International Journal of Social Sciences & Educational Studies*, 5(4), 174-183
- Driscoll, D. L. (2011). Introduction to primary research: Observations, surveys, and interviews. *Writing spaces: Readings on writing*, 2(2011), 153-174.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.... *Journal of marketing research*, 18(1), 39-50.
- Forza, C., & Filippini, R. (1998). TQM impact on quality conformance and customer satisfaction: A causal model. *International Journal of Production Economics*, 55(1), 1-20.
- Hadžiahmetović, N., Demir, S., & Budur, T. (2022). Leadership Style and Affective Commitment at Family Businesses. *International Journal of Social Sciences & Educational Studies*, 9(1), 318-335.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective* (Vol. 7). ... , 629-686.
- Hassan, S. (2015). Change in scores of Hofstede's cultural dimensions in Iraq by using individual level of measures: A case study of Iraqi Kurds. *Change*, 7(9), ...212-225.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (Vol. 5). Sage.
- Humphrey, A. (2012). Transformational leadership and organizational citizenship behaviors: The role of organizational identification. *The Psychologist-Manager Journal*, 15(4), 247-268.
- Indrayanto, A., Burgess, J., & Dayaram, K. (2014). A case study of transformational leadership and para-police performance in Indonesia. *Policing: An International Journal of Police Strategies & Management*, 37(2), 373-388.
- Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability*, 9(9), 1-17.
- Kalsoom, Z., Khan, M. A., & Zubair, D. S. S. (2018). Impact of transactional leadership and transformational leadership on employee performance: A case of FMCG industry of Pakistan. *Industrial Engineering Letters*, 8(3), 23-30.

- Kamdar, D., & Van Dyne, L. (2007). The joint effects of personality and workplace social exchange relationships in predicting task performance and citizenship performance. *Journal of Applied Psychology, 92*(5), 1286-1298.
- Kaya, A. (2015). The relationship between spiritual leadership and organizational citizenship behaviors: A research on school principals' behaviors. *Educational Sciences: Theory & Practice, 15*(3), 597-606...
- Kent, A., & Chelladurai, P. (2001). Perceived transformational leadership, organizational commitment, and citizenship behavior: A case study in intercollegiate athletics. *Journal of Sport Management, 15*(2), 135-159.
- Khalili, A. (2017). Transformational leadership and organizational citizenship behavior: The moderating role of emotional intelligence. *Leadership & Organization Development Journal, 38*(7), 1004-1015. <https://doi.org/10.1108/LODJ-11-2016-0269>
- Khan, N. A., Khan, A. N., Soomro, M. A., & Khan, S. K. (2020). Transformational leadership and civic virtue behavior: Valuing act of thriving and emotional exhaustion in the hotel industry. *Asia Pacific Management Review, 25*(4), 216-225.
- Khan, R., Rehman, A. U., & Fatima, A. (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management, 3*(11), 678-684.
- Khaola, P., & Rambe, P. (2021). The effects of transformational leadership on organisational citizenship behaviour: The role of organisational justice and affective commitment. *Management Research Review, 44*(3), 381-398.
- Khine, M. S. (Ed.). (2013). *Application of structural equation modeling in educational research and practice* (Vol. 7). Sense Publishers.
- Kidwell Jr, R. E., Mossholder, K. W., & Bennett, N. (1997). Cohesiveness and organizational citizenship behavior: A multilevel analysis using work groups and individuals. *Journal of Management, 23*(6), 775-793.
- Kim, H. (2014). Transformational leadership, organizational clan culture, organizational affective commitment, and organizational citizenship behavior: A case of South Korea's public sector. *Public Organization Review, 14*(3), 397-417.
- Kirkman, B. L., Chen, G., Farh, J. L., Chen, Z. X., & Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal, 52*(4), 744-764.
- Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology, 81*(1), 36-51.
- Kotlik, J. W. K. J. W., & Higgins, C. C. H. C. C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal, 19*(1), 43-50.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*(3), 607-610.
- Krishnan, V. R., & Arora, P. (2008). Determinants of transformational leadership and organizational citizenship behavior. *Asia Pacific Business Review, 4*(1), 34-43.
- Lee, S. M., Lee, D., & Kang, C. Y. (2012). The impact of high-performance work systems in the health-care industry: Employee reactions, service quality, customer satisfaction, and customer loyalty. *The Service Industries Journal, 32*(1), 17-36.
- Lee, Y. H., Woo, B., & Kim, Y. (2018). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching, 13*(3), 373-382.
- Leithwood, K., & Jantzi, D. (2000). The effects of transformational leadership on organizational conditions and student engagement with school. *Journal of Educational Administration, 38*(2), 112-129.
- Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability, 11*(6), 1-21.

- Lin, C. C. T., & Peng, T. K. T. (2010). From organizational citizenship behavior to team performance: The mediation of group cohesion and collective efficacy. *Management and Organization Review*, 6(1), 55-75.
- Ling, Y., Simsek, Z., Lubatkin, M. H., & Veiga, J. F. (2008). The impact of transformational CEOs on the performance of small-to medium-sized firms: Does organizational context matter? *Journal of Applied Psychology*, 93(4), 923-934.
- Linge, T. K., & Sikalieh, D. (2019). Influence of inspirational motivation on employee job performance in the insurance industry in Kenya. *International Journal of Research in Business and Social Science*, 8(6), 1-7.
- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 219-238.
- Luthans, K. (2000). Recognition: A powerful, but often overlooked, leadership tool to improve employee performance. *Journal of Leadership Studies*, 7(1), 31-39.
- Ma'toufi, A. R., & Tajeddini, K. (2015). The impact of learning orientation on entrepreneurial orientation and innovation in small-sized business firms. *Middle East Journal of Management*, 2(3), 252-267.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behavior and Human Decision Processes*, 50(1), 123-150.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of salesperson performance. *Journal of Marketing*, 57(1), 70-80.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the Academy of Marketing Science*, 29(2), 115-134.
- Majeed, N., Ramayah, T., Mustamil, N. M., Nazri, M., & Jamshed, S. (2017). Transformational leadership and organizational citizenship behavior: Modeling emotional intelligence as mediator. *Management & Marketing*, 12(4), 571-590.
- Matzler, K., Schwarz, E., Deutinger, N., & Harms, R. (2008). The relationship between transformational leadership, product innovation and performance in SMEs. *Journal of Small Business & Entrepreneurship*, 21(2), 139-151.
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H. (2019). A new perspective to promote organizational citizenship behaviour for the environment: The role of transformational leadership. *Journal of Cleaner Production*, 239, 118002.
- Mohammed, S. S., Suleyman, C., & Taylan, B. (2020). Burnout determinants and consequences among university lecturers. *Amazonia Investiga*, 9(27), 13-24.
- Mulki, J. P., Locander, W. B., Marshall, G. W., Harris, E. G., & Hensel, J. (2008). Workplace isolation, salesperson commitment, and job performance. *Journal of Personal Selling & Sales Management*, 28(1), 67-78.
- Nguni, S., Slegers, P., & Denessen, E. (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case. *School Effectiveness and School Improvement*, 17(2), 145-177.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.
- Nohe, C., & Hertel, G. (2017). Transformational leadership and organizational citizenship behavior: A meta-analytic test of underlying mechanisms. *Frontiers in Psychology*, 8, 1-13.
- Orabi, T. G. A. (2016). The impact of transformational leadership style on organizational performance: Evidence from Jordan. *International Journal of Human Resource Studies*, 6(2), 89-102.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557.

- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human performance*, 10(2), 85-97.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage.
- Osman-Gani, A.M., Hashim, J. and Ismail, Y. (2013), "Establishing linkages between religiosity and spirituality on employee performance", *Employee Relations*, Vol. 35 No. 4, pp. 360-376.
- Pahos, N., & Galanaki, E. (2019). Staffing practices and employee performance: The role of age. *Evidence-Based HRM*, 7(1), 93-112.
- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, 49(2), 327-340.
- Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31(4), 609-623.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human Performance*, 10(2), 133-151.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of applied psychology*, 82(2), 262.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22(2), 259-298.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research*, 31(3), 351-363.
- Purvanova, R. K., & Bono, J. E. (2009). Transformational leadership in context: Face-to-face and virtual teams. *The Leadership Quarterly*, 20(3), 343-357.
- Rawung, F. H., Wuryaningrat, N. F., & Elvinita, L. E. (2015). The influence of transformational and transactional leadership on knowledge sharing: An empirical study on small and medium businesses in Indonesia. ... *The Asian Academy of Management Journal*, 20(1), 123-145
- Reynolds, K. E., & Beatty, S. E. (1999). Customer benefits and company consequences of customer-salesperson relationships in retailing. *Journal of Retailing*, 75(1), 11-13.
- Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953-964.
- Rodrigues, A. D. O., & Ferreira, M. C. (2015). The impact of transactional and transformational leadership style on organizational citizenship behaviors. *Psychology at Universidade São Francisco (USF)*, 20(3), 493-504.
- Sahibzada, S., Kakakhel, S. J., & Khan, A. (2016). Role of leaders' idealized influence and inspirational motivation on employees' job satisfaction. *University of Haripur Journal of Management*, 1(2), 86-92.
- Sakiru, O. K., D'Silva, J. L., Othman, J., DaudSilong, A., & Busayo, A. T. (2013). Leadership styles and job satisfaction among employees in small and medium enterprises. *International Journal of Business and Management*, 8(13), 34-41.
- Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322.

- Scotti, D. J., Driscoll, A. E., Harmon, J., & Behson, S. J. (2007). Links among high-performance work environment, service quality, and customer satisfaction: An extension to the healthcare sector. *Journal of Healthcare Management*, 52(2), 109-124...
- Selamat, M. H., & Ran, G. W. (2019). The mediating effect of organizational citizenship behavior on the organizational justice and organizational performance in small and medium-sized enterprise of China. *International Journal of Business and Management*; 14 (9), 173-187.
- Sevi, E. (2010). Effects of organizational citizenship behaviour on group performance: Results from an agent-based simulation model. *Journal of Modelling in Management*, 5(1), 25-37.
- Smith, C. A. O. D. W. N. J. P., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663.
- Sulich, A., Sołoducho-Pelc, L., & Ferasso, M. (2021). Management styles and decision-making: Pro-ecological strategy approach. *Sustainability*, 13(4), 1-18.
- Sundi, K. (2013). Effect of transformational leadership and transactional leadership on employee performance of Konawe Education Department at Southeast Sulawesi Province. *International Journal of Business and Management Invention*, 2(12), 50-58.
- Tajeddini, K., Ratten, V., & Denisa, M. (2017). Female tourism entrepreneurs in Bali, Indonesia. *Journal of Hospitality and Tourism Management*, 31 (2017), 52-58.
- Tajeddini, K. (2016). Analyzing the influence of learning orientation and innovativeness on performance of public organizations: The case of Iran. *Journal of Management Development*, 35(2), 134-153.
- Tajeddini, K., & Trueman, M. (2008). Effect of customer orientation and innovativeness on business performance: A study of small-sized service retailers. *International Journal of Entrepreneurship and Small Business*, 6(2), 280-295.
- Terglav, K., Ruzzier, M. K., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership-commitment relationship. *International Journal of Hospitality Management*, 54, 1-11.
- Tian, H., Shuja Iqbal, S. A., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: Mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11(1), 71-78.
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). Transformational leadership impact on employees' performance. *Eurasian Journal of Management & Social Sciences*, 1(1), 49-59.
- Torlak, N. G., Demir, A., & Budur, T. (2021). Decision-making, leadership and performance links in private education institutes. *Rajagiri Management Journal*, ... 16 (1), 63-85. Doi:10.1108/RAMJ-10-2020-0061.
- Trivellas, P., Kakkos, N., Blanas, N., & Santouridis, I. (2015). The impact of career satisfaction on job performance in accounting firms: The mediating effect of general competencies. *Procedia Economics and Finance*, 33, 468-476.
- Turnipseed, D. L. (2002). Are good soldiers good? Exploring the link between organization citizenship behavior and personal ethics. *Journal of Business Research*, 55(1), 1-15.
- Turnipseed, D. L., & Rassuli, A. (2005). Performance perceptions of organizational citizenship behaviours at work: A bi-level study among managers and employees. *British Journal of Management*, 16(3), 231-244.
- Uddin, M. J., Luva, R. H., & Hossian, S. M. M. (2013). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63-77.
- Vargas, M. I. R. (2015). Determinant factors for small business to achieve innovation, high performance and competitiveness: Organizational learning and leadership style. *Procedia-Social and Behavioral Sciences*, 169, 43-52.
- Vecchio, R. P., Justin, J. E., & Pearce, C. L. (2008). The utility of transactional and transformational leadership for predicting performance and satisfaction within a path-goal theory framework. *Journal of Occupational and Organizational Psychology*, 81(1), 71-82.
- Vigoda, E., & Golembiewski, R. T. (2001). Citizenship behavior and the spirit of new managerialism: A theoretical framework and challenge for governance. *The American Review of Public Administration*, 31(3), 273-295.

- Wahab, M. A., Quazi, A., & Blackman, D. (2016). Measuring and validating Islamic work value constructs: An empirical exploration using Malaysian samples. *Journal of Business Research*, 69(10), 4194-4204.
- Walz, S. M., & Niehoff, B. P. (1996, August). Organizational citizenship behaviors and their effect on organizational effectiveness in limited-menu restaurants. *Academy of Management Proceedings* (Vol. 1996, No. 1, pp. 307-311). Briarcliff Manor, New York.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420-432.
- Weldon, E., & Weingart, L. R. (1993). Group goals and group performance. *British Journal of Social Psychology*, 32(4), 307-334.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Wright, T. A., & Bonett, D. G. (2002). The moderating effects of employee tenure on the relation between organizational commitment and job performance: A meta-analysis. *Journal of Applied Psychology*, 87(6), 1183-1190.
- Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology*, 34(8), 1617-1637.
- Yücel, İ. (2021). Transformational leadership and turnover intentions: the mediating role of employee performance during the COVID-19 pandemic. *Administrative Sciences*, 11(3), 81.
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, 10(2), 285-305.
- Yukl, G. (2008). How leaders influence organizational effectiveness. *The Leadership Quarterly*, 19(6), 708-722.
- Zaim, H., Demir, A., & Budur, T. (2020). Ethical leadership, effectiveness and team performance: An Islamic perspective. *Middle East Journal of Management*, 8(1), 42-66.