



The Influence of Transformational Leadership and Organizational Citizenship Behavior on Employee Performance with Work Passion as Moderation

Hermawan Susanto Ndruru¹, Ferryal Abadi²

¹²Universitas Esa Unggul, Indonesia

Correspondent : susantondruru@student.esaunggul.ac.id¹

Received : June 26, 2024

Accepted : August 16, 2024

Published : October 31, 2024

Citation: Ndruru, H, S., Abadi, F. (2024). The Influence of Transformational Leadership and Organizational Citizenship Behavior on Employee Performance with Work Passion as Moderation. *Ilomata International Journal of Management*, 5(4), 1244-1264.

<https://doi.org/10.61194/ijjm.v5i4.1350>

ABSTRACT The creative industry has emerged as a rapidly growing sector in the global economy, with the challenge of maintaining employee performance being a primary concern. This study investigates the impact of Transformational Leadership and Organizational Citizenship Behavior (OCB) on Employee Performance, with Work Passion as a moderating factor. Data were collected from 220 employees in the creative divisions of television media companies in Jakarta, chosen through purposive sampling, and analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that Transformational Leadership significantly enhances OCB, positively affecting Employee Performance. Work Passion, a crucial element in this study, strengthens the impact of OCB on Employee Performance, indicating its crucial role in fostering innovation, quality, and dedication in the creative industry. These findings suggest that industry practitioners should focus on psychological factors like Work Passion to maximise the benefits of transformational leadership and OCB in improving employee performance. The implications highlight the need for leaders to communicate a clear vision and foster an environment where work passion can thrive, ultimately leading to superior performance outcomes.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Work Passion, Employee Performance.



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INTRODUCTION

The creative industry presently holds a vital role in the global economy, driving innovation, generating added value, and creating employment opportunities. If utilised effectively, the creative sector can become a cornerstone of the economy and drive economic growth for a country. (Oke, 2023). The dynamic development in this industry is closely tied to the contribution of high-performing employees, both in creating innovative products and enhancing company competitiveness. Individual factors such as work passion are crucial to maintaining optimal employee performance. (Liu et al., 2021). A deep understanding of work passion is necessary to respond to the rapidly changing and complex demands of the work environment.

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Work passion denotes an individual's enthusiasm, desire, and dedication toward their work. It involves wholeheartedly engaging in work that provides motivation and positive experiences. (Chen et al., 2020). Employees who work with passion play a key role in connecting transformational leadership to organisational citizenship behaviour. Their passion indirectly influences the effect of transformational leadership on employee performance by impacting organisational citizenship behaviour (Althnayan et al., 2022).

Transformational leadership is a pivotal factor that can shape employee behaviour to improve organisational performance. The authors posit that the beneficial influence of transformational leadership on innovative behaviour is pronounced at both low and high levels of transformational leadership. (Bednall et al., 2018). The significant role of transformational leadership lies in its ability to elicit positive responses to change among employees. (Busari et al., 2020). Transformational leadership influences multiple facets of employee creativity, such as their capacity to generate fresh ideas, innovate, and enhance overall performance. (Suifan et al., 2018).

Organisational citizenship behaviour is a critical component that can improve performance and substantially contribute to an organisation's success. Research by (Yang et al., 2023) identifies organisational citizenship behaviour as a crucial factor in driving organisational sustainability growth. A significant relationship exists between organisational citizenship behaviour and performance. (Khazaei et al., 2011). Employees' organisational citizenship behaviour can influence their performance within the organisation. (Alfi et al., 2021). It is recommended that all company executives create a work environment that inspires employees to be highly committed so that they can think innovatively beyond the formal job demands. (Haque et al., 2019). To sustain and enhance positive employee responses, it is essential to consider organisational citizenship behaviour as a mechanism for improving organisational performance. (Haass et al., 2023).

Employee performance is vital for every organisation, profoundly influencing its success and expansion. Various metrics, such as productivity, work quality, initiative, collaboration, and company policy adherence, gauge employee performance. Organisational management is focused on identifying the factors that influence employee performance. Transformational leadership and organizational citizenship behaviour are key factors that play a crucial role in shaping and enhancing employee performance (Atatsi et al., 2019; Saleem et al., 2019).

Previous studies have examined the connections between transformational leadership, organizational citizenship behaviour, and employee performance, demonstrating that transformational leadership positively influences organizational citizenship behaviour (Khaola & Coldwell, 2018; Khaola & Rambe, 2021; Mekpor & Dartey-Baah, 2017; Nurjanah et al., 2020a; Supriyanto et al., 2020; Zurahmi et al., 2019) and employee performance (Amalina et al., 2022; Evitasaki et al., 2023; Kee et al., 2020; Kusumah et al., 2021; Saleem et al., 2019; Wang et al., 2011). Organisational citizenship behaviour has a positive effect on employee performance. (Alfi et al., 2021; Atatsi et al., 2019; Hermanto & Srimulyani, 2022; Khazaei et al., 2011; Ocampo et al., 2018). Organisational citizenship behaviour serves as a mediated (Aboramadan & Kundi, 2020; Qalati, Zafar, Fan, Sánchez Limón, et al., 2022; Selamat & Ran, 2019; Tian et al., 2020). Work passion affects organisational citizenship behaviour. (Birkeland & Buch, 2015; Burke et al., 2015; Ho et al., 2018; Ho & Pollack, 2014; Hochwarter et al., 2022).

Previous research has explored how transformational leadership and organizational citizenship behaviour individually impact employee performance. In contrast, this study introduces work passion as a moderating variable in the relationship between transformational leadership and organizational citizenship behaviour, an area that has received limited attention. Work passion is included in the analysis because highly passionate employees are more likely to engage in discretionary actions and exceed expectations, strengthening the link between transformational

leadership, organizational citizenship behaviour, and employee performance ([Althnayan et al., 2022](#)).

This study specifically focuses on the creative industry, a sector infrequently explored in past research, and seeks to highlight the significance of work passion, a factor not extensively examined in earlier studies. The study seeks to examine the influence of transformational leadership and organizational citizenship behaviour on employee performance while also evaluating how work passion moderates this relationship, the research seeks to contribute to human resource management by offering a deeper theoretical understanding of these variables.

The creative industry has witnessed remarkable growth globally, driven by innovation and unique content creation. Amidst this dynamism, maintaining high employee performance remains a critical challenge. This study fills a significant research gap by exploring the combined effects of Transformational Leadership and Organizational Citizenship Behavior (OCB) on Employee Performance within the creative industry, with Work Passion as a key moderating factor. The theoretical contributions of this research are twofold. First, it merges Transformational Leadership theory with the concept of OCB, providing valuable insights into how leadership styles can foster organisational citizenship behaviours that improve employee performance in creative environments. Second, by introducing Work Passion as a moderating variable, this study enhances our understanding of how intrinsic motivation impacts the relationship between leadership behaviours, OCB, and employee performance.

This research informs industry practitioners about the nuanced mechanisms through which leadership and employee attitudes interact to foster organisational success in creative environments. Understanding these dynamics can guide leaders in developing strategies that promote organisational cooperation and innovation and nurture employees' intrinsic motivations, thereby optimising performance outcomes. This study contributes to both academic discourse and managerial practices by bridging these theoretical and practical dimensions, offering actionable insights for enhancing organisational effectiveness and employee well-being in the dynamic landscape of the creative industry.

LITERATURE REVIEW

Transformational Leadership

Initially introduced by Burns (1978) and further developed by Bass (1985), transformational leadership is a leadership approach that inspires and motivates employees to prioritize the organization's goals over their own self-interests. This style of leadership is characterized by four key dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration ([Purwanto, 2022](#)). Together, these dimensions create a work environment that encourages employees to innovate, think critically, and stay committed to organizational goals.

The relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB) has been extensively studied, with research showing that transformational leaders foster OCB by building trust, promoting a shared vision, and instilling a sense of commitment among their team members ([Jiang et al., 2017](#); [Qalati, Zafar, Fan, Limón, et al., 2022](#)). Transformational leaders achieve this by aligning their employees' personal goals with the organisation's broader objectives, enhancing discretionary behaviours beyond formal job requirements. ([Vipraprastha et al., 2018](#)).

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Recent studies have further emphasised the importance of transformational leadership in dynamic and creative industries. For instance, research by ([Maharani et al., 2013](#)) highlighted that in sectors where innovation is critical, transformational leaders play a pivotal role in driving employee engagement and performance by encouraging creative problem-solving and fostering a supportive work environment. Similarly, a study by Li et al. (2021) demonstrated that transformational leadership enhances OCB and contributes to higher levels of job satisfaction and work performance, particularly in sectors characterised by rapid change and high demand for creativity.

The present study builds on these foundations by exploring how transformational leadership influences OCB and, subsequently, employee performance within the creative industry, where employee passion and innovation are paramount; this study seeks to fill a critical gap in the literature by examining this relationship in the context of the creative industry. It addresses the need for more empirical evidence on how transformational leadership can enhance individual and organisational outcomes in innovative settings.

([Al-Husseini et al., 2021](#)) explain that transformational leadership is a vital and influential factor in fostering innovation systems and managing knowledge. Transformational leadership is an approach that emphasises inspiring, motivating, mobilising, and energising subordinates to successfully achieve goals and objectives that initially seem difficult to attain ([Busari et al., 2020](#)). The transformational leadership style enhances employee job satisfaction, thereby promoting improved performance ([Syah & Rosady, 2018](#)).

Transformational leadership involves a leader serving as a role model, encouraging innovative work behavior, providing inspirational motivation, and actively supporting and guiding followers to work together in achieving the organization's vision and goals ([Bednall et al., 2018](#)). Transformational leadership is characterized by a proactive leader who serves as a change agent, raising subordinates' awareness, enhancing the collective benefits they gain, and providing support to help them achieve outstanding goals ([Islam et al., 2021](#)). This style of leadership motivates followers to surpass expectations ([Syah, Suryanto, et al., 2019](#)).

Organisational Citizenship Behavior

Organisational citizenship behaviour consists of voluntary actions by employees that are essential for sustaining and ensuring the success of an organisation. ([Somech & Oplatka, 2014](#)). According to ([Haass et al., 2023](#)) Organisational citizenship behaviour is a crucial factor contributing to enhanced performance within organisations. Organisational citizenship behaviour encompasses actions or contributions not explicitly outlined in an individual's formal job description but enhances the organisation's overall effectiveness.

Organisational citizenship behaviour also has an additional role as it can serve as a tool to promote social interactions within the organisation and as a supportive system for cooperation when facing unexpected situations or seeking change. ([Haque et al., 2019](#)). According to Yang et al. (2023), organisational citizenship behaviour is vital for fostering an organisation's sustainable development. Organisational citizenship behaviour consists of voluntary actions by organisation members that go beyond their formal job requirements.

Work Passion

Work passion is a mental state marked by deep enthusiasm, satisfaction, and fulfilment in one's job; it represents a deep-seated motivation that drives individuals to invest significant effort and time into their professional activities, often leading to superior performance outcomes. ([Nurjanah et al., 2020b](#)).

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Work Passion aligns closely with theories of intrinsic motivation, which emphasise the importance of internal drives and personal satisfaction in shaping employee attitudes and behaviours. ([Rita et al., 2018](#)). Work Passion has been shown to enhance job satisfaction, organisational commitment, and overall job performance in organisational behaviour. ([Purwanto et al., 2021](#)).

Recent research underscores the role of Work Passion as a moderator in organisational contexts, particularly within industries that prioritise creativity and innovation. Studies by ([Alhashedi et al., 2021](#)) Highlight that employees with high work passion are likelier to engage in proactive behaviours, such as OCB, which contribute positively to organisational effectiveness. Moreover, Work Passion is a crucial factor that amplifies the effects of leadership behaviours and managerial practices on employee outcomes. ([Budur & Demir, 2022](#)).

In the creative industry, where intrinsic motivation and dedication are pivotal to success, understanding the dynamics of Work Passion becomes imperative. This study builds on previous research by exploring how Work Passion influences the connection between Transformational Leadership, Organizational Citizenship Behavior (OCB), and Employee Performance within creative industries. The goal is to better understand how organisational leaders can create an environment that promotes performance and innovation driven by passion.

([Vallerand et al., 2014](#)) introduced an initial definition of passion that acknowledges aspects of experience that go beyond mere positive influence: An individual is said to have a passion for an activity when they love it, attach high value to it, and invest time and energy into it. Passion is a strong desire for an action or activity that the individual values, considers necessary, and drives significant time and energy commitment. ([Gilal et al., 2018](#)). Generally, employees who are passionate about their work tend to form and maintain strong emotional bonds with their jobs. ([Liu et al., 2021](#)).

According to ([Chen et al., 2020](#)) Work passion is an individual's strong tendency to engage in a work-related activity that motivates and positively impacts them. There are three core elements of work passion: a positive attitude toward involvement in work, the belief that work is an essential part of an employee's identity, and motivation to engage in work. ([Chen et al., 2020](#)). Work passion is a state of well-being characterised by consistency and emotional optimism and based on the meaning derived from repeated cognitive and affective evaluations of various jobs and organisational conditions, leading to consistent and productive work intentions and actions. ([Permarupan et al., 2013](#)).

Employee Performance

Employee Performance is a critical measure of organisational success, often defined by the efficiency and effectiveness of fulfilling job responsibilities. Employee performance has been assessed through task performance, which refers to job-specific duties, and contextual performance, which includes behaviours that contribute to the broader organisational environment, such as OCB. ([Purwanto, 2022](#)).

The relationship between leadership styles and employee performance has been extensively studied, with consistent findings showing that transformational leadership is positively associated with enhanced employee performance ([Qalati, Zafar, Fan, Limón, et al., 2022](#)); this connection is mediated by several factors, including motivation, job satisfaction, and organisational commitment, which are crucial for driving performance outcomes.

Recent studies have explored this relationship in various contexts, revealing that other factors, such as work passion and OCB, can significantly influence the impact of leadership on performance. For instance, research by ([Jiang et al., 2017](#)) Demonstrates that transformational leaders who foster a supportive and inspiring work environment can significantly enhance task and contextual performance by promoting OCB. In the creative industry, where innovation and unique contributions are essential, the role of work passion in enhancing employee performance becomes even more critical. Employees who are passionate about their work are likelier to exhibit high levels of creativity, commitment, and dedication, leading to superior performance outcomes. ([Vipraprastha et al., 2018](#)), This study further explores how transformational leadership and OCB, moderated by work passion, enhance employee performance in the creative sectors.

Employee performance is the assessment or evaluation of the extent to which an employee achieves the work goals set by the company or organisation. Performance measurement uses various parameters that depict an employee's performance pattern over a specific period. ([Mabe et al., 2023](#)). Employee performance is a highly critical factor for an organisation. ([Syah, Wahyuni, et al., 2019](#)). In ([Jufrizen et al., 2021](#)) The study found that employee performance is crucial in supporting and aiding the achievement of an organisation's goals. Therefore, organisations must continually monitor their employees to ensure they work effectively and efficiently to achieve their goals.

Performance is a crucial assessment for a company to ensure its sustainable continuity. ([Zhang, 2010](#)). Employee performance involves controllable behaviours but imposes restrictions on unrelated behaviours. ([Dewettinck & Van Ameijde, 2011](#)). Alternatively, performance evaluations also assess employees' active participation in meeting the obligations outlined in the formal contracts provided by the company. ([Biswas, 2009](#)). In this regard, performance measurement focuses on achieved outcomes and considers the extent to which employees are engaged and comply with the responsibilities outlined in the formal contract.

Hypotheses Development

Relationship between Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership positively and significantly influences organisational citizenship behaviour. ([Nurjanah et al., 2020a](#)). Transformational leadership has substantial implications for fostering organisational citizenship behaviour. ([Mekpor & Dartey-Baah, 2017](#); [Supriyanto et al., 2020](#)). There is a consensus that transformational leaders can motivate employees beyond narrow self-interests in achieving joint missions. ([Khaola & Coldwell, 2018](#)). According to the research by ([Khaola & Rambe, 2021](#)) Transformational leadership is positively correlated with organizational citizenship behaviour and is strongly linked to promoting such behaviour ([Zurahmi et al., 2019](#)). Based on the above description, the author proposes the first hypothesis as follows:

H1: Transformational leadership has a positive effect on organisational citizenship behaviour.

Relationship between Transformational Leadership and Employee Performance

Transformational leadership positively influences employee performance ([Saleem et al., 2019](#)). When company leaders emphasize transformational leadership styles to motivate employees, it fosters a sense of satisfaction and emotional attachment among employees, similar to a family environment, which in turn boosts employee performance ([Evitasari et al., 2023](#)). Transformational leadership positively influences employee performance ([Anwar & Abadi, 2023](#);

[Kusumah et al., 2021](#)). Prior studies have consistently found a positive association between transformational leadership and employee performance in organisational contexts ([Kee et al., 2020](#); [Wang et al., 2011](#)). Transformational leadership enhances the quality of interactions between leaders and employees and among employees, fostering a positive and supportive work environment that boosts employee performance ([Amalina et al., 2022](#)). Drawing from these findings, the author posits the second hypothesis as follows:

H2: Transformational leadership has a positive effect on employee performance.

Relationship between Organizational Citizenship Behavior and Employee Performance

Employee performance can be enhanced by organisational management initiatives to increase citizenship behaviour, as employees are pivotal in boosting organisational performance. ([Hermanto & Srimulyani, 2022](#)). Organisational citizenship behaviour substantially affects the effectiveness and performance of employees within an organisation. ([Ocampo et al., 2018](#)). An employee voluntarily engages in organisational citizenship behaviour, even beyond their responsibilities, ultimately enhances their performance. Research has demonstrated a strong connection between organizational citizenship behavior and employee performance ([Khazaei et al., 2011](#)). There is a significant positive relationship between organizational citizenship behavior and employee performance ([Alfi et al., 2021](#); [Atatsi et al., 2019](#)). Based on these findings, the third hypothesis is formulated as follows:

H3: Organizational citizenship behaviour has a positive effect on employee performance.

Relationship between Organizational Citizenship Behavior as a Mediation between Transformational Leadership and Employee Performance

Organisational citizenship behaviour is a significant mediator in promoting helping behaviour within teamwork settings, fostering a positive and collaborative work environment, and ultimately enhancing overall organisational performance. ([Selamat & Ran, 2019](#)). Research by ([Tian et al., 2020](#)) is argued that organisational citizenship behaviour leads to positive results for employees at work and serves as a critical mediator, linking transformational leadership to levels of employee performance. Furthermore, a positive relationship between transformational leadership and organizational citizenship behavior is present, which can enhance overall organizational performance ([Aboramadan & Kundi, 2020](#)). Previous studies have explained that organisational citizenship behaviour is a mediated connection between transformational leadership and employee performance. ([Qalati, Zafar, Fan, Sánchez Limón, et al., 2022](#)). Based on the explanations above, the fourth hypothesis is formulated as follows:

H4: Organizational citizenship behaviour mediation the relationship between transformational leadership and employee performance.

Relationship between Work Passion as a Moderation between Transformational Leadership and Organizational Citizenship Behavior

Work passion can be a powerful facilitator in promoting and encouraging organisational citizenship behaviour in the workplace. When employees engage in work that is aligned with their passion, they are likely to exhibit higher levels of organisational citizenship behaviour and contribute more positively to the organisation. ([Hochwarter et al., 2022](#)). Employees who work according to their passion are more willing to engage and take initiative beyond their core tasks. ([Ho & Pollack, 2014](#)). Therefore, for employees with work passion, it is essential to spend more

time in their role and actively participate in behaviours that contribute to positive experiences in the workplace. (Ho et al., 2018). Previous studies have identified a positive relationship between work passion and organisational citizenship behaviour. (Birkeland & Buch, 2015; Burke et al., 2015). Based on the explanations above, the fifth hypothesis is formulated as follows:

H5: Work passion strengthens the relationship between transformational leadership and organisational citizenship behaviour.

Based on the hypothesis framework above, the research model can be described as shown in Figure 1 below:

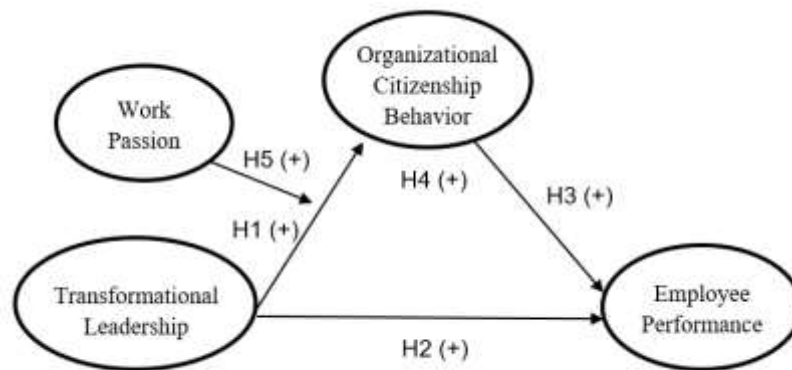


Figure 1. Research Model

METHOD

Sampling Procedure

The sample was chosen using purposive sampling, a non-probability technique commonly applied in exploratory research to focus on participants with specific characteristics (Etikan et al., 2016). This study's selection criteria included employees who had been part of creative teams for at least one year, ensuring they had adequate experience and could provide relevant insights into the relationship between leadership, organisational citizenship behaviour (OCB), work passion, and performance.

Variable Measurement and Instrument Adaptation

The measurement of each variable was based on established instruments from previous studies, ensuring the reliability and validity of the data collected:

- **Transformational Leadership:** Evaluated using seven items adapted from Jensen et al. (2019), covering essential aspects of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.
- **Organizational Citizenship Behavior (OCB):** Assessed with five items adapted from Ha & Moon (2023), focusing on voluntary, extra-role behaviours contributing to the organisational climate and effectiveness.
- **Work Passion:** Evaluated with ten items from Chen et al. (2020), designed to measure the intensity and type of passion (harmonious vs. obsessive) employees feel toward their work.
- **Employee Performance:** Gauged using 15 items adapted from Koopmans et al. (2013), covering both task and contextual performance dimensions, including efficiency, effectiveness, and behaviours that support organisational functioning.

All items were rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The tools were translated and then back-translated to ensure cultural appropriateness and accuracy for the Indonesian context, adhering to the guidelines set by Brislin (1970).

Validity and Reliability Testing

Validity and reliability were thoroughly evaluated using factor analysis in SPSS:

1. Validity: The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were employed to evaluate whether the data were appropriate for factor analysis. A KMO value above 0.5 and a significant Bartlett's Test indicated that factor analysis was appropriate. Items were kept if their factor loadings exceeded 0.5 ([Hair et al., 2014](#)).
2. Reliability: Cronbach's Alpha was computed for each construct, with values closer to 1 indicating more excellent reliability. Constructs with Cronbach's Alpha values above 0.7 were deemed reliable for further analysis.

Data Analysis

Data was analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the proposed hypotheses and model. The analysis was conducted using SPSS version 26 and SmartPLS 3.0 software. PLS-SEM was selected for its capability to manage complex models and appropriateness for exploratory research, aiming to maximise the explained variance in the dependent variables ([Hair et al., 2019](#)).

Following the pre-test with 30 respondents, a refinement process was conducted based on the validity results: 1) Transformational Leadership: All seven items were retained; 2) Organizational Citizenship Behavior: 4 out of 5 items were retained; 3) Work Passion: 9 out of 10 items were retained; and 4) Employee Performance: 7 out of 15 items were retained. The final model included 27 valid items used in the full-scale data analysis to test the research hypotheses.

RESULT AND DISCUSSION

Demographic Profile of Respondents

The research sample consisted of 220 employees from the creative industry working in television media companies in Jakarta, Indonesia. The demographic breakdown of the respondents is as follows:

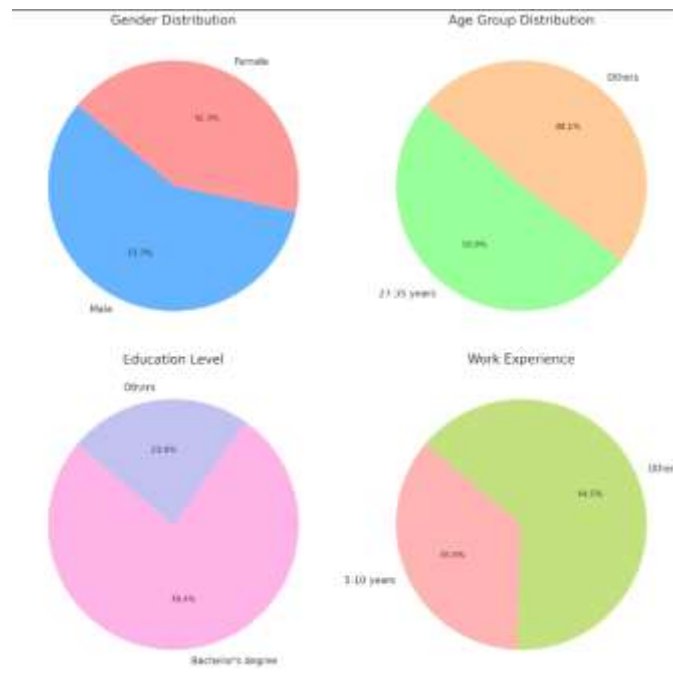


Figure 2. Demographic Profile of Respondents

These demographic factors provide a context for understanding the respondents' perspectives and relevance to the creative industry, where diverse experiences and educational backgrounds can influence work passion and performance.

Construct Validity and Reliability

Validation and reliability testing for the constructs within the reflective measurement model adhered to the guidelines set by Hair, Hult, Ringle, and Sarstedt (2017), which suggest a loading factor value of ≥ 0.70 in SmartPLS 3.0. The study found that most indicators for each variable had loading factor values exceeding 0.70, demonstrating acceptable and valid measurements of the constructs. The Composite Reliability (CR) and Average Variance Extracted (AVE) values generally met the required thresholds of $CR \geq 0.70$ and $AVE \geq 0.50$. The specific values obtained were: Transformational Leadership (CR=0.914; AVE=0.603), Organizational Citizenship Behavior (CR=0.873; AVE=0.632), Work Passion (CR=0.926; AVE=0.583), and Employee Performance (CR=0.903; AVE=0.570). Further details on construct validity and reliability testing are provided in Table 1.

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Table 1. Construct validity and reliability					
Constructs	Item	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	TL1	0.813	0.890	0.914	0.603
	TL2	0.896			
	TL3	0.745			
	TL4	0.721			
	TL5	0.741			
	TL6	0.769			
	TL7	0.738			
Organisational Citizenship Behavior	OCB1	0.774	0.808	0.873	0.632
	OCB2	0.815			
	OCB3	0.836			
	OCB4	0.752			
Work Passion	WP1	0.744	0.912	0.926	0.583
	WP2	0.705			
	WP3	0.759			
	WP4	0.781			
	WP5	0.832			
	WP6	0.793			
	WP7	0.753			
	WP8	0.742			
	WP9	0.753			
Employee Performance	EP1	0.749	0.875	0.903	0.570
	EP2	0.742			
	EP3	0.752			
	EP4	0.716			
	EP5	0.826			
	EP6	0.727			
	EP7	0.768			

Source: data proceed

Composite Reliability (CR) and Average Variance Extracted (AVE) values exceeded the recommended thresholds, indicating strong construct reliability and convergent validity.

Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT). It is considered valid because the square root of the Average Variance Extracted (AVE) for each latent variable surpasses its correlations with other latent variables, as per the Fornell-Larcker Criterion. Additionally, the HTMT ratio is below 0.90 ([Henseler et al., 2009](#)). The results of the Discriminant Validity test are presented in Table 2:

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Table 2. Discriminant validity				
Constructs	EP	OCB	TL	WP
<i>Fornell-Larcker Criterion</i>				
Employee Performance (EP)	0.755			
Organisational Citizenship Behavior (OCB)	0.643	0.795		
Transformational Leadership (TL)	0.611	0.705	0.777	
Work Passion (WP)	0.832	0.716	0.721	0.763
<i>Heterotrait-Monotrait Ratio (HTMT)</i>				
Employee Performance (EP)				
Organisational Citizenship Behavior (OCB)	0.722			
Transformational Leadership (TL)	0.670	0.798		
Work Passion (WP)	0.853	0.762	0.733	

Structural analysis was performed to assess the R² values for each equation, indicating the proportion of variance in the dependent variable explained by the independent variables. The findings show that Employee Performance (EP) is affected by Transformational Leadership (TL) and the mediating role of Organizational Citizenship Behavior (OCB), with an R² value of 0.463. This implies that Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB) explain 46.3% of the variance in Employee Performance (EP), while the remaining 53.7% is attributed to other factors not examined in this study.

Additional analysis indicates that Organizational Citizenship Behavior (OCB) is influenced by both Transformational Leadership (TL) and the moderating effect of Work Passion (TLWP), with an R² value of 0.616. This suggests that Transformational Leadership (TL) and the moderating role of Work Passion (TLWP) account for 61.6% of the variance in Organizational Citizenship Behavior (OCB), with the remaining 38.4% attributed to other factors not investigated in this study, as presented in Table 3.

Structural Model Analysis

The structural model was evaluated using R² values and path coefficients, as shown in Table 3.

Table 3. Test of R-Square		
Dependent Variable	Independent Variable	R ² Adjusted
Employee Performance (EP)	Transformational Leadership (TL)	0.463
	Organisational Citizenship Behavior (OCB)	
Organisational Citizenship Behavior (OCB)	Transformational Leadership (TL)	0.616
	Work Passion	

Source: data proceed

The R² value for Employee Performance shows that Transformational Leadership and Organizational Citizenship Behavior account for 46.3% of the variance. For Organizational Citizenship Behavior, Transformational Leadership and Work Passion explain 61.6% of the variance, highlighting the significant effect these factors have on employee behavior. The research findings are depicted in the accompanying T-Statistics value diagram.

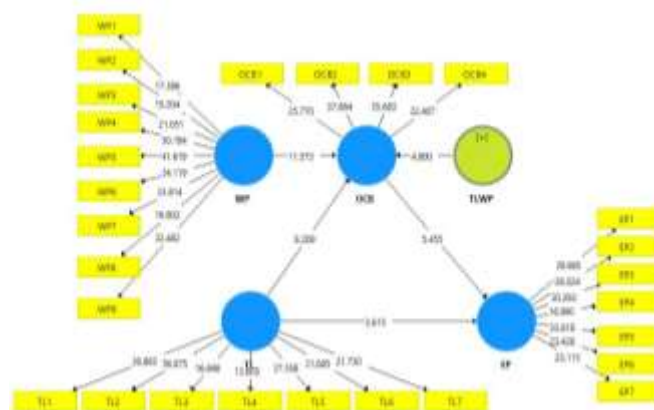


Figure 3. Path Diagram T- Statistics value

Hypothesis Testing

Hypothesis testing was conducted using the bootstrap method and assessed through path coefficient significance (Figure 2). For a hypothesis to be supported, the significance level must be 5%, and the T-statistic value should be 1.96 or greater (Hair et al., 2017). The results of hypothesis testing confirm all proposed hypotheses. The findings indicate a significant positive effect of transformational leadership on organisational citizenship behaviour ($t = 8.209, p < 0.05$), on employee performance ($t = 3.615, p < 0.05$), and organisational citizenship behaviour on employee performance ($t = 5.455, p < 0.05$). Organizational citizenship behavior mediates the relationship between transformational leadership and employee performance ($t = 3.706, p < 0.05$), while work passion moderates the connection between transformational leadership and organizational citizenship behavior ($t = 4.900, p < 0.05$). These results are summarised in Table 4.

Table 4. The Results of Hypothesis Testing (Path Coefficients)

Hypothesis	Original Sample	Standard Deviation	T Statistics	P Values	Result
<i>Direct effects</i>					
H1 TL → OCB	0.532	0.065	8.209	0.000	Supported
H2 TL → EP	0.315	0.087	3.615	0.000	Supported
H3 OCB → EP	0.421	0.077	5.455	0.000	Supported
<i>Indirect effects</i>					
H4 TL → OCB → EP	0.224	0.060	3.706	0.000	Supported
H5 TL * WP → OCB	0.147	0.030	4.900	0.000	Supported

The path coefficients reveal that all proposed hypotheses are supported, demonstrating significant positive impacts of transformational leadership on both OCB and employee performance, along with a significant mediating effect of OCB on the relationship between transformational leadership and employee performance. Additionally, work passion significantly moderates the connection between transformational leadership and OCB.

This study examines the effects and relationships between Transformational Leadership, Employee Performance, and Organizational Citizenship Behavior, with Work Passion as a mediator. The findings suggest that transformational leadership positively influences organizational citizenship behaviour. Prior research has highlighted that transformational leadership—characterised by inspiration, ideal influence, motivation, and individual consideration—creates an environment in which organisational members feel valued, listened to,

and encouraged to exceed their assigned responsibilities ([Mekpor & Dartey-Baah, 2017](#); [Galati et al., et al., 2022](#)).

In the creative industry environment, especially in television media companies where creative teams are expected to generate innovative and creative ideas, transformational leadership that allows room for experimentation and new ideas is essential. This creates an inclusive work atmosphere and facilitates productive collaboration among team members. When team members feel recognised, supported, and guided by transformational leaders, they are more inclined to be enthusiastic about putting in additional time and effort beyond their regular responsibilities. Previous studies confirm that a higher presence of transformational leadership in an organisation is associated with increased organisational citizenship behaviour among its members. ([Nurjanah et al., 2020a](#)).

These findings underscore the importance of developing transformational leadership within organisations to enhance employee engagement and strengthen supportive work cultures. Leaders in the creative industry need to understand their role in shaping a work environment that facilitates collaboration, innovation, and creativity, and transformational leadership can be an effective tool in achieving these goals. Organisations can implement strategies to enhance transformational leadership skills among managers and leaders and establish reward and recognition systems that promote positive organisational citizenship behaviour. These findings align with prior research, which suggests that transformational leadership, characterised by solid motivation, inspiration, and attention to employees, can enhance organisational members' engagement in behaviours that surpass formal job requirements. ([Busari et al., 2020](#); [Islam et al., 2021](#); [Khaola & Coldwell, 2018](#); [Supriyanto et al., 2020](#); [Zurahmi et al., 2019](#)).

The research further highlights the beneficial effect of transformational leadership on employee performance. Transformational leadership, known for its focus on motivating, inspiring, and guiding employees toward attaining shared objectives, is instrumental in improving employee performance. ([Busari et al., 2020](#)). Transformational leaders can professionally manage employees by providing development opportunities, soliciting opinions or innovative ideas, and praising good performance. ([Aprileani & Abadi, 2022](#)). In the creative industry, transformational leadership is critical in creating a work culture that enables employees to contribute to the fullest. Leaders who can harness the collective creativity of their team and provide clear direction and inspiration to their followers can lead to improved performance and organisational goal achievement. ([Bednall et al., 2018](#)).

In the often dynamic and rapidly changing creative industry, transformational leadership can help employees adapt to changes, respond to new challenges, and capitalise on emerging opportunities. The creative industry often requires the ability to innovate and think creatively, and transformational leadership can be a primary driver in facilitating this process. Managers and leaders must recognise the importance of building a transformational leadership style, developing solid relationships, and inspiring and motivating employees to reach their full potential. Therefore, employees can foster a work environment that encourages innovation, creativity, and high performance in a competitive and rapidly evolving creative industry. These findings align with previous studies demonstrating a significant positive relationship between transformational leadership and employee performance ([Evitasari et al., 2023](#); [Kee et al., 2020](#); [Kusumah et al., 2021](#); [Saleem et al., 2019](#); [Wang et al., 2011](#)).

Another outcome of this investigation is that organisational citizenship behaviour positively affects employee performance. This suggests that employees demonstrating high organisational

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citizenship behaviour will likely exhibit strong performance, contributing to sustainability. ([Somech & Oplatka, 2014](#)). Employees who exhibit high organisational citizenship behaviour typically show more significant commitment to the organisation, align more closely with organisational values, and are more motivated to contribute towards achieving organisational goals. These research findings are consistent with prior studies that suggest organisational citizenship behaviour positively influences employee performance, thereby contributing to overall organisational performance improvement. ([Alfi et al., 2021](#); [Atatsi et al., 2019](#); [Hermanto & Srimulyani, 2022](#); [Khazaei et al., 2011](#); [Ocampo et al., 2018](#)).

Organizational citizenship behavior has been shown to mediate the relationship between transformational leadership and employee performance. This implies that effective transformational leadership fosters organizational citizenship behavior among employees, which in turn enhances individual or team performance ([Selamat & Ran, 2019](#)). Effective transformational leadership in the creative industry motivates employees to go beyond their routine tasks and act proactively to improve overall organisational performance. Organisational citizenship behaviour is a crucial mediator in this process, as employees' contributive and proactive behaviours can positively influence organisational performance within the creative industry. It is essential to cultivate an organisational culture that supports organisational citizenship behaviour and promotes transformational leadership styles. Furthermore, introducing training and development programs designed to improve transformational leadership skills and foster organisational citizenship behaviour among employees can significantly enhance organisational performance in the creative sector. These results align with previous research, demonstrating that organisational citizenship behaviour positively mediates the relationship between transformational leadership and employee performance, reinforcing the conclusions of similar studies ([Aboramadan & Kundi, 2020](#); [Qalati, Zafar, Fan, Sánchez Limón, et al., 2022](#); [Tian et al., 2020](#)) ([Chen et al., 2020](#)). In the creative industry where creative teams are expected to have passion for their work, such as Creative Designers, Editors, Event Promoters, Script Writers, Sound Engineers, Studio Lighting Technicians, Fashion Stylists, Sound Engineers, and others, those who possess passion are willing to contribute more than expected because they love their work. For example, they may be willing to work overtime, share creative ideas, and assist coworkers in completing urgent tasks. Additionally, they tend to take the initiative in improving the quality of television programs and participate in projects that enhance the company's reputation.

For organisations in the creative sector, it is crucial to focus on cultivating factors that boost employees' passion and promote transformational leadership styles that encourage engagement and commitment. Employees who are passionate about their work tend to have higher satisfaction and motivation, resulting in improved performance. This study addresses a gap in the literature by demonstrating that work passion can enhance the link between transformational leadership and organizational citizenship behaviour. In industries like television media, individuals with high passion are particularly valuable. They are more inclined to take voluntary actions and exceed expectations, thereby boosting overall organizational performance and sustainability. These results corroborate previous research by offering evidence that work passion can strengthen the relationship between transformational leadership and organizational citizenship behaviour. ([Birkeland & Buch, 2015](#); [Burke et al., 2015](#); [Ho et al., 2018](#); [Ho & Pollack, 2014](#); [Hochwarter et al., 2022](#)).

CONCLUSION

This study confirms all the proposed hypotheses, demonstrating that both transformational leadership and organizational citizenship behavior (OCB) positively impact employee performance. The findings show that OCB mediates the relationship between transformational leadership and employee performance, emphasizing the importance of employees' voluntary actions beyond their formal duties, such as supporting colleagues and contributing to organizational goals. Additionally, the study reveals that work passion significantly moderates the connection between transformational leadership and OCB, further enhancing employee performance. This indicates that work passion can amplify the benefits of transformational leadership and OCB, particularly in the creative industry, where innovation and collaboration are vital. Employees with high work passion are likely to display creativity, innovation, and a results-oriented mindset, viewing their work as an integral part of their identity rather than merely a job. Leaders and managers must recognise the importance of fostering work passion for effectively managing employees in the creative industry by creating a supportive environment, encouraging freedom of expression, and providing opportunities to develop individual talents.

Limitations and Future Research

Despite its contributions, this study has several limitations. The research was conducted within the creative industry of Indonesian television media companies, which may limit the generalizability of the findings to other sectors or broader industry contexts. Future research could expand this study by exploring different industries to understand better how work passion functions across various contexts, as industry-specific characteristics may influence the relationships between the variables studied. This study focused solely on transformational leadership and OCB as determinants of employee performance. Future research could incorporate additional variables, such as motivation, job satisfaction, organisational culture, and employee competencies, to comprehensively analyse the factors influencing employee performance. Third, this study did not consider other factors influencing OCB, such as psychological resilience, self-efficacy, and organisational justice. Future research should explore these variables and alternative models to understand better the dynamics influencing employee performance in various settings.

Managerial Implications

This research offers valuable insights for managers in enhancing employee performance. Firstly, it underscores the critical role of OCB in boosting performance within the creative industry. Managers should cultivate a work environment that encourages supportive behaviours like assisting colleagues and contributing to team efforts. This can be achieved through recognition programs and fostering a supportive organisational climate. Secondly, the importance of transformational leadership is highlighted, particularly in aligning employees with the organisation's strategic goals. Developing transformational leadership skills is crucial for leaders in the creative sector. Lastly, the study emphasises the significance of work passion, which mediates the relationship between transformational leadership, OCB, and employee performance. Leaders must understand that the level of employee passion can significantly impact these relationships. Creating an environment that supports and sustains employees' enthusiasm is vital for maintaining high-performance levels. This involves understanding employees' needs and providing the necessary resources to sustain their passion and drive in the workplace, such as training, development opportunities, and motivational challenges.

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