



Exploring the Role of Coaching Leadership and Transformational Leadership in Enhancing Organizational Citizenship Behavior (OCB)

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Abstract. The distinct approaches and pathways of coaching leadership (focused on individual/team development) and transformational leadership (centered on organizational growth through inspiration and motivation) prompt the question of which is more effective in enhancing Organizational Citizenship Behavior (OCB). Design/methodology/approach: A nonprobability sampling technique utilizing Slovin's formula was applied, yielding a sample of 106 respondents who were surveyed using a structured questionnaire. Inferential analysis, goodness of fit evaluation, and hypothesis testing were performed with the assistance of SmartPLS software. Findings: The analysis results demonstrate that both transformational leadership and coaching leadership positively contribute to the enhancement of Organizational Citizenship Behavior within the organization. Originality/value: The distinct contexts of coaching leadership and transformational leadership, coupled with the frequent leadership transitions, present a unique phenomenon that has been underexplored in the existing literature. Research limitations/implications: The importance of both coaching and transformational leadership styles in fostering a culture of OCB, especially in organizations experiencing frequent leadership changes

Keywords: Coaching Leadership, Transformational Leadership, rganizational Citizenship Behavior

1 Introduction

In today's competitive global landscape, organizations are required to make strategic decisions to remain competitive in increasingly demanding industries. One of the most critical determinants of organizational success is the effective development and management of human resources (HR). HR plays a pivotal role in fostering innovation and driving organizations towards their goals. It is the employees, as the core of an organization, who ultimately determine its success or failure [1], [2], [3], [4], [5]. Leadership, in particular, has a significant influence on employee behavior and performance. Effective leadership styles have the potential to inspire and motivate employees to exceed their formal job requirements and contribute meaningfully to the broader organizational objectives. Coaching leadership and transformational leadership are two leadership styles that have been shown to substantially improve Organizational Citizenship Behavior (OCB)—the voluntary behaviors of employees that go beyond formal job duties and contribute to organizational success without being directly

rewarded. Coaching leadership focuses on individual development by identifying employee strengths and weaknesses, offering guidance, and delegating challenging tasks to encourage higher performance [6]. According to [7], coaching leadership fosters a supportive environment where employees feel empowered to take the initiative, which positively influences OCB as employees voluntarily contribute beyond their assigned tasks.

In contrast, transformational leadership emphasizes inspiring and motivating employees through visionary leadership, emotional engagement, and a strong sense of organizational purpose [8]. Transformational leaders encourage employees to align their personal goals with the organization's objectives, fostering commitment and promoting a culture of innovation. This leadership style not only enhances individual performance but also cultivates an environment where employees actively engage in behaviors that benefit the organization, such as helping colleagues, demonstrating initiative, and showing loyalty [9]. Both coaching leadership and transformational leadership are powerful tools that organizations can utilize to improve OCB. While coaching leadership emphasizes individual empowerment and development, transformational leadership creates a culture of engagement and commitment across the organization. Together, these leadership styles hold the potential to significantly enhance OCB by motivating employees to go beyond their formal roles, thereby contributing to the organization's overall success and competitive advantage.

Despite extensive research on the positive effects of leadership styles on OCB, there are still some gaps. Most studies focus on the individual effects of coaching and transformational leadership on employee performance or organizational outcomes, without exploring how these two styles interact to influence OCB. Coaching leadership focuses on personal development, while transformational leadership is about a shared vision and collective motivation. Additionally, while studies [9] show a positive correlation between these leadership styles and OCB, a deeper understanding of how they work across different organizational contexts is still lacking. Few studies have examined how situational factors, such as organizational culture or structural changes, affect the relationship between these leadership styles and OCB. This research aims to fill these gaps by exploring the combined effects of coaching and transformational leadership on OCB, the mediating role of affective commitment, and how situational factors may influence these relationships.

2 Literature Review

2.1 Coaching Leadership and OCB

Coaching leadership, which focuses on personal and professional development, has gained significant attention in organizational studies due to its emphasis on guiding and mentoring employees toward achieving specific goals, as outlined by the International Coaching Federation (ICF) in [10]. Unlike traditional top-down leadership styles, coaching leadership fosters a collaborative environment where leaders work alongside employees, helping them unlock their potential and grow both personally and professionally. This approach enhances job satisfaction, career planning, interpersonal relationships, and work flexibility, making it highly effective in today's dynamic work environments. As stated in [6] and [7], coaching leadership encourages continuous learning through constructive feedback, open communication, and fostering a growth mindset. By identifying employees' strengths and areas for improvement, coaching

leadership empowers individuals to take ownership of their development. Furthermore, coaching leaders delegate challenging tasks to motivate employees, which drives better performance and increases engagement, as highlighted in [6] and [7]. This empowerment encourages employees to engage in Organizational Citizenship Behavior (OCB), as defined in [11] and [12], which refers to voluntary actions beyond formal job responsibilities, such as helping colleagues, taking initiative, and showing loyalty to the organization. In the context of coaching leadership, OCB flourishes because employees feel supported in their development and are motivated to contribute positively to the organization. Research by [7] and [13] supports this, indicating that coaching leadership fosters a supportive and collaborative work environment where OCB is more likely to occur. By empowering employees to take initiative and focus on personal growth, coaching leadership creates a positive cycle where employees are more inclined to go beyond their defined roles, contributing to higher organizational performance. Thus, the hypothesis is proposed: *H1: Coaching leadership positively affects Organizational Citizenship Behavior (OCB).*

2.2 Transformational Leadership and OCB

Transformational leadership, recognized for its ability to foster employee engagement, innovation, and high performance, is characterized by a forward-looking vision and a commitment to continuous development, as noted in [14]. Unlike traditional leadership styles that focus on the present state, transformational leaders aim to position the organization for future success by encouraging creativity, strategic thinking, and long-term value creation. These leaders inspire and motivate employees by communicating a compelling vision and fostering emotional bonds, which build trust and loyalty. As highlighted in [15], [16], [17], [18] and [19], transformational leaders motivate followers to exceed expectations, often resulting in higher performance and greater organizational commitment. In the context of Organizational Citizenship Behavior (OCB)—which involves voluntary actions beyond formal job roles, such as helping colleagues and showing organizational loyalty—transformational leadership plays a pivotal role. By creating a culture where employees feel empowered and valued, transformational leaders inspire employees to contribute beyond their formal responsibilities. This leadership style encourages initiative, problem-solving, and active participation in organizational growth. Numerous studies, including those by [20] and [9], confirm that transformational leadership enhances OCB by fostering an environment where employees are motivated to go above and beyond. Transformational leaders emphasize collective goals and intrinsic motivation, which drive employees to engage in extra-role behaviors that benefit the organization as a whole. Additionally, the strong relationships transformational leaders cultivate among employees enhance OCB, as employees are more likely to assist colleagues or volunteer for additional tasks when they feel emotionally connected to both their leaders and peers. Given the strong evidence linking transformational leadership to enhanced OCB, the following hypothesis is proposed: *sH2: Transformational leadership positively affects Organizational Citizenship Behavior (OCB).* The detailed data regarding this analysis can be found in the Figure 1.

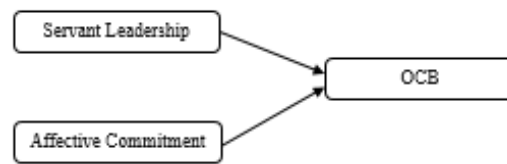


Figure 1. Conceptual Framework

3 Method

3.1 Research Design

This research uses a quantitative approach to examine the relationship between servant leadership, affective commitment, and Organizational Citizenship Behavior (OCB) among employees of the Financial and Development Supervisory Agency (BPKP) in Yogyakarta, Indonesia. The study targeted staff with at least three years of experience and a bachelor's degree. A sample of 106 employees was selected using purposive sampling and the Slovin formula. Data was collected through a self-administered questionnaire, with responses rated on a 5-point Likert scale. Transformational Leadership has the indicators of Idealized Influence, Individualized Consideration, Inspirational Motivation, and Intellectual Stimulation. Coaching Leadership has the indicators of Key Values, Essential Characteristics, Critical Skills, Performance Application, and Core Conversation. OCB has the indicators of Altruism, Conscientiousness, Courtesy, Civic Virtue, and Sportsmanship.

3.2 Data Analysis

Data analysis was conducted using SmartPLS 3.3.9 software, applying the PLS-SEM technique. The process involved three main stages: first, assessing the validity and reliability of each construct to ensure measurement accuracy; second, evaluating model fit using the Standardized Root Mean Square Residual (SRMR), with values below 0.08 indicating a good model-data fit; and third, testing hypotheses.

4 Result

4.1 Data Characteristics

Most respondents (62.3%) are aged between 31 and 40 years, 34.9% are over 40, and only 2.8% are between 20 and 30 years old. There were no participants under 20. Regarding gender, 56.6% are female and 43.4% are male, showing a fairly balanced gender distribution. In terms of education, 87.7% hold a Bachelor's degree (S1), while 12.3% have a Master's degree (S2). No respondents have only a high school diploma or an associate degree (D1-D3). As for job roles, 70.8% are auditors, 19.8% are general employees, and 9.4% hold structural roles such as sub-coordinators or coordinators. Finally, 54.7% have been with the organization for over three years, while 45.3% have between one and three years of experience, with no respondents having less than one year of service.

4.2 Convergent Validity

Convergent Validity is assessed using Average Variance Extracted (AVE), with higher AVE values indicating stronger construct validity. In this study, Coaching Leadership

(0.622), Transformational Leadership (0.625) and OCB (0.594) all constructs have AVE values above 0.5, confirming they accurately represent the latent variables

4.3 Discriminant validity

Discriminant validity ensures that each construct is more strongly correlated with its own indicators than with those of other constructs. In this study, Coaching Leadership, Transformational Leadership, and OCB are tested for this distinction. Indicators for Coaching Leadership (e.g., C01 = 0.857) are more strongly correlated with Coaching Leadership than with Transformational Leadership or OCB. Similarly, Transformational Leadership indicators (e.g., TR1 = 0.865) are more closely linked to Transformational Leadership than to Coaching Leadership or OCB. The same applies to OCB indicators (e.g., OCB1 = 0.823). All cross-loading values exceed 0.700, confirming that each construct is distinct and demonstrates good discriminant validity.

4.4 Composite Reliability.

The composite reliability values for Coaching Leadership (0.942), Transformational Leadership (0.960) and OCB (0.936) with values above 0.70 indicating good reliability. All constructs in this study meet this threshold.

4.5 Model Fit Assessment & Hypothesis testing

In this study, model fit was assessed using several metrics, including the Standardized Root Mean Square Residual (SRMR), which measures the alignment between the model and observed data. SRMR values between 0.05 and 0.08 suggest a good fit, and the model's SRMR of 0.056 indicates a satisfactory fit. The study's findings reveal that both coaching (p-values 0.000 and T Statistics 4.095) and transformational leadership (p-values 0.001 and T Statistics 3.277) positively impact organizational citizenship behavior (OCB), with strong statistical support (p-values < 0.05, t-statistics > 1.96).

5 Discussion

5.1 The Influence of Coaching Leadership on OCB

In this study, the positive influence of Coaching Leadership on Organizational Citizenship Behavior (OCB) aligns with findings from previous literature, which highlights the role of coaching leadership in enhancing employee discretionary behaviors that support organizational objectives. The p-value of 0.000 and a t-statistic of 4.095 substantiate this significant relationship, reinforcing the findings of [7], who emphasize that coaching leadership fosters a supportive and growth-oriented environment where employees feel empowered to contribute beyond their formal roles. Coaching leaders cultivate OCB by creating a collaborative workspace that encourages employees to engage in behaviors that benefit the organization. Research by [13] further supports this by illustrating how coaching leaders, through personal engagement and individualized support, inspire employees to take on additional responsibilities and assist colleagues, reflecting a strong team-oriented culture. In line with these findings, BPKP employees in this study reported that their leaders identify challenges and foster a sense of unity, leading employees to proactively help one another. Such behaviors exemplify OCB, as employees exhibit a sense of ownership and collaboration in their roles, facilitated by leaders who recognize individual needs and provide necessary support. Moreover, [10] emphasizes that coaching leadership contributes to skill

development and adaptability, which are key drivers of OCB. By helping employees to develop competencies and recognize their role in achieving organizational goals, coaching leaders inspire a commitment to go beyond assigned tasks. This is echoed in the responses from BPKP employees who frequently assist colleagues with challenging tasks, motivated by a supportive leadership style that values team effort.

The communication and conflict-resolution aspects of coaching leadership further contribute to enhancing OCB, as noted in [6]. Effective coaching leaders maintain open communication channels, which, as this study found, enables employees to address workplace challenges constructively and support one another, fostering a positive work environment. Leaders who actively listen and offer feedback create a culture of trust and respect, encouraging employees to engage in behaviors that align with the organization's success. The findings of this study confirm that coaching leadership not only enhances individual performance but also promotes OCB by creating an environment that values growth, open communication, and mutual support. By aligning these results with past research, this study reinforces the broader understanding of how coaching leadership serves as a critical tool for developing behaviors that extend beyond formal duties, ultimately benefiting the organization as a whole.

5.2 The Influence of Transformational Leadership on OCB

The positive effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) observed in this study aligns well with existing research, underscoring that transformational leaders significantly foster OCB within organizational settings. With a p-value of 0.001 and a t-statistic of 3.277, these findings suggest a robust relationship, affirming that transformational leadership can inspire employees to engage in behaviors beyond their formal responsibilities. This result supports [20], [15], [16], [17], [18], [19] who emphasize that transformational leaders, through their motivational influence, instill a commitment to organizational goals, prompting employees to proactively support their colleagues and contribute to a cohesive work environment. Moreover, transformational leadership cultivates a sense of respect and trust between leaders and employees. [9] highlighted that transformational leaders establish strong emotional connections with employees, fostering a work environment where employees feel valued and respected. Similarly, BPKP employees in this study indicated that their leaders act as role models and provide individualized support, creating a culture of mutual respect and encouraging employees to adopt behaviors that support both individual and organizational success, thereby enhancing OCB.

The findings also reveal that transformational leaders actively support the professional growth and confidence of employees, which is crucial for OCB. Transformational leadership goes beyond immediate task performance by focusing on long-term employee development and encouraging continuous improvement. This study confirms this perspective, as BPKP employees reported that leaders not only provide task-related guidance but also respect individual needs and encourage self-confidence, which enhances employees' willingness to contribute positively to the organization. Another important aspect of transformational leadership is its emphasis on fostering creativity and innovation among employees. [13] highlights that transformational leaders stimulate intellectual growth, encouraging employees to explore new approaches and ideas. Consistent with this view, leaders in this study fostered a culture of creativity by encouraging employees to think innovatively, actively

participate in organizational meetings with new ideas, and represent the organization at external events when applicable, but it was contrasted with [21]. This approach helps employees feel engaged and valued, motivating them to go beyond their formal roles and strengthen OCB within the organization. Overall, these findings align with prior research by [20], [9], and [13], all of which emphasize the role of transformational leadership in enhancing OCB by creating an environment of respect, trust, growth, and innovation. Transformational leaders, by encouraging employees to exceed their responsibilities, promoting open communication, supporting individual development, and fostering creativity, drive a culture that naturally enhances OCB and supports organizational goals.

6 Conclusion

This study shows that Coaching and Transformational Leadership both improve Organizational Citizenship Behavior (OCB). Coaching Leadership boosts OCB by encouraging teamwork, growth, and confidence. Transformational Leadership inspires employees to go beyond their roles with guidance and new ideas. Organizations should combine these leadership styles to improve OCB, motivation, and development. Training on these styles can increase engagement and OCB, benefiting the organization. Future research could look at how these styles affect OCB in different settings and explore factors like Organizational Commitment or Job Satisfaction. Long-term studies could also examine how leadership impacts OCB over time.

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