ONLY WOMEN CAN SEE IT: INVESTIGATING THE ROLE OF GENDER ON THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Muhammad Tamar[1*], Hillman Wirawan[2], Andi Nurlia Aprilyani[3], Novina Sabila Zahra[4]

[1]Department of Psychology, Faculty of Medicine, Universitas Hasanuddin, Makassar, Indonesia
muh.tamar@unhas.ac.id
[2]Department of Psychology, Faculty of Medicine, Universitas Hasanuddin, Makassar, Indonesia
hillman@unhas.ac.id
[3]Department of Psychology, Faculty of Medicine, Universitas Hasanuddin, Makassar, Indonesia
andinurliaaprilyani@gmail.com
[4]Department of Psychology, Faculty of Psychology, Universitas Gadjah Mada, Yogyakarta, Indonesia
novinasabilazahra@mail.ugm.ac.id
Corresponding Author: Muhammad Tamar,
Email: muh.tamar@unhas.ac.id.

Abstract

The link between positive leadership styles and employees' performance has been well documented. Some previous findings have supported the effect of Transformational Leadership (TL) on employees' Organisational Citizenship Behaviour (OCB). This study aimed to examine the contribution of TL to OCB via Organisational Justice (OJ) for different genders. The participants were employees of an automobile company in Makassar, South Sulawesi, Indonesia. The data were collected using an online survey platform. Of 458 potential participants, 365 employees (80%) fully participated in all three data collection phases. Two hundred participants (55%) were men, and 165 (45%) were women. The results found that the indirect effect of TL on OCB through perceived OJ was moderated by employees' gender. Unlike male employees, female employees tended to relate TL and OJ and consequently impacted their OCB. Transformational leaders have a stronger positive effect on OJ and OCB for female employees. In contrast, perceiving transformational characteristics from leaders did not influence OJ and OCB for male employees. This study is among a few studies investigating the effect of gender on leadership practices in business organisations. Discussion, limitations, and future research directions were included.

Keywords: Organisational citizenship behaviour, transformational leadership, organisational justice, gender differences.

INTRODUCTION

Extra-role behaviour shown by employees is indeed an important part of the organisation (Huang et al., 2019; Khalili, 2017; Vey & Campbell, 2004). Although it is not explicitly written on an employee's job description, various aspects like cooperative attitude, mutual support, suggestion, friendliness, and others significantly influence how the organisations operate (Levine et al., 2015; Organ, 1997). In line with this, Bowler (2006) stated that a social system that only relies on a standard, rigid behaviour is vulnerable. It requires extra-role behaviour to keep the social

system intact for an organisation to be well operated. As Smith, Organ & Near (1983) state, employees must, with their willingness, work beyond their formal workloads. This is what is called *organisational citizenship behaviour,* or OCB for short (Chen et al., 2023; Organ, 2018; Schwarz et al., 2021).

Organ (2018) defined OCB as a contribution to a workplace that exceeds the required role and contract. Although OCB identified as informal behaviour, this particular behaviour is essential for the organization since it can increase organization expectations and profit (Chen et al., 2023; Purwanto, 2022; Widarko & Anwarodin, 2022). In several studies, OCB has been found to be beneficial for company (Chen et al., 2023; Podsakoff & Mackenzie, 1997; Purwanto, 2022 Smith, Organ & Near, 1983). Regarding the vital role of OCB, therefore, this study aims to discover factors that affect employee's OCB, specifically the ones categorized in the low level.

A good organisation should have the ability to inspire employees to behave accordingly to benefit their workplace (Aguiar-Quintana et al., 2021; Purwanto, 2022; Widarko & Anwarodin, 2022). One factor that highly contributes to increasing organisation profit and values is the leader's behaviour (Gibson et al., 1991). The employee's OCB might develop or undeveloped due to the leader's mistreatment. It is based on the important role of a leader to influence others' behaviour in the workplace (Humphrey, 2012). Therefore, the focus of this study is the leadership style that can influence employees' OCB.

Some studies have shown that transformational leadership (TL) style has benefited employee's OCB (Budur & Poturak, 2021; Khaola & Rambe, 2021; Novianti, 2021; Nurjanah et al., 2020). Leaders with TL style inspires people to adopt and to pursue a certain goal (Hilton et al., 2023; Juyumaya & Torres, 2023; Madi Odeh et al., 2023; Ytterstad & Olaisen, 2023; Spector, 2012). A leader is responsible for leading his employees to achieve the organization's goal through the vision, mission, strategies, and targets of the organization (Robbins & Judge, 2008). Several studies explain that TL correlated positively with favourable behaviour in the workplace, such as organizational performance (Birasnav, 2013),

team performance (Schaubroeck, Lam & Cha, 2007), employee engagement (Breevaart et al., 2014), employee creativity (Cheung & Wong, 2011; Gumusluoglu & Ilsev, 2009) and organizational innovation (Gumusluoglu & Ilsev, 2009).

According to the social exchange theory, leaders' behaviour, such as supportive leadership, highly affects OCB through reciprocity norm (Podaskoff et al., 2000). For instance, employees who receive personal support from their leaders might respond that support with the extra workload in the form of citizenship behaviour to assist their leaders. Other behaviours such as showing a good example could directly influence employees' OCB through a social learning process. This is because leaders also exhibit a variety of citizenship behaviour that is adopted by employees as an opportunity to learn (Podaskoff et al., 2000).

Although the relation between leaders' behaviour and OCB has been examined in several studies, explaining the direct effect of the two variables offers less benefits (Lam and O'Higgins, 2012; López-Dominiquez et al., 2013; Suliman and Obaidli, 2013). Therefore, it will be more relevant if the focus of the upcoming studies is to discover how leaders influence the OCB level of their subordinates (Humphrey, 2012). Although the number of studies focused on this topic is still growing, some of those were started to investigate the mediating mechanism between TL and OCB (Avolio, Walumba, & Waber, 2009; Bono & Judge, 2003; Humphrey, 2012; Nasra & Heilbrunn, 2015; Piccolo & Colquitt, 2006; Podsakoff, MacKenzie & Moorman, 1990).

A variable that might explain how transformational leadership could influence employees' OCB is organisational justice (OJ) since it holds a perception of fairness, is considered as the important influencer of employees' behaviour and attitude (Alolabi et al., 2022; Amalina et al., 2022; Lim & Moon, 2022; Greenberg & Colquitt, 2005). When employees feel they are fairly treated, they tend to maintain a positive attitude towards their work and vice versa (Abuelhassan & AlGassim, 2022; Aggarwal et al., 2022; K & Ranjit, 2022). Knippenberg et al. (2004) revealed that even though leaders are seen as the important factor that influences employees'

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perception of justice, the number of studies discussing the role of employees' perception of justice on leadership is still limited. Therefore, this study intended to observe whether there is a mediating effect of employees' OJ perceptions on the contribution of TL on employees' OCB.

Cho and Danserau (2010) have attempted to explain the relationship between TL and OCB by identifying psychological processes that occur in employees with a perception of justice. However, it was seen from individual and collective level. Cho and Danserau (2010) suggested the future researchers further explore and prove their findings and challenged them to investigate the whole dimension of TL.

This present study also considers the suggestion from Thomas (2016) to consider the overall perception of OJ rather than just one dimension. One of the examples is Carter et al. (2014) that took employees' perception of justice into account but only in one dimension of OJ that was interactional justice. Therefore, considering suggestions from previous studies, this study aimed to explain the overall construct of TL and to perceive that construct as a whole from employees' perception.

In this study, the researchers also consider gender as a moderating variable to explain whether the difference on gender contributes to the strength of the relationship between TL and OJ. Some studies have explained the influence of gender on leadership (Eagly & Carli, 2003; Hogg et al., 2006; Kent & Moss, 1994), but studies that explained how gender roles strengthen the relationship between TL and OJ is still limited.

LITERATURE REVIEW AND HYPOTHESES

Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB)

Leadership plays an important role in improving and developing employees' behaviour within the organisation since it can influence employees to complete an organisation' tasks and works (Khalili, 2016). Burns (1978) described TL style as a process of mutual influence between leaders

and employees that increases their ethics, morals and motivation levels. This mutual influence then improves motivation, self-confidence, and satisfaction due to the charismatic and inspiring leading styles. Those improvements appear since TL focuses on how a leader changes employees' belief, values, and needs to achieve common goals (APA, 2015). Furthermore, leaders in transforming their employees show noble motives such as *justice* and *peace* (Burns, 1978).

Transformational leaders motivate followers by communicating goals and internalizing their concern on the organisation rather than keeping it for themselves. This intrinsic motivation leads employees to willingly contribute to the organization without expecting rewards in return (Nasra & Heilbrunn, 2015).

The way transformational leadership works can be explained using the social exchange theory, where the reciprocity norm as the feeling of individuals to return similar good treatment to their providers after their good treatment (Gouldner, 1960). Presenting a good example, inspiring, encouraging and focus on the employee' needs is the type of "support" that transformational leaders give to their employee. In return, the employee might respond with the extra workload in the form of citizenship behaviour. Other behaviours such as showing a good example could directly influence employees' OCB through the social learning process, as well as leaders exhibit a variety of citizenship behaviour that is adopted by employees as learning materials (Podaskoff et al., 2000).

In another perspective, such as Leader-Member Exchange (LMX) theory, the quality of exchange between leaders and employees could be improved after a trait that is possessed by transformational leaders. In return, this improvement increases the understanding of exchange and leads to the willingness of individuals to return the kindness and support they received (Gerstner & Day, 1997).

Some studies have been explained the relationship between TL and OCB (Carter et al., 2014; Humphrey, 2012; Nasra and Heilbrunn, 2015). Humphrey (2012) further clarified that transformational leadership could predict the OCB

of employees. Transformational leaders, through modelling, trust-building, motivating, and realizing the needs of their employees, could influence their employees to work beyond their workloads. Therefore, the first hypothesis of this study was to exhibit the contribution of transformational leadership to OCB.

Hypothesis 1: TL positively contributes to employees' OCB.

The Mediating Role of Organizational Justice

The relation between OJ and OCB has been explained in several studies, especially on how OJ positively contribute to employee's OCB (Greenberg, 1990; Moorman, 1991; Chegini, 2009; Damirchi & Branch, 2013; Jafari & Bidarian, 2012; Mathur & Padmakumari, 2013; Nandan, Mutalib, & Azim, 2015). As a subjective view of allocation justice, OJ consisted of several sub-dimensions which related to the allocation justice perception of outcomes such as promotion opportunities or financial rewards (distributive justice), the process by which the allocation is made (*procedural justice*), and the interpersonal side of the organization, especially interpersonal treatment and communication towards employees (*interpersonal justice*) (Charash & Spector, 2001).

Based on the *Equity theory* (Adams, 1965), the extra role given by employees to the organisation is the direct outcome of their perception of justice. That is employees' consideration regarding the ratio between investment in work and compensation obtained. Perception of Justice is the requirement needed by OCB. Without that, employees might develop injustice perception, which resulted in unwilling behaviour to help other people. That kind of employees will reduce the frequency of their citizenship behaviour, whilst those that believe they have been treated well will continue their citizenship behaviour in the form of a positive contribution to the organization (Adams, 1965).

Social exchange theory (Gouldner, 1960) can also explain the relationship between OJ and OCB. Its reciprocity norm is best described as the feeling of individuals to return similar good treatment to their providers (Gouldner, 1960). Employees'

perception of justice could influence OCB by encouraging them to return the favour they have been given in the form of positive contribution, for instance, when the organisation acts fairly, such as in distributing allocation (equal income and output) or interacting positively with employees in formulating regulations, employees tend to return those treatments. This mechanism triggers employees' prosocial behaviour which is from their will without a feeling of being exploited (Moorman, 1991). Thus, the second hypothesis of this study was to observe the contribution of OJ to OCB.

Hypothesis 2: OJ positively contributes to employees' OCB.

Transformational leaders who provide opportunities for employees to point out their opinions can be seen by their subordinates as justice or good treatment. A leader is expected to create an organisational system that is perceived by employees to be fair, care, and open. Leaders are said to be ineffective if they show no concern for justice, and this will eventually have resulted in rejection from employees (Tyler & Caine, 1991). Leader's concern on justice closely related to their decision process, especially when it reflects fair treatment and shows significant interest in the employee welfare (Corpanzano, 1993).

Greenberg (1990) hypothesize that OJ plays an important role in the evaluation of leaders. It is because increasing the opportunities for employees to express their opinions can also increase their perception of Justice treatment (Pillai et al., 1999). Transformational leaders treat their employees fairly through dimensions of individual consideration and intellectual stimulation they possess. This characteristic could influence the social exchange process that could link transformational leadership and perceptions of Justice (Pillai et al., 1999).

Mechanism of Justice made transformational leaders show to employees that the allocation of resources and procedures will be implemented fairly, and in return, employees will be motivated to contribute more to the organization. Furthermore, the group value model explained

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that when someone is treated well, they felt respected by the group (Tyler, 1989; Tyler, Degoey & Smith, 1996). This motivates individuals to dedicate themselves to achieve collective goals (Restubog et al., 2008). The equal treatments shown by transformational leaders could motivate employees to work with obedience and respect (Restubog et al., 2008).

The possibility of TL contribute to OJ might appear since TL could motivate employees to be innovative and expressive on their opinions on subjects related to their collective goals (Avolio, Bass & Jung, 1999). Furthermore, a transformational leader might also involve their employee in the decision-making process, which related to organization regulation, some distributive justices such as rewards and promotions (Tatum et al., 2003). Based on the explanation, the third hypothesis is obtained as follows.

Hypothesis 3: TL contributes to employees' perception of OJ

Along with inspiring their subordinates, transformational leaders are also more concerned with their employees' well-being. This characteristic of leaders made employees more responsible for their works (Iles, 2001). Employees' perception of OJ could improve their work rate and performance because of the way they are valued and respected. Both values and respects are basic human needs that generate motivational power (Aryee et al., 2015; Kovjanic et al., 2012). Based on that assumption, employees might have stronger rational thinking that encourages them to improve their work rate and performance through OCB behaviour by achieving their collective goals. The fourth hypothesis is to analyse the mediating effect of perceived OJ on the relationship between transformational leadership and employees' OCB.

Hypothesis 4: Employees' perception of OJ mediates the relationship between TL and employees' OCB.

The Moderating Role of Gender

In an organisation, employees have various backgrounds and group identity, such as race and genders. Gender is one of the most salient group identities in the workplace. Based on the gender approach, characteristics of an individual can vary based on gender role (Betz & Fitzgerald, 1987; Hennig & Jardin, 1977; Loden, 1985). Differences in how men and women socialize are the results of their personality differences which can affect attitude and behaviour in certain circumstances.

Transformational leaders communicate values and work tasks firmly to employees (Bass, 1985). The leaders would consider employees' backgrounds, values, and motives before formulating their collective vision. Individual differences are also respected and brought into consideration. In a heterogeneous group, the leaders are obliged to find shared principles and values that unite their followers. The shared values should encompass all employees regarding their demographic differences. For example, the ideal criteria of justice are usually applied to a large portion of a group, even though they are from different demographic status (Rowold, 2011). Thus, the group has a shared guideline that consisted of accepted values that provide aid during difficult times (Bass & Steidmeier, 1999). This guideline will improve employees' work rate and performance.

Therefore, the role of transformational leaders that focused on creating shared values to cover the heterogeneous group is essential since it can bring positive outputs such as commitment and other performance from the group. Transformational leaders will consider the potential of every employee that can be valued and used to achieve higher performance (Jung and Avolio, 2000). Differences within the group do not act as a barrier for transformational leaders. Instead, it can be taken as a trigger to improve work rate and performance. Gender difference is one of the determinants of how individuals within a group have different views and perspectives on justice in the workplace.

The differences between men and women in perceiving justice have been explained in several studies. For female employees, they tended to

value justice in the workplace more than men, whereas men valued distributive justice (e.g., rewards) in the workplace more than women (Tata & Bowes-Sperry, 1996; Tata, 2000; Claywarner, Culatta & James, 2013). Belliveau (2012) explained that this stereotype made managers reward higher salary to men, while women are rewarded with a procedural contribution that affirms the importance of employees' participation. Furthermore, women are more receptive to an explanation of why they are paid less compared to men. Women tend to consider interactional justice in evaluating whether they have been treated fairly or not (Tata & Bowes-Soerry, 1996).

Transformational leaders tend to be more motivating, inspiring, and encouraging compared to transactional leaders (Breevaart et al., 2014). Their focuses are on rewards and penalties to encourage employees' performance (Breevaart et al., 2014). As previously explained, men and women have different perspective on leaders that influence their perceptions. This encourages differences in their perceptions of justice in the workplace. Women are more likely to perceive support from transformational leaders as interactional justice treatment. Therefore, leaders' transformational behaviour is interpreted as justice (Tata & Bowes-Soerry, 1996). Thus, the fifth hypothesis is:

Hypothesis 5: Gender moderates the relationship between TL and OJ, where the effect of TL on OJ is stronger for female than male employees.

Furthermore, the perception of OJ made employees improve their work performance because they perceive themselves to be well-treated with respects and values. Hence, they will return that treatment by showing good work ethics through OCB behaviour (Aryee et al., 2015; Kovjanic et al., 2012). Considering that women are more likely to perceive TL's behaviour as OJ, the effect of TL on OCB through OJ will be stronger on women compared to men. Based on the explanation, the sixth hypothesis can be obtained, as follows;

Hypothesis 6: Gender moderates the effect of TL on OCB through OJ, where the indirect effect of

TL on OCB through OJ is stronger for female than male employees.

METHODS

Participants and Procedure

The data were obtained from employees of an automobile company in Makassar, Indonesia. The human resource (HR) department of the company reported 458 employees who agreed to participate in this study. An online survey platform was used to collect data from participants. The link was sent to all potential participants by the HR staff. The survey cotained participants' demographic variables (i.e., gender, age, tenure and education), perception of TL, OJ, and OCB. Some participants failed to complete the survey leaving only 365 (80%) complete responses. The mean age of participants was $M = 26.8$ (SD= 5.56), with ages ranged from 20 to 55 years old. Most participants were male (55%) and had some college degrees (65%). Most participants had worked for nearly five years (62%). Participants who did not fully participate were excluded from the study, and their data would not be used. This study received research ethic approval (minor risk research) from the Department of Psychology, Faculty of Medicine, Universitas Hasanuddin.

Measures

The Organizational Justice Scale was developed by Niehoff & Moorman (1993) to measure employees' perception of Organizational Justice. The scale consisted of 20 items with three dimensions: distributive justice, procedural justice and interactional justice. This scale was a Likert scale that consisted of five response options ranged from strongly disagree (1) to strongly agree (5). The scale was considered highly reliable with Cronbach's alpha= 0.942. "*I think that my level of pay is fair*" is an example of the items.

Multifactor Leadership Questionnaire 5X was used to measure employees' perception of Transformational Leadership towards a supervisor in the workplace. MLQ was initially developed by Bass & Avolio (1999). There were four sub-scales to measure four facets of transformational

leadership; idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. This scale has 12 items with a Likert-type scale format that consisted of six response options from 1 (never) to 6 (always). The scale was found to be reliable with Cronbach's alpha = .86. One of the items was, "*my leader makes others feel good to be around him/her.*"

Organisational Citizenship Behaviour Scale was originally developed by Podsakoff et al. (1990) to measure the level of employees' OCB. The scale consisted of 24 statements that measured five dimensions of OCB; altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. This scale used a Likert-type format with seven response options ranging from 1 (strongly disagree) to 7 (strongly agree). The scale was also reliable, with Cronbach's alpha .82. "*Help others who have heavy workloads*" is one of the items on the scale.

Information regarding the participants' demographic variables was collected using a self-report form. Participants were asked to report their gender (what is your gender? male or female), age (what is your current age?), tenure (how long you have worked in this company?), and education (what is your last education level or degree?).

RESULTS

Measurement model analysis

This study performed a measurement model analysis before analysing the data using a moderated-mediation regression technique (Hayes, 2013). This procedure was conducted to test the measurement construct validity of this study. The proposed measurement model consisted of Transformational Leadership, Organizational Justice, and Organizational Citizenship Behaviours. This measurement model was compared with another alternative model. The construct was analysed using a Confirmatory Factor Analysis (CFA). The results suggested that the proposed model showed a better fit (cmin/df= 1.5, $p<$ .05, RMSEA= .07, SRMR= .065, CFI= .91, and TLI= .92). The alternative model was computed with Transformational Leadership and Organizational Justice were combined into a single factor. The results showed that this model had a poorer fit (cmin/df= 2.5, $p<$ .05, RMSEA= .09, SRMR= .09, CFI= .81, and TLI= .82) than the proposed model. The Average Variance Extracted (AVE) was also higher than .55 for each measure indicating evidence for construct validity. Thus, the proposed measurement model confirmed that the measurement constructs with TL, OJ, and OCB had a valid measurement model.

Descriptive statistics and Correlations

The following table 1 shows descriptive statistics and correlations between variables in this study:

Table 1.

Bivariate Correlations Among Variables

Variable	M	SD	1	2	3	4
1. Gender	.55	.49	-	.19	-.07	-.03
2. TL	49.98	10.82		-	.28**	.17
3. OJ	77.32	7.06			-	.52**
4. OCB	128.77	11.41				-

Note: N= 365, $^{**}p<.01$ and $^{*}p<.05$; M = Mean; SD= Standard Deviation; TL= Transformational Leadership; OJ= Organizational Justice; OCB= Organisational Citizenship Behaviour, Gender (1= male, 0 female).

Table 1 showed the means, standard deviations, and correlation coefficients of the main variables in this study. As expected, TL was positively correlated with OJ (r= .28, $p<.01$), and OJ positively correlated with OCB (r= .52, $p<.01$). Gender was not associated with any variables in this study. These correlations might indicate that TL did not directly predict employees' OCB.

Hypothesis testing

This study employed a moderated-mediation regression technique proposed by Hayes (2013) to test hypotheses. This technique allowed researchers to compute the conditional effect of TL on OCB via OJ. The following table 2 shows the moderated-mediation regression results using PROCESS© by Hayes (2013):

Table 2.

Moderated-mediation Regression results using PROCESS© by Hayes

Variable	β	t	R	R^2	F
Step 1[a]			.38	.15	5.12***
TL	-.24	-1.18			
Gender	-16.62**	-2.50			
TL x Gender	.29*	2.26			

[a]Dependent variable= Organizational Justice

Variable	β	t	R	R^2	F
Step 2[b]			.52	.27	16.80***
TL	.03	.33			
OJ	.83***	5.46			

[b]Dependent variable= Organizational Citizenship Behaviour

Note: N= 365; $^{***}p< .001$, $^{**}p< .01$ and $^{*}p< .05$; TL= Transformational Leadership, OJ= Organizational Justice, Gender (0= female, 1= male).

In step 1, TL did not significantly predict employees' OJ. Similarly, in step 2, TL also did not predict employees' OCB. Thus, hypotheses 1 and 3 were rejected. In step 2, OJ significantly predicted employees' OCB (β= .83, $p<.001$), suggesting support for hypothesis 2. However,

since TL did not contribute to OJ, the mediating effect of OJ on the TL-OCB relationship was not observed (hypothesis 4 was rejected). In contrast, the moderating effect of gender was observed on the TL-OJ relationship ($\beta= .29$, $p<.05$), suggesting support for hypothesis 5. As the direct effect of TL on OJ was moderated by gender, and OJ directly predicted OCB, hypothesis 6 was supported. The following table 3 provides a conditional direct effect of TL on OJ at different genders:

Table 3.

Conditional direct effect of TL on OJ at different gender

Gender	β	SE	t
Male	.05	.09	.54
Female	.35***	.09	3.80

Note: $N= 365$; Focal predictor= Transformational Leadership; ***$p< .001$, **$p< .01$ and *$p< .05$

As suggested from the previous results, the direct effect of TL on OJ was moderated by employees' gender. The effect of TL on OJ depended on employees' gender because the relationship between TL and OJ was only significant for female employees ($\beta= .35$, $p< .001$). The relationship between TL and OJ among male and female employees is illustrated in the following figure 1:

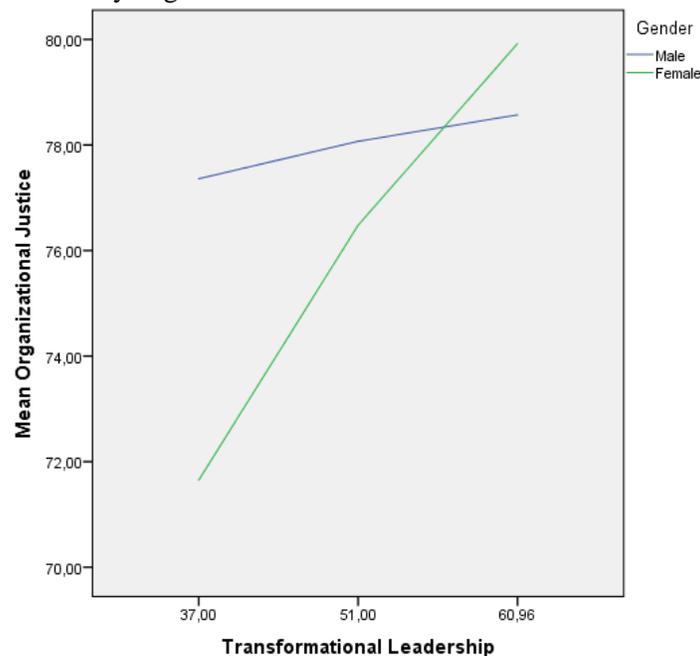

Figure 1. The effect of gender on the relationship between TL and OJ

Table 4.

Bootstrap Results for Conditional Indirect Effects of TL on OCB via OJ

	Effect	SE	LLCI	ULCI
Gender	.24	.12	.02	.49
Male	.04	.08	-.10	.22
Female	.29[***]	.09	.13	.48

Note: Significance of estimates was based on 95% confidence intervals;

N= 365; Bootstrap sample size = 5000; [a] TL → OJ → OCB; [***]$p<$ .001, [**]$p<$ .01 and [*]$p<$ .05. LLCI= lower-level confidence interval, ULCI= upper-level confidence interval

Table 4 showed the moderating effect of the indirect relationship between TL and OCB through OJ. Based on bootstrap technique (resample size= 5000), it was found that gender had a conditional effect on that relationship with value of .24 (BootCI95% from .02 to .49). Furthermore, the indirect effect of TL on OCB through OJ was insignificant for male employees (effect size= .04, BootCI95% from -.10 to .22). In contrast, the indirect effect of TL on OCB through OJ proved to be significant with effect size value of .29 ($p<$ .001, BootCI95% = from .13 to .48). Thus, it can be concluded that gender significantly influenced the indirect effect of TL on OCB through OJ. These results confirmed that the conditional indirect effect of TL on OCB via OJ at different gender.

DISCUSSION

This study aimed to investigate the role of gender in moderating the effect of TL on OCB through OJ. The results pointed out that only hypothesis 2, 5, and 6 that were accepted. TL did not directly contribute to OCB, which means that in general, the level of employees' perception of transformational leadership does not necessarily affect their OCB level. Similarly, TL did not show

a significant impact on employees' OJ. This also indicated that positive leadership styles did not significantly impact how employees perceive OJ.

In contrast, the contribution of OJ to OCB was proved to be significant. It is explained that the level of employees' perception of OJ affects their OCB level. Similar to Organ's (1998) explanation that one's decision to show OCB is the result of how one measured the treatment received from the organization. The findings were also in accordance with equity theory which hypothesizes that employees who perceive injustice could reduce their citizen behaviour, whilst those that perceive well treatment would continue their citizen behaviour as a part of a contribution to the organization (Adams, 1965).

Adams (1965) further explained that injustice would cause tension that forces one to eliminate it. This argument was supported by Organ (1988), OCB can be considered as an input of justice ratio, and it can be influenced by the response of injustice. Changes in OCB could be a strategic choice because OCB occurred based on intention and were not classified as formal tasks (Organ, 1988).

When employees are satisfied with rewards, involved in decision making, and treated well, the

employees would possibly increase their motivation to work outside their duties. The findings in the present study are similar to previous studies that showed the relationship between perception on organizational Justice and OCB (Chegini, 2009; Damirchi & Branch, 2013; Jafari & Bidarian, 2012; Mathur & Padmakumari, 2013; Nandan et al., 2015). One of the studies mentioned that one's voluntary behaviours are related to the perception of Justice (Greenberg, 1990; Moorman, 1991). Therefore, the company needs to treat employees fairly in exchange for employees' willingness to work more than their duties that would benefit the company.

This study also found that OJ could not mediate the relationship because TL did not directly influence OJ. Although positive leadership styles are expected by many organizations, in some cases, leadership does not show desirable impacts on employees. Nevertheless, from hypothesis 5, it was revealed that the interaction between gender and the level of employees' perception of TL proved to be significant. The results suggested that the effect of TL on OJ depended on employees' gender. Women who perceive a high level of TL on their supervisor are more likely to perceive high OJ in an organization. Whilst for men, the level of TL did not significantly impact their perception of OJ.

As previously mentioned, Ramamoorthy & Flood (2004) stated that women are more concerned with procedural justice and interactional justice compared to men, who are more concerned with distributive justice. Women tend to prioritize not only how much salary they earned but how the salaries were standardized. For this reason, procedural justice holds importance for women compared to men. Therefore, women might be more interested in finding out the procedures implemented by companies in determining outcomes to improve perceptions of organizational justice (Ramamoorthy & Flood, 2004). As Sweeney and McFarlin (1993) postulated, the perception of procedural justice could affect the perception of distributive justice and eventually influence the whole perception of OJ.

Evidence from previous investigations found that transformational leaders were closely related to

procedural justice, whilst distributive justice was closely related to transactional leaders (Pillai, Schriesheim & Williams, 1999a; Pillai, Scandura & Williams, 1999b; Kirkman et al., 2009; Ismail et al., 2010). Transformational leaders are considered capable of building an excellent leaders-employees relationship regardless of the formal situation (Korsgaard, Scheiger & Sapienza, 1995). These leaders can provide opportunities for employees to contribute to the decision-making process, supporting and treating them equally based on individuals consideration (Bass, 1985). Transformational leaders are considered to be more concerned with social justice (procedural and interactional justice) than structural justice (distributive justice) because they pay attention to the needs and well-being of their employees, so their employees will be more open and responsive (Iles, 2001; Tatum et al., 2003).

Therefore, women perceive transformational leaders as leaders with fair treatment. This study concluded that female employees are more concerned with procedural justice and interactional justice, while men put more concerned with distributive justice. This becomes possible as the traits possessed by transformational leaders are more closely related to procedural than distributive justice. Thus, the moderating effect of gender on transformational leadership and OJ only significantly applied to female employees. Therefore, the effect of TL on OCB via OJ was moderated by gender, in which the effect only significant for female employees.

CONCLUSIONS

This study found important information about the indirect effect of TL on OCB through OJ at different gender. Even though this study did not find any direct impact of TL on OJ and OCB, but this study found that gender moderated the relationship between these variables. Women tend to perceive transformational leaders as fair organizational treatment which eventually affects their OCB. This did not apply to men because of the absence of a direct effect of TL on OJ. These findings indicated that the indirect effect of positive leadership on performance is affected by perceptions of justice. Women tend to view fair

treatment and positive behaviours displayed by their leaders as a means to ensure justice in organizations. Transformational leadership could positively impact women's perception of justice and consequently improve their performance.

IMPLICATIONS

This study found that the effect of TL on OCB via OJ was only observed among female employees. The findings indicated that female employees might have different perception toward leaders' transformational style. Unlike most women, male employees might not immediately relate leaders' positive behaviours with their perception of OJ. Hypothetically, TL should positively impact many desirable attitudes and behaviours in organizations. However, in this study, the impact was only valid for female employees. Therefore, this study identifies two important implications of this study. Firstly, business organizations should improve the quality of leadership practice. If positive leadership is only perceived by certain groups of employees, there might be some failures in implementing effective leadership. Organizations should be able to address this issue as it potentially can bring harms to business performance. Secondly, there may be some differences in the way male and female employees perceive leaders' communication tactics. Perhaps, organizations should implement affirmative actions to ensure people in organizations experience justice regardless of their gender roles. Justice perception influences people's attitudes and their willingness to exhibit extra-role behaviours.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Although this study has shed light on the importance of gender, two main limitations have been identified. Firstly, the generalization of this study should be performed with caution. The data were collected from an automobile company in Makassar, Indonesia and people within this company could have shared some values or principles distinct from other organizations. Therefore, future studies should collect data from

various sources and re-examine this study's theoretical model. Secondly, this study has provided a new perspective on understanding the effect of positive leadership. However, some scholars have also offered different leadership constructs such as Authentic Leadership, Servant Leadership, and Abusive Supervision. This study only addressed the effect of TL on OCB and discarded the effect of other leadership constructs. Therefore, future studies should examine how different leadership constructs influence OCB and OJ, and how female (or male) employees respond to different leadership styles.

AUTHOR NOTE:

We have no known conflict of interest to declare.

ABOUT THE AUTHORS

Muhammad Tamar is an Associate Professor in Social Psychology at Universitas Hasanuddin. He teaches a number of courses, including Social Psychology, Statistics, and Cross-cultural Psychology. His research focuses on leadership, culture, and gender in Indonesian culture. Hillman Wirawan is an Assistant Professor, Industrial and Organizational Psychologist, and lecturer at Universitas Hasanuddin. He is currently a PhD student at the School of Psychology, Deakin University, Australia. He has published many of his works in some reputable journals. His research centres around Toxic Leadership, Authentic Leadership, Psychological Capital, mental health, and employees' engagement. Andi Nurlia Aprilyani is a human resource practitioner with a four-year of experience in the area of Industrial and Organisational Psychology. She completed her bachelor's in psychology with honour from Universitas Hasanuddin. Novina Sabila Zahra has been involved in many research projects investigating the role of psychological factors such as Psychological Capital and well-being on student and employee performance. She is a postgraduate student in the Psychology Postgraduate program at the Faculty of Psychology, Gadjah Mada University.

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