

Transformational Leadership in Moderating the Relationship of Organizational Commitment with Organizational Citizenship Behavior (Evidence from Remote Area Workers on Forestry Company)

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Abstract. This research aims to analyze the effect of Organizational Commitment on Organizational Citizenship Behavior which Transformational Leadership moderates in forestry companies. Most companies in the forestry sector have work locations in remote areas. Employees who work get housing provided by the company at a remote location. With this work location, employees have more time to gather and interact with each other, which is expected to have strong commitment and OCB within the organization. The research method uses a survey involving 93 respondents working in forestry sector companies in Jambi Province. Data were analyzed using SMART PLS 4.0. The study results reveal that Organizational Commitment significantly affects Organizational Citizenship Behavior, and Transformational Leadership does not significantly moderate the effect of Organizational Commitment on Organizational Citizenship Behavior of remote area workers in forestry sector companies. Workers in remote areas feel an emotional bond with the organization and other workers. The togetherness created by the characteristics of the company's remote area in the forestry sector shows the commitment of the members' workers to togetherness to increase OCB where they work.

Keywords: Transformational Leadership, Commitment, OCB, Remote Area, Remote Worker, Forestry Company.

1 Introduction

The forestry sector has an important role in the Indonesian economy. Wood products as raw materials and finished goods produced from the forestry sector have contributed to increasing economic growth through added investment value, increased export performance, state revenues through taxes and non-taxes, and creating business opportunities and employment [1]. International trade liberalization, decades of relatively steady economic growth, and increased demand for resources have encouraged the establishment of operations in these places. This development certainly implied the establishment of human settlements in these areas, built to gather a stable workforce to serve the needs of industrial projects [2].

Forestry sector companies have different geographical characteristics depending on the location and area in which the company operates, namely taking into account the factory location, geographical coordinates, type of forest product processing and product variety, area size, and sustainable forest management practices [3]. Almost all forestry sector companies have

work locations far from big cities and facilities in remote areas around the company's operational area. A remote Area is a singularity characterized by internal isolation from a political, cultural, social, and economic perspective that is distinct from urban areas, often associated with sparsely populated areas, limited infrastructure, and limited access to services, and distinguishable from rural areas in a wider context [4]–[6].

Effective HR management in remote areas requires a strategic approach that considers remote work's unique challenges and opportunities [7]. The forestry company owns remote areas facing many challenges in carrying out its functions, such as security, convenience, communication, collaboration, creating work-life balance, and building a corporate culture remote [7]–[9]. Remote areas can be a source of capacity and vulnerability, and understanding these areas is also important as an opportunity to create new settlements, build resilience and promote development [5]. HR management needs to develop an integrated framework in work arrangements remote, as well as noting the importance of building a culture of trust and commitment among remote workers and suggesting that effective HR management in remote work settings requires a focus on results rather than inputs [10].

The status of workers working in remote areas is usually based on work as a breadwinner, which determines the family's social position in the wider community, the authority, wages, and prestige associated with that job [2]. This status derives from formal and informal aspects of an individual's role, such as leadership in trade union activities or being a high achiever. The leadership role has an important impact on improving services in rural and remote communities [11]. Developing leaders and understanding the needs of remote communities is an important consideration for effective leadership in the area. Participatory leadership involves involving team members in the process of goal-setting and decision-making. This approach can be effective in remote settings, where each team member's input is valued and encouraged [12]. Organizational commitment needs to be addressed in contact-based and remote workplaces, and organizations need to focus on improving their leadership, communication, and recognition practices and providing clear expectations, feedback, and recognition to remote workers to increase their commitment [13]. Grego-Planer [14] revealed that OCB strongly correlates with work attitudes, task variables, and leadership behavior. To build commitment and OCB in remote areas, organizations must improve work attitudes, provide clear task instructions, and promote effective leadership behaviors. Employee perceptions of the leader's transformational leadership behavior in the relationship between the work environment, such as remote areas and OCB, were identified as being able to replace workplace quality limitations.

2 Literature Review

2.1. Organizational Citizenship Behavior

Organizational Citizenship Behavior is independent job performance in which employees go beyond specified job requirements (role behavior) not explicitly recognized by the formal reward system and engage in helpful behavior aimed at the individual and the organization [15]. Furthermore, Dekas et al. [16] define Organizational Citizenship Behavior as an act of citizenship of countless employees at work, including things that positively contribute to their organization but are not included in their formal job role. Robbins & Judge [17] describe Organizational Citizenship Behavior as the behavior of organizational members who voluntarily

help other members, provide suggestions for improvements related to problems encountered, and carry out additional work group and organizational tasks effectively.

2.2. Transformational leadership

Transformational leadership is considered as leadership that provides strong inspiration, stimulates followers to achieve very satisfying results, and helps develop leadership skills and abilities [18]. Leaders can encourage members to accept and carry out responsibilities skillfully and confidently, then act as strategists, visionaries, teachers, informants, and inspirers [19]. Transformational leaders have great potential to promote performance beyond expectations and effect significant change for individuals and organizations [20].

2.3. Organizational Commitment

Organizational commitment is considered an emotion that binds employees to their organization. It is shown through employees' feelings to remain with the organization and rethink the consequences when leaving it [21]. Empirical studies related to organizational commitment also interpret it as a psychological attitude resulting from the relative strength of individual identification with their involvement in the organization, their willingness to work hard for the organization's benefit, and their desire to remain part of the organization [22]. It is also reinforced by [23], which explain that organizational commitment can be seen in how employees fulfill their responsibilities with motivation and even volunteering to achieve organizational goals.

2.4. The Relationship between Organizational Commitment and Organizational Citizenship Behavior

Shafazawana et al. [24] research findings show that organizational commitment positively correlates with OCB. Organizational commitment is formed when employees and the organization develop a greater interest in maintaining their work relationships and building employee emotional attachment and involvement with the organization. Employees are more likely to offer extra-role behavior when they are satisfied with their job or committed to their organization [25]. Another finding was made by [26] that there is only one dimension of organizational commitment, namely normative commitment, that can predict Organizational Citizenship Behavior.

Based on the empirical study of Shafazawana et al. [24], it shows that there is a positive relationship between organizational commitment and OCB. Organizational commitment arises when employees and organizations are more interested in maintaining work relationships, developing emotional bonds with other employees, and participating in the organization. Employees are likelier to show extra-role behavior when they are happy with their job or committed to their organization [25]. Other findings support the results of this study, where OC significantly affects OCB [27]–[29]. This Organizational Commitment is an important variable for increasing employee OCB because it can move employee enthusiasm to show OCB [27].

However, it is different from the results of other research conducted by [26] that there is only one dimension of organizational commitment, namely normative commitment, that can predict Organizational Citizenship Behaviour. The findings of research conducted in the banking sector reveal that OC has no significant effect on OCB [30].

H1: Organizational Commitment has a significant effect on Organizational Citizenship Behavior in

2.5. Moderation of Transformational Leadership in the relationship between Organizational Commitment and Organizational Citizenship Behavior

The shared commitment that is strengthened by the role of the leader in groups working in remote areas is needed to create a culture of open communication so that perspectives between members are respected and then integrated into work so that work can be completed effectively and efficiently following the allotted time [31]. Previous research has demonstrated the role of transformational leadership in the workplace in moderating the relationship between predictors and outcomes [32]. In this study, the relationship between Organizational Commitment and OCB is moderated by employees' perceptions of the Transformational Leadership behavior of their leaders. The role of leader behavior in companies that are the object of the study shows that transformational leader behavior can create more OCB behavior from employees when employees are committed to their organization [27]. Transformational leadership is a key variable that can create positive changes in team members' resulting behavior and attitudes [33].

H2: Transformational Leadership can moderate the effect of Organizational Commitment on Organizational Citizenship Behavior

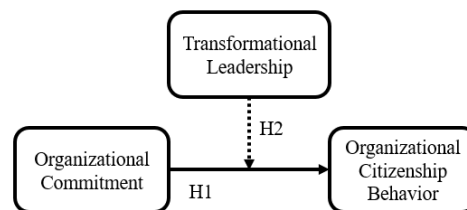


Fig. 1. Research Framework

3 Research Method

This research used a survey method which was analyzed using SEM. The sample is a remote worker in a forestry company located in Jambi. SmartPLS 4.0 is used as an analytical tool to support this research. Transformational Leadership uses 4 (four) measurement dimensions developed by Rafferty & Griffin [34]: Vision, Inspirational Communication, Intellectual Stimulation, Supportive Leadership, and Personal Recognition. Organizational Commitment is measured using three Organizational Commitment factors [21] developed by Lee et al. [35]: Affective, Normative, and Continuance Commitment. Measurement of Organizational Citizenship Behavior uses the OCB-Knowledge Worker (OCB-KW) dimension developed by Dekas et al. [16], which consists of 5 dimensions: Employee Sustainability, Social Participation, Civic Virtue, Voice, and Helping.

Table 1. Respondent Characteristics

Category	Description	Number of Respondents	
		93	100%
Gender	Man	80	86%
	Woman	13	14%
Age	20 - 30 years	27	29%
	31 - 40 years	34	37%
	41 - 50 years	21	23%
	51 years and above	11	12%
Marital status	Not married yet	13	14%
	Marry	79	85%
	Divorce On / Off	1	1%
Last education	high school equivalent	41	44%
	Diploma	5	5%
	Masters	43	46%
	S2/S3	4	4%
Monthly Income	Under IDR 2,500,000	1	1%
	IDR 2,500,000 to IDR 3,500,000	16	17%
	IDR 3,500,001 to IDR 4,500,000	18	19%
	IDR 4,500,001 to IDR 5,500,000	13	14%
	IDR 5,500,000 and above	45	48%
Work experience	Less than 5 years	12	13%
	6 - 10 years	30	32%
	11 - 15 years	20	22%
	16 - 20 years	3	3%
	More than 20 years	28	30%

This table of respondent characteristics shows that the sex distribution is more dominant in men, equaling 86% of the total sample. The distribution of age characteristics is quite even, with most respondents aged 31-40 (37%). Respondents with a bachelor's degree constituted the majority (46%), followed by a high school equivalent (44%). Most respondents have 6-10 years of work experience (32%), followed by more than 20 years of work experience (30%). It shows that there are quite several respondents who have remained in the organization for a long time.

3.1. Evaluation of Measurement Models

The measurement model in this study consists of a reflective measurement model in which Organizational Citizenship Behavior, Organizational Commitment, and Transformational Leadership variables are measured reflectively. In Hair et al. [36], the evaluation of the reflective measurement model consists of a loading factor ≥ 0.70 composite reliability ≥ 0.70 (Cronbach alpha) and Average Variance Extracted (AVE ≥ 0.50) as well as an evaluation of discriminant validity, namely the Fornell-Larcker and HTMT (Heterotrait Monotrait Ratio) below 0.9 (Cross Loading).

Table 2. Measurement Model Evaluation

Variable	Indicator	Outer loadings	Cronbach's alpha	Composite Reliability	Average variance extracted (AVE)
Organizational Citizenship Behavior	Employee Sustainability	0.820	0.919	0.925	0.757
	Social Participation	0.885			
	Civic Virtue	0.874			
	Voice	0.917			
	Helping	0.850			
Organizational Commitment	Affective Commitment	0.929	0.924	0.925	0.869
	Continuance Commitment	0.952			
	Normative Commitment	0.915			
Transformational Leadership	Vision	0.890	0.942	0.954	0.810
	Inspirational Communication	0.882			
	Intellectual Stimulation	0.937			
	Supportive Leadership	0.895			
	Personal Recognition	0.895			

All variables measured by each measurement item representing these variables show an outer loading value of ≥ 0.70 , so it can be said that each measurement item is strongly correlated in explaining each variable. The level of variable reliability for all variables is acceptable with Composite Reliability and Cronbach Alpha values ≥ 0.70 and AVE ≥ 0.5 .

Table 3. Fornell-Larcker Criterion

	Organizational Citizenship Behavior	Organizational Commitment	Transformational Leadership
Organizational Citizenship Behavior	0.870		
Organizational Commitment	0.607	0.932	
Transformational Leadership	0.397	0.619	0.900

Evaluation of discriminant validity needs to be done by looking at the Fornell-Larcker criteria. Discriminant validity is a form of evaluation to ensure that variables are theoretically different and proven by empirical/statistical testing. The Fornell-Larcker criterion is that the AVE root of the variable is greater than the correlation between the variables. The OCB variable has an AVE root (0.870), which is more correlated with the OC and TL variables. The OC

variable has a root AVE (0.932), which correlates more with the TL variable. These results indicate that the OCB variable's discriminant validity is met, as is the validity of OC and TL, where the root of AVE is greater than the correlation between variables.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Organizational Citizenship Behavior	Organizational Commitment	Transformational Leadership
Organizational Citizenship Behavior			
Organizational Commitment	0.653		
Transformational Leadership	0.419	0.658	
Transformational leadership x Organizational Commitment	0.064	0.196	0.404

Hair et al. [37] recommend HTMT because this measure of discriminant validity is considered more sensitive or accurate in detecting discriminant validity. The recommended value is below 0.90. The test results show that the HTMT value is below 0.90 for pairs of variables, so discriminant validity is achieved. The variable divides the variation of measurement items against items that measure it more strongly than dividing the variance into other variable items.

Table 5. Cross-Loading

	OCB	OC	TL	TL x OC
Employee Sustainability - OCB1	0.820	0.448	0.301	0.116
Social Participation - OCB2	0.885	0.517	0.367	0.032
Civic Virtue - OCB3	0.874	0.603	0.356	0.023
Voice - OCB4	0.917	0.516	0.341	0.062
Helping - OCB5	0.850	0.535	0.356	-0.035
Affective Commitment - OC1	0.568	0.929	0.609	-0.278
Continuance Commitment - OC2	0.570	0.952	0.570	-0.161
Normative Commitment - OC3	0.559	0.915	0.552	-0.086
Vision - TL1	0.317	0.509	0.890	-0.400
Inspirational Communication - TL2	0.292	0.474	0.882	-0.350
Intellectual Stimulation - TL3	0.426	0.596	0.937	-0.353
Supportive Leadership - TL4	0.374	0.593	0.895	-0.302
Personal Recognition - TL5	0.353	0.592	0.895	-0.359
TL x OC	0.042	-0.189	-0.390	1.000

3.2. Structural Model Evaluation

This study assessed the structural model using the method of 5000 bootstraps in Smart-PLS software. Evaluation of the structural model is related to testing the hypothesis of influence between research variables. Examination of the evaluation of the structural model is carried out in four stages, first examining the absence of multicollinearity between variables with the Inner VIF (Variance Inflated Factor) measure. Inner VIF values below 5 indicate no multicollinearity between variables [36].

Table 6. Variance Inflated Factor

	VIF
OC -> OCB	1.631
TL x OC -> OCB	1.185

Before testing the structural model hypothesis, it is necessary to see whether there is multicollinearity between the variables by measuring the inner VIF statistic. The estimation results show that the inner VIF value is <5, so the multicollinearity between variables is low. These results strengthen the parameter estimation results in the PLS-SEM, which are robust (not biased).

The second stage is testing the hypothesis between variables by looking at the value of the t-statistic or p-value. If the calculated t-statistic is greater than 1.96 (t-table) or the p-value of the test results is less than 0.05, then there is a significant influence between the variables. In addition, it is necessary to convey the results and the 95% confidence interval for the estimated path coefficient parameter. The third is the f-square value, namely the direct variable effect at the structural level with the criteria (low f-square 0.02, 0.15 moderate, and 0.35 high) [36], while the f-square test of moderation is 0.005 (low), 0.01 (medium), and 0.025 (high) [36].

Table 7. Hypothesis testing

Hypothesis	Path Coefficient	P values	95% confidence interval Path Coefficient		f-square
			Lower limit	Upper limit	
H1: OC -> OCB	0.569	0.000	0.332	0.776	0.331
H2: TL x OC -> OCB	0.143	0.083	-0.062	0.279	0.054

H1: Hypothesis **accepted** that there is a significant effect of Organizational Commitment on increasing OCB with path coefficient (0.569) and p-value (0.000 <0.05). Any changes to OC will increase OCB. Within the 95% confidence interval, the effect of TL in increasing OCB lies between 0.332 and 0.776. The existence of OC in increasing OCB has a strong influence at the structural level (f-square = 0.331), so a high commitment can increase OCB up to 0.776.

H2: Hypothesis **rejected** where Transformational Leadership does not significantly moderate the effect of Organizational Commitment on Organizational Citizenship Behavior with path coefficient (0.143) and p-value 0.083 > 0.05. These results indicate that workers with a high level of Transformational Leadership perspective tend not to have a stronger influence on OC on OCB compared to workers with a low Transformational Leadership perspective. At the structural level, the moderating influence of Transformational Leadership in moderating the effect of OC on OCB is high (0.054). Although not significantly, the workers' perspective on Transformational Leadership needs to be increased to increase the OCB of workers to 0.279.

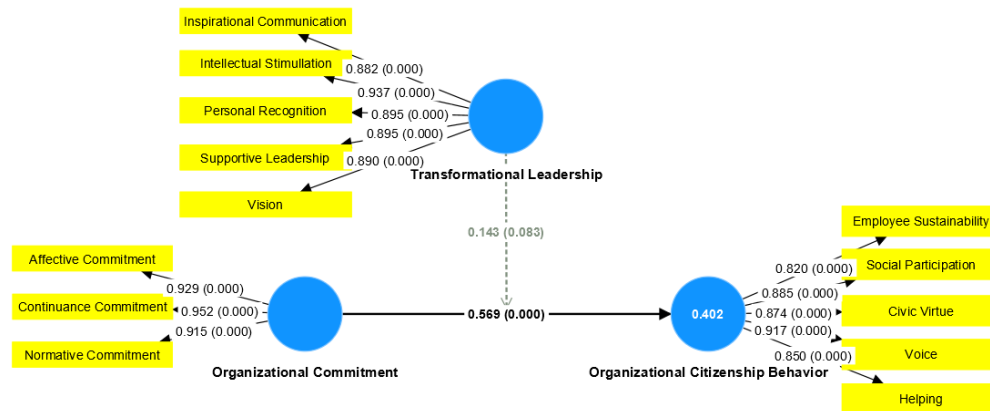


Fig. 2. Outer Model



Fig. 3. Simple Slope Analysis

Employees with a high Transformational Leadership perspective will have a higher Organizational Commitment effect on Organizational Citizenship Behavior than those with a low Transformational Leadership perspective.

4 Discussion

Organizational Commitment has an important role in influencing Organizational Citizenship Behavior, as the results of testing hypothesis 1 reveal that Organizational Commitment significantly influences Organizational Citizenship Behavior. These findings support previous research, where organizational commitment is formed when employees and organizations develop a greater interest in maintaining their work relationships, building employee emotional attachment, and involvement with the organization. Employees are more likely to offer extra-role behavior when they are satisfied with their job or committed to their

organization [24]–[29]. Workers in remote areas feel an emotional bond with the organization and other workers, with working conditions that are far from urban areas, as well as facilities that tend to be limited, making workers help each other in completing work and trying to look fun in interactions at workplace, so workers encourage each other.

Based on the test results of the second hypothesis reveals that Transformational Leadership does not significantly moderate the effect of Organizational Commitment on Organizational Citizenship Behavior. The results of this study do not support previous research conducted by [27]. Employees with a high Transformational Leadership perspective tend not to affect their commitment to OCB. Even so, leaders in remote areas need to pay attention to workers' emotional conditions so that they remain committed to surviving and together facing the limitations they feel while working. The shared commitment that is strengthened by the role of the leader in groups working in remote areas is needed to create a culture of open communication so that perspectives between members are respected and then integrated into work so that work can be completed effectively and efficiently following the allotted time.

5 Conclusion

The conclusions of this study are (1) Organizational Commitment has a significant effect on the Organizational Citizenship Behavior of remote area workers in forestry sector companies, and (2) Transformational Leadership does not significantly moderate the effect of Organizational Commitment on Organizational Citizenship Behavior of Remote area workers in forestry sector companies.

The suggestions and implications of the results of this study are (1) Further research on increasing OCB, especially in remote area workers in various types of companies whose company locations are far from cities and have limited access and infrastructure. (2) Organizational commitment is very important to improve the relationship between leaders and members, as well as among fellow workers, by showing the participation of each worker in various activities at work and an attitude of mutual help in limited work environment conditions.

Some limitations in this study are the limited research time and the limited number of samples used, so a larger number of samples is needed with more varied research objects, namely remote area workers from various corporate sectors, to enable more solid research results to confirm the theory that has been put forward.

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