

ORIGINAL RESEARCH PAPER

Transformational leadership, knowledge-based work passion and organizational citizenship behavior: A survey dataset from public university

U. Udin*

Department of Management, University of Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

ARTICLE INFO

Article History:

Received 12 November 2022

Revised 22 January 2023

Accepted 06 March 2023

Keywords:

Transformational leadership
Knowledge-based work passion
Organizational citizenship behavior
Indonesia public university

ABSTRACT

BACKGROUND AND OBJECTIVES: The leadership styles in higher education, especially public universities, face enormous challenges in handling global situations, i.e., the Covid-19 pandemic. The current dataset of this study aims to verify how transformational leadership is more effective in influencing organizational citizenship behavior through knowledge-based work passion. Individuals with a high level of knowledge-based work passion are able to feel happiness, pride, and pleasure, and are totally involved and make sense of their work. In addition, they also show highly positive emotions toward the people around them and are happy to assist them.

METHODS: Structural equation modeling (SEM) with AMOS 21.0 software is used to analyze the data collected from 221 professional lecturers utilizing a purposive sampling technique from a total of 1,242 lecturers in Southeast Sulawesi, Indonesia public universities. The loading values of the survey instrument, composite reliability, and average variance extracted are tested to justify reliability and convergent validity for the measurement model in this study.

FINDINGS: The results show that transformational leadership positively and significantly affects knowledge-based work passion ($\beta = 0.568$, C.R. = 6.536; $p < 0.001$) but not organizational citizenship behavior ($\beta = 0.061$, C.R. = 0.608; $p > 0.001$). In addition, knowledge-based work passion directly has a positive and significant effect on organizational citizenship behavior ($\beta = 0.696$, C.R. = 3.571; $p > 0.001$). Further, the mechanism effect of transformational leadership on organizational citizenship behavior through knowledge-based work passion was tested. The result indicates the mediating role of knowledge-based work passion ($\beta = 0.395$, $p > 0.001$) in the relationship between transformational leadership and organizational citizenship behavior.

CONCLUSION: This study contributes significantly to organizational management practices, especially in the field of education, by identifying how transformational leadership improves organizational citizenship behavior through knowledge-based work passion. When individuals recognize their leaders as transformational, they are more likely to behave and engage in volunteering for extra tasks, having a positive work environment, feeling more connected to the organization and being flexible in their duties.

DOI: [10.22034/IJHCUM.2023.03.07](https://doi.org/10.22034/IJHCUM.2023.03.07)



NUMBER OF REFERENCES

71



NUMBER OF FIGURES

4



NUMBER OF TABLES

5

*Corresponding Author:

Email: udin@umy.ac.id

Phone: +6285343709228

ORCID: [0000-0002-5491-9085](https://orcid.org/0000-0002-5491-9085)

Note: Discussion period for this manuscript open until October 1, 2023 on IJHCUM website at the "Show Article."

INTRODUCTION

Leadership is the ability to influence, direct and inspire individual behavior to contribute positively in the workplace. The leadership styles in higher education, especially public universities, face enormous challenges in relation to handling global situations, i.e., the Covid-19 pandemic. Leaders who focus on academics must create a comfortable work atmosphere (Tajpour and Razavi, 2023) and a fair as well as competitive academic culture during and after the global pandemic (Russell et al., 2021; Wei and Vasudevan, 2022). In addition, leaders in higher education need to identify themselves as individuals who have high aspirations, are quick and precise in acting as well as implementing strategies for organizational progress, and taking the time to reflect on successful career growth (Selzer and Robles, 2019). Garad et al. (2022) emphasized that the transformational leadership style can improve employee performance and effectiveness as well as organizational efficiency. In addition, transformational leadership promotes transparency and accountability in higher education institutions (Handayani et al., 2022). Therefore, transformational leadership, which is always called as future-oriented with strategic policies (Dharmasasmita et al., 2020; Udin and Shaikh, 2022), is seen as capable of increasing employee confidence and organizational innovation to overcome and resolve various situations and turbulence within the organization, especially higher education. Transformational leadership, over the last three decades, has emerged as one of the most effective leadership styles in driving and achieving organizational goals (Avolio et al., 2009; Udin et al., 2023). Transformational leadership is seen as a process in which a leader describes a vision of the future in detail, stimulates the behavior of individuals to appear more creative, and supports and guides them by providing inspirational motivation to achieve common goals. Previous studies on the linkage between transformational leadership and organizational citizenship behavior indicate contradictory findings. Khaola and Rambe (2021); Pattnaik and Sahoo (2021); Qalati et al., (2022) revealed a significant direct relationship between transformational leadership and organizational citizenship behavior. In contrast, no significant relationship was found between transformational leadership and organizational citizenship behavior

(Yuwono et al., 2023; Zhang et al., 2020). More studies need to be on the linkage of transformational leadership to organizational citizenship behavior mediated by knowledge-based work passion. Thus, to address this gap, this paper aims to verify how transformational leadership influences organizational citizenship behavior through knowledge-based work passion. Individuals with a high level of knowledge-based work passion are able to feel happiness, pleasure, and pride and are totally involved and make sense of their work. In addition, they also show highly positive emotions toward the people around them and are happy to assist them.

Literature review and hypotheses development

The review of literature in this study focuses on transformational leadership and its impact on organizational citizenship behavior through knowledge-based work passion.

Organizational citizenship behavior

Organizational citizenship behavior refers to discretionary actions taken by employees to support organizational effectiveness, but these actions are not mandatory and are not formally rewarded in organizational management. Organizational citizenship behavior is individual discretionary behavior that, in the aggregate, promotes organizational function and effectiveness (Organ, 1988). Organizational citizenship behavior shows employee behavior needed by the organization to achieve common goals (Khan et al., 2020), such as helping colleagues, contributing positively to various organizational events and providing useful suggestions for organizational development (Bambale, 2014; Udin and Yuniawan, 2020). In social identity theory, Ashforth and Mael (1989), Scheepers and Ellemers (2019) assert that individuals tend to categorize themselves into groups and organizations that are in line with their personal goals. When employees feel congruence with organizational values and norms and get kindness from the organization, they will have a reciprocal relationship with the organization, are more likely to behave positively according to organizational expectations, and show various other discretionary behaviors in helping others outside their job description (He et al., 2019). Several previous studies have proven that organizational citizenship behavior is significantly

influenced by transformational leadership (Hapsari *et al.*, 2021; Qalati *et al.*, 2022) and passion for work (Amalia *et al.*, 2021; Gao and Zhang, 2022; Wan *et al.*, 2022).

Transformational leadership

The concept of transformational leadership was first proposed by Burns (1978) to describe 'world-class leaders'. Several years later this concept was developed by Bass (1985) and Bass and Stogdill (1990); that transformational leadership is characterized as a leader who is able to motivate followers to achieve greater common goals by putting aside self-interest. According to Bass and Avolio (2004), there are 4 main characteristics of transformational leadership: intellectual stimulation (the ability of leaders to challenge assumptions and generate innovative ideas of followers); idealized influence (the ability of leaders to behave as individuals who are respected and admired); individualized consideration (the leader's ability to pay attention to and support the needs of each follower); and inspirational motivation (the ability of leaders to inspire and encourage followers' self-confidence). Transformational leadership, as the most powerful leadership style, is able to inspire employees to develop new skills, stimulate them to achieve common goals beyond personal interests, and endlessly encourage employees to seek new opportunities to achieve the highest level of achievement (Le *et al.*, 2018). Transformational leadership significantly impacts increasing organizational knowledge capital and achieving the highest results according to organizational expectations (Son *et al.*, 2020). Transformational leadership influences the organizational citizenship behavior of followers to produce effective organizational transformation (Koo and Lee, 2022). Transformational leaders always engage in meaningful communication with followers to pursue common goals, targets, and visions. Transformational leaders also appear inspiring and focus on encouraging follower initiatives within the organization (Astuty and Udin, 2020), so they work with high enthusiasm and passion for work (Althnayan *et al.*, 2022; Suhana *et al.*, 2019; Sulistiyani *et al.*, 2018). Thus,

H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior.

H2: Transformational leadership has a positive

and significant effect on knowledge-based work passion.

Knowledge-based work passion

Work passion has become a great concern for today's organizations because of the belief that employees who have passion for work are able to produce better performance (Duckworth, 2016; Ho and Astakhova, 2020). Work passion indicates a very strong feeling from the individual towards work activities because of the values and meanings contained therein (Vallerand *et al.*, 2003). Employees who have passion for work contribute to higher work engagement and engagement as well as performance gains and achieve higher success (Chummar *et al.*, 2019; Ho and Astakhova, 2018; Jachimowicz *et al.*, 2022). Work passion, from a theoretical point of view, is the self-identity of individuals who are passionate about work (Birkeland and Buch, 2015) and are embedded as well as into their core self-concept (Vallerand *et al.*, 2003). Work passion, in organizational practice, is the desire of employees to work optimally by showing a higher performance contribution. In a previous study, Vallerand *et al.* (2003) conceptualized work passion into two types: harmonious and obsessive passion. Obsessive work passion indicates individual enthusiasm in their work with total and uncontrollable work involvement to the exclusion of other activities (Lalande *et al.*, 2017). Meanwhile, harmonious work passion describes individual work enthusiasm in their work by internalizing work as a self-identity and being free to engage in work as well without any pressure. Work passion can encourage higher levels of career achievement in organizations, and harmonious work passion stimulates quality performance improvement (Amarnani *et al.*, 2020). Employees who have harmonious work passions tend to appear more proactive, dare to challenge the status quo, and are more than happy to voice constructive thoughts on their work and organization. Employees with harmonious passions also strive to succeed in their mission, overcome work problems with constructive suggestions and invest more time and energy at work (Gao and Jiang, 2019; Ho *et al.*, 2018), so they are willing to share useful ideas to improve performance and achieve the expected goals. Passion for knowledge encourages individuals to engage in voluntary practices related to knowledge, especially in terms of donating and disseminating

existing knowledge (Fraser, 2021; Kaiser et al., 2007; Najmuldeen, 2021). Passion for knowledge becomes a value and self-concept that encourages employees to continue learning and increasing their capacity to provide useful things to all elements of the organization. Thus,

H3: Knowledge-based work passion has a positive and significant effect on organizational citizenship behavior.

H4: Knowledge-based work passion mediates the effect of transformational leadership on organizational citizenship behavior.

To address the previous research gap, this paper aims to verify how transformational leadership influences organizational citizenship behavior through knowledge-based work passion. Individuals with a high level of knowledge-based work passion are able to feel happiness, pride, and pleasure, and are totally involved and make sense of their work. In addition, they also show highly positive emotions toward the people around them and are happy to assist them. The current study was carried out in Southeast Sulawesi, Indonesia, in 2019.

MATERIALS AND METHODS

Sample methodology

This study greatly considers and applies a quantitative approach. Using the database of professional lecturers with status as civil servants via a purposive sampling technique from a total of 1,242 lecturers, 300 questionnaires were distributed to all public universities in Southeast Sulawesi, Indonesia. In the first stage, 10

questionnaires were sent to University of Sembilanbelas November (USN) Kolaka via e-mail and WhatsApp, and 7 were returned. In the second stage, 265 questionnaires were distributed directly by the researcher to University of Halu Oleo (UHO) Kendari, and 231 were returned. In the third stage, 25 questionnaires were administered directly by the researcher to the State Islamic Institute of Kendari, and 21 were returned. Thus, the total number of questionnaires in the formal data collection was successfully returned was 259 (with a response rate of 86.3%). After the process of selecting and verifying the questionnaires, there were 38 questionnaires not suitable for processing for several reasons; for example, the questionnaires needed to be completed and fulfilled the requirements as respondents (i.e., did not include functional structure). Therefore, the number of valid and appropriate questionnaires to be used in this study was 221, which will then be processed through descriptive statistics.

Table 1 shows the descriptive statistics of respondents that males were 62.9% and 37.1% were females. From an age point of view, 43.9% were aged between 41 and 50, 28.5% were over 51 years old, 19% were between 31 to 40 years old, and 8.6% were under 30. In terms of educational qualification, 64.7% were master's degrees, and 35.3% were doctoral degrees. In terms of work experience, 42.6% had worked for 11 to 15, and 32% had worked for more than 16 years. Furthermore, in terms of functional structure, 43.4% of the respondents were expert assistants, 33% were assistant professors, 23.1% were Associate professors, and 0.5% were full professors.

Table 1: Demographic characteristics of respondents

Demographics	Characteristics	Frequency	Percentage (%)
Gender	Male	139	62.9
	Female	82	37.1
Qualification	Master	143	64.7
	Doctor	78	35.3
Age	≤ 30 year old	19	8.6
	31-40 year old	42	19
	41-50 year old	97	43.9
	≥ 51 year old	63	28.5
Work experience	3-5 year	22	10
	6-10 year	34	15.4
	11-15 year	94	42.6
	> 16 year	71	32
Functional structure	Expert assistant	96	43.4
	Assistant professor	73	33
	Associate professor	51	23.1
	Full professor	1	0.5

Measures

Transformational leadership. Transformational leadership is adapted from Kirkman *et al.* (2009), MacKenzie *et al.* (2001) and measured with four dimensions and their interrelationships: 1. Core transformational leadership behavior (three items: CT1, CT2, CT3), 2. High-performance expectations (three items: HP1, HP2, HP3), 3. Supportive leader behavior (four items: SL1, SL2, SL3, SL4), 4. Intellectual stimulation (three items: IS1, IS2, IS3). **Knowledge-based work passion.** Knowledge-based work passion is adapted from Carmeli *et al.* (2011), Vallerand *et al.* (2003) and associated with eight items: KK1, KK2, KK3, KK4, KK5, KK6, KK7, KK8. **Organizational citizenship behavior.** Organizational citizenship behavior is adapted from Zoghbi Manrique de Lara (2008), Zoghbi Manrique de Lara and Espino Rodríguez

(2007) and associated with three dimensions: 1. OCB-Organization (four items: BO1, BO2, BO3, BO4), 2. OCB-Colleagues (four items: BC1, BC2, BC3, BC4), 3. OCB-Students (four items: BS1, BS2, BS3, BS4).

RESULTS AND DISCUSSION

All valid samples were analyzed using structural equation modeling (SEM) with AMOS 21.0 software to confirm the measurement model. The instruments used in this study were adapted from previous studies. It had been validated to confirm and justify the content, face validity, and reliability. The assessment of factor loading, composite reliability, and average variance extracted was carried out.

Assessment of normality

Table 2 shows that the univariate normality test

Table 2: Assessment of normality

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
CT1	3.000	7.000	-0.371	-2.250	0.469	1.423
CT2	3.000	7.000	-0.338	-2.050	-0.087	-0.263
CT3	3.000	7.000	-0.344	-2.087	0.645	1.957
HP1	4.000	7.000	-0.212	-1.284	-0.589	-1.786
HP2	3.000	7.000	-0.369	-2.238	-0.050	-0.153
HP3	3.000	7.000	-0.164	-0.996	-0.566	-1.717
SL1	3.000	7.000	-0.401	-2.434	-0.003	-0.009
SL2	3.000	7.000	-0.307	-1.860	-0.523	-1.586
SL3	3.000	7.000	-0.345	-2.096	-0.236	-0.716
SL4	3.000	7.000	-0.374	-2.268	-0.344	-1.043
IS1	4.000	7.000	-0.064	-0.390	-0.208	-0.633
IS2	4.000	7.000	0.168	1.022	-0.414	-1.255
IS3	4.000	7.000	-0.137	-0.833	-0.197	-0.599
BO1	4.000	7.000	-0.304	-1.844	-0.679	-2.060
BO2	3.000	7.000	-0.342	-2.078	0.146	0.443
BO3	3.000	7.000	-0.412	-2.502	-0.281	-0.851
BO4	3.000	7.000	-0.303	-1.840	-0.463	-1.405
BC1	3.000	7.000	-0.024	-0.145	-0.042	-0.127
BC2	4.000	7.000	-0.394	-2.390	-0.718	-2.180
BC3	3.000	7.000	0.085	0.514	-0.652	-1.979
BC4	3.000	7.000	-0.195	-1.184	-0.260	-0.790
BS4	3.000	7.000	-0.417	-2.531	-0.197	-0.597
BS3	3.000	7.000	-0.374	-2.267	-0.414	-1.256
BS2	3.000	7.000	-0.174	-1.056	-0.413	-1.253
BS1	3.000	7.000	-0.412	-2.498	-0.434	-1.318
KK1	3.000	7.000	-0.224	-1.358	-0.721	-2.187
KK2	3.000	7.000	-0.139	-0.843	-0.622	-1.889
KK3	3.000	7.000	-0.334	-2.026	-0.736	-2.232
KK4	3.000	7.000	-0.108	-0.653	-0.756	-2.293
KK5	4.000	7.000	-0.202	-1.224	-0.635	-1.928
KK6	3.000	7.000	-0.195	-1.186	-0.575	-1.746
KK7	4.000	7.000	-0.150	-0.913	-0.716	-2.173
KK8	4.000	7.000	-0.334	-2.030	-0.644	-1.953
Multivariate					30.213	4.673

has been fulfilled because the CR value for skewness and kurtosis is less than 2.58. This means that each indicator has skewness and kurtosis, which form a normal curve pattern. The results of the multivariate normality test show that the CR value is 5.192, which is below 8 (Ferdinand, 2014) or below 10 (Kline, 2015), indicating the multivariate normal distribution.

Factor loading, composite reliability, and average variance extracted

Table 3 presents the constructs' factor loading, composite reliability (CR) and average variance extracted (AVE). This result indicates that all 34 indicators are acceptable and that all functions exhibit the required standard loading values, CR and AVE for measuring model functions. The values of

factor loading (ranging from 0.549 to 0.948) are more than 0.5, CR coefficient of all variables (ranging from 0.800 to 0.981) is higher than 0.7, and AVE values of all variables (ranging from 0.577 to 0.864) are higher than 0.5 indicating the perfect set of variables (Hair et al., 2012; Henseler et al., 2015).

Goodness of fit index

Table 4 and Confirmatory Factor Analysis (CFA) of Figs. 1, 2, 3 and 4 show the results of the goodness of fit indices. All suggested indices for the goodness of fit meet the standard criteria set by Hair et al. (2014). Hair et al. (2014) recommended that the root mean square error of approximation (RMSEA) for each model = 0.042, 0.048, 0.000, 0.023 < 0.05; the minimum discrepancy divided by its degrees of

Table 3: Standard Factor loading, composite reliability (CR), and average variance extracted (AVE)

Constructs and Items		Estimate	CR	AVE
CT1	<--- CT	0.694	0.800	0.577
CT2	<--- CT	0.908		
CT3	<--- CT	0.652		
HP1	<--- HP	0.927	0.824	0.615
HP2	<--- HP	0.650		
HP3	<--- HP	0.750		
SL1	<--- SL	0.919	0.958	0.851
SL2	<--- SL	0.927		
SL3	<--- SL	0.920		
SL4	<--- SL	0.923		
IS1	<--- IS	0.791	0.856	0.665
IS2	<--- IS	0.824		
IS3	<--- IS	0.830		
KK1	<--- Knowledge-Based Work Passion	0.948	0.981	0.864
KK2	<--- Knowledge-Based Work Passion	0.922		
KK3	<--- Knowledge-Based Work Passion	0.936		
KK4	<--- Knowledge-Based Work Passion	0.934		
KK5	<--- Knowledge-Based Work Passion	0.917		
KK6	<--- Knowledge-Based Work Passion	0.931		
KK7	<--- Knowledge-Based Work Passion	0.935		
KK8	<--- Knowledge-Based Work Passion	0.913		
BO1	<--- OCBO	0.844	0.922	0.749
BO2	<--- OCBO	0.794		
BO3	<--- OCBO	0.932		
BO4	<--- OCBO	0.886		
BC1	<--- OCBC	0.923	0.944	0.809
BC2	<--- OCBC	0.800		
BC3	<--- OCBC	0.948		
BC4	<--- OCBC	0.918		
BS1	<--- OCBS	0.549	0.875	0.644
BS2	<--- OCBS	0.849		
BS3	<--- OCBS	0.896		
BS4	<--- OCBS	0.867		

Note: CT = Core transformational leadership behavior; HP = High-performance expectations; SL = Supportive leader behavior; IS = Intellectual stimulation; OCBO = OCB-Organization; OCBC = OCB-Colleagues; OCBS = OCB-Students

Table 4: Model fitness

SEM Model	Chi-square	DF	Sig.	RMSEA	CMIN/DF	GFI	AGFI	TLI	CFI	NFI
Model 1 – Transformational leadership	84.864	61	0.023	0.042	1.391	0.945	0.917	0.983	0.987	0.954
Model 2 – Knowledge-based work passion	30.227	20	0.066	0.048	1.511	0.968	0.942	0.995	0.996	0.989
Model 3 – Organizational citizenship behavior	42.859	51	0.784	0.000	0.840	0.968	0.952	1.005	1.000	0.980
Model 4 – Full model	542.625	485	0.036	0.023	1.119	0.876	0.856	0.991	0.991	0.925

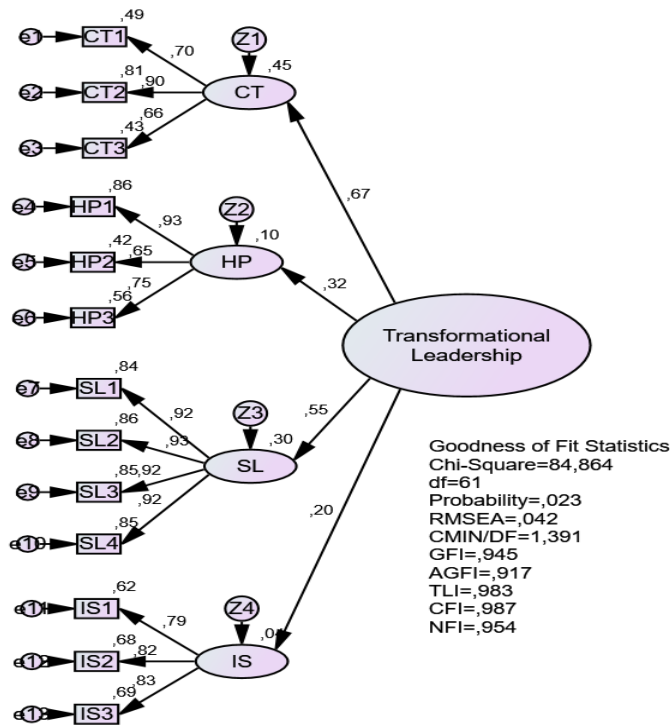


Fig. 1: CFA analysis for transformational leadership

freedom (CMIN/DF) = 1.391, 1.511, 0.840, 1.119 < 2.0; goodness fit index (GFI) = 0.945, 0.968, 0.968, 0.876 > 0.85 (Finch, 2020); adjusted goodness of fit index (AGFI) = 0.917, 0.942, 0.952, 0.856 > 0.80 (Baumgartner and Homburg, 1996); Tucker-Lewis index (TLI) = 0.983, 0.995, 1.005, 0.991 > 0.90; comparative fit index (CFI) = 0.987, 0.996, 1.000, 0.991 > 0.90; normed fit index (NFI) = 0.954, 0.989, 0.980, 0.925 > 0.90; $p < 0.05$.

Table 5 and Fig. 4 show that transformational leadership directly has a positive and significant effect

on knowledge-based work passion ($\beta = 0.568$, C.R. = 6.536; $p < 0.001$) but not on organizational citizenship behavior ($\beta = 0.061$, C.R. = 0.608; $p > 0.001$), indicating H1 is rejected and H2 is supported. In addition, knowledge-based work passion has a positive and significant effect on organizational citizenship behavior ($\beta = 0.696$, C.R. = 3.571; $p > 0.001$), indicating that H3 is supported. Further, the mechanism effect of transformational leadership on organizational citizenship behavior through knowledge-based work passion was tested. The result indicates the mediating

Transformational leadership in public university

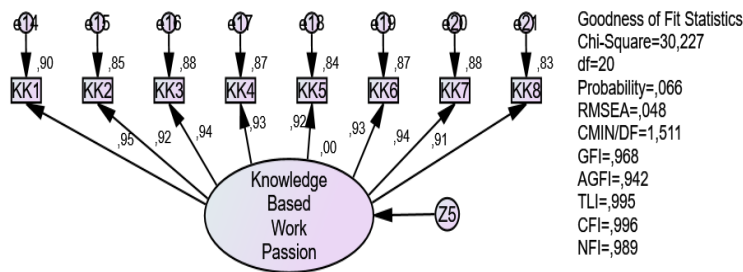


Fig. 2: CFA analysis for knowledge-based work passion

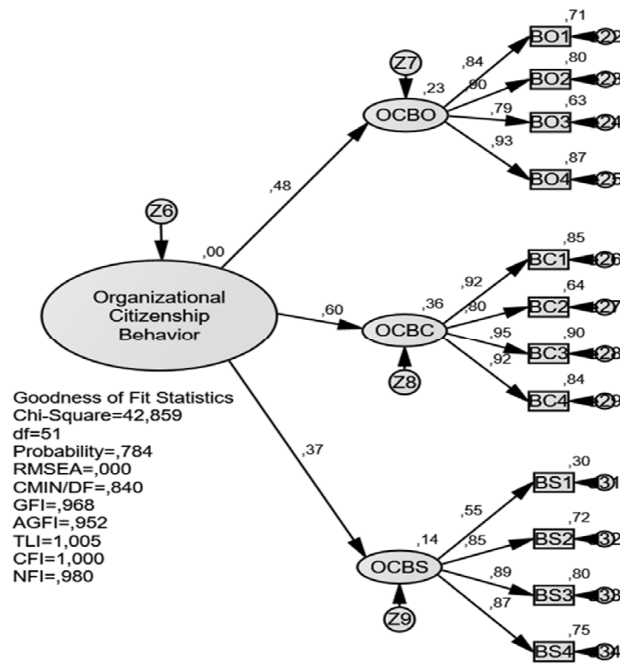


Fig. 3: CFA analysis for organizational citizenship behavior

Table 5: Hypotheses testing

Hypotheses	β	Estimate	S.E.	C.R.	p
Transformational Leadership \rightarrow Organizational Citizenship Behavior	0.061	0.013	0.021	0.608	0.543
Transformational Leadership \rightarrow Knowledge-Based Work Passion	0.568	0.527	0.081	6.536	***
Knowledge-Based Work Passion \rightarrow Organizational Citizenship Behavior	0.696	0.157	0.044	3.571	***

Note: *** Significant at the $p < 0.001$ level (two-tailed)

role of knowledge-based work passion ($\beta = 0.395$, $p > 0.001$) in the relationship between transformational leadership and organizational citizenship behavior. Thus, H4 is supported. Transformational leadership, by creating an attractive vision and paying attention to employees' needs, encourages them to appear

more proactive and innovative to achieve the good of the organization as a whole (Kim and Park, 2019; Mubarak et al., 2021; Sattayaraksa and Boon-itt, 2016). Since transformational leader's challenge and inspire employees as well as appear as role models, they have the confidence and confidence to engage

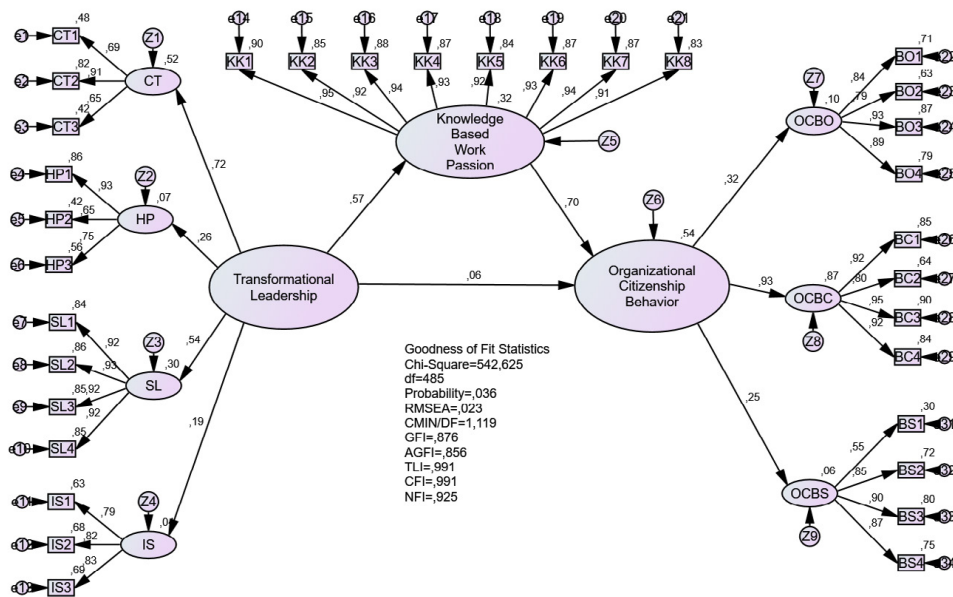


Fig. 4: Final measurement model

in learning activities to increase work knowledge and skills and demonstrate high organizational citizenship behavior to support the success of colleagues in the organization. Transformational leadership influences organizational citizenship behavior (Cho and Kao, 2022; Majeed and Jamshed, 2021; Tian et al., 2020) by increasing the level of positive emotions (Tajpour et al., 2018) and enthusiasm of employees to gather and share knowledge throughout the organization, inspiring them to be interested in moral values and ideas that support organizational goals and increasing intellectual abilities as well as encourage their work motivation to achieve common goals (Deichmann and Stam, 2015). Transformational leadership also inspires employees to develop themselves by encouraging them to produce innovative ideas, meaningful work and sense of fulfillment, which in turn can promote organizational citizenship behavior.

CONCLUSION

This study provides information about how transformational leadership affects organizational citizenship behavior through knowledge-based work passion in the higher education sector. The obtained results from the dataset analysis showed that transformational leadership directly affects knowledge-based work passion, which

positively encourages and enhances organizational citizenship behavior to contribute to organizational effectiveness. These results guide academia, researchers and practitioners to consider and analyze their studies in the social science and management field. The current dataset contributes significantly to organizational management practices, especially in the field of education, by identifying how transformational leadership improves organizational citizenship behavior through knowledge-based work passion. Transformational leadership directly impacts knowledge-based work passion, which in turn, positively encourages and enhances organizational citizenship behavior to contribute to organizational effectiveness. When individuals recognize their leaders as transformational, they are more likely to behave and engage in volunteering for extra tasks, having a positive work environment, feeling more connected to the organization and being flexible in their duties. Transformational leadership has proven to drive significant change in organizations by increasing follower commitment to the continuous search and creation of original knowledge and creating compelling visions of the future to increase inspiration and overall performance at all levels of the organization. This study was conducted in three Indonesia public universities, particularly in

Southeast Sulawesi. It is better recommended for future research to duplicate the proposed model and utilized it in another setting, for example, hospitality and tourism as well as the healthcare sector.

AUTHOR CONTRIBUTIONS

U. Udin has performed the writing the original draft, conceptualization, investigation, methodology, and supervision.

ACKNOWLEDGEMENT

The author would like to thankfully appreciate the staff of public universities in Southeast Sulawesi, Indonesia, i.e., University of Halu Oleo (UHO) Kendari, State Islamic Institute of Kendari, and University of Sembilanbelas November (USN) Kolaka for their unwavering support toward the success of this study, and dully acknowledge all the secondary sources of materials reviewed and cited.

CONFLICT OF INTEREST

The author declared no conflict of interest concerning this research work. Also, the author has checked all the ethical affairs comprising duplicates, misconduct, data making, informed consent, and plagiarism.

OPEN ACCESS

©2023 The author(s). This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made. The images or other third-party material in this article are included in the article’s Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the article’s Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

PUBLISHER’S NOTE

IJHCUM Publisher remains neutral with regard to jurisdictional claims in published maps and

institutional afflictions.

ABBREVIATIONS

CT	Core transformational leadership behavior
CFA	Confirmatory factor analysis
HP	High-performance expectations
IS	Intellectual stimulation
OCBO	OCB towards organization
OCBC	OCB towards colleagues
OCBS	OCB towards students
SL	Supportive leader behavior

REFERENCES

Althnayan, S.; Alarifi, A.; Bajaba, S.; Alsabban, A., (2022). Linking environmental transformational leadership, environmental organizational citizenship behavior, and organizational sustainability performance: a moderated mediation model. *Sustainability*, 14(14): 8779 (20 pages).

Amalia, P.R.; Wahyuningsih, S.H.; Surwanti, A., (2021). The mediating role of organizational citizenship behavior on the effect of passion and empowerment on job performance. *J. Manaje. Bis.*, 12(2): 127-141 (15 pages).

Amanani, R.K.; Lajom, J.A.L.; Restubog, S.L.D.; Capezio, A., (2020). Consumed by obsession: career adaptability resources and the performance consequences of obsessive passion and harmonious passion for work. *Hum. Relat.*, 73(6): 811-836 (26 pages).

Ashforth, B.E.; Mael, F., (1989). Social identity theory and the organization. *Acad. Manage. Rev.*, 14(1): 20-39 (20 pages).

Astuty, I.; Udin, U., (2020). The Effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *J. Asian Finance, Econ. Bus.*, 7(10): 401-411 (11 pages).

Avolio, B.J.; Walumbwa, F.O.; Weber, T.J., (2009). Leadership: current theories, research, and future directions. *Annu. Rev. Psychol.*, 60(1): 421-449 (29 pages).

Bambale, A.J.A., (2014). Relationship between servant leadership and organizational citizenship behaviors: review of literature and future research directions. *J. Mark. Manage.*, 5(1): 1-16 (16 pages).

Bass, B.M., (1985). *Leadership and performance beyond expectations*. New York: The Free Press.

Bass, B.M.; Avolio, B.J., (2004). *Multifactor leadership questionnaire MLQ: manual and sampler Set*. Redwood City: Mind Garden.

Bass, B.M.; Stogdill, R.M., (1990). *Bass & Stogdill’s handbook of leadership: theory, research, and managerial applications*. New York: Simon & Schuster.

Baumgartner, H.; Homburg, C., (1996). Applications of structural equation modeling in marketing and consumer research: a review. *Int. J. Res. Mark.*, 13(2): 139-161 (23 pages).

Birkeland, I.K.; Buch, R., (2015). The dualistic model of passion for work: discriminate and predictive validity with work engagement and workaholism. *Motiv. Emotion*, 39(3): 392-408 (17 pages).

Burns, J.M., (1978). *Leadership*. New York: Harper & Row.

- Carmeli, A.; Atwater, L.; Levi, A., (2011). How leadership enhances employees' knowledge sharing: the intervening roles of relational and organizational identification. *J. Technol. Transfer*, 36(3): 257-274 **(18 pages)**.
- Cho, C.C.; Kao, R.H., (2022). Developing sustainable workplace through leadership: Perspectives of transformational leadership and of organizational citizenship behavior. *Front. Psychol.*, 13 **(17 pages)**.
- Chummar, S.; Singh, P.; Ezzedeen, S.R., (2019). Exploring the differential impact of work passion on life satisfaction and job performance via the work-family interface. *Pers. Rev.*, 48(5): 1100-1119 **(20 pages)**.
- Deichmann, D.; Stam, D., (2015). Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas. *Leadersh. Q.*, 26(2): 204-219 **(16 pages)**.
- Dharmasmita, A.; Molthan-Hill, P.; Smith, R.; Valero-Silva, N., (2020). Leadership competencies for a future-oriented leader. Switzerland: Springer Nature.
- Duckworth, A., (2016). *Grit: the power of passion and perseverance*. New York, NY: Scribner.
- Ferdinand, A., (2014). *Structural equation modeling dalam penelitian manajemen*. Semarang: BP Undip.
- Finch, W.H., (2020). Using fit statistic differences to determine the optimal number of factors to retain in an exploratory factor analysis. *Educ. Psychol. Meas.*, 80(2): 217-241 **(25 pages)**.
- Fraser, J.T., (2021). *Of time, passion, and knowledge*: Princeton University Press.
- Gao, A.; Jiang, J., (2019). Perceived empowering leadership, harmonious passion, and employee voice: the moderating role of job autonomy. *Front. Psychol.*, 10 **(9 pages)**.
- Gao, Y.; Zhang, Y., (2022). Coworker passion and its divergent effects on employee work and interpersonal behaviors. *Acad. Manage. Proc.*, 2022(1): 14237 **(11 pages)**.
- Garad, A.; Yaya, R.; Pratolo, P.; Rahmawati, A., (2022). The relationship between transformational leadership, improving employee's performance and the raising efficiency of organizations-in progress. *Manage. Prod. Eng. Rev.*, 13(2): 15-30 **(16 pages)**.
- Hair, J.F.; Gabriel, M.; Patel, V., (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Braz. J. Mark.*, 13(2): 44-55 **(12 pages)**.
- Hair, J.F.; Sarstedt, M.; Pieper, T.M.; Ringle, C.M., (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long Range Plann.*, 45(5): 320-340 **(21 pages)**.
- Handayani, E.; Sholihin, M.; Pratolo, S.; Rahmawati, A., (2022). Do private universities achieve financial sustainability as a result of transformational leadership. *Int. J. Sustainable Dev. Plann.*, 17(8): 2365-2374 **(10 pages)**.
- Hapsari, D.; Riyanto, S.; Endri, E., (2021). The Role of transformational leadership in building organizational citizenship: The civil servants of Indonesia. *J. Asian Finance, Econ. Bus.*, 8(2): 595-604 **(9 pages)**.
- He, J.; Zhang, H.; Morrison, A.M., (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality. *Int. J. Contemp. Hospitality Manage.*, 31(6): 2582-2598 **(17 pages)**.
- Henseler, J.; Ringle, C.M.; Sarstedt, M., (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *J. Acad. Mark. Sci.*, 43(1): 115-135 **(21 pages)**.
- Ho, V.T.; Astakhova, M.N., (2018). Disentangling passion and engagement: an examination of how and when passionate employees become engaged ones. *Hum. Relat.*, 71(7): 973-1000 **(28 pages)**.
- Ho, V.T.; Astakhova, M.N., (2020). The passion bug: how and when do leaders inspire work passion? *J. Organ. Behav.*, 41(5): 424-444 **(21 pages)**.
- Ho, V.T.; Kong, D.T.; Lee, C.H.; Dubreuil, P.; Forest, J., (2018). Promoting harmonious work passion among unmotivated employees: A two-nation investigation of the compensatory function of cooperative psychological climate. *J. Vocational Behav.*, 106: 112-125 **(14 pages)**.
- Jachimowicz, J.M.; Wihler, A.; Galinsky, A.D., (2022). My boss' passion matters as much as my own: the interpersonal dynamics of passion are a critical driver of performance evaluations. *J. Organ. Behav.*, 43(9): 1496-1515 **(20 pages)**.
- Kaiser, S.; Müller-Seitz, G.; Pereira Lopes, M.; Pina e Cunha, M., (2007). Weblog-technology as a trigger to elicit passion for knowledge. *Organ.*, 14(3): 391-412 **(22 pages)**.
- Khan, M.A.; Ismail, F.B.; Hussain, A.; Alghazali, B., (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *SAGE Open*, 10(1) **(16 pages)**.
- Khaola, P.; Rambe, P., (2021). The effects of transformational leadership on organisational citizenship behaviour: the role of organisational justice and affective commitment. *Manage. Res. Rev.*, 44(3): 381-398 **(18 pages)**.
- Kim, E.J.; Park, S., (2019). The role of transformational leadership in citizenship behavior. *Int. J. Manpower*, 40(7): 1347-1360 **(14 pages)**.
- Kirkman, B.L.; Chen, G.; Farh, J.L.; Chen, Z.X.; Lowe, K.B., (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Acad. Manage. J.*, 52: 744-764 **(21 pages)**.
- Kline, R.B., (2015). *Principles and practice of structural equation modeling*, Fourth Edition: Guilford publications.
- Koo, B.; Lee, E.S., (2022). The taming of machiavellians: differentiated transformational leadership effects on machiavellians' organizational commitment and citizenship behavior. *J. Bus. Ethics*, 178(1): 153-170 **(18 pages)**.
- Lalande, D.; Vallerand, R.J.; Lafrenière, M.A.K.; Verner-Filion, J.; Laurent, F.A.; Forest, J.; Paquet, Y., (2017). Obsessive Passion: A Compensatory Response to Unsatisfied Needs. *J. Person.*, 85(2): 163-178 **(16 pages)**.
- Le, B.P.; Lei, H.; Phouvang, S.; Than, T.S.; Nguyen, T.M.A.; Gong, J., (2018). Self-efficacy and optimism mediate the relationship between transformational leadership and knowledge sharing. *Social Behav. Person.: Int. J.*, 46(11): 1833-1846 **(14 pages)**.
- MacKenzie, S.B.; Podsakoff, P.M.; Rich, G.A., (2001). Transformational and transactional leadership and salesperson performance. *J. Acad. Mark. Sci.*, 29(2): 115-134 **(20 pages)**.
- Majeed, N.; Jamsheed, S., (2021). Heightening citizenship behaviours of academicians through transformational leadership: Evidence based interventions. *Qual. Quan.*, 55(2): 1-32 **(32 pages)**.
- Mubarak, N.; Khan, J.; Yasmin, R.; Osmadi, A., (2021). The impact of a proactive personality on innovative work behavior: the role of work engagement and transformational leadership. *Leadersh. Organ. Dev. J.*, 42(7): 989-1003 **(15 pages)**.

- Najmuldeen, H.A., (2021). The level of passion for knowledge among high school students while learning social studies in Saudi Arabia. *Asian J. Educ. Training*, 7(4): 216-225 **(10 pages)**.
- Organ, D.W., (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA, England: Lexington Books/D. C. Heath and Com.
- Pattnaik, S.C.; Sahoo, R., (2021). Transformational leadership and organizational citizenship behaviour: the role of job autonomy and supportive management. *Manage. Res. Rev.*, 44(10): 1409-1426 **(18 pages)**.
- Qalati, S.A.; Zafar, Z.; Fan, M.; Sánchez Limón, M.L.; Khaskheli, M.B., (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11): e11374 **(10 pages)**.
- Russell, J.A.; Gonzales, L.D.; Barkhoff, H., (2021). Demonstrating equitable and inclusive crisis leadership in higher education. *Kinesiology Rev.*, 10(4): 383-389 **(7 pages)**.
- Sattayaraksa, T.; Boon-itt, S., (2016). CEO transformational leadership and the new product development process. *Leadersh. Organ. Dev. J.*, 37(6): 730-749 **(20 pages)**.
- Scheepers, D.; Ellemers, N., (2019). Social identity theory. In K. Sassenberg & M. L. W. Vliek (Eds.), *Social psychology in action: evidence-based interventions from theory to practice* (pp. 129-143). Cham: Springer International Publishing.
- Selzer, R.A.; Robles, R., (2019). Every woman has a story to tell: experiential reflections on leadership in higher education. *J. Women Gender Higher Educ.*, 12(1): 106-124 **(19 pages)**.
- Son, T.T.; Phong, L.B.; Loan, B.T.T., (2020). Transformational leadership and knowledge sharing: determinants of firm's operational and financial performance. *SAGE Open*, 10(2) **(13 pages)**.
- Suhana, S.; Udin, U.; Suharnomo, S.; Mas'ud, F., (2019). Transformational leadership and innovative behavior: the mediating role of knowledge sharing in Indonesian private university. *Int. J. Higher Educ.*, 8(6): 15-25 **(11 pages)**.
- Sulistiyani, E.; Udin; Rahardja, E., (2018). Examining the effect of transformational leadership, extrinsic reward, and knowledge sharing on creative performance of Indonesian SMEs. *Qual. Access Success*, 19(167): 63-67 **(5 pages)**.
- Tajpour, M.; Moradi, F.; Jalali, S.E., (2018). Studying the influence of emotional intelligence on the organizational innovation. *Int. J. Hum Capital Urban Manage.*, 3(1): 45-52 **(8 pages)**.
- Tajpour, M.; Razavi, S., (2023). The effect of team performance on the internationalization of Digital Startups: the mediating role of entrepreneurship. *Int. J. Hum. Capital Urban Manage*, 8(1): 17-30 **(14 pages)**.
- Tian, H.; Iqbal, S.; Akhtar, S.; Qalati, S.A.; Anwar, F.; Khan, M.A.S., (2020). The impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. *Front. Psychol.*, 11 **(11 pages)**.
- Udin, U.; Dharma, R.D.; Dananjoyo, R.; Shaikh, M., (2023). The role of transformational leadership on employee performance through organizational learning culture and intrinsic work motivation. *Int. J. Sustainable Dev. Plann.*, 18(1): 237-246 **(10 pages)**.
- Udin, U.; Shaikh, M., (2022). Transformational leadership and innovative work behavior: testing the mediation role of knowledge sharing and work passion. *J. Din Manaje.*, 13(1): 146-160 **(15 pages)**.
- Udin, U.; Yuniawan, A., (2020). Psychological capital, personality traits of big-five, organizational citizenship behavior, and task performance: testing their relationships. *J. Asian Finance, Econ. Bus.*, 7(9), 781-790 **(10 pages)**.
- Vallerand, R.J.; Blanchard, C.; Mageau, G.A.; Koestner, R.; Ratelle, C.; Leonard, M.; Gagne, M.; Marsolais, J., (2003). Les passions de l'ame: on obsessive and harmonious passion. *J. Person. Social Psychol.*, 85(4): 756-767 **(12 pages)**.
- Wan, M.; Carlson, D.S.; Quade, M.J.; Kacmar, K.M., (2022). Does work passion influence prosocial behaviors at work and home? examining the underlying work-family mechanisms. *J. Organ. Behav.*, 43(9): 1516-1534 **(19 pages)**.
- Wei, L.; Vasudevan, H., (2022). Leadership style and company performance in the manufacturing industry. *Int. J. Hum. Capital Urban Manage.*, 7(3): 327-340 **(14 pages)**.
- Yuwono, H.; Eliyana, A.; Buchdadi, A.D.; Hamidah.; Jalil, N.I.A., (2023). Triple mediation of attitude to bridge transformational leadership on organizational citizenship behavior. *Plos one*, 18(2): e0281220 **(21 pages)**.
- Zhang, H.; Liu, Z.; Wang, Y., (2020). How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations. *Nonprofit Manage. Leadersh.*, 30(3): 467-485 **(19 pages)**.
- Zoghbi Manrique de Lara, P., (2008). Fairness, teachers' non-task behavior and alumni satisfaction. *J. Educ. Administration*, 46(4): 514-538 **(25 pages)**.
- Zoghbi Manrique de Lara, P.; Espino Rodríguez, T.F., (2007). Organizational anomie as moderator of the relationship between an unfavorable attitudinal environment and citizenship behavior (OCB). *Pers. Rev.*, 36(6): 843-866 **(24 pages)**.

COPYRIGHTS

©2023 The author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.



HOW TO CITE THIS ARTICLE

Udin, U., (2023). *Transformational leadership, knowledge-based work passion and organizational citizenship behavior: A survey dataset from public university*. *Int. J. Hum. Capital Urban Manage.*, 8(3): 391-402.

DOI: 10.22034/IJHCUM.2023.03.07

URL: https://www.ijhcum.net/article_702507.html

