

Articles

Transformational Leadership and Organizational Citizenship Behavior in Egypt: Roles of Organizational Commitment, Public Service Motivation, and Organizational Justice

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This study aims to examine the impact of transformational leadership (TL) on employees' organizational citizenship behavior (OCB). It further aims to examine the mediating effect of organizational commitment (OC), and the moderating effect of organizational justice (OJ) and public service motivation (PSM), as perceived by Nasser Social Bank employees, on the abovementioned relationship. Data were collected from a survey including 173 employees of Nasser Social Bank in Egypt. Correlation, simple regression, and multiple regression analysis were employed to analyze the collected data. The results indicated that Nasser Social Bank employees' OCB was affected by perceived TL. Second, OC mediated the relationship between TL and employees' OCB. Finally, OJ and PSM positively moderated the effect of TL on Nasser Social Bank employees' OCB. This study makes recommendations to enhance the employees' levels of OCB in an Egyptian context. Further discussions are presented.

This study aims to examine the impact of transformational leadership (TL) on employees' organizational citizenship behavior (OCB). It further aims to examine the mediating effect of organizational commitment (OC), and the moderating effect of organizational justice (OJ) and public service motivation (PSM), as perceived by Nasser Social Bank employees, on the abovementioned relationship. Data were collected from a survey including 173 employees of Nasser Social Bank in Egypt. Correlation, simple regression, and multiple regression analysis were employed to analyze the collected data. The results indicated that Nasser Social Bank employees' OCB was affected by perceived TL. Second, OC mediated the relationship between TL and employees' OCB. Finally, OJ and PSM positively moderated the effect of TL on Nasser Social Bank employees' OCB. This study makes recommendations to enhance the employees' levels of OCB in an Egyptian context. Further discussions are presented.

Transformational leadership has been emphasized with the expectation that it will be of significant help in promoting innovation, motivating workers, and improving performance (Camps & Rodríguez, 2011; Thamrin, 2012; Wang et al., 2011; Wright et al., 2012). Empirical evidence on the effectiveness of transformational leadership in public organizations has been accumulated (e.g., R. Sun & Henderson, 2017). Recently, as claims were raised that transformational leadership would have a positive effect on organizational

citizenship behavior (Choudhary et al., 2016), research on the relationship has gained attention in the public sector (Moon, 2016; Ritz et al., 2014; Zhang et al., 2020). However, to the best of our knowledge, not all mechanisms of how transformational leadership contributes to organizational citizenship behavior have been identified. As such, first we intend to uncover the mechanism of why and how transformational leadership contributes to organizational citizenship behavior.

This study also aims to determine methods to increase the levels of employees' organizational citizenship behavior (OCB) by investigating the direct impact of transformational leadership (TL) on OCB, the indirect effect of TL on OCB via organizational commitment (OC) as a mediator, and the role of both public service motivation (PSM) and organizational justice (OJ) as moderators in this relationship. Thus, this study attempts to answer the following research questions: (1) How does an employee's perception of their supervisor's TL relate to the dimensions of OCB? (2) How does an employee's perception of their supervisor's TL relate to their commitment to the organization (OC)? (3) How does OC mediate the relationship between TL and OCB? (4) How does OC relate to the dimensions of OCB? (5) How does perceived OJ affect the relationship between TL and OCB? And (6) How does PSM affect the relation between TL and OCB?

It is important for employees to possess adequate levels of OCB to ensure that each employee contributes to an optimum and does not restrict themselves only to the task description (Guiling et al., 2022; Qiu & Dooley, 2022). An employee with adequate levels of OCB further boosts the achievement of corporate objectives (Hermawan et al., 2020). Facilitating employees' adoption of OCB can contribute to enhancing organizational performance in various ways (e.g., Ridwan et al., 2020); some of these include: (a) improving coworker and manager productivity, (b) freeing up resources so that they can be used more efficiently, (c) decreasing the need to commit limited resources to solely maintenance functions, (d) organizing efforts both within and across working groups, (e) enhancing the capacity of the organization to recruit and retain talented staff, (f) enhancing the consistency of the organization's performance, and (g) enhancing the organization's environmental sustainability practices (P. M. Podsakoff et al., 2000). Organ et al. (2006) categorized the factors that affect OCB; these include: individual variations (e.g., Pletzer, 2021) such as experience, personality, and competencies; employee attitudes (e.g., H. J. Sun & Yoon, 2022) such as OC, organizational support, and job satisfaction; and, contextual variables (e.g., Zhao et al., 2021) such as work characteristics, work attitudes, and style of leadership (Göçen & Şen, 2021). According to Ostroff (1998), TL and OC are among few of the factors that influence the actions of employees in terms of organizational citizenship; TL and OC affect employees' performance. High and low levels of OCB and employee success in a corporation depend on whether or not the leadership style is TL and employees possess adequate levels of OC.

This study contributes to existing literature in two significant ways. The literature review highlights that various revisions and studies have explored the relationship between TL and OCB (Bass & Bass Bernard, 1985; Burns, 1978; Cavazotte et al., 2012; Irshad & Hashmi, 2014; Lian & Tui, 2012). In past studies conducted in public organizations, PSM has often been considered a significant independent variable rather than being examined as a moderator of OCB. Interestingly, several of these studies have indicated that OC serves as a mediator in the relationship between PSM and OCB. However, only a limited number of studies have investigated the relationship using a moderation and mediation model. In the current study, we propose OC as the mediator, and both OJ and PSM as moderators in the relationship between TL and OCB.

Additionally, to the best of our knowledge, only a few studies pertaining to the public banking sector have been conducted with regard to the abovementioned variables while there is no empirical study about the mediating and moderating mechanisms for Egyptian contexts. By reviewing the existing literature, it was found that TL has a positive and significant impact on OCB (Lian & Tui, 2012). The results of this study are in line with Saeed (2012), and Hamidi (2015).

Nasser Social Bank is the only bank of its kind in Egypt and the Middle East. The unique nature of Nasser Social Bank is due to the fact that it is the only bank that has been

established for social and not commercial purposes, and its target customers are from low and less than average income groups; therefore, it is not considered a commercial organization that practices good corporate profit. Previous studies conducted in Egyptian contexts have revealed the positive effects of PSM on OCB (Gould-Williams et al., 2013; Mostafa et al., 2015). Consequently, it was anticipated that public employees with high levels of PSM would actively contribute to achieving organizational goals. However, the reverse may not hold true. It's worth noting that previous research on Egyptian public sector contexts has primarily focused on areas such as public health and public education (Gould-Williams et al., 2013; Mostafa et al., 2015; Mousa et al., 2023).

In the contemporary era, concerns arose about a potential decline in OCB among officials in Egyptian social banks. This concern stemmed from several reasons. Firstly, the Egyptian government implemented measures critical to employees, including restrictions on increasing the number of employees in units affiliated with Nasser Bank to approximately 30% of the total workforce. Consequently, many employees rushed to demonstrate their eligibility for paid leave. Additionally, various indicators pointed to weak levels of OCB, such as high absenteeism rates and increasing complaints about management procedures related to promotions, performance evaluations, and dissatisfaction with administrative decisions. This situation highlighted the existing challenges regarding the OCB levels of Nasser Bank's employees. Consequently, the emergence of transformational leaders became essential to present a new vision and overcome this negative organizational atmosphere.

Concepts of Focal Constructs

TL

Burns (1978) defined leadership as leader actions that influence the actions of followers. Transformational leaders focus on the individual needs and personal development of followers. According to Bass (1985), transformational leaders encourage subordinates to do more than the expected. Bass (1985) asserted that transformational leaders can achieve this in several ways: first, by making subordinates aware of the importance and value of task goals; second, by making subordinates go beyond their own self-interest for the sake of the organization; and third, by making subordinates increase their self-efficacy.

Furthermore, TL emphasizes the importance of appreciating and valuing subordinates. Transformational leaders inspire positive emotions and achievement of followers. They are more concerned about the progress and development of employees. Transformational leaders are also concerned with employees' intrinsic motivation, values, and development. Consequently, followers feel trust, admiration, loyalty, and respect toward transformational leaders.

OCB

Katz and Kahn (1978) proposed the concept of "organizational citizenship," by pointing out three categories of behaviors that are necessary to increase the levels of orga-

nizational effectiveness. First, people should join and stay in the organization; second, they should perform the roles assigned to them dependably; third, they should engage in occasional innovative and helpful behaviors that are not required formally but which will help in achieving the organization's objectives. "Organizations want and need employees who will do those things that aren't in any job description. Evidence indicates that those organizations that have such employees outperform those that don't" (N. P. Podsakoff et al., 2009). Smith, Organ, and Near (1983) denoted OCB as the behavior that is not directly compensated by the formal organization's reward system.

OC

Maintaining employees' affection and inspiring their commitment to their organizations is a great concern evolving in human resource development (HRD) practice and organization development (OD). Currently, leaders in organizations are constantly being entrusted with the task to attract, develop, and retain talent with both the abilities and skills that helps organizations to sustain a competitive edge in the market. The modern environment of the new world, characterized by economic instability, dramatic changes, accelerated globalization, growing competition, and the rising mobile millennial generation, functions as the context and possible catalyst for this need of increased attention; consequently, both practitioners and academics emphasizes the significance of employee commitment (Fornes et al., 2008).

OJ

The word justice means "justice" or "fairness" in action or actions (Colquitt et al., 2001). In organizational environments, Greenberg (1987) first coined the term "OJ," that refers to employees' perceptions of the employer's fairness, and the effect of organizational policies and decisions on the actions of employees. The presumption that drives research on OJ is that expectations of fairness can favorably dispose workers toward their organizations. This definition has been empirically validated in a variety of studies. Specifically, equal treatment has been shown to have a major impact on individual employees' attitudes such as satisfaction and commitment; individual behaviors such as absenteeism and citizenship (Colquitt et al., 2001); and, individual job performance (Colquitt et al., 2001). Therefore, OJ has been considered as a fundamental necessity for the successful functioning of organizations; consequently, it is one of the most widely studied fields in the area of organizational behavior (Colquitt et al., 2001). The strong and consistent implications of OJ studies since the mid-1970s, when justice research started accelerating (Colquitt et al., 2001), has shown that fair practices fair procedures are related to the satisfaction of employees with unfavorable outcomes (Thibaut & Walker, 1975), OC, job satisfaction, efficiency, and citizenship and turnover (Colquitt et al., 2001).

PSM

Rainey and Steinbauer (1999) defined PSM as "A general altruistic motivation to serve the interests of a community of people, a state, a nation or humanity," while Perry and Hondeghem (2008) defined it as: "An individual's orientation to delivering services to people with a purpose to do good for others and society." The common aspect of these definitions is that they highlight the motive of public service as being concentrated on public domain contexts and actions that support society and are meant to be beneficial to others. It was defined in a broader way as "the motivational force that induces individuals to perform meaningful public, community and social service" (Brewer & Selden, 1998, p. 417). Moreover, Christensen and Wright (2011) found that American law students with a high level of PSM are more likely to pursue positions that are perceived as more service-oriented. In Denmark, Andersen et al. (2014) stated that students showed better academic performance, which was reflected in improved examination marks, when they were taught by teachers with higher levels of PSM.

Hypothesis Development Mediation Mechanisms

Researchers have paid substantial attention to TL because of its significant effect on some organizational outcomes. Bass (1985) asserted that transformational leaders are able to bring about enormous changes in organizations. The relationship between TL and the followers' behaviors was found to be positive and has been well documented in the literature (Camps & Rodríguez, 2011).

Paine and Organ (2000) described that leaders can play an important part in boosting employees' OCB. According to Bryant (2003), transformational leaders develop an environment which is favorable to creation, sharing, and exploration of knowledge. Through the traits of inspirational motivation and individualized attention, transformational leaders develop willingness in employees to exhibit citizenship behaviors. Transformational leaders heighten the citizenship behavior of followers through inspiring and motivating them to execute extra effort. In a study by Choudhary, Kumar, and Philip (2016) on effects of TL on followers' OCB, data of a sample comprising 142 teaching professionals working in China, India, and Australia were collected. The findings revealed significant association between TL and OCB in China and Australia; however, there was only a partial association between TL and OCB in India.

According to Bass (1985), as role models for subordinates, charismatic leaders reinforce the image of competence, promote shared values and vision, inspire emotion, and enhance enthusiasm among subordinates. Bass (1985) asserted that charismatic leaders have unique traits: they have high self-confidence and self-esteem. This influence enables leaders to obtain full commitment and extra effort from followers. Thus, it is clear how idealized influence of the leader is connected to the citizenship behavior of the employees by leaders being a role model to their followers. Owen et al. (2004) claimed that inspirational motivation, as a part of TL, is based on the leader behavior, such

as how they motivate their followers, generate enthusiasm, and model the expected behavior. It was noted that transformational leaders include followers in the decision-making process and encourage them to develop new ideas and creative solutions when facing problems. Thus, including followers in the decision-making process leads to an increase in their civic virtue rate, which is considered one of the dimensions of the OCB. Bass et al. (2003) noted that leaders who focus on individualized consideration personally help their subordinates, support them, and empower their followers to enhance their skills. Such leaders develop new learning opportunities and facilitate followers' reaching higher levels of potential. Through this practice, leaders not only develop followers into becoming leaders, but also exhibit a good example of altruism, which is a dimension of the OCB that organizations wish employees should adopt. A previous empirical study found that transformational leadership is positively associated with organizational citizenship behavior in the US (Moon, 2016). Also, other studies found that transformational leadership significantly contributed to OCB in China (Zhang et al., 2020) and Australia (Choudhary et al., 2016). Consequently, this study formulated the following hypothesis:

H1: Perceived TL is positively correlated with OCB.

Camps and Rodríguez (2011) investigated the relationship between TL behavior and employees' individual performance. The sample comprised 795 faculty members from 75 university departments in Costa Rica. The study found that there is a positive relationship between TL behavior of the leader and workers' perceived self-employability. Those who work under transformational leaders have high self-perception of their employability and stay committed to their employers who have trusted and invested in them. This increased OC leads to higher employee performance (Camps & Rodríguez, 2011).

An impressive number of studies have provided empirical evidence that leadership style is an antecedent of OC. Past research using a variety of leadership and commitment measures in various settings consistently showed a positive association between leadership style and OC. For example, Yousef (2000) examined the relationships between leadership behavior and OC in 50 major organizations in the UAE. The sample comprised 430 employees. The study found significant positive relationships between leadership behavior and OC. Employees are highly committed to their organizations, more satisfied with their jobs, and produce higher job performance when they work under leaders who adopt consultative or participative leadership behavior (Yousef, 2000).

A similar study by Yiing and Ahmad (2009) produced empirical evidence that leadership behaviors were positively related to OC. The leadership behavior questionnaire (LBDQ) and Affective Commitment Scale developed by Allen and Meyer (1990) were administered to 238 employees from various career backgrounds in Malaysia. It was found that employees are highly committed and highly involved in their organization when their leaders adopt directive, participative, and supportive leadership behaviors.

According to Popper, Ori, and Ury (1992), the defining characteristic of transformational leaders is their ability to secure subordinates' commitment toward organizational goals. A transformational leader generates meaning in otherwise mundane activities; this meaning inspires subordinates' commitment toward organizational goals. A transformational leader translates subordinates' motivation to commitment and their commitment into extraordinary performance. Consistent with this reasoning, several studies have linked TL with OC (Tseng & Kang, 2008).

The direct relationships between TL and follower OC have been well supported by empirical and meta-analytic findings (Wang et al., 2011). Moreover, such OC has been found to be influential in translating TL into positive work outcomes among employees (Thamrin, 2012). For instance, Han, Seo, and Yoon (2016) studied the mediating effects of variables on TL, in relation to knowledge sharing intention. The researchers noted that the concept of knowledge sharing, or the way that an organization's knowledge assets are distributed and disseminated, is attracting academics' attention increasingly. The mediating effects of variables such as psychological empowerment and OC were examined. The participants selected for the study were full-time employees of Korean conglomerates. The participants completed a questionnaire that was a combination of the Multifactor Leadership Questionnaire; Spreitzer's (1995) psychological empowerment scale; Meyer, Allen, and Smith's (1995) OC scale; and, a modified scale that measured knowledge sharing intention. The researchers concluded that OC was a mediator in the relationship between TL and knowledge sharing intention.

In a study of 337 managers aged 26–45 from Hong Kong and Australia, Lok and Crawford (2004) found that leadership styles are important antecedents of OC. The results revealed that consideration leadership style positively influences the level of employees' OC.

Dale and Fox (2008) studied OC of employees of a large manufacturing corporation located in the Midwest in the US. The study encompassed 147 full-time employees; their ages ranged from 21 to 59 years. The study found that leadership styles (initiating structure and consideration) were positive predictors of OC. Consequently, this study formulated the following hypothesis:

H2: Perceived TL is positively correlated with OC.

Güven Özden (2012) showed that the concept of OC includes the confidence in and acceptance of the aim, objective, and values of the organization; the will to make more effort than required for the organization; and, the importance of the identification with the objectives of the stakeholders of the organization, and the internalization of its values to continue being a member of that organization.

Caldwell et al. (1990) found that OC is associated with employee motivation. Employees' engagement is observed by their actions, or extraordinary behavior within the organization, such as their agreement to work after hours. Lee et al. (2000) supported the importance of occupational engagement to strengthen various aspects of organizational behavior. Other studies have established the link between organizational behavior and demonstrations of OCB (Mor-

rierson, 1994; Shore & Wayne, 1993; Whiting & Christensen, 2009).

According to Koning and Van Kleef (2015), OC is one of the major factors apart from job satisfaction, perceived fairness, and leader support that influences and contributes to the willingness of employees to perform OCB. Alqhaiwi and Luu (2023) discovered that public employees' engagement in the job role for their organizations contributed to OCB in Jordan's municipality context. Other researchers who also studied the relation between OC and OCB include Zeinabadi (2010). His study in the Iranian context found a positive relationship between OC and OCB. Further, Aguiar-Quintana et. al (2020) stated that there is a positive correlation between OC and OCBs. Consequently, this study formulated the following hypothesis:

H3: OC is positively correlated with OCB.

A number of studies support that employees' attitudes (OC) toward their organization have significant impact on their citizenship behaviors (Morrison, 1994; Shore & Wayne, 1993). Similarly, scholars have studied the impact of TL style and other leadership styles on employees' attitudes (OC) (Tseng & Kang, 2008). Moreover, such OC has been found to be influential in translating TL into positive work outcomes among employees (Thamrin, 2012). Therefore, this study attempted to verify the hypothesis that TL styles may have an indirect relationship with OCB through OC as a mediating variable, and proposed the following:

H4: OC mediates the relationship between TL and OCB.

Moderation Mechanisms

This study employed two moderating factors – OJ and PSM – that can reinforce the relationship between TL and OCB because of several reasons. First, in order to serve as a moderating variable, the potential moderating variable must be a contextual factor that theoretically has no significant correlation with the independent variable while they should be able to have a significant impact on the dependent variable (Hayes, 2013). As such, OJ is an external factor at the organizational level that has little to do with transformational leadership. PSM is a concept related to an individual's disposition and personality that does not change easily (Han, 2018; Kim et al., 2019; James L. Perry & Wise, 1990). Accordingly, it is unlikely that PSM will be easily changed by transformational leadership, that is, theoretically, there does not seem to be a significant relationship between the two factors. Therefore, we set OJ and PSM as external contextual factors in the relationship between TL and OCB wherein TL will have different effects on OCB depending on OJ and PSM levels.

Moorman stated that, "OCB appears to be a reasonable and likely way in which an employee can exchange the social rewards brought on by perceptions of fairness" (1993). Thus, an individual who believes that they have been treated fairly, yet who recognizes an inequity between their inputs and organizational fairness outcomes in relation to others will alter their extra-role and discretionary behaviors in an effort to reduce this dissonance. In such a case, they would be expected to respond to this fairness with positive, extra-role behavioral inputs. Alexander and Ru-

derman (1987) proved the relationship between perceived OJ and employee satisfaction. Thus, it can be hypothesized that OCB will be negatively affected by the employee's perceptions of unfair treatment. Therefore, the lack of OJ may decrease the desired outcomes of employees' citizenship. Consequently, this study formulated the following hypothesis:

H5: The relationship between TL perceptions and OCB is moderated by perceived OJ. People with a high level of perceived OJ are more likely to display evidence of a positive relationship between TL perceptions and OCB than people with a low level of perceived OJ.

It is necessary to not neglect the effect of PSM when we attempt to study the relationship between TL and OCB for two reasons: first, Nasser Social Bank is a public institution; therefore, this study is conducted in the public context. Second, upon in-depth investigation, it is revealed that there exist some similarities between the concept of PSM and OCB.

PSM is defined by Perry and Wise (1990) as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations." PSM can be characterized as a reliance on intrinsic rewards over extrinsic rewards. Intrinsic rewards are derived from the satisfaction an individual receives from performing a task. Public sector employees place a higher value on helping others, serving society and the public interest, and performing work that is worthwhile to society (Crewson, 1997). Perry (1996) identified a multi-dimensional scale to measure PSM; this scale has four components: attraction to policymaking, commitment to public interest, compassion, and self-sacrifice.

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). OCBs are demonstrated in helping others (altruism), having the consciousness that pushes an employee to go beyond the minimum job requirements, and possessing civic virtue that engages the employee in the political life of their organization. Further, possessing sportsmanship makes an employee a more positive person, and possessing courtesy leads to employees treating other coworkers, subordinates, supervisors in a polite manner.

Therefore, it is observed that the desire of helping others, compassion, and self-sacrifice are components of PSM that may intersect with the notion of OCB in terms of altruism, sportsmanship, consciousness, which may affect the relationship between TL and OCB. Previous empirical studies on the Egyptian public sector also found that PSM positively affect OCB (Gould-Williams et al., 2013; Mostafa et al., 2015). Consequently, this study hypothesizes the following:

H6: The relationship between TL perceptions and OCB is moderated by PSM. People with a high level of PSM are more likely to display evidence of a positive relationship between TL perceptions and OCB than people with a low level of PSM.

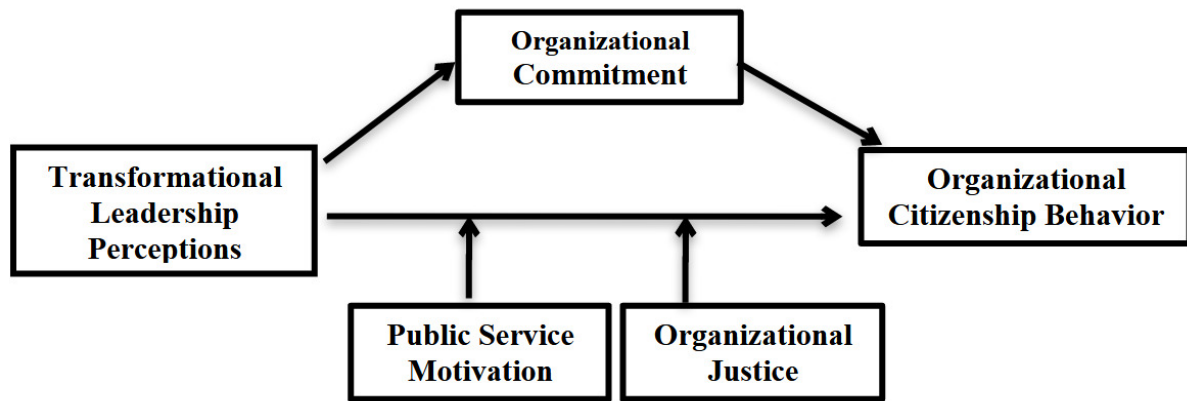


Figure 1. Conceptual Framework

Methodology

Measurements

TL was measured by using the 36-item Multifactor Leadership Questionnaire Form 5x-Short (MLQ). The MLQ assesses nine subscales of leadership that identify three leadership styles: transformational, transactional, and laissez-faire. Among these, this study focused on TL. Measurement items included: seeks differing perspectives when solving problems; talks optimistically about the future; instills pride in others for being associated with them; treats others as individuals rather than just as a member of a group; talks enthusiastically about what needs to be accomplished; goes beyond self-interest for the good of the group; considers an individual as having different needs, abilities, and aspirations from others; acts in ways that build others' respect for them; expresses confidence that goals will be achieved; spends time teaching and coaching; gets others to look at problems from different angles; and, suggests new ways of looking at how to complete assignments.

In this study, followers' OCB was measured by using the 24-item OCB Scale created by Podsakoff and colleagues. Measurement items utilized in this study included: I help others who have heavy workloads; I consume a lot of time complaining about trivial matters; I try to avoid creating problems for coworkers; I attend functions that are not required, but help the company image; my attendance at work is above the norm; I willingly help others who have work-related problems; I attend meetings that are not mandatory, but are considered important; I consider the impact of my actions on coworkers; I help others who have been absent; I always focus on what's wrong, rather than focusing on the positive; I am one of the most conscientious people in this organization; I take steps to prevent problems with other coworkers; I read and keep up with organization's announcements, memos, and so on; I always find fault with what the organization is doing; and, I do not take extra breaks.

Allen and Meyer's OC Scale (1996) has been utilized to measure Nasser Social Bank employees' commitment in this study. Measurement items utilized in this study included: I do not believe that a person must always be loyal

to their organization; I would be very happy to spend the rest of my career with this organization; One of the major reasons I continue to work for this organization is that I believe that loyalty is important and that I subsequently feel a sense of moral obligation to remain; It would be very hard for me to leave my organization right now, even if I wanted to; If I got another offer for a better job elsewhere I would not feel it was right to leave my organization; I really feel as if this organization's problems are my own; right now, staying with my organization is a matter of necessity as much as desire; One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I enjoy here; and, I think that I could easily become as attached to another organization as I am to this organization.

Scales employed by Thibaut and Walker (1975) have been utilized in this study to measure Nasser Social Bank employees' perceived justice. Measurement items included: I am able to express my views and feelings about my organization's procedures; my supervisor is candid in their communications with me; the evaluation of my performance provides a good assessment of the effort I have put into my work; my supervisor treats me with dignity; my supervisor explains procedures thoroughly; the procedures used in my organization are free of bias; my supervisor treats me with respect; the procedures used in my organization are based on accurate information; my supervisor refrains from improper remarks or comments; my supervisor communicates details in a timely manner; the evaluation of my performance assesses what I have contributed to the organization; and, my performance evaluation is justified, given my performance.

PSM is measured by a questionnaire developed by Perry (1996). Measurement items utilized in this study included: I respect public officials who can transform a good idea into law; I do not believe that the government can do much to make society fairer; I unselfishly contribute to my community; serving citizens would give me a good feeling even if no one paid me for it; ethical behavior of public officials is as important as competence; I feel people should give back to society more than they get from it; it is difficult for me to

contain my feelings when I see people in distress; I would prefer seeing public officials do what is best for the whole community even if it harmed my interests; I seldom think about the welfare of people whom I do not know personally; and, I am willing to use every ounce of my energy to make the world a more just place.

Data Collection

Nasser Social Bank was established as a public authority under the Republican Decree of Law No. 66 of 1971 with a capital of 1.2 million pounds as the first social-economic entity in Egypt and the Middle East. The capital developed until it reached 2.5 billion pounds. It became operational with the opening of its first branch, the Cairo branch, on 25 July 1972. Subsequently, the bank continued to expand; currently, there are 94 branches of the bank spread throughout Egypt.

As mentioned earlier, Nasser Social Bank is the only bank of its kind in Egypt and the Middle East. The unique nature of Nasser Social Bank is due to the fact that it is the only bank established for social and not commercial purposes, and its target customers are from low and less than average income groups. Therefore, it is not considered a commercial organization that practices good corporate social responsibility. Instead, it is a social bank that was established for achieving social purposes.

During the COVID-19 pandemic and the crisis in Egypt, the Egyptian government decided to implement measures to reduce the spread of the pandemic and limit the possibility of employees in the bank being exposed to the risk of getting infected. Some of these measures included: granting permission for workers with chronic diseases to obtain paid leave, and restricting the increase the number of employees in the units affiliated to Nasser Bank to approximately 30% of the total number of employees. This led to the occurrence of a phenomenon that highlighted the weak levels of OCB of Nasser Social Bank's employees as many employees raced to prove that they were entitled to paid leave despite not suffering from chronic diseases. Additionally, there exist other indicators such as high absentee rates and increasing complaints about management procedures regarding promotions, performance evaluation, and dissatisfaction against administrative decisions. Therefore, it is important to study the potential reasons for increasing Nasser Social Bank employees' OCB to guarantee the continuity of the bank to perform social activities and its expansion and development; this will be reflected in the prosperity of the Egyptian people, specifically, that of the poor and low-income groups. The study population numbered approximately 2000 employees who represent the total number of employees who continue to be in service in Nasser Social Bank. These 2,000 employees were distributed over the headquarters and 93 branches. This study targeted 200 employees via random sampling, who are working within different branches of Nasser Social Bank in Egypt. An online survey was designed for the purpose of data collection, and the survey link was published in an official Facebook group that comprised only Nasser Social Bank employees. A total of 179 responses were recorded; As six responses

were excluded, data of 173 responses were used for statistical analysis.

Statistical Techniques and Common Method Bias

The model employed in this study is intricate, as it incorporates two moderating and one mediating variable. Most recent studies typically validate their models using Structural Equation Modeling (SEM). However, in our case, mediation and moderation regression analysis instead of SEM was used. The reason for this choice is that our moderating variables were assessed using Likert scales, providing continuous values, as opposed to dummy or nominal values. Furthermore, our sample size didn't meet the requirements for SEM.

As all major variables were measured simultaneously in a single survey, there was a potential for Common Method Bias (CMB) issues that could potentially distort our results. To evaluate the seriousness of this potential bias, we employed two recommended approaches, as outlined by Podsakoff et al. (2003). Firstly, we conducted Harman's single-factor test, which revealed that the total variance explained by a single factor did not exceed 50%. Secondly, a one-factor model for confirmatory factor analysis failed to meet the model fit criteria, including GFI, TLI, CFI, and RMSEA. Consequently, we concluded that CMB did not pose a critical threat to the integrity of our results.

Results

Demographic characteristics of the respondents are presented in [Table 1](#). The sample predominantly comprised males ($n = 116$, 67%), followed by females ($n = 57$, 33%); this ratio is similar to the employee gender ratio of Nasser Social Bank. Of the respondents, most had 1–5 years of experience ($n = 46$, 37%), which indicates that the majority of the working force of Nasser Social Bank are recent recruits. Cairo was the most frequently observed category regarding job location ($n = 81$, 47%); this is in line with the actual situation considering the fact that Cairo is the capital of Egypt and it contains the headquarter and 10 other branches. The most frequently observed category regarding the respondents' job profile was an operational job ($n = 126$, 73%); this is consistent with the actual situation because it is common for the number of employees who work in daily operations to be more than those who supervise and manage them. Most respondents were aged between the age category of 32–40 ($n = 66$, 38%). Of the respondents, the majority worked in branches ($n = 110$, 64%). Regarding the category of the job's boss, unit manager was the most frequently observed category ($n = 67$, 39%).

The Cronbach's alpha coefficient was evaluated by using the guidelines suggested by George and Mallery (2018) where $> .9$ excellent, $> .8$ good, $> .7$ acceptable, $> .6$ questionable, $> .5$ poor, and $\leq .5$ unacceptable. The Cronbach's alpha coefficient was calculated for all variables. [Table 2](#) presents the results of the reliability analysis; the results indicate good reliability of the measures.

Pearson correlation analysis was conducted among TL, OCB, OC, OJ, and PSM.

Table 1. Demographic characteristics

| Variable | n | % |
|------------------------|-----|-------|
| Gender | | |
| Female | 57 | 32.95 |
| Male | 116 | 67.05 |
| Years of experience | | |
| > 1 - 5 | 46 | 36.99 |
| > 5 - 10 | 41 | 23.70 |
| > 10 - 15 | 44 | 25.43 |
| > 15 - 20 | 10 | 5.78 |
| > 20 - 25 | 12 | 6.94 |
| > 25 | 2 | 1.16 |
| Job Location | | |
| Upper Egypt | 22 | 12.72 |
| Qanal | 24 | 13.87 |
| Delta | 46 | 26.59 |
| Cairo | 81 | 46.82 |
| Managerial Operational | | |
| Managerial | 47 | 27.17 |
| Operational | 126 | 72.83 |
| Age | | |
| 20 - 25 | 25 | 14.45 |
| > 25 - 32 | 53 | 30.64 |
| > 32 - 40 | 66 | 38.15 |
| > 40 - 47 | 19 | 10.98 |
| > 47 - 55 | 8 | 4.62 |
| > 55 | 2 | 1.16 |
| HQ/ Branches | | |
| Headquarter | 63 | 36.42 |
| Branches | 110 | 63.58 |
| Job of the Boss | | |
| Supervisor | 26 | 15.03 |
| Unit manager assistant | 34 | 19.65 |
| Unit manager | 67 | 38.73 |
| General manager | 33 | 19.08 |
| Sector Head | 13 | 7.51 |

Table 2. Reliability results

| Scale | Number of Items | α |
|-------|-----------------|----------|
| TL | 12 | 0.94 |
| OCB | 15 | 0.86 |
| OC | 9 | 0.62 |
| OJ | 12 | 0.95 |
| PSM | 10 | 0.84 |

Cohen's standard was used to evaluate the strength of the relationships, where coefficients between .10 and .29 represent a small effect size, coefficients between .30 and .49 represent a moderate effect size, and coefficients above .50 indicate a large effect size (Cohen, 1988).

Table 3. Correlation

| Combination | r_p | p |
|-------------|-------|--------|
| TL-OCB | 0.53 | < .001 |
| TL-OC | 0.44 | < .001 |
| TL-PSM | 0.47 | < .001 |
| TL-OJ | 0.85 | < .001 |
| OC-OCB | 0.68 | < .001 |
| PSM - OCB | 0.80 | < .001 |
| PSM - OC | 0.60 | < .001 |
| OJ- OCB | 0.70 | < .001 |
| OJ-OC | 0.61 | < .001 |
| OJ- PSM | 0.65 | < .001 |

Mediation Analysis

Mediation analysis was conducted to assess whether OC mediated the relationship between TL and OCB. To determine whether the abovementioned mediating relationship was supported by the data, three regressions were conducted. For the mediation to be supported, four conditions must be met: 1) the independent variable must be related to the dependent variable, 2) the independent variable must be related to the mediator variable, 3) the mediator must be related to the dependent variable while in the presence of the independent variable, and 4) the independent variable should no longer be a significant predictor of the dependent variable in the presence of the mediator variable (Baron & Kenny, 1986). In this analysis, the independent variable was TL, the mediator was OC, and the dependent variable was OCB.

Variance inflation factors (VIFs) were calculated to detect the presence of multicollinearity between predictors. High VIFs indicate increased effects of multicollinearity in the model. VIFs greater than 5 are cause for concern, whereas VIFs equivalent to 10 should be considered the maximum upper limit (Menard, 2009). All predictors in the regression model had VIFs less than 10; the VIF values for TL, and OC were 1.23

The regressions were examined based on an alpha value of 0.05. First, the regression with TL predicting OCB was conducted. The regression of OCB on TL was significant, $p < .001$. The results showed that TL was a significant predictor of OCB, $B = 0.33$, indicating that the first criterion for mediation was satisfied. Second, the regression with TL predicting OC was conducted. The regression of OC on TL was significant, $p < .001$. The results showed that TL was a significant predictor of OC, $B = 0.26$, indicating that the second criterion for mediation was satisfied. Subsequently, the regression with TL and OC predicting OCB was conducted. The regression of OCB on TL and OC was significant, $p < .001$, suggesting that TL and OC accounted for a significant amount of variance in OCB. The individual predictors were examined further. The results showed that OC was a significant predictor of OCB when TL was included in the model, $B = 0.58$, indicating that the third criterion for mediation was satisfied. The results showed that TL was a significant

predictor of OCB when OC was included in the model, $B = 0.18$, indicating that the fourth criterion for mediation was not satisfied. As conditions 1, 2, and 3 were met, while condition 4 was not, partial mediation is supported. However, the results indicated that when OC was included in the TL - OCB interaction model, regression coefficient of TL was reduced (from $p < 0.05$ $B = 0.33$ to $B = 0.18$, $p < 0.05$). Additionally, the variance accounted by the mediated model ($R^2 = 0.53$, $p < 0.05$) was higher than the direct model ($R^2 = 0.28$, $p < 0.05$). This demonstrated that OC mediated the relationship between TL and OCB. The results of the mediation are presented in [Table 4](#).

Therefore, based on these explanations, the following hypotheses are supported:

H1: Perceived TL is positively correlated with OCB.

H2: Perceived TL is positively correlated with OC.

H3: OC is positively correlated with OCB.

H4: OC mediates the relationship between TL and OCB.

Moderation Analysis

Moderation analysis with OCB predicting TL moderated by OJ

Moderation analysis was conducted to assess whether OJ moderated the relationship between TL and OCB. Mean centering was used for TL and OJ. In the first step, a simple effects model was created by using linear regression, with OCB as the outcome variable and TL as the predictor variable. In the second step, a non-interaction model was created by adding OJ to the predictor in the linear model in step 1 (simple effects model). In the third step, an interaction model was created by adding the interaction between TL and OJ to the predictors in the linear model in step 2 (non-interaction model).

Variance Inflation Factors (VIFs) were calculated to discover the presence of multicollinearity between predictors in the step 3 model (interaction model). According to Menard (2009), high VIFs reflect increased effects of multicollinearity in the model. VIFs greater than 5 are cause for concern, whereas VIFs equivalent to 10 should be considered the maximum upper limit. All predictors in the regres-

Table 4. Mediation results for OCB predicting TL mediated by OC

| Dependent | Independent | B | p | R ² |
|---------------|-------------|------|--------|----------------|
| Regression 1: | | | | |
| OCB | TL | 0.33 | < .001 | 0.28 |
| | Experience | 0.27 | .144 | |
| | Age | 0.11 | .165 | |
| Regression 2: | | | | |
| OC | TL | 0.26 | < .001 | 0.36 |
| | Experience | 0.12 | .251 | |
| | Age | 0.23 | .323 | |
| Regression 3: | | | | |
| OCB | TL | 0.18 | < .001 | 0.53 |
| | OC | 0.58 | < .001 | |
| | Experience | 0.17 | .059 | |
| | Age | 0.23 | .085 | |

sion model had VIFs less than 10. The VIF for TL VIF was 3.59, 3.67 for OJ VIF, and 1.06 for TL VIF: OJ VIF.

For the moderation to be supported, two conditions must be met. First, the causal predictor variable, TL, must significantly predict OCB in the simple effects model (step 1). Second, the interaction model (step 3) must explain significantly more variance of OCB than the non-interaction model (step 2). If either of these conditions are not met, moderation is not supported. These regressions were examined based on an alpha value of 0.05. TL significantly predicted OCB, $B = 0.33$, $t(171) = 8.20$, $p < .001$. Therefore, the first condition was met, and the second condition was assessed. The partial F-test, $F(1,169) = 5.88$, $p = .016$, indicated that the interaction model explained significantly more variance of OCB compared to the non-interaction model based on an alpha value of 0.05. Therefore, the second condition was met. As TL significantly predicted OCB in the simple effects model (condition 1) and the interaction model explained significantly more variance of OCB than the non-interaction model (condition 2), moderation was supported. The results of the simple, non-interaction, and interaction models are presented in [Table 5](#). [Table 6](#) presents a comparison of the non-interaction and interaction models. OJ significantly moderated the effect TL had on OCB based on an alpha value of 0.05, $B = 0.07$, $t(169) = 2.43$, $p = .016$. This indicated that on average, a one-unit increase of OJ caused a 0.07 increase in the slope of OCB on TL. To visualize the moderation analysis, [Figure 2](#) depicts the regression lines for OCB predicted by TL for high and low categories of OJ. Therefore, based on these explanations, the following hypothesis is supported:

H5: The relationship between TL perceptions and OCB is moderated by perceived OJ. People with a high level of perceived OJ are more likely to display evidence of a positive relationship between TL perceptions and OCB than people with a low level of perceived OJ.

Moderation Analysis with OCB predicting TL moderated by PSM

Moderation analysis was conducted to assess whether PSM moderated the relationship between TL and OCB. Mean centering was used for TL and OJ. In the first step, a simple effects model was created by using linear regression, with OCB as the outcome variable and TL as the predictor variable. In the second step, a non-interaction model was created by adding PSM to the predictor in the linear model in step 1 (simple effects model). In the third step, an interaction model was created by adding the interaction between TL and PSM to the predictors in the linear model in step 2 (non-interaction model).

Variance Inflation Factors (VIFs) were calculated to discover the presence of multicollinearity between predictors in the step 3 model (interaction model). According to Menard (2009), high VIFs reflect increased effects of multicollinearity in the model. VIFs greater than 5 are a cause for concern, whereas VIFs equivalent to 10 should be considered the maximum upper limit. All predictors in the regression model had VIFs less than 10. The VIF for TL VIF was 1.44, 1.65 for PSM VIF, and 1.29 for TL VIF: PSM VIF.

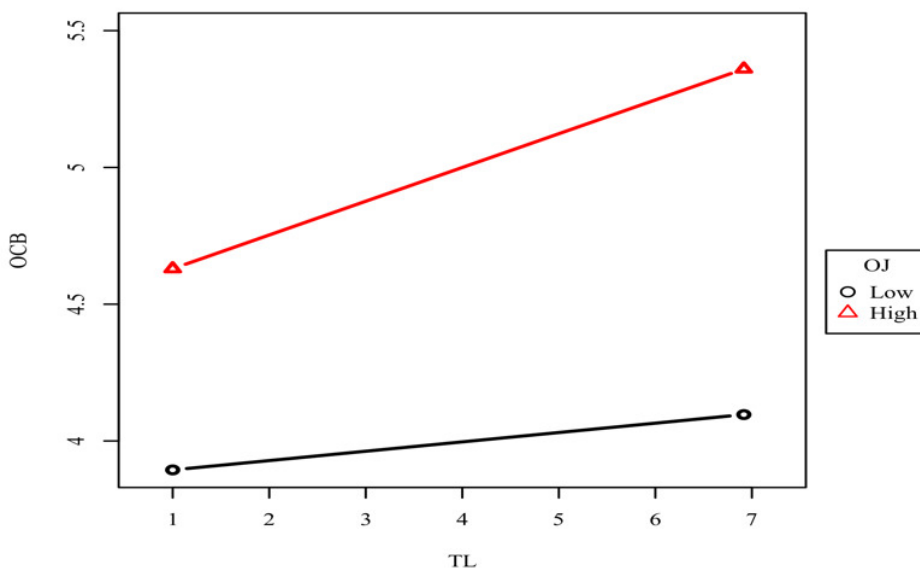
In order for the moderation to be supported, two conditions must be met (Netemeyer et al., 2001). First, the causal predictor variable, TL, must significantly predict OCB in the simple effects model (step 1). Second, the interaction model (step 3) must explain significantly more variance of OCB than the non-interaction model (step 2). If either of these conditions is not met, moderation is not supported. These regressions were examined based on an alpha value of 0.05. TL significantly predicted OCB, $B = 0.33$, $t(171) = 8.20$, $p < .001$. Therefore, the first condition was met, and the second condition was assessed. The partial F-test, $F(1,169) = 4.18$, $p = .043$, indicated that the interaction model explained significantly more variance of OCB as compared to the non-interaction model based on an alpha value of 0.05. Therefore, the second condition was met. As TL significantly predicted OCB in the simple effects

Table 5. Moderation Analysis Table: OCB Predicted by TL Moderated by OJ

| Predictor | B | p |
|-------------------------------|-------|--------|
| Step 1: Simple Effects Model | | |
| (Intercept) | 3.13 | < .001 |
| TL | 0.33 | < .001 |
| Experience | 0.26 | .049 |
| Age | 0.07 | .009 |
| Step 2: Non-Interaction Model | | |
| (Intercept) | 2.52 | < .001 |
| TL | -0.13 | .040 |
| OJ | 0.55 | < .001 |
| Experience | 0.33 | .213 |
| Age | 0.21 | .110 |
| Step 3: Interaction Model | | |
| (Intercept) | 4.42 | < .001 |
| TL | -0.14 | .031 |
| OJ | 0.57 | < .001 |
| TL: OJ | 0.07 | .016 |
| Experience | 0.08 | .109 |
| Age | 0.12 | .087 |

Table 6. Linear Model Comparison Table between the Non-Interaction and Interaction Model

| Model | R2 | F | df | p |
|-----------------|-------|------|----|------|
| Non-Interaction | 0.497 | | | |
| Interaction | 0.514 | 5.88 | 1 | .016 |

**Figure 2. Regression lines for OCB predicted by TL for the High and Low categories of OJ**

model (condition 1) and the interaction model explained significantly more variance of OCB than the non-interaction model (condition 2), moderation was supported. The

results of the simple, non-interaction, and interaction models are presented in [Table 7](#); [Table 8](#) presents a comparison of the non-interaction and interaction models. PSM

Table 7. Moderation Analysis Table with OCB Predicted by TL Moderated by PSM

| Predictor | B | p |
|-------------------------------|------|--------|
| Step 1: Simple Effects Model | | |
| (Intercept) | 3.13 | < .001 |
| TL | 0.33 | < .001 |
| Experience | 0.04 | .642 |
| Age | 0.27 | .031 |
| Step 2: Non-Interaction Model | | |
| (Intercept) | 0.48 | .035 |
| TL | 0.12 | < .001 |
| PSM | 0.72 | < .001 |
| Experience | 0.19 | .345 |
| Age | 0.03 | .254 |
| Step 3: Interaction Model | | |
| (Intercept) | 4.52 | < .001 |
| TL | 0.10 | .002 |
| PSM | 0.78 | < .001 |
| TL:PSM | 0.09 | .043 |
| Experience | 0.14 | .243 |
| Age | 0.05 | .138 |

Table 8. Linear Model Comparison Table between the Non-Interaction and Interaction Model

| Model | R ² | F | df | p |
|-----------------|----------------|------|----|------|
| Non-Interaction | 0.668 | | | |
| Interaction | 0.676 | 4.18 | 1 | .043 |

significantly moderated the effect TL had on OCB based on an alpha value of 0.05, $B = 0.09$, $t(169) = 2.04$, $p = .043$. This indicates that on average, a one-unit increase of PSM will cause a 0.09 increase in the slope of OCB on TL. Regarding visualizing the moderation analysis, [Figure 3](#) shows the regression lines for OCB predicted by TL for the high and low categories of PSM.

Therefore, based on these explanations, the following hypothesis is supported:

H6: The relationship between TL perceptions and OCB is moderated by PSM. People with a high level of PSM are more likely to display evidence of a positive relationship between TL perceptions and OCB than people with a low level of PSM.

Discussion and Conclusion

This study explored a theoretical framework of why and how TL contributes to OCB. The framework consists of mechanisms that TL can lead to OCB but more achieve OCB when improving the OC of public employees as well as when they perceive higher OJ and higher PSM. Namely, this study attempted to test the direct effect of TL on OCB; the indirect effect of TL on OCB by examining the mediating role of OC; the moderating role of OJ and PSM on the relationship between TL and OCB. This exploratory study on the framework was conducted against the backdrop of

an Egyptian social bank because of a necessity of considering regional diversity and situational relevance against the backdrop of an Egyptian social bank.

The outcomes of the study confirmed that TL style is positively associated with OCB of Nasser Social Bank employees. Based on the regression analysis, all hypotheses were supported. It revealed the impact of TL on OCB by presenting the concept of OC as a mediator while it showed that the relationship between OC and OCB was positive. Regarding the moderating role of OJ on this relationship, this study showed that the relationship between TL perceptions and OCB was moderated by employees' levels of perceived OJ. People with a high level of perceived OJ are more likely to display a positive relationship between TL perceptions and OCB than people with a low level of perceived OJ. Similarly, this study showed that people with a high level of PSM are more likely to display a positive relationship between TL perceptions and OCB than people with a low level of PSM.

The findings have several implications to contribute to existing literature and practice. First of all, this study elucidated and uncovered underlying mechanisms (namely, When TL increases OC, OCB can be further improved, and furthermore, OCB can be improved through interaction with OJ and PSM) - of why and how TL can contribute to OCB - that were not examined in the previous literature:

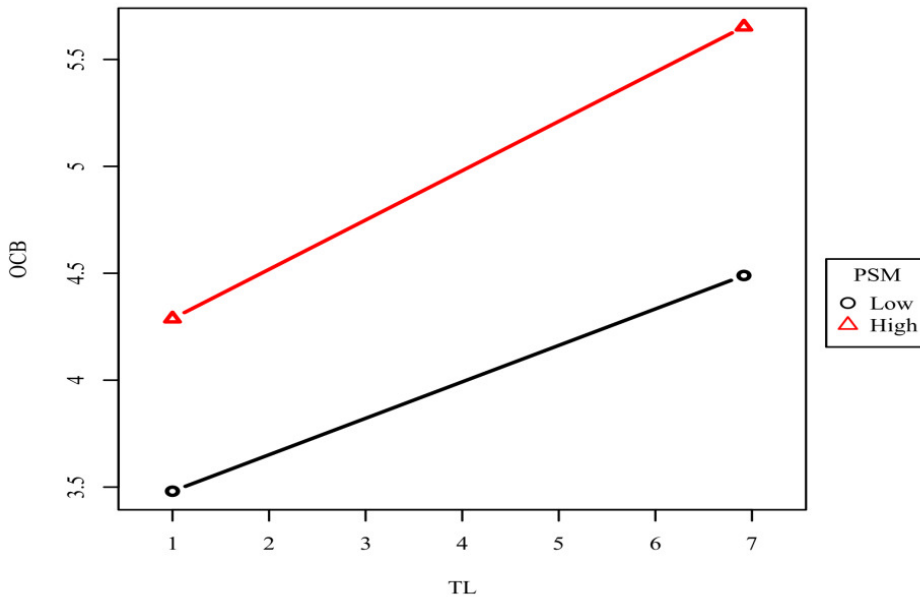


Figure 3. Regression lines for OCB predicted by TL for the high and low categories of PSM

Table 9. Hypotheses testing results

| Hypothesis | Result |
|--------------|-----------|
| TL OCB | Supported |
| TL OC | Supported |
| OC OCB | Supported |
| TL OC OCB | Supported |
| TL OCB (OJ) | Supported |
| TL OCB (PSM) | Supported |

the previous studies on the relationship between TL and OCB have focused on direct impact (Moon, 2016), the role of autonomy, social capital (Zhang et al., 2020), or mediating role of goal clarity and PSM (Ritz et al., 2014). The framework developed for this study is in line with the assumption of a number of researchers regarding the influence of the leadership style on OCB and the mediating effect of OC on this relationship. Basically, the adaptation of TL practices improves employees' spirit at work and enhances their willingness to perform extra work that is more meaningful. Additionally, it leads employees to have higher levels of OC. OC was found to have a positive relationship with several favorable work outcomes. According to Suliman and Iles (2000), OC was the "driving force behind an organization's performance." OC is positively related to job satisfaction (Angle & Perry, 1981; Chughtai & Zafar, 2006; Pool & Pool, 2007; Porter et al., 1974) and OCB. Studies also found that OC is negatively related to absenteeism (Angle & Perry, 1981). The dimensions of PSM such as self-sacrifice, compassion, and civic duty are similar to the dimensions of OCB such as altruism, civic virtue, and sportsmanship; therefore, it can be deduced that employee who are motivated by public service tend to do far beyond what

is expected of them when they are impacted by high quality of transformational leaders. OCB was considered in more than one study as a product of OJ as well. Therefore, this study expanded the theoretical framework of the relationship between TL and OCB on the basis of existing studies.

Further, this study empirically tested whether the mechanisms are applicable to Egyptian social bank context. Existing studies on leadership and OCB were mainly conducted in the United States, East Asia, and Europe focusing on specific policy areas including education or health. Therefore, it is not clear whether these theories apply to other regions such as Africa or other policy areas, and although a few research on Egypt has been presented in top journals of the field (Gould-Williams et al., 2013; Mostafa et al., 2015; Mousa et al., 2023), it is also very limited. Therefore, this article contributes to accumulating empirical evidence regarding the mediating and moderating relationships between TL and OCB that reflects regional and policy diversity.

This study has some limitations. First, as the study is based on the perception of employees assessed during one survey, it is difficult to determine whether their attitudes will persist at a later period. Second, the sample comprised

only Nasser Social Bank employees; therefore, it cannot be said that the mechanisms are applicable to other policy sectors such as national defense in Egypt. Therefore, future studies need to collect more diverse samples to make conclusions that are broadly applicable and reflect stricter causality.

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