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## **LEADING THROUGH TURMOIL: A SYSTEMATIC REVIEW OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR SINCE 2019**

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### **Review**

#### **Abstract**

*Organizations have encountered unprecedented challenges due to recent significant global turmoil, including the COVID-19 pandemic, ongoing conflicts, energy market disruptions and rampant inflation. These events have reshaped business operations and amplified the complexities leaders face, as they strive to maintain organizational stability and growth. Given this turbulent backdrop, the study of leadership dynamics, particularly the impact of transformational leadership (TFL) on organizational citizenship behavior (OCB), has gained renewed relevance. The precise nature of the impact of TFL on OCB remains a critical area of exploration. This systematic literature review aims to consolidate and evaluate empirical research published since 2019, focusing on 28 selected studies that delve into the relationship between TFL and OCB. The chosen timeframe encapsulates a period marked by profound socio-economic and geopolitical turbulence, which necessitates adaptive leadership approaches, potentially altering the dynamics of how TFL influences OCB. The review seeks to determine the nature of this relationship and identify the factors that may underpin any indirect effects. By synthesizing the findings of recent studies, this study aspires to contribute to a deeper understanding of how TFL can be leveraged to enhance OCB in the face of modern challenges.*

**Keywords:** *transformational leadership, organizational citizenship behavior, COVID-19, crises*

**JEL:** D23, M00

## 1. INTRODUCTION

In today's ever-changing world, organizations face relentless waves of challenges that require constant adaptation. The unpredictability of economic policies and market environments repeatedly forces companies to prioritize financial security, sometimes at the expense of other important goals, such as sustainable development (Zyznarska-Dworczak, 2022). Recent and ongoing crises, including the COVID-19 pandemic, the wars in Ukraine and Gaza, energy market disruptions and inflation, highlight the necessity for resilient organizations capable of sustaining operations amid turmoil. Inspiring employees to exceed the expectations outlined in their employment contracts and engage in discretionary efforts may be the critical factor determining organizational success or failure during such challenging times. Contemporary organizations must continuously enhance their competencies to increase effectiveness, valuing employees who exert effort beyond their formal job descriptions. Such willingness of employees is characterized as extra-role behavior, formally known as organizational citizenship behavior or OCB (Harper, 2015).

Leadership often plays a crucial role in navigating uncertainty and inspiring employees to view change positively rather than as a threat. Transformational leadership (TFL), characterized by its ability to inspire and motivate followers through idealized influence, inspirational motivation, intellectual stimulation and individual consideration, was found to enhance organizational performance and employee engagement. However, the precise nature of its impact on OCB, whether direct, indirect, or a combination of both, remains a critical area of exploration. This study aims to provide a systematic literature review of the impact of TFL on OCB since 2019. It contributes to leadership and social exchange theories, offering insights into effective leadership strategies during crises.

This literature review is guided by four primary research questions that aim to explore the relationship between TFL and OCB in the context of recent global challenges, which are as follows:

1. RQ1: Does TFL positively and significantly affect OCB in organizational contexts from 2019 onwards?

2. RQ2: Is the relationship between TFL and OCB direct, or does it involve intermediary variables?
3. RQ3: If the impact of TFL on OCB is indirect, what mediators have been identified in recent empirical studies?
4. RQ4: What are the positive and/or negative moderators of the link between TFL and OCB?

## 2. METHODOLOGY

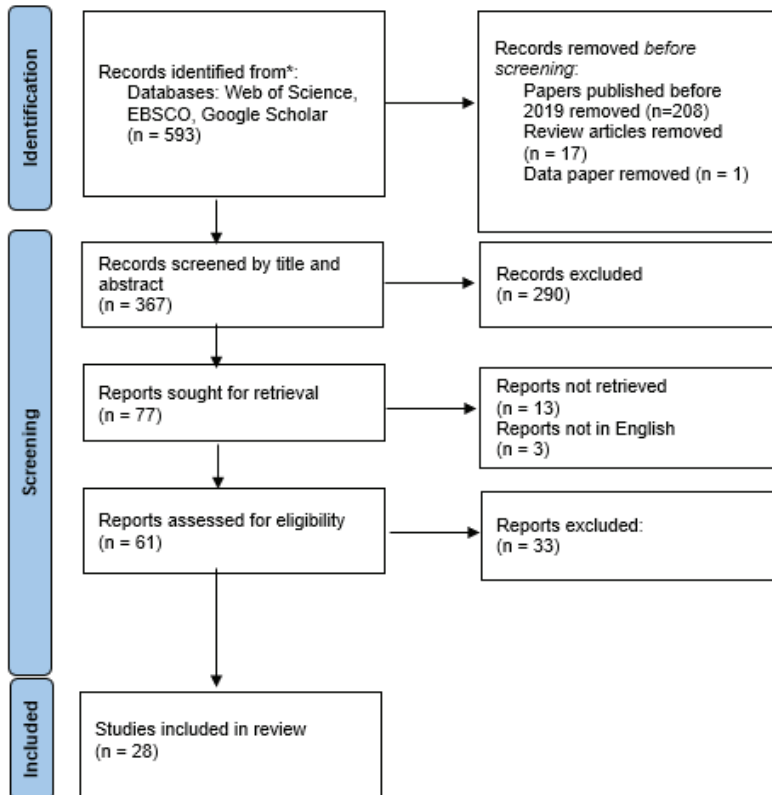
For this systematic literature review, we employed a structured and comprehensive search strategy using the PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) framework (Moher et al., 2009). The databases utilized for the search were Web of Science and EBSCO, while research was extended with Google Scholar since it is the most used search engine for scientific publications (Zupic & Čater, 2015). The primary keywords were “transformational leadership” combined with “organizational citizenship behavior” or “organisational citizenship behaviour” to account for variations in spelling. Recognizing the significant global events impacting organizational dynamics since 2019, we expanded the search to include terms such as “COVID-19” and “crisis” in conjunction with the primary constructs to capture relevant studies addressing these recent challenges.

Inclusion criteria were strictly defined to ensure the relevance and quality of the reviewed literature. Only empirical research conducted from 2019 onwards was considered, as this period encompasses the abovementioned global crises. The review was limited to papers published in English, to maintain consistency in the language of analysis and to ensure that the findings were accessible and comprehensible to a broad academic audience. Following the initial identification phase, papers were screened for relevance to the constructs of TFL and OCB. During the screening stage, we excluded studies focusing on leadership styles other than TFL to maintain a clear conceptual framework and ensure the specificity of our analysis. The excluded leadership styles, which include ethical, servant, authentic, virtuous, charismatic, responsible, spiritual, environmentally responsible, paradoxical, visionary, empowering, participative, ambidextrous, inclusive, coaching and entrepreneurial leadership, while sharing some similarities with TFL, possess distinct theoretical foundations and practical applications. By concentrating solely on TFL, we aim to provide a focused and coherent examination of its impact on OCB, thus enhancing the validity and relevance of our findings.

Further, during the screening process, when assessing reports for eligibility, we considered their relevance to the research questions, ensuring the combined focus

on TFL and OCB and the impact of TFL on OCB, excluding papers that only mention these constructs in a peripheral context. Quality of the studies was also taken into consideration, with priority given to empirical studies with robust research design, adequate sample size and proper statistical techniques. Whenever possible, we focused on papers published in high-impact, peer-reviewed journals. However, we also strove to ensure a balance among different sectors to maintain a comprehensive review and a diverse representation of geographical contexts. During the screening stage, we also made sure to include papers that provide substantial value and contribute to emerging trends. Whenever feasible, we focused on papers with a strong theoretical framework that add a unique value to our review. The PRISMA flow diagram (Figure 1) provides an illustration of the literature review process.

**Figure 1:** PRISMA flow diagram of literature review process



Source: authors

The screening stage was followed by an eligibility assessment based on the full text of the articles, ensuring that only those studies directly addressing the

research questions were included. The final selection resulted in 28 key papers, which were systematically reviewed to synthesize the empirical evidence on the direct and indirect impacts of TFL on OCB and to identify any mediating and moderating factors. To present our research results, we have focused the information contained in our literature review table (Table 1) on aspects specifically related to TFL and OCB. This selective approach ensures that the review remains highly relevant to the core constructs of this study and provides a coherent synthesis of the literature, maintaining the clarity and relevance of the table but also addressing space limitations within the document. While other findings and purposes from the reviewed studies are acknowledged as valuable, they fall outside the specific focus of this analysis and are therefore not included.

## **Literature review results**

### **2.1. Transformational leadership and organizational citizenship behavior in healthcare, social services and nonprofit organizations**

In this section of our literature review, we have consolidated the studies in healthcare, social work service organizations (SWSOs) and nonprofit organizations (NPOs) based on their shared characteristics, such as serving and supporting communities, focusing on vulnerable populations, advocating for beneficiaries' rights and the focus on addressing specific societal needs. While we acknowledge the differences between these sectors, this approach aims to facilitate a clearer understanding of the TFL-OCB dynamics across diverse organizational contexts.

NPOs have been facing unique challenges, managing scarce resources and ambiguous work environments, necessitating strong leadership characterized by integrity, vision and effective management of volunteers and employees (Fowler, 2013). The onset of COVID-19 exacerbated these challenges, with NPOs contending with reduced funding and heightened service demands. OCB is pivotal in increasing service quality within NPOs, especially amid global conflicts and economic instability. TFL emerges as critical in navigating these complexities, motivating employees to go beyond their formal roles. Research in Italian NPOs confirmed TFL's positive impact on OCB, with work engagement (WE) mediating this relationship (Aboramadan & Dahleez, 2020), underscoring TFL's role in fostering an engaged workforce committed to organizational goals.

The healthcare sector, heavily strained by the COVID-19 pandemic, faced disruptions in care and revealed gaps in public health infrastructure. Exploring a public hospital context, Idris et al. (2021) found that TFL impacts OCB through learning culture and job satisfaction (JS), emphasizing the need for structured learning programs and monitoring of nurses' JS. A study by Samo et al. (2022) on

320 health practitioners in Pakistan showed that TFL positively affects OCB indirectly through the serial mediating roles of leader-member exchange (LMX) and employee empowerment (EE). Similarly, Zhang et al. (2020) confirmed TFL's critical role in SWSOs, with workplace social capital (WSC) fully and professional autonomy partially mediating the TFL-OCB relationship.

## **2.2. TFL's impact on OCB in the education sector: challenges and opportunities**

The COVID-19 pandemic heightened global uncertainty, leading to widespread quarantines and disrupting daily life, including education. Schools faced striking challenges, shifting from in-person to online teaching, requiring principals and teachers to develop new methods for delivering knowledge and supporting students and staff during social distancing (Ramot & Donitsa-Schmidt, 2021). Managing schools in such times requires leaders to ensure teachers meet their formal duties and motivate them to exceed these responsibilities, as OCB is crucial in navigating unpredictable changes. This literature review also considers other factors affecting the global education system, including technological advancements, globalization, education reforms and security concerns.

A study by Abu Nasra and Arar (2020) found that TFL impacts teachers' OCB indirectly through occupational perception (OP). TFL enhances OP by empowering employees, involving them in decision-making, fostering open communication and encouraging development, which in turn positively influences OCB. Similarly, a study on Pakistani higher education demonstrated that TFL positively affects OCB both directly and indirectly through perceived organizational support (POS), as TFL enhances employees' sense of being valued, motivating them to reciprocate with discretionary behaviors (Ahmed et al., 2022). Arif and Khan (2022) found that teachers' OCB is higher under TFL and transactional leadership (TSL) than under laissez-faire leadership. In response to ongoing educational reforms, a study of 1,162 secondary school teachers in China found that group-focused TFL increases teachers' OCB, especially in groups with higher collectivism, and that psychological contract fulfillment (PCF) mediates the relationship between TFL and OCB by fostering mutual expectations and trust (Fang & Yu, 2023).

The shift to virtual teaching (VT) during COVID-19 posed significant challenges, but it also offered benefits such as flexibility, cost-effectiveness and inclusivity. A study of 418 elementary school teachers in Indonesia (Gunawan, 2023) showed that perceived transformational leadership in virtual teaching (TFLVT) positively affected teachers' organizational citizenship behavior in virtual teaching (OCB-VT), with job satisfaction in virtual teaching (JSVT) acting as a mediator. A recent study by Hermanto et al. (2024) confirmed a strong positive relationship

between TFL and teachers' quality of work-life (QWL), organizational commitment (OC) and OCB. QWL partially mediates the relationship between TFL and both OC and OCB, while OC partially mediates the TFL-OCB relationship. Similarly, Khaola and Rambe (2021) demonstrated that organizational justice (OJ) and affective commitment (AC) are serial mediators between TFL and OCB among 300 public university employees in Lesotho, enhancing trust and emotional attachment to the organization.

### **2.3. Motivating OCB in hospitality: exploring TFL amid industry challenges**

COVID-19 disruptions have presented significant challenges globally, requiring organizations to rapidly adapt and innovate. Supply chain interruptions and operational challenges have necessitated restructuring work arrangements and implementing remote work policies. Among the hardest hit is the hospitality industry, which relies heavily on service delivery. Frontline employees are crucial for maintaining high service standards and their OCB is closely linked to customer satisfaction and reduced employee turnover (Buil et al., 2019). OCB thus plays a vital role in organizational success, making it a critical focus within the hospitality sector.

The pandemic severely impacted global tourism, including Bali, where flight closures in April 2019 nearly halted tourism entirely. Many hotels, restaurants and cafes were temporarily closed. Research on a Bali villa that continued operating during the pandemic (Praditya et al., 2021) showed that TFL positively influenced OCB, mediated by OC. Istiqomah and Riani (2021) found that TFL did not directly affect OCB of hospitality employees, but did so through affective commitment and job involvement.

Contrarily, a study by Dartey-Baah et al. (2019) indicated that TFL does influence OCB in hospitality industry, but that job involvement does not mediate this relationship. The authors attribute these results to Ghana's challenging economic conditions, where labor concerns primarily center on wages and salaries. Ghanaian workers appear to be predominantly motivated by financial incentives to enhance their job performance. Given that job involvement is shaped by personal, product and situational factors, employees' preferences for rewards from their leaders may overshadow their desire for inspirational and motivational leadership behaviors. A study on 116 wedding organizer employees found that TFL positively affected JS and OCB, but JS did not mediate this relationship (Sumarmi et al., 2022). Methodological limitations, such as limited sampling and the omission of mediators like organizational trust, may explain these divergent findings.



## **2.4. TFL and OCB in high-stakes professions: a focus on military personnel, immigration officers and counselors responsible for terrorism convicts**

In this section, we synthesized findings on the impact of TFL on OCB among military personnel, immigration officers and counselors responsible for terrorism convicts, classifying them based on shared characteristics despite sectoral differences. These professions entail responsibilities related to security and safety, risk assessment, conflict management, specialized training and adherence to professional standards within governmental and legal frameworks. Since 2019, new conflicts that emerged worldwide have caused major migrations. Recent wars in Ukraine and Gaza have had substantial global economic repercussions, including geopolitical instability, disrupted trade routes, increased energy prices due to natural gas supply disruptions and impacts on stable regional economies and infrastructure.

Considering these factors, we investigated the literature on TFL's impact on OCB in such contexts. Interesting observations were made in a study conducted on 263 military officers in Turkey (Kayaalp et al., 2021). Namely, the authors pointed out that, despite the growing acceptance of OCB or the "good soldier syndrome" as discretionary and therefore not enforceable individual behaviors, it is becoming clear that OCB role definitions must be taken into account. Their empirical research demonstrated that job satisfaction and TFL influence how broadly subordinates define their jobs, with procedural justice positively moderating the TFL-OCB relationship. Similarly, research in Taiwan (Cho & Kao, 2022) has confirmed that TFL and OC foster OCB among immigration officers, noting the contextual influence of organizational climate on OC and OCB, and cross-level interactions of aggregated TFL on OCB. Additionally, Yuwono et al. (2023) found that TFL affects OCB of counselors responsible for terrorism convicts both directly and indirectly through work engagement (WE).

## **2.5. Investigating TFL and OCB across diverse sectors: SMEs and beyond**

According to social exchange theory, interactions between two or more parties involve conditional actions, implying that employees typically engage in positive behaviors such as OCB in exchange for the benefits provided by transformational leaders. Research has demonstrated the positive impact of TFL on OCB (e.g. Zhang et al., 2020). However, certain authors pointed out that the social and psychological mechanisms through which transformational leaders influence employee OCB have not been investigated thoroughly enough (Khaola & Rambe, 2021), thus attempting to fill this literature gap. In their South Korean manufacturing sector study, Kim and Park (2019) analyzed 208 responses and



found that TFL positively influenced organizational learning (OL), interpersonal trust and OCB. Interpersonal trust significantly enhanced OL and OCB, with OL mediating the relationship between TFL and OCB. In China, it was found that career adaptability mediates the impact of TFL on organization directed citizenship behavior (OCBO), while task variety positively moderates this mediation (Lan & Chen, 2020).

Striving to explore the pivotal role of trust in bridging the effects of TFL on OCB in private organizations in Malaysia, Lee et al. (2024) demonstrated that TFL positively affects OCB through benevolence (one of three dimensions of leader's trustworthiness) and then through trust in leader. Extending his research to the consequences of OCB, Purwanto (2022) confirmed that TFL positively influences OCB and employee performance (EP) in SMEs, with OCB as a partial mediator of the relationship between TFL and EP. In the textile industry, Saira et al. (2021) identified an indirect impact of TFL on OCB with partial mediation by psychological empowerment. A study by Khaola and Rambe (2021) included 122 employees from two government-owned and two private organizations in Lesotho, confirming that perceived organizational justice and affective commitment are serial mediators between TFL and OCB in these contexts as well.

## **2.6. Emerging trends: green transformational leadership and its impact on green organizational citizenship behavior**

Amid ongoing global challenges, environmental concerns remain a focal point in research, as highlighted by our review emphasizing green transformational leadership (GTFL) and its impact on green organizational citizenship behavior (GOCB). GTFL is defined as a leadership style that aims to provide subordinates with a clear vision, inspiration and motivation to achieve the organization's environmental goals, while simultaneously supporting their development needs (Yukl, 1999 as cited in Lin et al., 2022). GOCB involves discretionary actions that advance environmental objectives, such as staying informed, sharing knowledge and proposing improvements (Wang et al., 2023). Terms like "environmental transformational leadership" (ETFL) and "organizational citizenship behavior toward the environment" (OCBE) are used interchangeably, reflecting their synonymous relationship with GTFL and GOCB, respectively.

Environmental sustainability is particularly crucial in manufacturing and construction companies due to their significant environmental impact through resource consumption, waste generation and emissions during production processes. Leaders and employees who prioritize environmental sustainability actively work to minimize CO<sub>2</sub> emissions, gaining a competitive edge (Gürlek & Tuna, 2018 as cited in Khan & Khan, 2022). A study of 272 leader-employee pairs

from Chinese construction companies found that GTFL has a statistically significant positive impact on GOCB and that green dedication mediates this relationship (Khan & Khan, 2022). Lin et al. (2022) extended their research to analyze the results of such a relationship, confirming that GTFL is positively related to sustainable performance through OCBE in the manufacturing industry. A study conducted in Malaysia on a sample of 216 employees in manufacturing industry (Khan et al., 2021) confirmed a significant direct positive relationship between ETFL and OCBE, with environmental management system (EMS) and perceived support organizational support for the environment (POSE) as partial mediators.

A study on 312 managers in electronics manufacturing enterprises in China found that GTFL positively affects OCBE, with green organizational climate (GOC) as a mediator and environmental concern as a positive moderator of this mediation (Liu & Yu, 2023). In a study on megaprojects, Wang et al. (2023) found that TFL increases OCBEs and that the environmental commitment of subordinates mediates this relationship. The authors also found that the power distance orientation (PDO), which reflects acceptance of hierarchical power distribution, significantly moderates the TFL-OCBE relationship, showing a stronger positive association when subordinates perceive lower power distance. The same study also unexpectedly revealed that a collectivist orientation diminishes the effect of TFL on OCBE. Cultural factors may explain this: in cultures with lower collectivist orientation, individuals prioritize personal achievement, autonomy and recognition (Hofstede, 2011), which align more closely with the individual-focused aspects of TFL such as vision and personal development, thus TFL's impact on outcomes like OCBE may be more pronounced in settings where collectivism is less prevalent.

Table 1 below presents a comprehensive literature review of the influence of TFL on OCB since 2019, summarizing the key aspects such as purpose, sample and context, methodology and key findings of each study, with authors listed alphabetically.

**Table 1:** Literature review of the influence of TFL on OCB since 2019

Authors and year	Purpose/ objectives	Sample and context	Methods	Key findings
Aboramadan & Dahleez, 2020	Study the effect of TFL on OCB through WE.	400 employees in Italian NPOs	SEM	TFL positively affects OCB with WE as a mediator.
Abu Nasra & Arar, 2020	Study the effect of TFL on OCB through OP.	630 Arab Israeli teachers	SEM	TFL only affects OCB indirectly through OP.

<b>Authors and year</b>	<b>Purpose/ objectives</b>	<b>Sample and context</b>	<b>Methods</b>	<b>Key findings</b>
Ahmed et al, 2022	Analyze the effect of leadership styles on OCB through POS.	200 employees in Pakistan’s higher education	descr. stats, CFA, correlation analysis, mediation analysis	TFL positively affects OCB, with POS as a partial mediator.
Arif & Khan, 2022	Identify effects of principals’ leadership style on teachers’ OCB.	30 heads and 390 teachers of secondary schools in Pakistan	ANOVA, regression analysis	The teachers’ OCB is higher under TFL and TSL than under laissez-faire leadership.
Cho & Kao, 2022	Explore if leadership style boosts the organization’s sustainable workplace and employees’ OCB.	453 immigration officers from 26 teams in Taiwan	SEM	TFL strongly affects OCB. Organizational climate has a context effect on OCB. Aggregated TFL affects OCB.
Dartey-Baah, 2019	Examine the effect of TFL on OCB through job involvement.	209 employees from 45 hospitality institutions in Ghana	descr. stats, PCC and MLR	TFL increases employees’ OCB. Job involvement does not mediate between TFL and OCB.
Fang & Yu, 2023	Study the impact of group-focused TFL on OCB through individual-level PCF moderated by collectivism.	1162 secondary school teachers in China	SEM	Group-focused TFL positively impacts teachers’ OCB. Collectivism positively moderates the TFL-OCB link.
Gunawan, 2023	Examine the impact of TFLVT on OCB-VT, with JSVT as a mediator.	418 teachers with VT experience from 40 elementary schools in Indonesia	descr. stats correlation analysis, Hayes Process and bootstrap technique	Perceived TFLVT positively affects OCBVT. JSVT mediates the link between perceived TFLVT and OCBVT.
Hermanto et al., 2024	Analyze the impact of TFL on OCB through QWL and OC.	165 teachers from several high schools in Indonesia	SEM	Both QWL and OC partially mediate the TFL-OCB relationship.
Idris et al., 2021	Investigate the relationship between TFL, learning culture, JS and OCB.	205 nurses in a public hospital in Indonesia	PLS-SEM	Learning culture and job satisfaction act as perfect mediators between TFL and OCB.

<b>Authors and year</b>	<b>Purpose/ objectives</b>	<b>Sample and context</b>	<b>Methods</b>	<b>Key findings</b>
Istiqomah & Riani, 2021	Examine the impact of TFL on OCB of hotel workers through AC and WE.	218 frontline employees in hospitality industry in Indonesia	PLS-SEM	TFL has no direct effect on OCB. AC and WE fully mediate the relationship between TFL and OCB.
Kayaalp et al., 2021	Examine the antecedents of OCB role definitions in a military context	263 military officers in Turkey	PCC, Process Macro	TFL impacts how broadly employees define their jobs. Procedural justice moderates the TFL-OCB relationship.
Khan & Khan, 2022	Examine the influence of TFL on employee GOCB via green dedication	272 leader-employee pairs from Chinese construction	SEM	TFL significantly impacts GOCB. Green dedication mediates the TFL-GOCB link.
Khan et al., 2021	Explore if EMS and POSE mediate the ETFL-OCBE link	216 manufacturing firms in Malaysia	PLS-SEM	ETFL positively affects OCBE. EMS and POSE mediate this link.
Khaola & Rambe, 2021	Establish whether and the extent to which the TFL-OCB link is mediated by OJ and AC	300 public university employees and 122 from companies in Lesotho	PLS-SEM	Perceived OJ and AC are serial mediators between TFL and OCB.
Kim & Park, 2019	Study the links among TFL, OL, interpersonal trust and OCB.	208 production company employees in South Korea	SEM	TFL affects OCB both directly and indirectly through OL.
Lan & Chen, 2020	Test if TFL can foster employees' OCBO, with task variety moderating the mediation effect.	558 supervisor-employee dyads in 9 organizations in China	CFA, Hayes's PROCESS Macro	Career adaptability mediates the TFL-OCBO link. Task variety positively moderates this mediation.
Lee et al., 2024	Investigate the pivotal role of trust in bridging the effects of TFL on OCB.	276 employees from private organizations in Malaysia	hierarchical linear modeling (HLM)	TFL positively impacts OCB through benevolence and then trust in leader.
Lin et al., 2022	Study the links among GTFL, OCBE and sustainable performance.	201 manufacturing firm employees in China	PLS-SEM	GTFL is positively related to sustainable performance through OCBE.

<b>Authors and year</b>	<b>Purpose/ objectives</b>	<b>Sample and context</b>	<b>Methods</b>	<b>Key findings</b>
Liu & Yu, 2023	Study the impact of GTFL on employee OCBE and the mediating role of GOC in this nexus.	312 managers in manufacturing enterprises in China	CFA, SEM	GTFL positively affects OCBE, with GOC as mediator and environmental concern as a positive moderator.
Praditya et al., 2021	Determine if OC mediates the TFL-OCB relationship.	Saturated sample: 65 workers of Tony's Villa, Bali	Path analysis	TFL positively affects OCB; OC mediates the effect of TFL on OCB.
Purwanto, 2022	Analyze the role of OCB in the TFL-EP relationship	310 employees in 30 SMEs in Indonesia	PLS	TFL positively affects OCB and EP. OCB mediates the TFL-EP link.
Saira et al., 2021	Test if psychological empowerment mediates the TFL-OCB link	316 employees in textile industry in Pakistan	SEM	Psychological empowerment mediates the TFL-OCB relationship.
Samo et al., 2022	Study the impact of TFL on OCB through EE and LMX.	320 health practitioners in Pakistan	PLS-SEM	TFL positively affects OCB indirectly through LMX and EE.
Sumarmi et al., 2022	Examine the relationship between TFL and OCB mediated by JS.	116 employees in 35 wedding organizers in DIY, Indonesia	PLS-SEM	TFL positively affects JS and OCB. JS does not impact OCB and does not mediate the TFL-OCB link.
Wang et al., 2023	Investigate if TFL impacts OCBE through environmental commitment of subordinates.	140 experts involved in megaprojects in China.	PLS-SEM	TFL affects OCBE through environmental commitment. PDO moderates the TFL-OCBE relationship.
Yuwono et al., 2023	Determine factors that affect OCB.	156 counselors of terrorism convicts in Indonesia	SEM	TFL affects OCB directly and indirectly through WE.
Zhang et al., 2020	Examine the impact of TFL on OCB through WSC and professional autonomy.	170 social workers in China	SEM	TFL affects OCB, with WSC as a full mediator and professional autonomy as a partial mediator.

Source: authors

### 3. SUMMARY OF FINDINGS AND CONCLUSIONS

This section synthesizes the findings from the systematic review of the impact of TFL on OCB since 2019, addressing each research question in turn.

RQ1: The review of 28 papers consistently demonstrated that TFL has a significant positive impact on OCB across various organizational contexts. Every study reviewed confirmed this positive relationship, highlighting the universal applicability and effectiveness of TFL in fostering OCB.

RQ2: The relationship between TFL and OCB was explored in depth across the reviewed studies, revealing a nuanced interaction:

- ◆ Five studies investigated and confirmed that TFL has a direct impact on OCB without involving intermediary variables.
- ◆ Twenty studies demonstrated that TFL affects OCB both directly and indirectly through various mediators.
- ◆ Three studies established that the impact of TFL on OCB is entirely mediated by other variables, indicating an indirect relationship.

RQ3: A variety of mediators have been identified in the literature, highlighting the complexity of the TFL-OCB relationship:

- ◆ **Common mediators:** work engagement, perceived organizational support, organizational commitment, quality of work life, organizational learning, career adaptability, psychological empowerment, professional autonomy, psychological contract fulfillment.
- ◆ **Context-specific mediators:**
  - Virtual teaching: job satisfaction of virtual teaching.
  - GTFL and GOCB: green dedication, environmental management system, perceived organizational support for the environment, green organizational climate, environmental commitment.
- ◆ Serial mediators: perceived organizational justice and affective commitment; benevolence (dimension of leader's trustworthiness) and trust in leader; leader-member exchange and employee empowerment.
- ◆ Full mediators: workplace social capital, occupational perception, learning culture, job satisfaction, affective commitment, work engagement.

RQ4: The literature review identified several moderators that influence the strength and direction of the TFL-OCB relationship:

◆ **Positive moderators:**

- procedural justice perceptions: enhances the TFL-OCB relationship,
- task variety: enhances the mediation effect of career adaptability on the impact of TFL on OCB,
- environmental concern: enhances the mediation effect of green organizational climate on the impact of GTFL on OCBE,
- collectivism: enhances the impact of TFL on OCB.

◆ **Negative moderators:**

- power distance orientation: diminishes the TFL-OCBE relationship.
- collectivist orientation: diminishes the impact of TFL on OCBE.

This systematic literature review highlights the robust and multifaceted influence of TFL on OCB across various sectors from 2019 onwards, a period marked by significant global turbulences. The consistent positive impact of TFL on OCB, both directly and through various mediators, suggests that transformational practices significantly enhance discretionary employee behaviors, leading to improved organizational outcomes. Understanding the role of mediators and moderators in this relationship provides valuable insights for developing targeted leadership strategies. These findings emphasize the importance of adopting TFL to foster OCB, which is crucial for navigating and thriving in turbulent times. Future research should continue to explore these dynamics in diverse contexts and examine the long-term effects of TFL on OCB to further refine leadership development programs that promote organizational excellence.



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**VODSTVO U BURNIM VREMENIMA: SUSTAVNI  
PREGLED LITERATURE O TRANSFORMACIJSKOM  
VODSTVU I ORGANIZACIJSKOM GRAĐANSKOM  
PONAŠANJU OD 2019. GODINE**

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**Pregledni rad**

**Sažetak**

*Organizacije se suočavaju s izazovima bez presedana usljed nedavnih velikih globalnih previranja poput COVID-19 pandemije, aktualnih sukoba, poremećaja na energetskim tržištima i inflacije koja je uzela maha. Ti događaji su preinačili poslovne operacije i povećali kompleksnost s kojom se vođe suočavaju u nastojanju da održe stabilnost i rast organizacija. S obzirom na ovaj turbulentni kontekst, proučavanje dinamike vodstva a naročito utjecaja transformacijskog vodstva (TFV) na organizacijsko građansko ponašanje (OGP), dobilo je na važnosti. Točna priroda utjecaja TFL-a na OGP ostaje ključno područje istraživanja. Ovaj sustavni pregled literature ima za cilj konsolidirati i procijeniti empirijska istraživanja objavljena od 2019. godine, sa fokusom na 28 odabranih studija koje istražuju odnos između TFV-a i OGP-a. Odabrani vremenski okvir obuhvaća razdoblje obilježeno dubokim socio-ekonomskim i geopolitičkim previranjima koja iziskuju prilagodljive pristupe vodstvu i potencijalno mijenjaju dinamiku utjecaja TFL na OCB. Pregled ima za cilj utvrditi prirodu ovog odnosa i identificirati faktore koji doprinose neizravnim učincima. Sintezom nalaza novijih studija, ovaj pregled nastoji doprinijeti dubljem razumijevanju načina na koji se TFV može iskoristiti za poboljšanje OGP-a u suočavanju s modernim izazovima.*

**Ključne riječi:** *transformacijsko vodstvo, organizacijsko građansko ponašanje, COVID-19, krize*

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