



Leadership Dynamics and Organizational Citizenship Behavior in Banking Sector: An Essence of Transformational and Transactional Leadership Styles

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Abstract

Focusing on transformational and transactional leadership, the study investigates how leadership styles affect organizational citizenship behavior (OCB) in Nepal's banking industry. Fostering OCB, essential in fiercely competitive industries like banking, requires strong leadership. Despite its importance, this relationship has not received much attention in the Nepalese context. Data was gathered quantitatively from 278 officers and assistants working for six commercial banks. Transformational and transactional leadership and the organizational (OCBO) and individual (OCBI) aspects of OCB were assessed using a structured questionnaire. The results show that, whereas transactional leadership has a smaller, non-significant effect,



transformational leadership has a significant, positive correlation with both OCBI and OCBO. By encouraging motivation, teamwork, and dedication, transformational leaders encourage staff members to go above and beyond their assigned duties, which improves OCB. On the other hand, transactional leadership, which emphasizes performance and rewards, has little impact on OCB. These findings support earlier research and highlight the importance of transformational leadership in encouraging proactive employee conduct. Among the limitations that affect generalizability are the sample size and the reliance on self-reported data. Future studies should examine various industries, include more leadership philosophies, and examine mediating elements such as corporate culture. These observations can help firms implement leadership techniques to improve worker performance and engagement.

Keywords: Transformational leadership, transactional leadership, impact, Organizational citizenship behavior, commercial banks

1. Introduction

In the contemporary and competitive environment, effective leadership is crucial for organizational success (Raveeswaran, 2022). Leaders are key drivers of change, which brings new opportunities (Masood et al., 2020). To seize these opportunities, organizations need leaders who are adaptable, innovative, and aware (Malik et al., 2016; Darling & Heller, 2011). Modern business demands leaders skilled in leadership approaches that establish a supportive work culture and respond to evolving business conditions (Abdullahi et al., 2020; Malik et al., 2016). Employee reactions to leadership are influenced by the behavior of their leaders, with positive behaviors resulting in favorable responses and negative behaviors leading to dissatisfaction (Podsakoff et al., 2000).

Organizations today require leaders who can effectively guide their teams toward achieving goals while maintaining strong, positive relationships with stakeholders (Al-Khasawneh & Futa, 2013; Khan et al., 2013). To meet various targets and goals, organizations require a supportive work environment with strong employee performance (Ahmed et al., 2022). In a competitive and regulated environment, employees must exceed their basic job responsibilities to help the organization gain a competitive edge (Abdullahi et al., 2020). Employee satisfaction and effective leadership inspire employees to engage in extra-role behaviors and remain committed to their organization (Khan et al., 2013).

Leadership styles influence both individual performance and overall organizational success (Darling & Heller, 2011; Sahaya, 2012). Positive leadership can enhance employee behavior by making them feel valued and supported (Abdullahi et al., 2020). Organizational Citizenship Behavior (OCB), which involves voluntary assistance to coworkers, is essential for achieving organizational goals (Fahriyansyah et al., 2022). Research by Mi et al. (2019) and Dartey-Baah & Addo (2019) indicates that effective leadership significantly promotes OCB among employees. In today's competitive environment, organizations seek to attract employees who are eager to go beyond their job responsibilities. (Asgari et al., 2020).



Organizational Citizenship Behavior (OCB) is key to organizational success, as it entails employees taking on additional responsibilities to support the organization. Leadership style significantly affects employees' willingness to engage in OCB, with different styles affecting their attitudes and behaviors (Azeemi et al., 2023). Effective leadership is crucial for encouraging OCB, which can help reduce turnover, and increase efficiency, productivity, and customer happiness while lowering expenses and absenteeism (Alsheikh & Sobihah, 2019). Research shows that OCB positively affects employee behavior, improving organizational performance (Podsakoff & MacKenzie, 1997; Podsakoff et al., 2000), employee commitment (Organ & Ryan, 1995), and customer happiness (Robinson & Morrison, 1995). Additionally, OCB leads to higher productivity, better performance, improved employee relations, and more efficient resource use, supporting innovation and better customer service (Ahangari et al., 2017; Kilinc & Ulusoy, 2014; Sanatjoo & Mahmoudi, 2015). Increased OCB is linked to greater employee satisfaction, commitment, and performance (Braun et al., 2013; Hakim & Fernandes, 2017).

Leadership approaches and Citizenship Behavior in organizations are crucial for organizational success. Research indicates that leadership style influences OCB, yet organizations often struggle to determine the best approach to foster positive employee behavior in a competitive and dynamic business environment (Ekaterini, 2010). For many firms, including those in banking, the aim is to outperform competitors and achieve a competitive edge. In the banking sector, where competition and customer expectations are high, OCB plays a critical role. Soelton (2023) emphasizes that organizational citizenship behavior (OCB) is a critical focus for modern organizations, as it effectively addresses strong competition and evolving challenges. Its substantial impact on organizational performance makes it a frequently examined topic in the literature. Employees' OCB is influenced by their managers' leadership styles (Boonla & Treputtharat, 2014; Gunavathy & Indumathi, 2011). Therefore, exploring how different leadership styles affect employee OCB is essential. Despite the significance of this connection, relatively little research has been done on the effects of various approaches of leadership on OCB in Nepalese banks. The purpose of this study is to look into how employee OCB in the banking sector is affected by transformational and transactional leadership.

2. Literature Review and Research Framework

2.1. Conceptual Review

2.1.1 Leadership Styles

A leader in a group influences others according to their role and helps the group achieve its goals (Raven & Rubin, 1976). Leadership style encompasses the techniques used to guide and motivate others. Research indicates that there is not a single effective leadership method (Higgs & Rowland, 2005). The impact of a leader's style on their work environment is crucial, as it significantly influences how organizational members perform. A leader's approach is a blend of their managerial attitudes, actions, traits, and abilities, shaped by organizational and personal



factors (Mohammad & Hossein, 2006). Although leadership has been studied for a long time, interest in various leadership styles surged after the (Avolio & Bass, 2004) model was introduced (Jensen et al., 2019). Effective leadership approaches are linked to higher employee productivity and satisfaction, enhancing overall performance (Kim & Beehr, 2017; Teoman & Ulengin, 2018). Recent leadership models identify two main behavior types - transformational and transactional that leaders use to guide their followers (Nasiri-Valikbani & Emadi-Pashakalai, 2016).

2.1.2 Transformational Leadership

Transformational leadership is a style in which leaders motivate and empower their subordinates to work together to achieve organizational goals (Tian et al., 2020). This approach facilitates change among followers and within social systems by leveraging technology, support, and motivation (Kotamena et al., 2020). It emphasizes encouraging individuals to reach their full potential and surpass their job responsibilities (Asgari et al., 2008). Key practices of transformational leadership include empathy, fostering a sense of collective identity, risk-taking, kindness, relationship building, and clear goal-setting (Jin, 2010). Additionally, this leadership style promotes shared decision-making and power distribution (Aldoory & Toth, 2004; Saki et al., 2015).

Jiang et al. (2017) highlighted that transformational leaders can support their subordinates to internalize the organization's vision, while Mulla and Krishnan (2022) emphasized the leaders' attention on identifying the greater needs and inspirations of subordinates. This technique of leadership style is marked by charisma, inspiration, intellectual stimulation, and personalized support to encourage employee growth and development (Bass & Avolio, 1994). Avolio and Bass (1997) found four essential components of transformative leadership: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence.

2.1.3 Transactional Leadership

Weber (1947) originally introduced transactional leadership theory. This theory describes leadership styles that achieve specific outcomes from subordinates through a system of rewards and penalties (Stevens, 2022). It encompasses the sharing of resources, expertise, and competencies, utilizing extrinsic motivation to maximize followers' performance (Jensen et al., 2019). Transactional leaders implement discipline management and clear incentives to motivate employees to excel (Abdelwahed et al., 2023; Afsar & Umrani, 2020).

This leadership style is consistent with the leader-member exchange theory, which perceives the relationship as a social exchange where leaders rely on rewards and organizational outcomes to improve employee performance (Zhang et al., 2013). Leaders engage in a contractual relationship with their followers, providing tangible rewards for achieving higher performance and task success. Conversely, failure to follow rules or meet standards results in penalties (Gholamzadeh et al., 2015). Consequently, transactional leadership emphasizes addressing both the personal and collective interests of followers (Zhang et al., 2013). Contingent compensation, active management by exception, passive management by



exception, and laissez-faire are the four main characteristics of transactional leadership (Bass et al., 1996; Bass et al., 2003).

2.1.4 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is defined as discretionary activities that enhance the organization's overall efficacy but are not explicitly acknowledged by the reward system (Organ, 1988). It can also be described as the activities and behaviors that employees are encouraged to participate in activities that contribute to achieving collective goals and objectives (Khan et al., 2020). OCB encompasses behaviors that surpass the basic job requirements and are not tied to direct rewards, reflecting employees' willingness to provide benefits to their roles and the organization. Often referred to as extra-role behavior, OCB signifies efforts that surpass the primary responsibilities assigned to employees without any expectation of compensation (Qurtubi, 2022).

Five important OCB features were discovered by Organ (1988): (1) Charitable behavior, where employees assist colleagues with tasks related to their jobs; (2) Courtesy, which involves being polite and considerate towards others; (3) Conscientiousness, where employees approach their duties with diligence, even if this is not the norm; (4) Sportsmanship, characterized by maintaining a positive attitude and tolerating minor inconveniences without complaint; and (5) Civic Virtue, which reflects employees' active participation in the organization's governance.

2.2 Theoretical Review

2.2.1 Social Exchange Theory

The social exchange theory (SET), as emphasized by Blau (1964), emphasizes how people are driven by the returns they anticipate receiving from others. This exchange process is both attractive and mutually beneficial; if individuals do not receive the anticipated response, they are likely to withdraw their efforts (Blau, 1964). Emerson (1976) characterizes social exchange theory (SET) as a mutually beneficial and reciprocal process that involves transactions or exchanges. The social exchange process involves interactions between individuals, influenced by their actions, which creates an obligation to reciprocate in order to balance the exchange (Cropanzano & Mitchell, 2005).

Transactional leaders provide tangible resources to their followers through economic exchanges, whereas transformational leaders engage in social exchanges that offer socio-emotional benefits (Judge and Piccolo, 2004).

2.2.2 Leader-Member Exchange Theory

Leader-member exchange (LMX) theory posits that the interaction between a leader and a follower can be viewed as a continuum. At one end are low-quality exchanges, which are mainly transactional and focused on completing tasks, while at the other end are high-quality exchanges based on trust and mutual understanding (Dulebohn et al., 2012). In high-quality relationships, followers typically feel compelled to give more effort and deliver better outcomes in return. Leaders shape these relationships through purposeful actions (De Jong & Den Hartog, 2007), and how leaders behave significantly affects the quality of their connections with team members.



Amundsen (2014) highlights that the quality of their relationship significantly shapes the impact of a leader's actions on subordinate outcomes. These relationships can range from those that are purely based on formal employment agreements (low-quality LMX) to those that go beyond contractual terms, characterized by trust, respect, and mutual influence (high-quality LMX) (Graen & Uhl-Bien, 1995; Wang et al., 2015).

2.3 Empirical Review

2.3.1 Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership involves proactive strategies by leaders to inspire employees to excel in their performance (Abdullah et al., 2017). This leadership style fosters enthusiasm among team members, making it an effective approach for organizational success (Jameel & Ahmad, 2019). By focusing on personal development, transformational leaders enhance employee engagement in organizational citizenship behavior (OCB), helping to address various workplace challenges (Tirtayasa et al., 2022). The characteristics of transformational leaders stimulate both required and additional behaviors, encouraging innovation and a results-oriented mindset (Buil et al., 2019; MacKenzie et al., 2001; Yukl, 1999).

Transformational leaders broaden followers' goals, motivating them to exceed job expectations (Dvir et al., 2002). They help employees realize their potential and increase job satisfaction, prompting greater participation in OCB (Jung and Yoon, 2012; Nurhidayati et al., 2021). By empowering employees to analyze problems effectively, these leaders create a trusting environment that promotes responsibility and loyalty (Lan and Chong, 2015; Warrick, 2011). When employees are empowered, they gain greater self-assurance and initiative, which in turn enhances the overall atmosphere in the workplace (Lan & Chong, 2015).

Research indicates that the charismatic elements of transformational leadership, such as idealized influence and inspirational motivation, significantly enhance OCB (Nguni et al., 2006). Transformational leaders are particularly effective at motivating followers to exceed their goals (Rodrigues and Ferreira, 2015), and individualized support from leaders boosts employee performance and altruistic behaviors (Mi et al., 2019). Overall, research consistently reveals a strong positive correlation between transformational leadership and the expression of organizational citizenship behavior (OCB) by employees (Kasmiruddin et al., 2022; Tirtayasa et al., 2022). Hence following hypotheses has been proposed based on the previous studies.

H1: Transformational leadership significantly affects organizational citizenship behavior at the organizational level.

H2: Transformational leadership significantly affects organizational citizenship behavior at the individual level.

2.3.2 Transactional Leadership and Organizational Citizenship Behavior

Bass (1985) defines transactional leadership as a style that motivates employees through a systematic reward framework. This approach emphasizes setting clear objectives, detailing how performance is linked to rewards, and providing ongoing feedback to help individuals remain focused on their responsibilities. Employees' actions are shaped by the rewards they expect to receive for their efforts. Transactional leaders engage their followers by appealing to

their self-interests, establishing a reciprocal exchange where followers agree to comply with requests in return for anticipated benefits. This leadership style can foster a highly productive and efficient workforce. By forming clear agreements with their team members, transactional leaders can build trust over time (Whittington et al., 2009). As this trust develops, employees may be more inclined to go beyond their formal job requirements, contributing positively to organizational citizenship behaviors (OCB).

Research has consistently shown that transactional leadership is a strong predictor of, and can enhance, organizational citizenship behavior (OCB). Multiple studies reveal a positive relationship between this leadership style and OCB among employees (Asgari et al., 2008; Podsakoff et al., 2000; Suliman & Obaidly, 2013; Whittington et al., 2009). Further research by Ali et al. (2014), Dartey-Baah & Addo (2019), Dartey-Baah et al. (2019), Nguni et al. (2006), Jameel and Ahmad (2019), and Hamdi et al. (2021) emphasizes that transactional leadership has a notable and positive impact on the manifestation of OCB. This leadership approach not only motivates employees through a system of rewards but also cultivates an atmosphere of trust and collaboration, encouraging employees to engage in extra-role behaviors that benefit the organization overall.

H3: Transactional leadership significantly affects organizational citizenship behavior at the organizational level.

H4: Transactional leadership significantly affects organizational citizenship behavior at the individual level.

The following research framework has been established from the literature reviewed above.

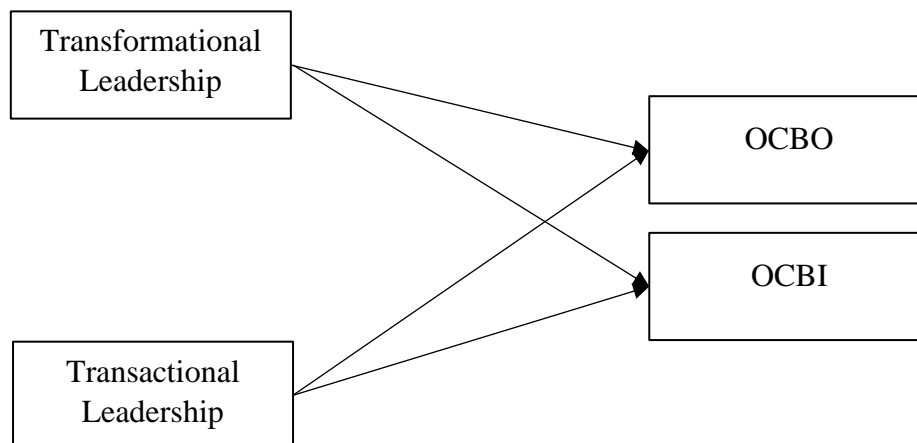


Figure 1. Research Framework

Source: (Nurtjahjani et al., 2023; Fahriyansyah et al., 2022; Abdullahi et al., 2020)

3. Methods

3.1 Research Design

This study aims to explore how different leadership styles influence organizational citizenship behavior within the banking and financial sectors. Figure 1 outlines the framework depicting the relationship between the dependent and independent variables. A quantitative research



approach was chosen to maintain clarity and relevance, enabling the results to be generalized (Hanson et al., 2005). The research utilizes both descriptive and causal designs to fulfill its objectives.

3.2 Population and Sample Characteristics

As of now, there are twenty commercial banks operating in Nepal, including government-owned, private, and joint venture banks with foreign investment. The six top-performing banks, based on net profit data released by Nepal Rastra Bank up to Jestha 2080/81, have been selected for this study. These banks are Nabil Bank Limited, Global IME Bank Limited, Nepal Investment Mega Bank Limited, Prime Commercial Bank Limited, Everest Bank Limited, and Rastriya Banijya Bank. Commercial banks were chosen for this research due to their large organizational structure, diverse departments, and significant employee base, making them a representative sample within the banking and financial sector, where leadership and employee behavior are highly prioritized. This study focuses explicitly on assistant and officer-level employees within these selected banks.

3.3 Measures

The questionnaire was designed based on a review of existing literature, which highlighted several established tools suitable for measuring the constructs of this study. Since no single instrument fully covered all aspects of the construct, elements were selected from various sources. The survey employed a five-point Likert scale, with responses ranging from (1) "strongly disagree" to (5) "strongly agree." It was divided into three sections. The first section collected demographic information from participants. The second section focused on leadership styles, specifically Transformational and Transactional leadership. Items for transformational leadership were adapted from Abdullahi et al. (2020), while the transactional leadership scale was derived from Dai et al. (2013) and Torlak & Kuzey (2019). The third section assessed organizational citizenship behavior, with items drawn from Freire and Goncalves (2021). This section was further split into two categories: individual-level organizational citizenship behavior and organizational-level citizenship behavior, each consisting of five items.

3.4 Data Collection and Analysis Technique

Data were collected through purposive sampling from employees at the assistant and officer levels within the selected commercial banks. Dornyei (2007) argued that purposive sampling can produce a highly representative sample when applied carefully. Hair et al. (2017) suggest that for advanced multivariate analyses, the sample size should typically be five to ten times the number of items. Participants were informed about the research objectives and confidentiality procedures, and structured questionnaires were distributed to collect information on demographics, leadership styles, and organizational citizenship behavior. A total of 300 questionnaires were distributed, aiming for 50 respondents from each selected bank, using both electronic and physical distribution methods. Ultimately, 286 responses were received, with 278 deemed valid for analysis. Quantitative analysis was performed using SPSS version 25, utilizing descriptive statistics to summarize the data, correlation analysis to



investigate relationships, and stepwise regression to evaluate the effects of the independent variables on the dependent variables.

4. Data Analysis and Results

Table 1. Respondent’s Profile

Respondent’s Profile	Specification	Frequency	Percentage
<u>Gender</u>			
	Male	137	49.28
	Female	141	50.72
<u>Age</u>			
	20-30 years	108	38.85
	30-40 years	118	42.45
	Above 40 years	52	18.70
<u>Qualification</u>			
	Bachelor	146	52.52
	Masters and Above	132	47.48
<u>Service Year</u>			
	Less than 5 years	96	34.53
	5-10 Years	137	49.28
	Above 10 Years	45	16.19
<u>Position</u>			
	Assistant Level	158	56.83
	Officer Level	120	43.17
<u>Ownership Structure</u>			
	Government	44	15.83
	Private	141	50.72
	Joint Venture	93	33.45

Source: Field Survey, 2024

Table 1 outlines the demographic characteristics of the study participants. It indicates that 49.28% were male and 50.72% were female, highlighting a higher number of female employees. The age distribution shows that 42.45% of respondents were aged between 30 and 40 years, 38.85% were between 20 and 30 years, and 18.70% were over 40. In terms of education, 52.52% held bachelor's degrees, while 47.48% had obtained master's degrees or higher. Regarding work experience, 49.28% had 5 to 10 years in the banking sector, 34.53% had less than 5 years, and 16.19% had more than 10 years. In terms of job roles, 56.83% were in assistant-level positions, and 43.17% were in officer-level roles. Concerning the ownership structure of the banks, the largest group of respondents—50.72%—were from private banks, followed by 33.45% from joint venture banks, and 15.83% from government-owned banks.



Table 2. Perceived leadership styles by the employees

Variables	N	Mean	Standard Deviation
Transformational Leadership	278	3.93	0.59
Transactional Leadership	278	3.54	0.50

Table 2 presents information on employees' views of leadership styles, including the number of participants (N), mean scores, and standard deviations for two leadership approaches: transformational and transactional. The mean scores represent the average evaluation by employees of the effectiveness of each leadership style. The results show that employees in commercial banks rated transformational leadership as the most effective, with a mean score of 3.93.

Table 3. Organizational citizenship behavior of employees

Variables	N	Mean	Standard Deviation
OCBO	278	4.27	0.64
OCBI	278	4.11	0.62

Table 3 presents information on employees' organizational citizenship behavior (OCB), with an emphasis on two aspects: Organizational Citizenship Behavior towards the Organization (OCBO) and Organizational Citizenship Behavior towards Individuals (OCBI). The results show that employees exhibited a high level of OCB in both areas, scoring a mean of 4.27 for OCBO and 4.11 for OCBI. These scores suggest that employees performed actions that went beyond their formal job duties, having a positive impact on both the organization and their colleagues.

Table 4. Correlation Analysis

Variables	OCBO	OCBI
Transformational Leadership	0.82**	0.71**
Transactional Leadership	0.32**	0.37**

** Correlation is significant at the 0.01 level (2-tailed).

Table 4 illustrates the connections between leadership styles and organizational citizenship behavior, emphasizing a positive relationship between the independent and dependent variables. The findings indicate a strong and meaningful correlation between transformational leadership and both dimensions of organizational citizenship behavior, OCBO and OCBI, with correlation coefficients of $r=0.82$ and $r=0.71$, respectively. This suggests that employees who view their leaders as transformational are more likely to engage in higher levels of both OCBO and OCBI. On the other hand, the data show a weaker correlation between transactional leadership and both OCBO and OCBI, with coefficients of $r=0.32$ and $r=0.37$. This implies that



while transactional leadership is positively associated with these aspects of OCB, the relationship is not as pronounced or significant.

Table 5. Coefficients

Impact of Leadership styles on organizational citizenship behavior at the organization level (OCBO)

	Unstandardized		Standardized	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	6.714	2.578		2.604	.000
Transformational	0.598	0.075	0.661	8.012	0.00
Transactional	-0.037	0.052	-0.062	-0.705	0.48

$F(3, 81) = 22.020^{***}, p < 0.001, R^2 = 0.449$

Table 5 presents the findings of a regression analysis that explores the impact of leadership styles on organizational citizenship behavior at the organizational level (OCBO). The independent variables include transformational and transactional leadership, while OCBO is the dependent variable. The results indicate that transformational leadership has a significant positive effect on OCBO ($\beta = 0.661, p < 0.001$), suggesting that employees who view their leaders as transformational are more likely to engage in organizational citizenship behavior. In contrast, transactional leadership does not have a significant impact on OCBO ($\beta = -0.062, p = 0.48$). The overall model is significant ($F(3, 81) = 22.020, p < 0.001$) and explains 44.9% of the variance in OCBO ($R^2 = 0.449$), implying that nearly 45% of the variation in OCBO can be attributed to the leadership styles examined in the model. These findings underscore the importance of transformational leadership in influencing OCBO.

Table 6. Coefficients

Impact of Leadership styles on organizational citizenship behavior at the individual level (OCBI)

	Unstandardized		Standardize	T	Sig.
	Beta	Std. Error	d Beta		
(Constant)	3.231	2.424		1.333	0.19
Transformational	0.584	0.070	0.668	8.320***	0.00
Transactional	0.091	0.049	0.159	1.259	0.27

$F(3, 81) = 24.680^{***}, p < 0.001, R^2 = 0.478$



Table 6 displays the results of a regression analysis examining how different leadership styles affect organizational citizenship behavior at the individual level (OCBI). The analysis shows that transformational leadership has a significant positive impact on OCBI ($B = 0.668, p < 0.001$), while transactional leadership does not have a significant effect ($p > 0.05$). This suggests that employees who view their leaders as transformational are more likely to engage in organizational citizenship behavior at the individual level. The overall model is statistically significant ($F = 24.680, p < 0.001$), explaining 47.8% of the variance in OCBI attributed to the independent variables.

5. Discussion

This research sought to examine the connection between leadership styles and organizational citizenship behavior (OCB) among employees in commercial banks in Nepal. The results revealed that transformational leadership stands out as the most influential leadership style among employees, aligning with Kunwar's (2020) findings. However, this contrasts with Biswakarma and Khanal's (2015) study, which identified charismatic leadership as the dominant style in Nepal's banking sector, followed by transformational and transactional leadership styles. The study showed that when leaders demonstrate transformational qualities, employees are more likely to engage in OCB, going beyond their formal responsibilities to support their colleagues and address both professional and personal needs. These findings are consistent with previous studies (Herlina & Saputra, 2021; Littooj, 2020; Pattnaik & Sahoo, 2021; Tian et al., 2020; Azeemi et al., 2023). Employees exhibited higher levels of OCB at both organizational and individual levels, in line with Niroula et al. (2020).

Transformational leaders can transform their organizations by motivating employees to take on tasks beyond their defined roles (Supriyanto et al., 2020). Previous studies, such as those by Kim & Park (2019) and Mi et al. (2019), have also found that transformational leadership has a direct positive impact on OCB. These leaders foster a collective vision, encourage creativity and innovation, and cultivate a supportive work environment that promotes teamwork, resulting in increased employee motivation, job satisfaction, commitment, and loyalty—factors that enhance OCB, as supported by Purwanto (2020), Ismaya et al. (2020), and Purwanto et al. (2023).

In contrast, the current study found that transactional leadership does not have a significant effect on OCB. This finding aligns with Arar & Nasra (2019), who suggested that transactional leadership does not directly influence employee OCB. However, this result differs from the research by Dartey-Baah & Addo (2019) and Lasut et al. (2019), which proposed that both transformational and transactional leadership styles together significantly contribute to improving OCB.



6. Conclusions

In conclusion, this study highlights the vital role that leadership styles play in shaping organizational citizenship behavior (OCB), with a focus on transformational and transactional leadership. It demonstrates that transformational leadership is a powerful catalyst for OCB, as it cultivates an environment of motivation, trust, and teamwork. Leaders who adopt this style encourage their employees to take proactive steps and exceed their official duties, promoting a culture of involvement and generosity within the organization.

Conversely, while transactional leadership is important for maintaining organizational structure and performance, its effect on OCB is considerably less significant. This leadership style focuses on rewarding performance through exchanges, which, while effective for short-term objectives, does not inherently motivate employees to engage in citizenship behaviors that surpass their defined roles. As a result, organizations that heavily depend on transactional leadership may overlook the substantial advantages of having a more engaged and proactive workforce.

The results suggest that organizations should focus on developing transformational leadership skills in their leaders to improve organizational citizenship behavior (OCB). By fostering a culture that encourages creativity, teamwork, and personal growth, leaders can have a significant impact on their teams' willingness to go above and beyond for the organization. Future studies should investigate the specific ways in which transformational leadership affects OCB, providing more detailed insights into how organizations can cultivate these behaviors to ensure sustained success and adaptability. In the end, adopting transformational leadership is essential for organizations looking to excel in the constantly evolving business world.

7. Limitations and Future Directions for the Study

This study has provided valuable insights into the relationship between leadership styles and organizational citizenship behavior (OCB), but there are a few limitations that should be taken into account. First, the research mainly relied on self-reported data, which could introduce bias and potentially compromise the accuracy of the findings. Participants may have over-reported their OCB or their perceptions of transformational and transactional leadership behaviors due to social desirability bias. To address this, future studies should incorporate data from multiple sources, such as feedback from peers and supervisors, to offer a more comprehensive understanding of the dynamics at play.

Secondly, the sample for this study was drawn exclusively from six commercial banks in Kathmandu, which restricts the ability to generalize the results to other sectors or regions. Future research should expand the scope by exploring these relationships in different industries and cultural contexts to assess the broader applicability of the findings and identify potential factors that could influence the link between leadership styles and OCB. Additionally, future studies could explore other variables that may act as mediators or moderators in the relationship between leadership and OCB, such as organizational culture, employee competency, and workplace politics.



Finally, while this study focused on transformational and transactional leadership, there are other emerging leadership styles, such as contingency, ethical, and responsible leadership, which may also have a significant impact on OCB. Future research should include these leadership styles to provide a more complete picture of how different leadership approaches affect employee behavior.

By addressing these limitations and exploring new areas of research, future studies can deepen our understanding of the complex relationship between leadership and OCB, ultimately equipping organizations with actionable insights to enhance workplace culture and performance.

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