

**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG LAW
ENFORCEMENT OFFICERS IN MALAYSIA**

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ABSTRACT

This study aimed to investigate the correlation between transformational leadership and follower organizational citizenship behavior (OCB) within law enforcement agencies. Using a quantitative approach, transformational leadership traits were assessed based on leader perceptions. The modified Multifactor Leadership Questionnaire (MLQ) 5x Short was used to measure four dimensions of transformational leadership: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

Additionally, a modified OCB scale was used to evaluate the relationship between these leadership traits and followers' organizational citizenship behaviors, specifically Altruism, Sportsmanship, and Courtesy. The literature review examined the core characteristics of transformational leadership, the dimensions of OCB, and the nuances of the leader-follower dynamic. The findings suggest that transformational leadership positively influences follower OCB, with standardized regression weights ranging from 0.72 to 0.85, indicating strong effects. Despite some model fit indices, such as GFI and AGFI, falling slightly below the ideal threshold, the study provides valuable insights into how transformational leadership significantly shapes follower behaviors in a law enforcement context. Further refinement of the model may enhance the overall fit and deepen understanding of these relationships.

Keywords: *Transformational Leadership, Organizational Citizenship Behavior (OCB), Leadership Styles in Law Enforcement.*

1.0 INTRODUCTION

In today's dynamic organizational environment, effective leadership is critical to fostering a work culture that promotes both individual and collective performance. Among the various leadership models, transformational leadership has gained significant attention for its capacity to inspire, motivate, and develop followers. Rooted in the principles of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leadership encourages employees to transcend their self-interest and contribute positively to organizational goals (Chen & Cuervo, 2022; Kumar & Dhiman, 2020).

Simultaneously, Organizational Citizenship Behavior (OCB) has been identified as a pivotal factor in enhancing organizational effectiveness. OCB encompasses discretionary behaviors that go beyond formal job requirements, such as altruism, conscientiousness, and civic virtue, all of which contribute to a more cooperative and productive work environment (Ndoja & Malekar, 2020). The relationship between transformational leadership and OCB is particularly relevant in hierarchical organizations, where leadership styles can either limit or enhance followers' potential to engage in these extra-role behaviors.

This study aims to explore the correlation between transformational leadership and OCB within a government organization, specifically focusing on law enforcement agencies. By examining the impact of transformational leadership on OCB, this research seeks to fill the existing gap in the literature and provide insights into how leadership can drive positive follower behaviors that improve organizational outcomes.

2.0 PROBLEM STATEMENT

Organizational Citizenship Behavior (OCB) has emerged as a critical component for enhancing organizational effectiveness by promoting discretionary, non-task-related behaviors that contribute to a positive work environment (Malik et al., 2021). These

behaviors, such as altruism, conscientiousness, and civic virtue, often exceed the formal job expectations, helping to create a cooperative and productive organizational culture. In hierarchical and rule-bound organizations like law enforcement agencies, such behaviors can be pivotal in maintaining operational efficiency and improving team dynamics. However, fostering OCB in these structured environments poses a unique challenge due to the rigidity and formalization inherent in government organizations (Pidduck et al., 2022), particularly within law enforcement, such as the Royal Malaysia Police.

Transformational leadership has been extensively studied as a leadership model capable of inspiring and motivating employees to perform beyond their expected roles (Khan et al., 2020; Marisya et al., 2023; Saad Alessa, 2021; Shafi et al., 2020). Through its four dimensions, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leadership has the potential to enhance OCB by fostering trust, commitment, and engagement among employees. However, the relationship between transformational leadership and OCB remains underexplored in the context of law enforcement (JeanBatiste, 2023), where leadership styles can either facilitate or inhibit the discretionary behaviors that are key to organizational success. Unlike corporate or less structured environments, law enforcement organizations are governed by strict protocols and hierarchical authority, which can limit the autonomy and discretion that transformational leadership seeks to cultivate in its followers.

The lack of empirical research on how transformational leadership impacts OCB in law enforcement settings presents a significant gap in the literature. Given the unique organizational structure and culture of law enforcement agencies, it is unclear whether transformational leadership can effectively encourage the voluntary, extra-role behaviors that characterize OCB. Moreover, existing studies tend to focus on transformational leadership in more flexible, less hierarchical environments, leaving a void in understanding how this leadership style functions in highly formalized settings (Headrick, 2023). Without a deeper understanding of the dynamics between leadership styles and OCB in law enforcement, agencies may miss the opportunity to leverage leadership practices that could enhance organizational performance and improve officer morale.

This study aims to address this gap by investigating the relationship between transformational leadership and OCB within the Royal Malaysia Police. Specifically, the study seeks to examine how the four dimensions of transformational leadership influence the display of OCB among officers in a hierarchical law enforcement context. By exploring this relationship, the study will provide valuable insights into how leadership can be utilized to foster positive discretionary behaviors in structured environments, thereby enhancing organizational effectiveness and contributing to better overall outcomes for law enforcement agencies.

Objectives

1. To examine the relationship between transformational leadership and Organizational Citizenship Behavior (OCB) in the Royal Malaysia Police.

2. To explore the individual effects of the four dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—on OCB within a law enforcement context.
3. To identify which specific OCB traits, such as altruism, sportsmanship and conscientiousness, are most influenced by transformational leadership among police officers.

3.0 LITERATURE REVIEW

Transformational Leadership and Organizational Citizenship Behavior (OCB)

Transformational leadership is widely recognized as a leadership style that inspires followers to exceed their own self-interests for the sake of the organization (Bass & Avolio, 1995). Leaders who employ transformational leadership encourage innovation, creativity, and voluntary efforts that go beyond formal job descriptions, aligning with what is often referred to as Organizational Citizenship Behavior (OCB). OCB includes discretionary actions such as helping colleagues, being punctual, volunteering for extra tasks, and showing a strong commitment to the organization (Organ et al., 2005).

Studies have repeatedly shown that transformational leadership positively impacts OCB across various sectors, from corporate to public organizations (Fasbender, 2018; Wang et al., 2010). Leaders who engage in transformational behaviors, such as motivating followers with a compelling vision, supporting followers' development, and stimulating intellectual curiosity, tend to foster environments where OCB thrives (Lochbaum, 2023). Transformational leadership can thus be seen as a driver for encouraging extra-role behaviors that enhance overall organizational performance, especially in complex environments like law enforcement.

The Four Dimensions of Transformational Leadership and Their Impact on OCB

The relationship between transformational leadership and OCB is often examined through the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Fasbender, 2018; Headrick, 2023; Lochbaum, 2023; Wang et al., 2010). Each dimension uniquely contributes to encouraging discretionary behaviors that benefit the organization.

Idealized Influence: Leaders who exhibit idealized influence are role models who inspire trust and respect through their ethical behavior and integrity (Kariuki, 2021). This dimension has been linked to promoting OCB in followers, particularly by encouraging behaviors such as loyalty, adherence to organizational rules, and voluntary efforts to support colleagues (Bacha & Kosa, 2024). In structured environments like law enforcement, leaders with idealized influence may foster OCB by creating a culture where ethical conduct and responsibility are valued.

Inspirational Motivation: Inspirational motivation refers to a leader's ability to communicate a compelling vision that inspires followers to work toward common goals (Bass, 1999). This dimension helps foster positive emotions and a sense of purpose among followers, encouraging them to engage in OCB, such as helping others and participating in

organizational initiatives beyond their formal roles (Bacha & Kosa, 2024). In law enforcement, where officers often face high-pressure situations, inspirational motivation can enhance teamwork and cooperation, driving OCB.

Intellectual Stimulation: Intellectual stimulation involves encouraging followers to think creatively, question assumptions, and explore innovative solutions to problems (Avolio & Bass, 1995). This dimension has been shown to promote OCB by fostering a proactive mindset among followers, encouraging them to take initiative and contribute beyond their assigned tasks (Kao et al., 2023). In police organizations, intellectual stimulation may encourage officers to think critically about their work, leading to innovative practices and improved organizational outcomes.

Individualized Consideration: Individualized consideration refers to the leader's attention to each follower's development, mentoring, and coaching to meet their individual needs (Bass & Avolio, 1995). Leaders who exhibit this dimension build strong relationships with followers, enhancing their sense of value within the organization and promoting OCB traits such as altruism and conscientiousness (Organ et al., 2005). In the context of the Royal Malaysia Police, individualized consideration can foster a supportive work environment, encouraging officers to engage in behaviors that contribute to the well-being of their colleagues and the organization.

OCB Traits Influenced by Transformational Leadership

OCB consists of several dimensions that reflect voluntary behaviors aimed at improving organizational functioning. Among these, altruism, conscientiousness and sportsmanship are particularly relevant in the context of law enforcement.

Altruism: Altruism reflects voluntary actions aimed at helping others with work-related tasks. Transformational leaders, especially those who exhibit individualized consideration, are likely to encourage altruistic behaviors by creating an environment where collaboration and mutual support are valued (Kao et al., 2023).

Conscientiousness: Conscientiousness refers to behaviors that go beyond minimum role requirements, such as adhering to rules and being punctual (Organ et al., 2005). Leaders who inspire trust and respect through idealized influence often encourage followers to demonstrate conscientiousness by fostering a strong commitment to organizational goals.

Sportsmanship: Sportsmanship involves tolerating less-than-ideal conditions without complaint (Organ et al., 2005). Transformational leaders who motivate followers with a compelling vision are likely to foster sportsmanship, as followers who are engaged and inspired by their work are more likely to overlook minor inconveniences and remain focused on the broader organizational mission.

Hypotheses

Based on the literature review, the following hypotheses can be proposed:

The four dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, positively influence OCB in the Royal Malaysia Police.

- H1a: Idealized influence positively influences follower OCB .
- H2a: Inspirational motivation positively influences follower OCB.
- H3a: Intellectual stimulation positively influences follower OCB.
- H4a: Individualized consideration positively influences follower OCB.

4.0 METODOLOGY

The research methodology employed in the study is focused on examining the relationship between transformational leadership and Organizational Citizenship Behavior (OCB) within the Royal Malaysia Police. The methodology is designed to collect and analyze data that will provide insights into how leadership styles influence discretionary, extra-role behaviors in a structured and hierarchical organization like the police force.

Research Design

This study adopts a quantitative correlation design, which is ideal for understanding the relationships between variables. The goal is to assess whether there is a significant relationship between transformational leadership (independent variable) and OCB (dependent variable). The study uses correlational analysis to measure the strength and direction of the relationship between these two variables.

Population and Sample

The target population includes approximately 322 members of the Royal Malaysia Police from different states in Malaysia, specifically Johor, Melaka, and Negeri Sembilan. Participants are required to have been under the supervision of their current leader for at least one year, ensuring that their responses reflect their experiences with transformational leadership.

Sampling Method

A non-probability convenience sampling method is used to select participants. This method ensures that the study can gather data from participants who are easily accessible and willing to participate in the survey. An online platform is utilized to distribute the survey link to the participants within the police force.

Data Collection Instruments

Two primary instruments are adapted for data collection:

- Multifactor Leadership Questionnaire (MLQ 5x Short): This tool is modified to measure the key traits of transformational leadership, including idealized influence (4 items), inspirational motivation (4 items), intellectual stimulation (5 items), and individualized consideration (5 items).
- Organizational Citizenship Behavior (OCB) modified scale: This scale measures

different aspects of OCB, including altruism (6 items), sportsmanship (6 items), and courtesy (6 items). It captures how often participants engage in voluntary, non-task-related behaviors that benefit the organization.

Data Collection Procedure

Once ethical approval is obtained from the relevant authorities, the survey link is shared through official channels within the Royal Malaysia Police. Participants are given approximately two weeks to complete the survey. The researcher monitors response rates and ensures that the data is collected from a sufficiently large sample to support meaningful analysis.

Data Analysis

The data is analyzed using SPSS AMOS software. Descriptive statistics are first conducted to summarize the basic features of the data, followed by correlation and regression analysis to test the relationship between transformational leadership and OCB.

5.0 RESULTS AND DISCUSSION

The demographic profile of the respondents, detailed in Tables 1, 2, and 3, offers a concise overview of the sample characteristics. The gender distribution (Table 1) indicated that males comprised 73.3% (n=236) of the respondents, and females constituted 26.7% (n=86). A substantial majority of the respondents were Non-Officers (60.9%, n=196), whereas Officers constituted 39.1% (n=126) of the sample, as seen in Table 2. The experience distribution (Table 3) reveals a varied range of service years: 12.1% (n=39) had 0-5 years, 23.3% (n=75) had 6-10 years, 26.4% (n=85) had 11-15 years, 25.2% (n=81) had 16-20 years, and 13.0% (n=42) had above 21 years of experience. This demographic data underscores the diverse nature of the sample, guaranteeing comprehensive coverage of both genders, positions, and experience levels within the law enforcement domain.

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	236	73.3	73.3	73.3
	Female	86	26.7	26.7	100.0
Total		322	100.0	100.0	

Table 2: Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	126	39.1	39.1	39.1
	Non Officer	196	60.9	60.9	100.0
	Total	322	100.0	100.0	

Table 3: Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	39	12.1	12.1	12.1
	6-10	75	23.3	23.3	35.4
	11-15	85	26.4	26.4	61.8
	16-20	81	25.2	25.2	87.0
	Over 21 years	42	13.0	13.0	100.0
	Total	322	100.0	100.0	

Figure 1 illustrates the measurement model combining all exogenous latent constructs simultaneously. The model includes four latent constructs: Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC), with their respective indicators. Factor loadings for the indicators range from 0.72 to 0.85, indicating strong relationships between the latent variables and their observed measures. The covariances among the constructs range between 0.33 and 0.49, suggesting moderate correlations. The model fit indices indicate an excellent fit with Chi-Square = 129.797 (df = 129), a ChiSq/df ratio of 1.01, GFI = 0.958, AGFI = 0.944, CFI = 1.000, and RMSEA = 0.004, all meeting the threshold for a well-fitting model.

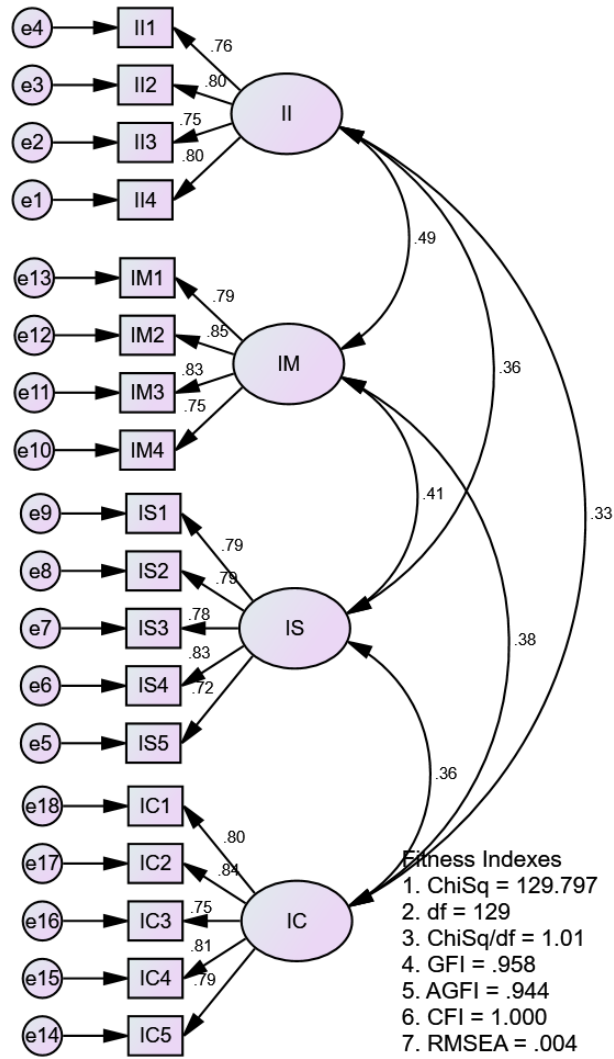


Figure 1: The Measurement Model combining All Exogenous Latent Constructs Simultaneously

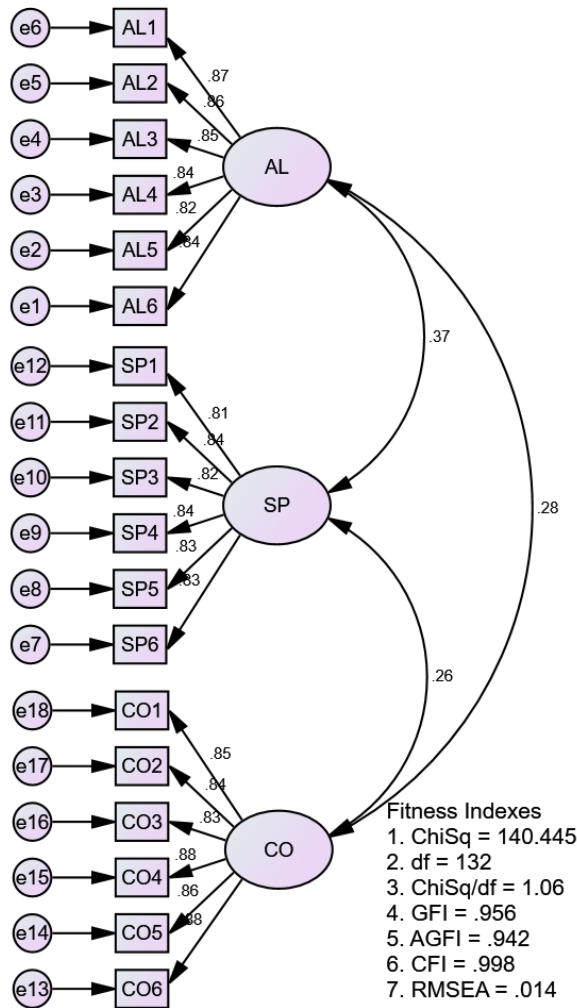


Figure 2: The Measurement Model combining All Endogenous Latent Constructs Simultaneously

Figure 2 depicts the measurement model combining all endogenous latent constructs simultaneously. The model encompasses three latent constructs: Altruism (AL), Sportsmanship (SP), and Courtesy (CO), with their respective indicators. The factor loadings range from 0.81 to 0.88, suggesting robust relationships between the latent constructs and their corresponding indicators. Covariances among the constructs range from 0.26 to 0.37, indicating moderate correlations. The model demonstrates a good fit, with Chi-Square = 140.445 (df = 132), a ChiSq/df ratio of 1.06, GFI = 0.956, AGFI = 0.942, CFI = 0.998, and RMSEA = 0.014, all of which meet the acceptable fit criteria for SEM models.

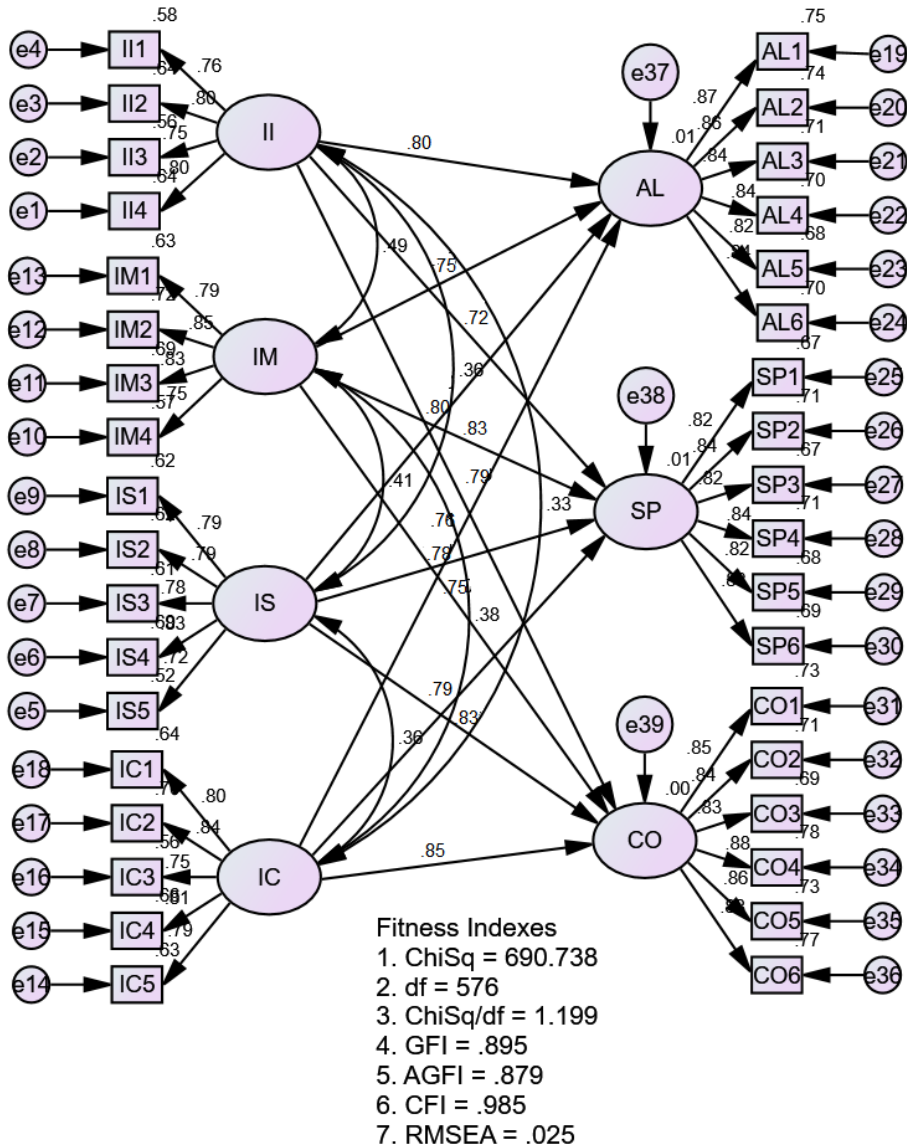


Figure 3: The Standardized Regression Weights for the Model

Figure 3 presents the standardized regression weights for the structural model, illustrating the relationships between the exogenous constructs (Idealized Influence [II], Inspirational Motivation [IM], Intellectual Stimulation [IS], and Individualized Consideration [IC]) and the endogenous constructs (Altruism [AL], Sportsmanship [SP], and Courtesy [CO]). The standardized regression weights vary from 0.72 to 0.85, indicating strong effects between the latent variables. The model fit indices demonstrate a reasonably good fit, with Chi-Square = 690.738 (df = 576), ChiSq/df = 1.199, GFI = 0.895, AGFI = 0.879, CFI = 0.985, and RMSEA = 0.025, indicating an acceptable fit overall, though some indices, such as GFI and AGFI, are slightly below the typical threshold for an ideal model fit.

6.0 CONCLUSION

Based on the findings presented in Figure 3, the structural model demonstrates a generally strong fit, with most relationships between the exogenous and endogenous constructs showing standardized regression weights between 0.72 and 0.85, suggesting strong effects. The model fit indices further indicate a reasonably good overall fit, as evidenced by the Chi-Square/df ratio of 1.199, CFI of 0.985, and RMSEA of 0.025. While some indices, such as GFI (0.895) and AGFI (0.879), fall slightly below the ideal thresholds, the model remains acceptable in terms of fit. This suggests that the relationships between the transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration) and the organizational citizenship behaviors (Altruism, Sportsmanship, and Courtesy) are adequately represented and supported by the data. Therefore, the model can be deemed effective in capturing the underlying relationships, though further refinement might be considered to improve the model fit, particularly with respect to GFI and AGFI.

AUTHOR CONTRIBUTIONS

Nasir, N. S. M.: Conceptualization; Zain, M. H. M. : Methodology, Software, Writing-Original Draft Preparation; Shahzada, M. R. : Software, Validation, Ning, Z.: Writing-Reviewing and Editing.

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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