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Generational Differences as a Moderator of Relationships Between Transformational Leadership Style, Organizational Commitment, and Organizational Citizenship Behavior

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Abstract

Today, three generations (Gen X, Y, Z) work together in various organizations, making it a challenge for leaders to manage cross-generational employees. In addition, previous studies have found low levels of organizational commitment and organizational citizenship behavior (OCB) among Gen Y and Z employees. This study aimed to explain how generational differences moderate the relationships between transformational leadership style, organizational commitment, and OCB. The participants in this study were 216 employees in Semarang who belonged to Gen X, Y, and Z. Participants were recruited using convenience sampling. Data were analyzed using multigroup moderation on AMOS. The results showed that generational difference moderates the influence of transformational leadership style on organizational commitment and OCB. The strongest generational influences on organizational commitment and OCB were observed in Gen Z.

Globalization has led to increasingly fierce competition among organizations. Human resources play an important role in creating an adaptive organization that can survive and develop sustainably. According to 2020 labor force data from Statistics Indonesia, four generations currently work together in organizations: baby boomers, Generation X, Generation Y, and Generation Z. The present study discusses only three generations (Gen X, Y, and Z) given that the number of baby boomer employees has decreased due to retirement, while Gen Z has started to enliven the Indonesian labor market.

Each generation grew up during a different period. Therefore, it is not surprising that they have different perspectives, expectations, and values. Generational differences in the workplace are reflected in the new values that employees hold (Campbell et al., 2017) and have influenced their preferences regarding leadership style (Napitupulu, 2018). These new values include a stronger focus on work-life balance, the need for meaning and purpose in work, the desire for flexibility in work arrangements, the desire to participate in decision-making, and respect for diversity and inclusivity. These values reflect a shift from a hierarchical, stability-focused work environment to a more collaborative, adaptive work pattern that emphasizes employee psychological well-being (Ausat et al., 2022). Managing generational differences in the workforce has been a topic of interest among leaders and researchers over the past few years (Kraus, 2017).

Having multiple generations working together within an organization creates complex situations for leaders, who must manage human resources to optimize organizational performance, especially for Gen Y and Gen Z employees. These generations are creative, intelligent, and full of ideas, but they also get bored easily, are impatient, and tend to have low organizational commitment (Oktariani et al., 2017). Intergenerational differences in organizations have been shown to have important implications for leadership style preferences, particularly transformational leadership. The literature suggests that younger generations—i.e., millennials and Gen Z—tend to value leaders who inspire, long-term vision, individual support, and opportunities for personal and professional growth (Lyons & Kuron, 2014; Twenge et al., 2010). Several empirical studies have shown that transformational leadership tends to be more effective in a multigenerational workforce because



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this leadership style can bridge value differences, increase work engagement, and strengthen organizational commitment among employees regardless of age (Andri & Moko, 2024; Costanza et al., 2012; Parry & Urwin, 2011). Thus, transformational leadership is seen as the most adaptive approach to addressing the dynamics of generational differences and the demands of contemporary work values in modern organizations.

In 2018, Deloitte released the Deloitte Millennial Survey with 10,455 Gen Y and 684 Gen Z respondents from 36 countries, including Indonesia. The survey found that 43% of Gen Y and 61% of Gen Z respondents wanted to leave the company within two years. Moreover, research conducted in 2019 by IDN Research Institute showed that the most ideal working duration at a company for Gen Y was two to three years (35.1% of total respondents). The two-year period represents a crucial initial phase in the formation of affective organizational commitment, during which employees evaluate the organization's value alignment, leadership quality, and fulfillment of the psychological contract (Meyer & Allen, 1991; Rousseau, 1995). Deloitte (2018) and IDN Research Institute and Alvara Research Center (2019) findings, which showed high turnover intentions among Gen Y and Z with two years of working duration, reflect the characteristics of the younger generations, who place a greater emphasis on the meaning of work, self-development, and leadership quality as compared to loyalty based on length of service (Twenge et al., 2010). Saragih et al. (2016) stated that an organization might be successful in implementing strategies to retain the best employees from Gen X and the previous generations, but a different approach is needed to retain Gen Y employees. Commitment is a critical factor because it affects employee engagement in achieving organizational performance (Nguyen & Thu, 2020).

Robbins (2009) defined organizational commitment as an employee's attitude toward the organization they work for, intention to stay longer and dedicate more effort, and acceptance of the organization's values and goals. An organization with low employee commitment will deliver poor performance, especially if employees who leave have strong capacity and performance. This leads to negative impacts on teamwork and increased recruitment and training costs (Akgunduz & Sanli, 2017; Park & Jung, 2015).

Successful organizations also need employees who are willing to go beyond their job responsibilities, e.g., engaging in voluntary behavior to support coworkers and the organization. This behavior is called organizational citizenship behavior (OCB) (Organ, 1988). Employees who show OCB are often referred to as good citizens. They care for and help co-workers, are actively involved and volunteer for extra duties, and follow workplace procedures and rules (Bolino et al., 2015).

OCB also helps organizations adapt to environmental changes. This is because employees realize that they should improve their skills, seek information about market needs and changes, and obtain advice about how to respond to these changes (Thulasi & Greetha, 2015). Given

the characteristics of Gen Y and Z, they may be less likely to exhibit OCB, which would require working outside designated hours (Harvey et al., 2018). Members of these generations prioritize extrinsic values over intrinsic ones, and therefore, rewards are important to them (Mishra et al., 2018). Meanwhile, OCB is a voluntary behavior that goes beyond assigned tasks and, technically, is not formally rewarded (Organ, 1988).

To nurture OCB, leaders should foster a conducive environment, pride in the organization, and organizational support to fulfill employee needs (Hariani & Masdupi, 2019). The present study explored transformational leadership. Bass (1985) defined transformational leaders as those who actively lead to inspire their followers to think and behave not only for their own interest but also for the interests of the group and organization.

Transformational leaders can encourage a shift in the values, beliefs, and needs of their followers by helping them see old problems in new ways, thereby uplifting and motivating them to make extra efforts to achieve their goals. Some previous studies have shown that transformational leadership has a positive effect on OCB (Djalali et al., 2017; Vedaei, 2018). In addition, transformational leadership can enhance organizational commitment (Rahmawati & Tobing, 2019; Wulani et al., 2019). In this study, researchers measured employee perceptions of transformational leadership, which was the subjective assessment of employees regarding the extent to which their leaders could convey an inspiring vision, provide meaningful motivation, encourage innovative thinking, and show personalized attention in supporting the development and needs of their followers (Banks et al., 2016). This perception is formed through daily interactions with leaders and plays a significant role in shaping employee work attitudes, including OCB and organizational commitment, as employees respond to leadership based on an interpretation of the leader's behavior, not solely on the leader's objective characteristics (Buil et al., 2019; Ziatong et al., 2022).

Generational difference is a persistent issue in human resource management and continues to evolve. Leaders must understand the characteristics of each generation in the workplace. Understanding the different behaviors and needs of Gen X, Y, and Z will help organizations optimally manage and develop their human resource potential (Schroth, 2019) and establish a competitive advantage to achieve organizational goals (Paramitha & Ihalauw, 2018). Few studies have examined the role of generational difference in determining how leadership style relates to organizational commitment and OCB. Studies on Gen Z, who have only recently entered the workforce, remain limited, even though this age group is slowly outnumbering previous generations in the global population.

Additionally, few studies have examined which generation is most influenced by the transformational leadership style on organizational commitment and OCB. In Indonesia, research on transformational leadership generally focuses on the direct relationship with organizational commitment or OCB without examining how generational

difference—which is increasingly relevant as Gen Y and Z become more dominant in the workforce—can change the strength and direction of these relationships e.g., Djalali et al. (2017), Rahmawati and Tobing (2019), and Wulani et al. (2019). Therefore, this study offers a novel contribution by integrating a cross-generational perspective as a moderating mechanism in the transformational leadership–commitment–OCB model in the context of Indonesian organizations. The hypothesis proposed in this study is that generational differences moderate the relationship between transformational leadership style, organizational commitment, and organizational citizenship behavior (OCB).

Methods

This study used a quantitative approach in the form of a correlational study. Transformational leadership style served as an exogenous variable, organizational commitment and OCB as endogenous variables, and generational difference as a moderator. The researchers used accidental sampling, a non-probability sampling method, to recruit participants. Information about the research was broadcast through WhatsApp. The study examined employees aged 25–60 years old working in Semarang. The types of organizations studied varied because the generational difference phenomenon exists in all organizations (Adiawaty, 2019). The characteristics of the 216 participants appear in Table 1.

The assessment tools used in this study were: transformational leadership style scale, organizational commitment scale, organizational citizenship behavior (OCB) scale, and a questionnaire about participants' ages (date of birth), which was used to categorize them into Gen X (born in 1960–1980), Y (born in 1980–1995), and Z (born in 1995–2010) (Bencsik et al., 2016). The researchers developed all scales based on existing theoretical constructs.

The transformational leadership style scale comprises 12 items and encompasses four dimensions, i.e., intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. This scale measures how employees perceive the leadership of their leader. Examples of items are “I think I gain opportunities from the leader to develop myself through training” (26) and “My leader motivates the team to achieve the targets set by the company” (35).

The organizational commitment scale comprises nine items across three dimensions: affective, continuant, and normative commitment. Examples of items are “I am proud to be a part of the company where I work now” (1) and “If I quit this company, I am not sure I can get a better opportunity in other companies” (8).

The organizational citizenship behavior (OCB) scale has 15 items, which measure the following dimensions: conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. Examples of items are “I am willing to do tasks outside of my job description in order to achieve group objectives” (10) and “I help new employees adapt in work environment” (16). The three scales are measured

on a 5-point Likert scale, with options ranging from 1 (Highly Not Appropriate) to 5 (Very Appropriate).

To verify the validity and reliability of the measuring tools, the researchers conducted a content validity test for each scale using Aiken's V. The items for each scale were assessed by an expert panel comprising human resource professionals and psychologists in the organizational and industrial fields who had expertise in the research topic. The V scores for all items ranged from 0.683 to 0.916, indicating good content validity. Next, a construct validity test was conducted to assess how well the items represent each construct, with 80 raters involved. Validity test with product moment and corrected item-total correlation, resulting in correlation coefficients of > 0.3 ($p < .05$) for all scales. Therefore, all items were declared valid. The measuring tool also has good reliability, with a Cronbach's $\alpha > .7$ (Table 2). To test the research hypothesis, the researchers performed multigroup moderation in AMOS, aimed at determining whether generational differences moderate the relationship between leadership style, organizational commitment, and organizational citizenship behavior (OCB).

Results

The results of the confirmatory factor analysis (CFA) showed that all items had a loading factor $> .5$. The variance extracted (AVE) was higher than .5, while the construct reliability (CR) value was greater than .7. Thus, the validity and reliability assumptions were met. Table 3 displays the AVE and CR values. The normality analysis results indicated that the data distribution was not normal. However, according to Gujarati and Porter (2009), for large samples, the normality assumption can be overlooked. Next, we analyzed the data for outliers, leading us to drop 16 samples whose Mahalanobis distance exceeded the table value (61.098).

After dropping the outlier, the researchers assessed the model fit. The results showed that the model had goodness of fit, as all key criteria were met (chi-square=669.712, CMIN=1.881, GFI=.841, AGFI=.778, NFI=.879, RFI=.842, TLI=.919, CFI=.938, IFI=.94, and RMSEA=.069).

In the multigroup moderation analysis, the moderator comprised three groups (Gen X, Y, and Z), and the chi-square value of the unconstrained model was compared to the five baseline models. Table 4 shows a significant difference ($p < .05$) among the three sample groups, indicating a moderating effect in the model. This means the hypothesis was accepted: Generational difference moderates the relationship between transformational leadership style, organizational commitment, and OCB. The squared multiple correlations revealed that the relationship between transformational leadership style and organizational commitment was strongest in Gen Z ($r=.773$), followed by Gen X ($r=.641$) and Y ($r=.428$). Additionally, the relationship between transformational leadership style and OCB was strongest in Gen Z ($r=.701$), followed by Gen Y ($r=.381$) and Gen X ($r=.320$).

Table 1
Participant Characteristics (N=216)

No	Characteristics	Classifications	N	Percentage (%)
1	Gender	Female	99	46%
		Male	117	54%
		Total	216	100%
2	Generation	Gen X	67	31%
		Gen Y	90	42%
		Gen Z	59	27%
		Total	216	100%
3	Highest Level of Education	High School/Vocational School	38	18%
		Diploma	14	6%
		Bachelor	150	69%
		Postgraduate	14	6%
		Total	216	100%

Table 2
Reliability Estimation Results

Scale	α
Transformational Leadership Style	.929
Organizational Commitment	.880
Organizational Citizenship Behavior	.887

Table 3
Variance Extracted Value and Construct Reliability

Variable	AVE	CR
Organizational Commitment	0.537	.848
Organizational Citizenship Behavior	.455	.851
Transformational Leadership Style	.623	.925

Discussion

The research showed a significant positive relationship between transformational leadership style and organizational commitment and OCB, independently. Transformational leaders stimulate ideas, pose new challenges to encourage creativity in problem solving, and provide personalized appreciation and developmental support for followers. This makes employees feel accepted and valued, thereby increasing loyalty to the organization (Sung et al., 2019). Organizations need strong leaders who can create a vision for the future and inspire their employees. Leaders move their subordinates to achieve more than expected and go beyond personal interests for the organization, thus encouraging their followers to put in extra effort (Robbins & Judge, 2015).

Generational difference was found to moderate the relationships between transformational leadership style and organizational commitment, as well as transformational leadership style and OCB. The characteristics, life experiences, and values of each generation influence their leadership style preferences (Kraus, 2017).

The squared multiple correlation tests indicate that the relationship between transformational leadership style and organizational commitment is most pronounced

among Gen Z, followed by Gen X and Gen Y. Gen Z employees typically seek challenges and freedom (Bencsik et al., 2016) and are more comfortable with a non-authoritarian leader. Gen Z requires leaders who not only act as mentors in professional contexts but also motivate employees in their personal lives (Gaidhani et al., 2019).

Gen X employees usually have career plans and want job security, so they tend to develop higher commitment to the organization (Nindyati, 2017). However, Gen X views jobs as transactional; they work to earn a living rather than to establish an emotional bond (Espinoza & Schwarzbart, 2016). Meanwhile, Gen Y employees enjoy challenging the status quo. They are innovative and interested in entrepreneurship. Thus, they tend to prefer an open leadership style, job delegation, and rewards (Napitupulu, 2018).

Another finding was that the relationship between transformational leadership style and OCB is strongest in Gen Z, followed by Gen Y and X. Gen Z tends to choose jobs based on their interests and perceives work based on how organizations accommodate them. If they feel that an organization treats them well, they will improve their work performance beyond the minimum work demand (Wardani et al., 2019). Gen Y, which tends to be individualistic, egocentric, and less caring, typically exhibits fewer helping behaviors (Negoro, 2016). Gen X is results-oriented, meaning they are more motivated when given tasks by a leader. They are also independent and hardworking, with high achievement motivation, so they usually put in more effort than required (Espinoza & Schwarzbart, 2016).

Employee perceptions of a superior’s leadership styles play a crucial role in shaping work attitudes and behaviors, as employees respond to leadership based on how they subjectively interpret the leader’s behaviors in daily interactions. When the employee perceives their superior’s leadership as supportive, fair, and inspiring—the characteristics of transformational leadership—they tend to develop a stronger emotional attachment to the organization (affective organizational commitment), as the leader is seen as representing the organization’s overall

Table 4
Goodness of Fit of Multigroup Test

Model	Chi Square	df	Chi-Square Difference	df Difference	p
Unconstrained	3,583.141	1296	0	0	0
Measurement weight	3,740.623	1352	157.482	56	0
Structural weight	3,750.909	1356	167.768	60	0
Structural covariance	3,760.166	1358	177.025	62	0
Structural residuals	3,763.546	1362	180.405	66	0
Measurement residuals	4,078.092	1424	494.951	128	0

values, goals, and concerns (Eisenberger et al., 2002).

Furthermore, a positive perception of leadership style leads to a higher tendency toward OCB, which is voluntary employee behavior that goes beyond formal role demands. Based on social exchange theory, employees who evaluate their leaders positively will be motivated to reciprocate this treatment by making extra, prosocial contributions—such as helping coworkers, demonstrating loyalty, and maintaining the organization's reputation—that support organizational effectiveness (Podsakoff et al., 2000).

In this research, the strongest influence of transformational leadership style on organizational commitment and OCB was most pronounced among Gen Z. Gen Z prefers this style because leaders value the uniqueness of each individual, encourage creativity, provide opportunities, and support employee development. Gen Z employees feel appreciated when their leaders show them trust and delegate important tasks to them with little guidance, encouraging them to contribute more to the organization (Jones et al., 2019).

Limitations

This study has several limitations, such as a small, limited sample size from Semarang, which may not fully represent the broader population. This limits the generalizability of the results. Furthermore, the measurement tools were developed by the researchers and not tested in other studies, which might affect the validity of the findings.

Conclusion

Generational differences moderate the relationship between transformational leadership style, organizational commitment, and organizational citizenship behavior (OCB). The relationship between transformational leadership style and organizational commitment is most pronounced in Gen Z, followed by Gen X and Y. Another finding was that the relationship between transformational leadership style and OCB was strongest in Gen Z, followed by Gen Y and X. The characteristics of each generation influence their leadership style preferences, organizational commitment, and OCB. When the transformational leadership style becomes more effective, organizational commitment and OCB will improve.

Implications

Currently, Gen X, Y, and Z are working together in organizations. Linking this to the study's findings, organizations should nurture their managers' transformational leadership style. This will create a work environment that stimulates organizational commitment and the behavior of OCB's employees.

The results of this study enrich Indonesian literature by emphasizing the importance of integrating demographic factors with the development of leadership theory. Parties interested in researching this topic can compare other leadership styles to determine the appropriate leadership style for each generation. Future researchers should also focus on organizations with homogeneous populations.

Recommendations

The results of this study indicate that transformational leadership can significantly increase OCB and organizational commitment, especially among Gen Z. Therefore, researchers are encouraged to incorporate additional independent variables, e.g., quality of intergenerational relations, perceived organizational support, and quality of organizational communication. Several variables related to positive psychology can also be studied, including work-life balance, happiness, gratitude, and hustle culture, which are closely related to Gen Z. Such studies are important because in the next 10 years, Gen Z will dominate the workplace.

Declarations

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Authors' Contributions

FH, SCW, and DPBS designed this research concept together. FH and SCW carried out data collection and

analysis. DPBS contributed substantially to the conceptualization and initial drafting of the manuscript. DPBS passed away before the final version of this manuscript was completed. All remaining authors take responsibility for the integrity of the work and approved the final version of the manuscript.

Conflict of Interest

No potential conflict of interest was reported by the author


Declaration of Generative AI in Scientific Writing

During the preparation of this manuscript, the author(s) used OpenAI's ChatGPT (GPT-5) to assist in language refinement, idea organization, and improvement of clarity. After using this tool, the authors reviewed and edited the content as necessary and take full responsibility for the final version of the manuscript.

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