

# THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH LEADER-MEMBER EXCHANGE AS A MEDIATOR VARIABLE AND DEPENDENCE ON THE LEADER AS A MODERATOR VARIABLE IN MUSIC PERFORMANCES (A STUDY ON STUDENT PROJECT PERFORMING ART AND SPORT MANAGEMENT CIPUTRA UNIVERSITY)

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## ABSTRACT

This study investigates six key relationships in the context of music performances: (1) the impact of transformational leadership style on leader-member exchange (LMX), (2) the impact of transformational leadership on organizational citizenship behavior (OCB), (3) the influence of LMX on OCB, (4) the mediating role of LMX in the relationship between transformational leadership and OCB, (5) the moderating effect of dependence on the leader in the relationship between transformational leadership and OCB, and (6) the moderating effect of dependence on the leader in the relationship between LMX and OCB. The population comprises 127 committee members from the virtual music concert One Voice for All, the musical drama Merpati Putih, and UC Summerfest 2022 (International Business Management Program, Faculty of Management and Business, Ciputra University). Data were collected through validated and reliable questionnaires and analyzed using SEM-PLS, including path coefficients, indirect effects, and F-square moderation tests. The findings show: (1) transformational leadership significantly and positively affects LMX, (2) transformational leadership significantly and positively affects OCB, (3) LMX significantly and positively affects OCB, (4) LMX significantly mediates the effect of transformational leadership on OCB, (5) dependence on the leader weakens and does not significantly moderate the effect of transformational leadership on OCB, and (6) dependence on the leader strengthens but does not significantly moderate the effect of LMX on OCB.

**Keywords:** Music Performance, transformational leadership style, Leader-Member Exchange, Organizational Citizenship Behavior, Dependence on the Leader

## INTRODUCTION

In Indonesia, music festivals and concerts significantly contribute to the national economy, attracting tourists through events like Prambanan Jazz and Java Jazz before the COVID-19 pandemic (Saraswati, 2021). The pandemic prompted the music industry to adapt, shifting to digital platforms for streaming performances (Hidayatullah, 2021; Parsons, 2020; Saraswati, 2021). The music industry, one of the fastest-growing sectors in Indonesia's creative economy, saw its GDP contribution increase by 7.59% in 2018 (UNCTAD, 2019). In 2022, revenue from music events reached USD 44 million, with music streaming projected to grow from 4.8% user penetration in 2020 to 5.7% in 2024. This industry is shaped by its actors and demands not only musical talent but also managerial capabilities like leadership (Boisnard & Melander, 2018; Moreau, 2013; Putra & Hudrasyah, 2012). This study addresses a gap in empirical research on leadership in music festivals, focusing on project-based music performance leadership. It explores how transformational leadership style and leader-member exchange (LMX) influence organizational citizenship behavior (OCB). Specifically, it examines the mediating role of LMX between transformational leadership and OCB, and the moderating effect of leader dependence on these relationships. The study emphasizes the unique cultural and structural context of leadership in music performance projects.

## **LITERATURE REVIEW**

### **Leadership**

Although general and musical project leadership share foundational principles, they differ in that musical project leadership emphasizes close collaboration and trust-based interactions among members and organizers (Sedita, 2008; Varvarigou et al., 2011). A project manager's leadership abilities are crucial in linking leadership style to organizational success (Cook & Howitt, 2012; Garrido & Requena, 2015; Hasanti, 2019). Leadership styles can be broadly categorized as horizontal (e.g., shared leadership) and vertical, with shared leadership promoting collective responsibility and competitive advantage (Choi et al., 2017; Pearce & Sims, 2000; D. Wang et al., 2014). However, traditional leadership research often overlooks the unique challenges of project-based contexts, where standard management skills may not be sufficient (Gehring, 2007). According to Gehring (2007), three aspects distinguish project leadership: its temporary nature, the limited formal authority of project managers, and the formation of diverse, unfamiliar teams focused on specific goals

### **Shared Leadership and Servant Leadership**

Shared leadership involves guiding individuals and teams toward shared goals by fostering understanding and collaboration (D. Wang et al., 2014). It enhances team decision-making by encouraging knowledge sharing and building strong interpersonal relationships that promote motivation and a healthy work environment (Erkulu, 2014; Hoch, 2013; D. Wang et al., 2014). However, it also has drawbacks, such as overlapping responsibilities and delayed decision-making due to overly cohesive leadership dynamics (Hoch, 2013; Pearce & Sims, 2000; Wadel, 2018). Servant leadership adopts a holistic approach, considering rational, emotional, ethical, and spiritual dimensions of leadership (Melinda et al., 2020; Sendjaya et al., 2008). It is effective due to leaders' strong empathy, insight, and close relationships with followers (Newman et al., 2017). With its emphasis on serving others' needs above self-interest, this style can foster trust and commitment (Greenleaf, 2019; Melinda et al., 2020; Newman et al., 2017). Yet, servant leadership may lead to exploitation by manipulative individuals, diminish leaders' self-awareness, and weaken authority, potentially reducing clarity in organizational direction (Camm, 2019; Carter, 2012; Greenleaf, 2019; Kark et al., 2003).

### **Transformational Leadership**

Transformational leadership involves encouraging followers to surpass their performance expectations by influencing their values, norms, and motivations (Bass & Riggio, 2006; Choi et al., 2017; Palhe, 2018). This style enhances intrinsic motivation and organizational commitment by aligning personal goals with organizational ethics and vision. Leaders become role models, sharing innovative ideas and fostering collaboration (Aryee et al., 2012; Bass & Riggio, 2006; Choi et al., 2017; Palhe, 2018). However, it requires significant time and effort, particularly in understanding and adapting to diverse follower backgrounds (Bass & Riggio, 2006; Bolkan & Goodboy, 2011; Graen & Uhl-Bien, 1995; Lin et al., 2019; Tepper et al., 2009). In project settings, transformational leadership is highly adaptable, especially when team members come from various disciplines and communicate differently (Bass & Riggio, 2006; Bergman et al., 2012; Day et al., 2004; Ragins & Gonzalez, 2003). It is particularly effective in dynamic environments where leaders must be proactive and responsive (Antonakis & House, 2014; Cameron et al., 2015). Research shows that transformational leadership fosters organizational citizenship behavior (OCB) by enhancing communication and shared commitment among project members, thereby boosting organizational effectiveness (Gronn, 2002; Harvey et al., 2018; Malone & Crowston, 1994; Nandedkar & Brown, 2018; Sisson, 2021).

### **Leader-Member Exchange**

The leader-member exchange itself speaks that effective leadership occurs when leaders and followers develop mature and mutually beneficial relationships (Graen & Uhl-Bien, 1995; Sisson, 2021; Z. Wang et al., 2019). There are several indicators of leader-member exchange according to (Keskes et al., 2018; Liden & Maslyn, 1998):

Contribution, which is a view of the amount, direction and quality of work activities provided by each member to achieve common goals in the organization; Loyalty, A condition where openly the actions and character of both leaders and members are supported by each other. Loyalty is seen as part of the development process and has an important role in leader-member exchange. Loyalty is also a measure for a leader to assign the type of task that suits their members; Affect, a reciprocal relationship between leaders and members where it is based not on work values or professionalism but an attraction between each person. For example, because they enjoy their work in the company, leaders and members often interact with each other; Professional Behavior, a view of the extent to which a good reputation within and/or outside the organization and excellence is built by each member in their field of work. It is possible that there needs to be a process of developing a view of professional respect before working with someone (Estiri et al., 2018; Keskes et al., 2018; Liden & Maslyn, 1998)

### Relationship between Transformational Leadership and Leader-Member Exchange

Many studies support the association of LMX position with leadership style positively where transformational leaders will give their employees the opportunity to decide, motivate them and invite them to solve their own problems. The only way to find out if the leader's role is appropriate for their level of leadership is by reading employees' perceptions of their leaders (Galanaki & Papalexandris, 2017; Sisson, 2021). Previous research states that the leadership style of superiors is able to improve employee attitude through the organization and their leaders (Galanaki & Papalexandris, 2017; Keskes et al., 2018; Siachou & Gkorezis, 2017). Recent studies highlight the positive relationship between leadership behaviors such as transformational leadership, morale and followers' perceptions of LMX. This situation allows employees to believe that leaders who act for the greater good of employees will result in higher levels of LMX as well (Newman et al., 2017).

*H1. Transformational leadership style has a significant positive effect on Leader-member exchange*

### Organizational Citizenship Behavior

Organizational Citizenship Behaviors (OCBs) are voluntary actions that are not formally rewarded but significantly enhance organizational effectiveness and social cohesion (Muldoon et al., 2017). These behaviors support overall performance by contributing beyond formal job duties and are shaped by leader-member dynamics (Estiri et al., 2018). OCB can be categorized into key dimensions: Sportsmanship: tolerance for criticism and a non-complaining attitude (Ann et al., 1983; Podsakoff et al., 2000), Civic Virtue: proactive involvement and responsibility in organizational development (Netemeyer et al., 1997; Podsakoff et al., 2000), Conscientiousness: exceeding job expectations through diligence and reliability (Manoppo, 2020; Netemeyer et al., 1997), and Helping Behavior: voluntary support to others, often in response to situational needs (Estiri et al., 2018; Manoppo, 2020; Netemeyer et al., 1997).

### Relationship between Transformational Leadership and Organizational Citizenship Behavior

In several recent studies related to employee engagement at company meetings, organizational support is a factor in high employee attendance at meetings, indicating that OCB participation is also high. Transformational leaders have the ability to motivate employees to move beyond narrow self-interest to pursue a shared mission (Khaola & Coldwell, 2018; Organ, 2018). It is conceivable that the average employee could easily respond to quality leadership by participating in OCBs. By argument, that employees who are sensitive to a leader's leadership style are likely to respond with personal behaviors consistent with how they are treated by management (Khaola & Rambe, 2021; Podsakoff et al., 2000).

*H2. Transformational leadership style has a significant positive effect on Organizational Citizenship Behavior.*

### Relationship between Leader-Member Exchange and Organizational Citizenship Behavior

One of the main arguments that LMX has a relationship with OCB is because a greater understanding of performance outcomes will be in line between leaders and members who continue to develop quality relationships

with each other (Liden & Maslyn, 1998; Nandedkar & Brown, 2018). This relationship will lead to reciprocity, ranging from the level of trust and social ties within the organization (Ilies et al., 2007; Nandedkar & Brown, 2018). Leaders will add their responsibilities when employees start to develop better relationships. Employees will directly perform additional responsibilities as a form of passing on positive relationships to their leaders, thus creating organizational citizenship behavior (Ilies et al., 2007; Muldoon et al., 2017; Nandedkar & Brown, 2018).

**H3. Leader-member exchange has a significant positive effect on Organizational Citizenship Behavior**

#### **LMX Relationship in Mediating Transformational Leadership on OCB**

The mediating role of LMX in mediating leadership style and OCB is based on the idea that LMX positively shows the quality relationship between leaders and followers (Sisson, 2021). This suggests that there is potential for LMX reciprocity, so employees who show high OCB and high task performance tend to have good social exchanges with supervisors who show a level of transformational leadership (Nandedkar & Brown, 2018). On the other hand, previous research has argued that transformational leadership style is the key to developing higher LMX through trust and healthy relationships between leaders and followers. This relationship is mediated by professional respect/behavior of LMX, indicating a credible leadership style if it has professional credibility as a leader members tend to show higher levels of commitment and performance when the leader/employee relationship is strong. Thus, members are likely to work together towards a greater organization (Keskes et al., 2018; Megheirkouni, 2017; Sisson, 2021)

**H4. Leader-member Exchange relationship mediates the effect of Transformational Leadership Style on Organizational Citizenship Behavior**

#### **Dependence on the Leader**

Dependence on the leader refers to members' reliance—both material and psychological—on their leader for direction and support in completing tasks (Chou et al., 2005; Sisson, 2021). This reliance reflects the leader's authority over vital resources and can influence the effectiveness of transformational leadership, depending on whether members are more independent or dependent (Chou et al., 2005; De Vries et al., 2002; Goodwin et al., 2001). Two main forms of dependence are identified: Job Dependence, which stems from the need for organizational resources like salary or assignments, aligning with Conservation of Resource theory that emphasizes individuals' need to preserve or gain resources (Hobfoll, 1989). Affective Dependence, marked by emotional insecurity and a need for validation, which may include anxious attachment, exclusive reliance on a leader, or emotional overdependence.

#### **The Relationship between Dependence on the Leader in Moderating the Effect of Transformational Leadership on Organizational Citizenship Behavior**

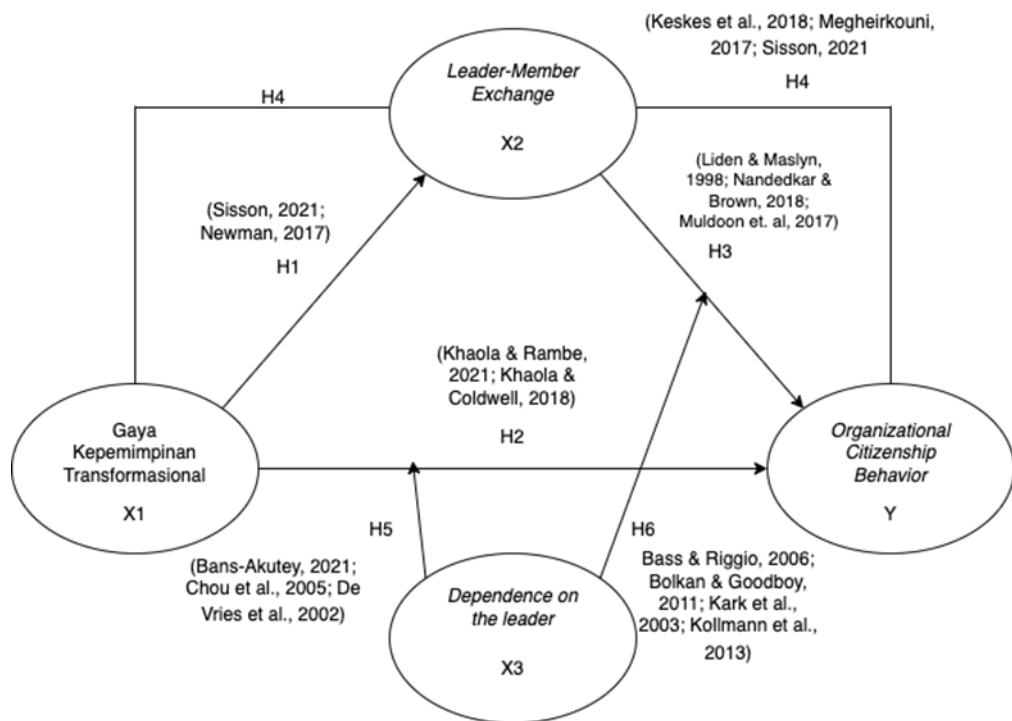
Dependence on leaders can affect leadership and individual performance, with low dependence on leaders, the relationship between leadership and member performance will be weaker than if dependence on leaders is high. Adopting the path goal theory, dependence on leaders is considered to be an assessment of the extent to which members want leaders to provide facilities or directions towards individual, group and organizational goals (Bans-Akutey, 2021; Chou et al., 2005; De Vries et al., 2002). A member considers his leader to be an extraordinary person to guide and inspire so that it becomes dependent, this point of view is in line with the charisma of the leader who is seen as a role model who has a high level of trust and confidence of members in the transformational leadership style (Bass & Riggio, 2006; Bolkan & Goodboy, 2011; Kark et al., 2003; Kollmann et al., 2013).

**H5. Dependence on the leader relationship moderates the significant positive effect of Transformational Leadership Style on Organizational Citizenship Behavior.**

## The Relationship between Dependence on the Leader in Moderating the Effect of Leader-Member Exchange on Organizational Citizenship Behavior

(Farh & Cheng, 2000) explained in a study of the characteristics of members' dependence on loyal leaders is determined by members' belief in their leaders' abilities, not interpersonal affection. The fact is that there is a lack of affective commitment to superiors and a lack of attachment of members to the organization. (Gordon, 1990) added that dependence on the leader is a mindset and when the leader is able to adjust individual loyalty, subordinates are willing to adjust themselves. High dependence of members on the leader, will increase members' belief that if they obey the leader, they will get the necessary resources and work support, not strengthening the quality of their relationship (Chou et al., 2005; De Vries et al., 2002; Farh & Cheng, 2000). In this study, we will see how strong the influence of dependence on the leader affects the quality of the relationship between members and leaders on organizational citizenship behavior or organizational effectiveness behavior.

H6. Dependence on the leader relationship moderates the significant positive effect of Leader-member Exchange on Organizational Citizenship Behavior



**Figure 1. Research Analysis Model**

## RESEARCH METHODS

This study used quantitative research methodology with 127 participants as the sample. All of them were committee members of the virtual music concert "One Voice for All", musical drama "Merpati Putih" and UC Summerfest 2022. The measurement instruments used were (1) Transformational Leadership Style scale from Bass and Riggio, (2) LMX Scale from Graen and Uhl-Bien, (3) OCB Scale from Organ. The questionnaire consists of 4 dimensions of transformational Leadership with 11 questions (Bass & Riggio, 2006), 4 dimensions of leader-member exchange with 10 questions (Graen & Uhl-Bien, 1995), 2 dimensions of dependence on the leader with 6 questions (Chou et al., 2005; De Vries et al., 2002) and 4 dimensions of organizational citizenship behavior with 11 questions (Organ, 2018). In this study using data analysis model with partial least square (PLS) technique on

SmartPLS 3.0 software. According to (Hair et al., 2021), evaluation in SEM PLS includes 3 things, namely measurement model evaluation, structural model evaluation and goodness of fit/goodness of fit evaluation.

## RESULT AND DISCUSSION

**Table 1. Responden Profile Based on Gender**

Gender	Frequency	Percentage (%)
Male	63	49,6%
Female	64	50,4%
Total	127	100%

Table 1 shows the number of respondents between genders. The results obtained as many as 49.6% of respondents were male with a total of 63 respondents and as many as 50.4% of respondents were female with Table 2 Responden Profile Based on Gender a total of 64 respondents. The gender characteristics of the respondents above represent that the committee of music performance is dominated by women.

**Table 2. Responden Profile Based on Age**

Age	Frequency	Percentage (%)
17 to 20 years	42	33,1%
21 to 24 years	85	66,9%
Total	127	100%

Table 2 shows that the number of respondents aged 17-20 years has a percentage of 33.1% with 42 respondents, and the number of respondents aged 21-24 years has a greater percentage of 66.9% with 85 respondents. This shows the dominance of the committee members in the three student project events are aged 21-24 years.

**Table 3. Responden Profile Based on Years of Entry**

Years of Entry	Frequency	Percentage (%)
2018	40	31,5%
2019	49	38,6%
2020	27	21,3%
2021	11	8,6%
Total	127	100%

Table 3 shows the year of entry of the respondents where the results were obtained as much as 31.5% with the number of 40 respondents being the 2018 generation, 38.6% with the number of 49 respondents being the 2019 generation, 21.3% with the number of 27 respondents being the 2020 generation, and 8.6% with the number of 11 respondents being the 2021 generation. This shows that the committee members are dominated by students of the 2019 generation.

## Descriptive Analysis

**Table 4. Transformational Leadership**

Items	Mean	STDEV
GKT_1	4.268	0.798
GKT_2	4.559	0.584
GKT_3	4.394	0.744
GKT_4	4.457	0.637
GKT_5	4.370	0.719
GKT_6	4.354	0.727
GKT_7	4.331	0.754
GKT_8	4.394	0.733

GKT_9	4.402	0.679
GKT_10	4.520	0.613
<b>Average</b>	<b>4.405</b>	<b>0.698</b>

Table 4 shows that variable transformational leadership style has an average mean value of 4,405 which means that the average respondent answered very agree on the item questions about the variable transformational leadership style. The lowest STDEV value of 0.672 on the statement item GKT\_2, indicating that the tendency of respondents to answer on the statement item is homogeneous or uniform. The GKT\_2 statement item received the highest mean score of 4,559, indicating that the respondent strongly agreed.

**Table 5. Leader-Member Exchange**

Items	Mean	STDEV
LMX_1	3.551	1.266
LMX_2	4.228	0.712
LMX_3	3.417	1.307
LMX_4	3.283	1.333
LMX_5	4.276	0.728
LMX_6	4.354	0.716
LMX_7	4.441	0.683
LMX_8	4.276	0.750
LMX_9	4.457	0.637
<b>Average</b>	<b>4.031</b>	<b>0.903</b>

Table 5 shows that the leader-member exchange variable has an average mean value of 4,031 which means that the average respondent answers agree on questions about the leader-member exchange variable. The lowest STDEV value of 0.637 is found in the LMX\_9 statement item, indicating that the tendency of all respondents to answer this statement item is homogeneous or uniform. The LMX\_9 statement item has the highest mean value of 4,457, indicating that the respondent strongly agrees.

**Table 6. Dependence on the Leader**

Items	Mean	STDEV
DOL_1	4.346	0.746
DOL_2	4.157	0.992
DOL_3	4.102	0.963
DOL_4	4.094	1.046
DOL_5	4.378	0.783
DOL_6	4.024	1.112
<b>Average</b>	<b>4.184</b>	<b>0.996</b>

Table 6 shows the variable dependence on the leader has an average mean value of 4,184 which means that the average respondent answered agree on the question about the variable dependence on the leader. The DOL\_5 statement item received the highest mean score of 4,378, indicating that the average respondent answered very affirmatively. The lowest STDEV value of 0.746 is found in the DOL\_1 statement item, indicating the tendency of respondent's answers to be homogeneous.

**Table 7. Organizational Citizenship Behavior**

Items	Mean	STDEV
OCB_1	4.480	0.626
OCB_2	4.488	0.662
OCB_3	4.346	0.757
OCB_4	4.441	0.706
OCB_5	4.339	0.745
OCB_6	4.504	0.674
OCB_7	3.228	1.381

OCB_8	4.307	0.726
OCB_9	4.236	0.778
OCB_10	4.417	0.788
OCB_11	4.260	0.889
<b>Average</b>	<b>4.277</b>	<b>0.813</b>

Table 7 shows the variable organizational citizenship behavior has an average mean value of 4,277 which means that the average respondent answered very agree on the question about the variable organizational citizenship behavior. The OCB\_6 statement Item received the highest mean score of 4,504, indicating that the average respondent answered very affirmatively. The lowest STDEV value of 0.626 is found in the OCB\_1 statement item, indicating the tendency of the respondent's answer is homogeneous.

#### Evaluation of Outer Model

Evaluation of this model is a model of measurement analysis conducted to test the validity of the construct and reliability of research instruments. We use several tests such as convergent validity, discriminant validity and reliability.

#### Loading Factor

**Table 8. Loading Factor (Before)**

Variables	Items	Loading Factor	Description
Transformational Leadership Style (X1)	GKT_1	0,750	Valid
	GKT_2	0,697	Invalid
	GKT_3	0,753	Valid
	GKT_4	0,763	Valid
	GKT_5	0,786	Valid
	GKT_6	0,804	Valid
	GKT_7	0,769	Valid
	GKT_8	0,701	Valid
	GKT_9	0,836	Valid
	GKT_10	0,760	Valid
Leader-Member Exchange (X2)	LMX_1	0,087	Invalid
	LMX_2	0,585	Invalid
	LMX_3	0,288	Invalid
	LMX_4	0,306	Invalid
	LMX_5	0,782	Valid
	LMX_6	0,771	Valid
	LMX_7	0,793	Valid
	LMX_8	0,824	Valid
	LMX_9	0,758	Valid
Dependence on the Leader (X3)	DOL_1	0,707	Valid
	DOL_2	0,695	Invalid
	DOL_3	0,765	Valid
	DOL_4	0,851	Valid
	DOL_5	0,772	Valid
	DOL_6	0,839	Valid
Organizational Citizenship Behavior (Y)	OCB_1	0,790	Valid
	OCB_2	0,768	Valid
	OCB_3	0,709	Valid
	OCB_4	0,761	Valid

	OCB_5	0,754	Valid
	OCB_6	0,697	Invalid
	OCB_7	0,347	Invalid
	OCB_8	0,771	Valid
	OCB_9	0,758	Valid
	OCB_10	0,751	Valid
	OCB_11	0,720	Valid

**Table 9. Loading Factor (After)**

Variables	Items	LoadingFactor	Description
Transformational Leadership Style (X1)	GKT_1	0,746	Valid
	GKT_3	0,754	Valid
	GKT_4	0,768	Valid
	GKT_5	0,781	Valid
	GKT_6	0,804	Valid
	GKT_7	0,786	Valid
	GKT_8	0,708	Valid
	GKT_9	0,848	Valid
	GKT_10	0,758	Valid
	LMX_5	0,777	Valid
Leader-Member Exchange (X2)	LMX_6	0,781	Valid
	LMX_7	0,813	Valid
	LMX_8	0,852	Valid
	LMX_9	0,768	Valid
	DOL_1	0,746	Valid
Dependence on the Leader (X3)	DOL_3	0,725	Valid
	DOL_4	0,856	Valid
	DOL_5	0,806	Valid
	DOL_6	0,829	Valid
	OCB_1	0,785	Valid
Organizational Citizenship Behavior (Y)	OCB_2	0,768	Valid
	OCB_3	0,704	Valid
	OCB_4	0,766	Valid
	OCB_5	0,756	Valid
	OCB_8	0,779	Valid
	OCB_9	0,767	Valid
	OCB_10	0,763	Valid
	OCB_11	0,724	Valid

In Table 8, there is one indicator on transformational leadership style, four indicators on leader-member exchange variables, one on dependence on the leader indicator and two indicators on organizational citizenship behavior variables that have a loading factor value  $<0.70$ . The indicator must be eliminated and retested because it cannot interpret its latent variables. Initial indicators totaling 36 indicators eliminated into 28 indicators as seen in Table 9.

#### Average Variance Extracted (AVE)

In Table 10, The AVE value in all four variables has a value  $> 0.50$  so that the indicators of each variable are declared valid and can interpret the latent variables (Ghozali & Latan, 2020).

**Table 10. Average Variance Extracted**

Variables	AVE
Transformational Leadership Style	0.598
Leader-Member Exchange	0.638
Dependence on the Leader	0.630
Organizational Citizenship Behavior	0.573

#### Cross Loading

Table 11 shows that cross loading measurement is valid because all statementitems are greater than 0.07

**Table 11. Cross Loading**

Items	X1	X2	X3	Y
GKT_1	0,746	0,768	0,732	0,523
GKT_3	0,754	0,772	0,682	0,543
GKT_4	0,768	0,763	0,656	0,528
GKT_5	0,781	0,828	0,730	0,546
GKT_6	0,804	0,748	0,679	0,557
GKT_7	0,786	0,746	0,624	0,522
GKT_8	0,708	0,733	0,607	0,457
GKT_9	0,848	0,765	0,667	0,545
GKT_10	0,758	0,736	0,631	0,513
LMX_5	0,648	0,777	0,581	0,592
LMX_6	0,689	0,781	0,562	0,550
LMX_7	0,769	0,813	0,626	0,555
LMX_8	0,835	0,852	0,684	0,551
LMX_9	0,769	0,768	0,658	0,501
DOL_1	0,717	0,672	0,746	0,511
DOL_3	0,483	0,436	0,725	0,387
DOL_4	0,618	0,596	0,856	0,451
DOL_5	0,731	0,686	0,806	0,513
DOL_6	0,575	0,563	0,829	0,425
OCB_1	0,556	0,526	0,526	0,785
OCB_2	0,501	0,511	0,511	0,768
OCB_3	0,456	0,455	0,455	0,704
OCB_4	0,403	0,449	0,449	0,766
OCB_5	0,497	0,470	0,470	0,756
OCB_8	0,502	0,556	0,556	0,779
OCB_9	0,522	0,627	0,627	0,767
OCB_10	0,460	0,531	0,531	0,763
OCB_11	0,372	0,376	0,376	0,724

#### Composite Reliability and Cronbach's Alpha

Cronbach's Alpha reliability test measures the lower bound of a construct's reliability value. Table 12 shows the value of Cronbach's Alpha of the four variables above  $> 0.70$  so that it can be declared reliable. While the Composite Reliability test measures the true value of the reliability of a construct. The value of Composite Reliability of the four variables above  $>0.70$  so that it can be declared reliable.

**Table 12. Composite Reliability and Cronbach's Alpha**

Variables	Composite Reliability	Cronbach's Alpha
Transformational Leadership Style	0.930	0.916

Leader-Member Exchange	0.898	0.858
Dependence on the Leader	0.894	0.853
Organizational Citizenship Behavior	0.924	0.907

Evaluation of Inner Model

Inner VIF

**Table 13. Inner VIF**

Variable	Organizational Citizenship Behavior
Transformational Leadership Style (X1)	3.581
<i>Leader-Member Exchange</i> (X2)	2.946
<i>Dependence on the leader</i> (X3)	2.472
Moderasi (GKT*OCB)	3.499
Moderasi (LMX*OCB)	3.033

From Table 13, obtained the value of VIF for Transformational Leadership Style variables, Leader-member Exchange, Dependence on the leader, moderation GKT\*OCB, and moderation LMX\*OCB value below 5. It can be concluded, there is no collinearity between variables.

Path Coefficients

**Table 14. Path Coefficients**

Variables	Original Sample	T Statistics ( O/STDEV )	P Values
Transformational Leadership Style (X1) -> <i>Organizational Citizenship Behavior</i> (Y)	0.178	2.120	0.034
<i>Leader-Member Exchange</i> (X2) -> <i>Organizational Citizenship Behavior</i> (Y)	0.453	3.397	0.001
Gaya Kepemimpinan Transformasional (X1) -> <i>Leader-Member Exchange</i> (X2)	0.786	20.838	0.000

From Table 14, the standard sizecan be said to be significant if the value of T statistic  $> t$  table (1.96) with P-values  $< 0.05$  (Hair et al., 2021), the results show thesignificance of the relationship between variables to answer three of the six hypotheses in this study. First, the first hypothesis (H1) is calculated that there is a significant change in transformational leadership style towards leader-member Exchange with path coefficient (0.786) andT statistic ( $20.838 > 1.96$ ) or P value ( $0.000 < 0.05$ ). Any change in a leader's transformational leadership style means improving the quality of memberrelationships and leader-memberexchanges.

Second, the second hypothesis (H2) is accepted that there is a significant influence of transformational leadership style on organizational citizenship behaviorwith path consistency (0.178) and T statistic ( $2.120 > 1.96$ ) or P value ( $0.034 < 0.05$ ). Any change in a leader's transformational leadership style then positive means improving the organization's civic behavior. Lastly, the third hypothesis (H3) is calculated that there are significant changes in Leader-Member Exchange on organizational citizenship behavior with path consistency (0.178) and T statistic( $2.120 > 1.96$ ) or P value ( $0.034 < 0.05$ ). Any improvement in the quality of memberrelations and leadership (leader-member exchange) then positively significantly improves the civic behavior of the organization.

Spesific Indirect Effect

**Table 15. Spesific Indirect Effect**

Variabel	Original Sample	T Statistics ( O/STDEV )	P Values
Transformational Leadership Style (X1) -> <i>Leader-Member Exchange</i> (X2) -> <i>Organizational Citizenship Behavior</i> (Y)	0.356	3.247	0.001

The measurement criteria of mediation test is T Statistics value < T table (1.96) with P value < 0.05. The hypothesis of conformity (H4) is calculated by the coefficient of the mediation path (0.356) and the statistical t (3.247 > 1.96) or p-value(0.001 < 0.05). From Table 15, positive leader-member Exchange variables are significant in understanding changes in transformational leadership styles toward organizational citizenship behavior. Because transformational leadership style has a significant effect on organizational citizenship behavior (H2), leader-member exchange variables included in the category of Partial Mediation or transformational leadership style variables are able to directly affect organizational citizenship behavior variables without going through/involving leader-member exchange variables.

#### Moderation Effect

For the measurement of moderation test, we use the approach of significance, moderation effect and simple slope analysis.

#### Significant Path Coefficient

**Table 16. Path Coefficients**

<b>Variable</b>	<i>Original Sample</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
<i>Dependence on the leader</i>			
(Transformational Leadership Style -> <i>Organizational Citizenship Behavior</i>	-0.095	0.755	0.450
<i>Dependence on the leader (Leader-member Exchange -&gt; Organizational Citizenship Behavior</i>	0.203	1.687	0.092

From table 16 above, the results of bootstrap iteration for hypothesis test obtained interpretation, first, the hypothesis of a thousand (H5) compared with the moderate path coefficient (-0.095 / negative) and statistics (0.755 < 1.96) or p value (0.450 > 0.05). The dependency variable on the negative leader (have) does not significantly affect the change in transformational leadership style towards organizational citizenship behavior. Second, the sixth hypothesis (H6) was compared with the coefficient of moderation path (0.203 / positive) and statistics t (1.687 < 1.96) or p value (0.092 > 0.05). The dependence variable on the positive (positive) leader does not significantly affect the change in the Leader-Member Exchange towards the civic behavior of the organization.

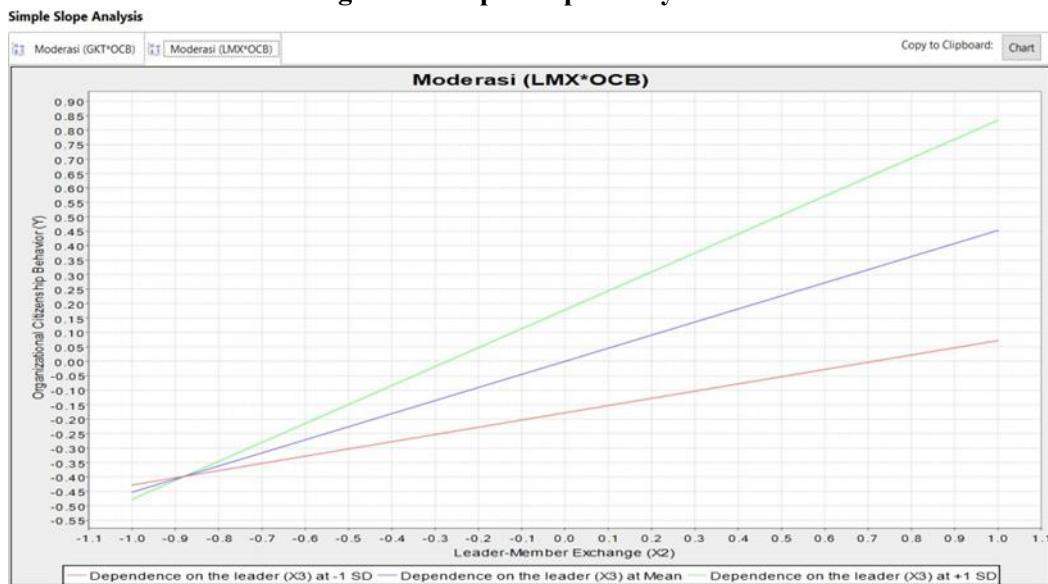
#### F-Square

**Table 17. Path Coefficients**

<b>Variabel</b>	<i>Organizational Citizenship Behavior</i>
Moderasi (GKT*OCB)	0.008
Moderasi (LMX*OCB)	0.032

From table 17 above, counting on (Hair et al., 2021), F Square=0.005 (low moderate efficiency level); F Square=0.010 (medium moderate efficiency level); F-square=0.025 (high moderate efficiency level) obtained results, (H5) where the dependence on the leader moderates the application of transformational leadership style to organizational citizenship behavior has moderate efficiency at the meeting Level with f Squared = 0.008. (H6) where dependence on the leader regulates the effect of dependence on the leader on the civic behavior of the organization has a moderating effect at a high level with fsquare = 0.032.

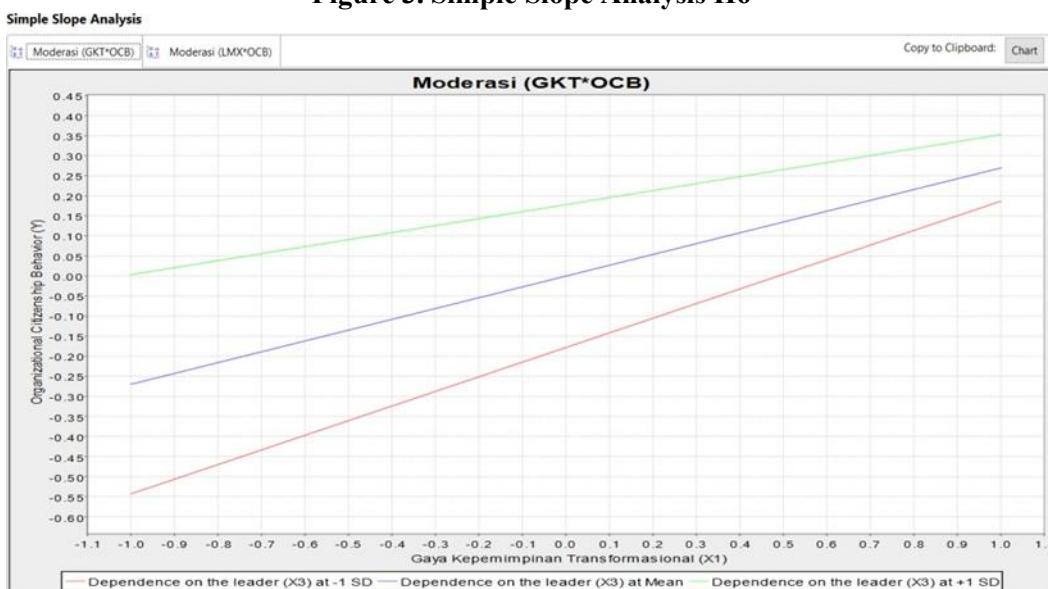
Figure 2. Simple Slope Analysis H5



#### 4.3.4.3 Simple Slope Analysis

In simple slope analysis, a significant moderation effect is indicated when the slopes of the two lines differ, reflecting a varying influence of the independent variable on the dependent variable. In Figure 2, the slopes of the lines are relatively similar, suggesting that both high and low levels of dependence on the leader do not significantly alter the effect of transformational leadership style on organizational citizenship behavior (OCB). In contrast, Figure 3 shows differing slopes, indicating that members with a high level of dependence on the leader experience a stronger influence of leader-member exchange (LMX) on OCB compared to those with low dependence.

Figure 3. Simple Slope Analysis H6



#### Evaluation of Goodness of Fit

##### R-Square ( $R^2$ )

The value of  $R^2$  is used to measure the level of variation of changes in the independent variable to the dependent variable so that the higher the value of  $R^2$  indicates the predictive model of the research model the better (Ghozali & Latan, 2020).

Table 18. R-Square

R Square	R Square Adjusted
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<i>Leader-Member Exchange</i>	0.618	0.615
<i>Organizational Citizenship Behavior</i>	0.635	0.620

From Table 18 above, referring to (Hair et al., 2021), the  $R^2$  value for the Leader-member exchange variable is 0.618, which means that the variability of the Leader- member exchange variable can be explained by the variable transformational leadership style and Leader-member Exchange of 63.5%.

#### Standardized Root Mean Residual (SRMR/Model Fit)

Conducted to see whether the proposed model in the study matches the empirical data/can be translated by the data by comparing the correlation matrix of empirical data with the correlation matrix of the predicted model. (Hair et al., 2021) mentioning the SRMR value below equal to 0.08 indicates the model is fit (Good), or between 0.08 – 0.10 also indicates the model is still acceptable

**Table 19. Model Fit**

	<i>Saturated Model</i>	<i>Estimated Model</i>
<i>SRMR</i>	0.080	0.081

the results of the estimated model has a value of 0.081 which means that the proposed model can be translated by empirical data in other words this model is suitable/fit.

**Table 20. The Result of Hypothesis**

<b>Number</b>	<b>Hypothesis</b>	<b>Supported/Rejected</b>
H1	Transformational leadership style has a significant positive effect on Leader-member exchange	Supported
H2	Transformational leadership style has a significant positive effect on Organizational Citizenship Behavior	Supported
H3	Leader-member exchange has a significant positive effect on Organizational Citizenship Behavior	Supported
H4	Leader-member Exchange mediates the effect of Transformational Leadership Style on Organizational Citizenship Behavior	Supported
H5	Dependence on the leader relationship moderates the significant positive effect of Transformational Leadership Style on Organizational Citizenship Behavior	Rejected
H6	Dependence on the leader relationship moderates the significant positive effect of Leader-member Exchange on Organizational Citizenship Behavior	Rejected

## CONCLUSIONS AND PRACTICAL IMPLICATION

This study investigates leadership in short-term project organizations—specifically music performances—highlighting how they differ from traditional organizations. Project leadership is characterized by its temporary nature, matrix structures limiting authority, and team diversity (Gehring, 2007). Musical project leadership, in particular, depends on interpersonal closeness and trust (Sedita, 2008; Varvarigou et al., 2011).

### *H1. Transformational leadership style has a significant positive effect on Leader- member exchange*

Transformational leadership significantly enhances leader-member exchange (LMX). Leaders who exhibit idealized influence foster strong relational bonds that improve team adaptability and commitment (Bass & Riggio, 2006; Newman et al., 2017; Sisson, 2021). This is especially evident in musical projects, where members feel appreciated and loyal, enabling future collaboration (Chiang & Lin, 2016; Keskes et al., 2018).

### *H2. Transformational leadership style has a significant positive effect on Organizational Citizenship Behavior*

A significant positive effect was also found between transformational leadership and organizational citizenship behavior (OCB). Leaders who demonstrate charisma, motivation, and fairness encourage members to exceed expectations and actively contribute beyond their formal roles (Bass & Riggio, 2006; Manoppo, 2020; Sisson, 2021).

*H3. Leader-member exchange has a significant positive effect on Organizational Citizenship Behavior*

Leader-member exchanges directly impact OCB by fostering a culture of trust and mutual respect. Members willingly go beyond formal duties, driven by professional appreciation and strong relational bonds with leaders (Deluga, 1994; Liden & Maslyn, 1998; Organ, 1988; Podsakoff et al., 2000; Sisson, 2021).

*H4. Leader-member Exchange relationship mediates the effect of Transformational Leadership Style on Organizational Citizenship Behavior*

The mediating role of LMX strengthens the influence of transformational leadership on OCB. Leaders who empower and intellectually stimulate members help build relational capital, making team members more committed and likely to stay engaged (Bass & Riggio, 2006; Keskes et al., 2018; Liden & Maslyn, 1998; Newman et al., 2017; Z. Wang et al., 2019).

*H5. Dependence on the leader relationship moderates the significant positive effect of Transformational Leadership Style on Organizational Citizenship Behavior*

No significant moderating effect was found for dependence on the leader in the relationship between transformational leadership and OCB ( $F$  Square = 0.008). Items measuring leader dependence were found to be invalid in this context, possibly due to the independent nature of student project teams (Chou et al., 2005; De Vries et al., 2002). Research suggests transformational leadership naturally fosters independence, making dependence irrelevant in this relationship (Boisnard & Melander, 2018; Gauthier & Joakim, 2018; Sisson, 2021; Anand et al., 2018).

*H6. Dependence on the leader relationship moderates the significant positive effect of Leader-member Exchange on Organizational Citizenship Behavior*

Although the moderation effect was statistically insignificant, the direction of influence was positive ( $F$  Square = 0.032). Members with high leader dependence reported a stronger link between LMX and OCB. However, this classifies dependence as a homologiser moderator—a potential variable that affects predictor strength without direct interaction (Solimun, 2010). Supporting studies show similar patterns where moderators exist but lack statistical significance (Sandri et al., 2016; Aldi et al., 2020; Widianingsih, 2018).

### Practical Implication

This study explores how transformational leadership influences organizational citizenship behavior (OCB) through leader-member exchange (LMX), with an added focus on the moderating role of dependence on the leader. Transformational leadership effectively develops members' self-potential and fosters LMX, which in turn enhances OCB. In the context of music performance organizations, selecting leaders with transformational qualities is essential, as they can create strong interpersonal relationships (Bass & Riggio, 2006). LMX mediates the link between transformational leadership and OCB, emphasizing the need for inclusive engagement and careful leader selection to strengthen team dynamics (Graen & Uhl-Bien, 1995). OCB serves as a valuable evaluation tool, reflecting members' commitment beyond formal responsibilities and helping identify leadership effectiveness (Organ, 1988). The study further suggests that project managers should implement performance monitoring systems like KPIs to support OCB development. Additionally, LMX stimulates OCB by encouraging members to exhibit extra-role behaviors. However, dependence on the leader shows minimal impact as a moderating variable, implying that leaders should avoid centralized control and instead promote member autonomy (Yukl, 2013). These findings highlight the importance of fostering transformational leadership and strong LMX relationships while minimizing excessive leader dependence to ensure sustainable team performance in musical project environments.

### Limitation and Future Research

Previous studies on the impact of transformational leadership on organizational citizenship behavior (OCB) have primarily focused on long-term organizations with consistent goals. In contrast, this study examines short-term, project-based organizations—specifically music projects—which are characterized by high performance demands, labor intensity, service orientation, and complexity. In such settings, value behavior reflects a symbiotic relationship

between organizational effectiveness (e.g., resource access or cost control) and a balance of artistic and community values. As a result, the findings of this study may not be generalizable to all organizational types, but are particularly relevant to music project contexts. The study also faced limitations due to a relatively small sample size, as the internal student projects at Ciputra University were conducted for the first time. Additionally, challenges in directly controlling respondent engagement emerged, with some participants possibly having disengaged or forgotten their involvement due to the time gap between the project's conclusion and the questionnaire, their busy schedules, or lack of participation in similar projects.

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