

# THE DIRECT AND INDIRECT IMPACTS OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE CHANGE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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## Abstract

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The purpose of this study is to investigate the relationship between transformational leadership (TL) and change-oriented organizational citizenship behavior (OCB) based on basic assumptions of the job demand-resource (JD-R) model, social exchange theory (SET), and behavioral plasticity theory (BPT). In addition, this study explores the role of the organizational level of resources and individual level of resources on employee wellbeing and attitudes. Based on 698 responses from Jordanian insurance employees, the mediating role of employee wellbeing and the moderating role of core self-evaluation (CSE) were investigated between TL and change-oriented OCB. Data were analyzed based on multiple regression, hierarchical regression, and macro process plugin. The results indicate that transformational leadership is positively related to change-oriented OCB, and this relationship is mediated by employee wellbeing. Moreover, moderated path analysis shows that the positive CSE strengthens the direct effect of TL on employee wellbeing and work attitude, as well as the indirect impact of TL on employee work attitude. The results also suggest that organizational level of support is a critical factor for enhancing employee wellbeing and change-oriented OCB, and this support is more powerful with a high level of personal resources (i.e., positive CSE). The research model provided in this study is the first framework that suggests the mediating effect of employee wellbeing on the direct relationship between TL and change-oriented OCB, as well as the moderating effect of CSE on this indirect relationship.

**Keywords:** Transformational Leadership, Change-Oriented Organizational Citizenship Behavior, Core Self-Evaluation, Employee Wellbeing, Insurance Sector

**Authors' individual contribution:** Conceptualization — M.A.T.; Methodology — O.M.B.; Writing — Original Draft — M.A.T., O.M.B., and M.F.A.-A.; Writing — Review & Editing — O.M.B., G.A.S., and M.F.A.-A.; Supervision — O.M.B.

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## 1. INTRODUCTION

For decades organizational leadership researchers have been investigating the potential benefits of promoting effective leadership as a critical factor in enhancing organizational performance and competitiveness in relation to value-adding leadership styles (Farooq Sahibzada, Xu, Afshan, & Khalid, 2021; Haque, Fernando, & Caputi, 2021). Transformational leadership (TL) has long been viewed as the default solution for most organizations to increase work effectiveness (Eldor, 2021), linked to a positive learning climate (Hetland, Skogstad, Hetland, & Mikkelsen, 2011; Sutardi, Nuryanti, Kumoro, Mariyanah, & Agistiawati, 2022), and enhanced employee wellbeing (McMurray, Pirola-Merlo, Sarros, & Islam, 2010; López-Domínguez, Enache, Sallan, & Simo, 2013; Li, Liu, Han, & Zhang, 2016; Ponting, 2020). TL consistently outperforms alternative leadership styles in promoting a positive job attitude, reflected in increased job satisfaction (Huang, Qiu, Yang, & Deng, 2021), organizational commitment (McMurray et al., 2010), work engagement (Tims, Bakker, & Xanthopoulou, 2011), and organizational citizenship behavior (OCB) (Muzaki & Anggraeni, 2020; Choi, 2021). Following previous researchers, this study analyzes TL in terms of the job demand-resource (JD-R) model (Bakker, Demerouti, & Euwema, 2005), the reciprocity principle of the social exchange theory (SET) (Homans, 1958; Cropanzano & Mitchell, 2005; Hoang, 2022), and behavioral plasticity theory (BPT) (Pierce, Gardner, Dunham, & Cummings, 1993). The JD-R model classifies job demands and job resources pertinent to wellbeing (and thus burnout and stress), expounded by Bakker et al. (2005), widely adopted in job attitude studies (Kwon & Kim, 2020; Tripathi, Srivastava, Singh, Kapoor, & Solanki, 2021), and psychological capital (Kwon & Kim, 2020).

The JD-R model assumes that when employees receive sufficient resources from their organizations, they become more resilient and adaptable to deal with the demands and challenges of their jobs. We propose that TL is a key organizational resource enhancing employee wellbeing and promoting positive job attitudes (Hooley, Broderick, & Möller, 1998; Samad, 2012; Muzaki & Anggraeni, 2020). TL enhances employee optimism (McColl-Kennedy & Anderson, 2002), improves task capabilities (Nielsen & Munir, 2009), and facilitates work engagement (Breevaart et al., 2014; Rahmadani & Schaufeli, 2022), especially during stressful situations (Greany et al., 2014). In return, employees become more indebted to their organizations so they tend to be more engaged with and attached to them. This reciprocity is explained by the SET, whereby people tend to show positive attitudes and behaviors towards supportive organizations as a result of their evaluation of resources serving their interests.

We also use the BPT to underpin core self-evaluation (CSE), positing that people with positive CSE are more adaptable and, therefore, believe that their success and quality of life depend mainly on their ability to deal with external stimuli rather than being dependent on their conditions. Individuals with high CSE are less likely to perceive stressful situations as a threat, believing that they are able to handle stressors successfully (Lim & Tai, 2014).

Organizational change studies must examine employee dispositions and other organizational contextual factors (Davis-Blake & Pfeffer, 1989; Hoang, 2022; Siangchokyoo & Klinger, 2022). Positive CSE enhances TL impacts on employee wellbeing and attitudes, and vice-versa. CSE is largely outside of organizational control; therefore, organizations must identify personnel with high CSE. TL is at the organizational level of analysis, whereas employee attitudes and wellbeing are individual level attributes, but most related research did not address this fundamental dimensional difference, which is addressed by the current paper.

In summary, the research question of this study is:

*RQ: Does TL affect employee change-oriented OCB, and what are the impact of the conditional and indirect effects (IE) of CSE and employee wellbeing in this relationship?*

This paper is structured as follows. Section 2 presents a literature review and hypotheses development. Section 3 presents the research methodology. Section 4 presents the results. Section 5 discusses the results. Section 6 presents the conclusions and identifies the limitations and the directions for future research.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1. TL and change-oriented OCB

TL was first conceptualized by Burns (1978), who considered it as a process of creating and executing a shared purpose between leaders and highly motivated followers. TL is seen as a group of separate but interconnected dimensions that work together to improve employee and organizational results (Pereira & Gomes, 2012; Daraba, Wirawan, Salam, & Faisal, 2021; Sutardi et al., 2022). TL definitions differ due to contextual differences and constraints in leadership scenarios (Lord, Brown, Harvey, & Hall, 2001), but it encompasses the “four I’s”: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1998; Sahu, Pathardikar, & Kumar, 2018). Furthermore, TL reflects leaders’ ability to inspire the interests of followers in organizational goals relative to self-interest, through high levels of professionalism and ethical performance (Pieterse, van Knippenberg, Schippers, & Stam, 2010). Transformational leaders enhance employee engagement with and attachment to organizational mission and vision (Greany et al., 2014). Evidently, TL is associated with desirable outcomes that involve positive employee attitudes (Dasborough & Ashkanasy, 2002; Muzaki & Anggraeni, 2020). In this research, our focus is on change-oriented OCB due to its significant impacts on organizations and the scarcity of similar research.

OCB was first introduced by Organ (1988), who suggested it as a component of job performance. According to Organ (1998), OCB is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization” (p. 4). OCB has attracted a number of researchers’

attention, studying areas such as its definition (Smith, Organ, & Near, 1983), classifications (Morrison, 1994), construct validity (George & Brief, 1992; Becker & Vance, 1993), and determinates (Organ & Konovsky, 1989; Moorman, 1993; Deluga, 1995). In this research, our major focus is on change-oriented OCB, which pertains to voluntary employee efforts without necessarily expecting organizational reciprocity. According to Li et al. (2016), change-oriented OCB relates to associated interventions and change behaviors such as voice and individual initiatives exercised by employees. They also categorized change-oriented OCB into extra-role behaviors shown voluntarily by employees, and not based on formal job responsibilities.

Existing research has demonstrated positive relationships between TL and change-oriented OCB. For instance, López-Domínguez et al. (2013) found a positive impact of TL on the change-oriented OCB through the mediating influence of individuals' cognitive emotional states. Furthermore, Li et al. (2016) found that empowering leadership was positively related to thriving at work, and thus in turn influenced change-oriented OCB. Thus, studying the mechanism that explains the effects of TL on employee performance and change-oriented OCB is significant (Pereira & Gomes, 2012). Building on the previous discussion, the following hypothesis is proposed:

*H1: TL has a positive and significant effect on employees' change-oriented OCB.*

## 2.2. The mediating role of employee wellbeing

Employee wellbeing is one of the key issues that is receiving considerable attention due to its significant impact on employee motivation and productivity (Zelenski, Murphy, & Jenkins, 2008), and thus the organizational competitiveness and results (Harter, Schmidt, & Keyes, 2003). Guest and Conway (2004) define wellbeing in terms of six constructs including manageable workload, personal control over the job, support from colleagues and supervisors, positive relationships at work, a reasonably clear role and a sense of control and involvement in changes that occur in organizations.

Research revealed that employee wellbeing can be nourished through several organizational interventions and practices (Nielsen, Randall, Holten, & González, 2010). Hence, we investigate the role of TL on employee wellbeing. Certainly, the healthy relationship between subordinates and superiors influences employee wellbeing and career development. TL is negatively associated with health issues such as burnout and work stress (Nielsen & Munir, 2009). This is because TL boosts employees' optimism and reduces their feelings of frustration (McColl-Kennedy & Anderson, 2002). TL plays a vital role in keeping a high level of employee engagement (Breevaart et al., 2014) even during stressful situations (Greany et al., 2014). Leadership enhances employee wellbeing through enhancing their capabilities in performing their job requirements (Nielsen & Munir, 2009). In their systematic literature analysis, Kuoppala, Lamminpää, Liira, and Vainio (2008) found that effective leadership enhances employees' job wellbeing, improves their job satisfaction and decreases their sickness absenteeism rate. Similar results can also be found

in other research (McMurray et al., 2010). Based on this overview of existing literature, it is hypothesized that:

*H2a: TL influences employee wellbeing significantly.*

Employee attitudes are often influenced by employee wellbeing (McMurray et al., 2010). Gore et al. (2014) concluded that subjective wellbeing is an important predictor of citizenship attitudes. Huang et al. (2021) found that the indirect effects of leadership on OCBs occur through psychological wellbeing. Choi (2021) found that CEOs' leadership styles had a significant positive effect on employees' psychological wellbeing, which significantly mediated OCB. Muzaki and Anggraeni (2020) found that subjective wellbeing influences employee OCB, and Hunsaker (2016) found a positive influence of spiritual leadership on positive organizational behavior such as OCB through employee wellbeing. Hence, the following hypothesis is proposed:

*H2b: Employee wellbeing mediates the relationships between TL and change-oriented OCB.*

## 2.3. The moderating role of CSE

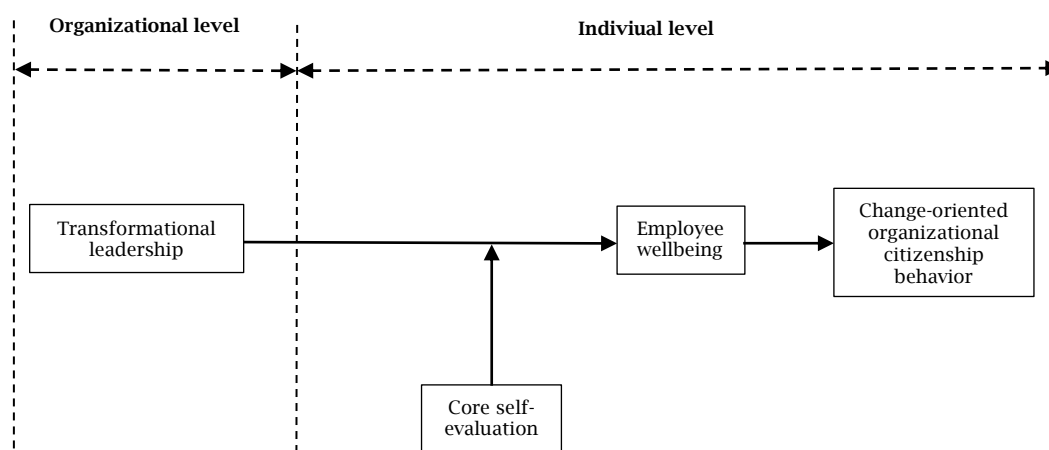
CSE is a personal resource; people with high CSE are more confident, motivated, and optimistic, believing they are able to reach their goals and deal with difficulties effectively. CSE refers to a higher-order concept of individuals' self-evaluation of their personal characteristics (Judge, Erez, Bono, & Thoresen, 2002), capturing fundamental aspects of the self in terms of core individual traits: self-esteem, generalized self-efficacy, locus of control, and emotional stability (Judge, Locke, & Durham, 1997). People with high CSE perceive themselves positively as competent and in-control of their lives (Lim & Tai, 2014), which enhances their adaptability and thus reduces their stress levels (Higgins & Endler, 1995), resulting in improved wellbeing (Hsieh, Wang, & Huang, 2019). Lim and Tai (2014) found that high levels of CSE reduce the negative effects of family incivility on psychological health, while Joo and Jo (2017) found that leadership, CSE, and employees' psychological empowerment had a significant impact on employees' OCB. Therefore, we argue that the organizational level of resources and support can be accentuated by individual resources (i.e., CSE), thus nourishing positive employees' attitudes and behaviors, which leads to the following hypotheses:

*H3: CSE moderates the positive indirect relationship between TL and the change-oriented OCB via employee wellbeing.*

## 2.4. Theoretical model

The theoretical model of this study, which combines the abovementioned hypotheses, is shown in Figure 1. The model includes TL as an independent variable, change-oriented OCB as a dependent variable, employee wellbeing as a mediator, and CSE as a moderator. To the best of our knowledge, this model is the first framework that suggests the mediating effect of employee wellbeing on the direct relationship between TL and change-oriented OCB, as well as the moderating effect of CSE on this indirect relationship.

Figure 1. Theoretical model



### 3. METHODOLOGY

#### 3.1. Questionnaire measures

To test the research hypotheses, a structured questionnaire was developed based on well-established measures. TL was measured using eight items taken from Dai, Dai, Chen, and Wu (2013) (e.g., “The supervisor encourages me to take challenges”). Change-oriented OCB was measured using four items taken from Choi (2007) (e.g., “I frequently come up with new ideas or new work methods to perform my task”). Employee wellbeing was measured using twelve items adopted from Goldberg and Williams (1988). Each item assesses the severity of a mental problem over the past few weeks (e.g., “Able to enjoy day-to-day activities”). Furthermore, CSE was measured using the twelve items (Judge, Erez, Bono, & Thoresen, 2003) (e.g., “When I try, I generally succeed”). Respondents were asked to indicate their degree of agreement with each statement on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### 3.2. Population and sample

A survey questionnaire was used to collect the data from employees working in the Jordanian insurance sector during the period from February until April 2021. The researchers contacted the Jordan Insurance Federation (JIF) to invite all Jordanian insurance companies to voluntarily participate in this study. Out of 1000 questionnaires distributed to 18 insurance companies, 782 questionnaires were received. The response rate was 78.2%, which is considered high compared to other recent empirical studies conducted in Jordan and used a similar distribution method (Al-Tahat & Bwaleh, 2015; Bwaleh & Abushaikh, 2019; Sharabati, Al-Salhi, Bwaleh, & Nazzal, 2020; Bwaleh, 2021; Rifai, Yousif, Bwaleh, Al-Fawaer, & Ramadan, 2021; Ta’Amnha, Bwaleh, & Magableh, 2021a; Ta’Amnha, Bwaleh, & Samawi, 2021b; Ta’Amnha, Samawi, Bwaleh, & Magableh, 2021d). After eliminating the questionnaires with missing responses, the final sample comprised 698 usable questionnaires.

#### 3.3. Assessment of the common method variance

To test the potential for the common method variance (CMV) problem, we conducted Harman’s one-factor test (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) to ensure that no one general factor accounted for the majority of covariance between the predictor and criterion variables. Factors with eigenvalues greater than one showed a 72.2% total variance, and the first factor explained 36.8% of the total variance, suggesting that there is no CMV problem.

#### 3.4. Questionnaire fitness

The questionnaire’s measures were translated from English into Arabic and were then checked using back-translation to ensure conceptual equivalence (Brislin, 1980). The resulting questionnaire was reviewed by three academics in the field of human resource management, as well as five managers from different Jordanian insurance companies. Thereafter, some modifications were made according to their notes and suggestions in order to improve the understanding of the questionnaire’s content. As a result, the content validity of the questionnaire was ensured. Thereafter, construct validity was checked by assessing the unidimensionality of the main constructs by confirmatory factor analysis (CFA). We conducted CFA by checking four key indices: the comparative fit index (CFI), the incremental fit index (IFI), the Tucker-Lewis index (TLI), and the root mean square error of approximation (RMSEA).

The CFI, IFI, and TLI values were greater than the recommended cut-off value of 0.9, and the RMSEA was less than the recommended cut-off value of 0.05 for all constructs (Hu & Bentler, 1999). Reliability was assessed by finding the Cronbach’s  $\alpha$  coefficient for all main constructs (Sekaran & Bougie, 2016; Hair, Hult, Ringle, & Sarstedt, 2017). Table 1 shows that the Cronbach’s  $\alpha$  coefficients are greater than the recommended cut-off value of 0.7 (Fornell & Larcker, 1981; Hair et al., 2017), demonstrating acceptable reliability.

**Table 1.** Descriptive statistics and correlations among study variables

Study variable	Mean	SD	1	2	3	4	5
1. TL	3.29	0.44	(0.83)				
2. Employee wellbeing	3.28	0.53	0.56**	(0.91)			
3. Change-oriented OCB	3.16	0.78	0.67**	0.58**	(0.89)		
4. Organizational commitment	3.68	0.84	0.65**	0.48**	0.60**	(0.81)	
5. CSE	3.19	0.73	0.36**	0.60**	0.78**	0.68**	(0.86)

Notes: n = 698, \*\* p < 0.01, Cronbach's  $\alpha$  coefficient is in parentheses.

**4. RESULTS**

**4.1. Testing the relationship between TL and change-oriented OCB**

Multiple regression was employed to test H1. Table 2 shows the regression statistics between TL (independent variable) and change-oriented OCB (dependent variable). The r-value is 0.66, which means that there is a positive relationship between TL and change-oriented OCB. Moreover, the coefficient of determination (R<sup>2</sup>) is 0.44, which indicates that 44% of the variability in change-oriented OCB is explained by TL. Additionally, the regression statistics (F = 555.888, p < 0.000) indicates that the first hypothesis (H1) is supported. Therefore, TL has an effect on change-oriented OCB at the 0.000 level of significance.

**Table 2.** Regression statistics of TL against change-oriented OCB

r	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig.
0.66	0.44	0.443	555.888	0.000

**4.2. Testing the mediating effect of employee wellbeing on the relationship between TL and change-oriented OCB**

Hierarchical regression analysis was used to test this hypothesis. Table 3 shows that TL significantly affects change-oriented OCB, as shown in the data of

Model 1; and it shows that employee wellbeing mediates the relationship between TL and change-oriented OCB, as shown in the data of Model 2 ( $\Delta R^2 = 0.058$ ,  $\Delta F = 81.292$ , p < 0.000). Therefore, the third hypothesis (H2b) is supported.

**Table 3.** Results of hierarchical regression analysis

Dependent variable: change-oriented OCB				
	Model 1		Model 2	
	b	SE	b	SE
TL	1.178*	0.050	0.878*	0.058
Employee wellbeing	0.444*		0.436*	0.048
R <sup>2</sup>			0.502*	
$\Delta R^2$			0.058	
$\Delta F$			81.292*	

Notes: n = 698, b is unstandardized regression coefficients. SE is standard error, \* p < 0.000.

**4.3. Testing the moderating effect of CSE on the relationship between TL and change-oriented OCB**

Macro process plugin was used to estimate the impact of the moderated mediation of TL on change-oriented OCB, with the mediation effect on employee wellbeing and the moderation effect of CSE, by applying Model 7 in this plugin. Table 4 shows the regression of the mediation factor (employee wellbeing) for CSE and TL and their interaction. It shows that the interaction between TL and CSE was statistically significant (b = 0.1523; SE = 0.0321; p < 0.000), suggesting that CSE moderates the effect of TL on employee wellbeing.

**Table 4.** Regression results of process analysis

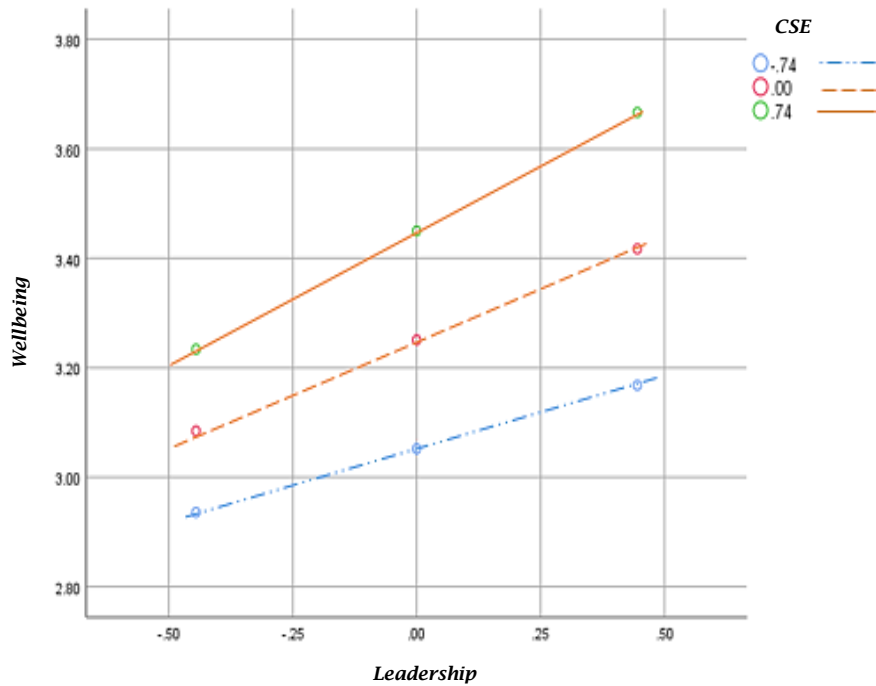
Outcome variable: employee wellbeing						
Model summary						
R	R <sup>2</sup>	MSE	F	df1	df2	p
0.6482	0.4201	0.1655	167.5944	3.0000	694.0000	0.0000
Model						
Variables	Coeff.	SE	t	p	LLCI	ULCI
Constant	3.2510	0.0172	188.7807	0.0000	3.2172	3.2848
TL	0.3734	0.0510	7.3218	0.0000	0.2733	0.4735
CSE	0.2693	0.0306	8.7901	0.0000	0.2091	0.3294
Int_1	0.1523	0.0321	4.7449	0.0000	0.0893	0.2153
Product terms key						
Int_1	TL × CSE					

Notes: MSE is mean square error, SE is standard error, LLCI is lower limit confidence interval, ULCI is upper limit confidence interval.

Figure 2 shows the simple slopes of the relationship between TL and employee wellbeing at three points along the scale of the moderator (see also Table 5), using the conventional "pick-a-point" approach: at -1SD on CSE, the effect is positive and

significant (b = 0.2608; SE = 0.0540; p < 0.000); at the mean of CSE, the effect of TL is positive and significant (b = 0.3734; SE = 0.0510; p < 0.000); and at +1SD on CSE, TL is a significant positive predictor (b = 0.4860; SE = 0.0584; p < 0.000).

**Figure 2.** The moderating impact of *CSE* on the indirect relationship between *TL* and *change-oriented OCB* via *employee wellbeing*.



**Table 5.** Conditional effects of the focal predictor at different values of the moderator

CSE	Effect	SE	t	p	LLCI	ULCI
-0.7393	0.2608	0.0540	4.8261	0.0000	0.1547	0.3669
0.0000	0.3734	0.0510	7.3218	0.0000	0.2733	0.4735
0.7393	0.4860	0.0584	8.3261	0.0000	0.3714	0.6006

Notes: LLCI is lower limit confidence interval, ULCI is upper limit confidence interval.

Table 6 shows the regression of *change-oriented OCB* onto *employee wellbeing* (mediator), indicating that *employee wellbeing* is a positive and significant predictor of *change-oriented OCB* ( $p < 0.000$ ).

**Table 6.** Regression results of process analysis

Outcome variable: change-oriented OCB						
Model summary						
R	R <sup>2</sup>	MSE	F	df1	df2	p
0.7087	0.5023	0.3091	350.6547	2.0000	695.0000	0.0000
Model						
Variables	Coeff.	SE	t	p	LLCI	ULCI
Constant	1.7318	0.1602	10.8099	0.0000	1.4172	2.0463
TL	0.8778	0.0578	15.1755	0.0000	0.7642	0.9914
Employee wellbeing	0.4355	0.0483	9.0162	0.0000	0.3407	0.5304

Notes: MSE is mean square error, SE is standard error, LLCI is lower limit confidence interval, ULCI is upper limit confidence interval.

The output shown in Table 7 provides an omnibus test of the conditional indirect effect (IE) reflected in the index of moderated mediations of *X* on *Y* (Preacher, Rucker, & Hayes, 2007). If the null of (0) does not fall between the lower and upper limit of the 95% confidence interval, we infer that the indirect effect is conditional on the level of the moderator variable (*W*). Therefore, we infer that *CSE* significantly moderates the indirect effect of *TL* on *change-oriented OCB*. Since the index of moderated mediation is statistically significant, then we probe the conditional effects. Table 7 shows

the conditional indirect effect of *TL* (*X*) on *change-oriented OCB* (*Y*). There are indirect effects at (-1SD), the mean, and (+1SD) on the *CSE* variable. All three indirect effects were positive (at -1SD, IE = 0.1136; at mean, IE = 0.1626; and at +1SD, IE = 0.2117) and significant, as the null of (0) does not fall between the lower and upper limit of the 99% confidence intervals for each effect. In summary, these results support the fourth hypothesis (*H3*), which posited that *CSE* moderates the indirect effect of *TL* on *change-oriented OCB* via *employee wellbeing*.

**Table 7.** Direct and conditional indirect effects of X on Y and the index of moderated mediation

<i>Direct effect of X on Y</i>					
<i>Effect</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
0.8778	0.0578	15.1755	0.0000	0.7642	0.9914
<i>Conditional indirect effects of X on Y</i>					
<i>TL -&gt; Employee wellbeing -&gt; Change-oriented OCB</i>					
<i>CSE</i>	<i>Effect</i>	<i>BootSE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
-0.7393	0.1136	0.0295	0.0602	0.1747	
0.0000	0.1626	0.0310	0.1047	0.2280	
0.7393	0.2117	0.0361	0.1442	0.2867	
<i>Index of moderated mediation</i>					
<i>Variable</i>	<i>Index</i>	<i>BootSE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
CSE	0.0663	0.0145	0.0382	0.0956	

Notes: MSE is mean square error, SE is standard error, LLCI is lower limit confidence interval, ULCI is upper limit confidence interval.

## 5. DISCUSSION OF RESULTS

The main objectives of this study were to address the identified literature gap by investigating the mediating role played by employee wellbeing in the relationship between organizational level TL and change-oriented OCB, and to test whether CSE moderates the effects of TL on job attitudes through employee wellbeing. By supporting the developed hypotheses, the findings have achieved the study aim, and offer several theoretical and practical implications.

First, by demonstrating that employee wellbeing mediates the relationships between organizational level TL and change-oriented citizenship behavior, this paper contributes to the emerging literature on the relationships between organizational level resources and individual level wellbeing and traits (Hsieh et al., 2019). The findings of this study suggest that both individual and organizational resources should be considered to promote optimal employee wellbeing and attitudes (Ta'Amnha, Bwaliez, Magableh, Samawi, & Mdanat, 2021c). Unlike other previous research, this study responds to the call to include both the organizational factors and individual factors when studying employee attitudes and wellbeing (Davis-Blake & Pfeffer, 1989; Hoang, 2022; Siangchokyoo & Klinger, 2022). The results of this study are consistent with similar previous enquires that confirmed the impact of TL on employee change-oriented citizenship behavior (López-Domínguez et al., 2013).

In particular, building on the JD-R model (Bakker et al., 2005), SET (Homans, 1958; Cropanzano & Mitchell, 2005), and BPT (Pierce et al., 1993), this study demonstrates that the resources provided by organizational level TL cultivate the personal psychological resources of employee wellbeing, which in turn results in improved change-oriented citizenship behavior. According to the SET, employees evaluate the support they get from their employing organization, and based on this judgment; they decide their attitudes towards their organizations. Consequently, when employees perceive that their organizations care about their wellbeing, due to the associated dimensions of leadership, they tend to pay back their organization by being more committed and share their ideas and suggestions with their organizations. These results are also consistent with the similar previous investigations that confirmed the mediating role of employee wellbeing that encourages employees to show positive attitudes toward their companies

(Kuoppala et al., 2008; Nielsen & Munir, 2009; Breevaart et al., 2014).

Second, by demonstrating that the direct and indirect relationships rely on the personal traits of employees, the study highlights the necessity of understanding the profile of the organizational employees, which is essential to the success of organizational interventions and changes. Organizations have to consider recruiting and maintaining human resources with a high level of CSE, because more self-directed employees in charge of their own careers, taking responsibility for their own development, and being flexible and adaptable are preferred workers. This result supports the argument that the success of the organization and the effectiveness of the TL rely on the characteristics of the organizational staff (Barroso Castro, Villegas Periñan, & Casillas Bueno, 2008; Kuoppala et al., 2008).

Finally, a major contribution of this study stems from its context in exploring Jordan, an Arab country with limited research insights on leadership, wellbeing, and change-oriented citizenship behavior. This cultural context needs more attention due to the fundamental differences in leadership-associated characteristics compared to the Western contexts in which most leadership research is conducted (Pieterse et al., 2010; Hunsaker, 2016). This research opines that TL is positively associated with employee wellbeing, and thus employee attitudes. In addition, it shows that CSE is also a conduit for enhancing employee experience and attitudes.

## 6. CONCLUSION

The results demonstrate that TL is positively related to change-oriented citizenship behavior, and that these relationships are mediated by employee wellbeing. Moreover, moderated path analysis showed that positive CSE strengthened the direct effect of TL on employee wellbeing and employee work attitudes, as well as the indirect impact of TL on employee work attitudes.

According to resource-associated theories, such as the conservation of the resource and job-demand resource theories, organizations have to offer considerable resources to their employees to meet the demands of their jobs and deal with the associated challenges successfully. This research goes with the assumptions of these theories in the sense that both the organizational resource (i.e., TL) and individual resources (i.e., CSE) contribute to employee wellbeing, and thus attitudes. It is proven that employee attitudes are critical for organizational success. Therefore,

insurance companies have to work in parallel ways, firstly by offering support to their employees, and secondly by working on leveraging their employees' resources. This can be done initially by selecting employees with a high level of resources (i.e., high CSE), and then working with them to enhance their personal resources by training and mentoring that, therefore, increase their resilience, adaptability, and competencies. In this case, companies enhance their employees' ability to deal with work intensification that would otherwise be a source of destructive employee attitudes and negative behaviors.

This research provides a snapshot view due to using a cross-sectional design, in which the relationships between research variables were studied at a specific period of time. Future researchers can use a longitudinal design to study

the change in the relationships between research variables over a longer period of time. Furthermore, future research may explore other industrial sectors or comparative studies of multiple sectors to compare the relationships between the research variables in different contexts, in order to gain more confidence and enhance the quality of the research results. This study's use of insurance sector employees in Jordan is very narrow for validation and generalization of the identified relationships between research variables. Future researchers can include other employees from other industries and countries. This study considered employee wellbeing and CSE to understand the indirect relationship between TL and change-oriented OCB. Future researchers can conduct more research to explore the effect of other mediators and moderators.

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