

Transformational Leadership and Cooperative Voice: The Mediating Role of Person–Organization Fit in the Indonesian Logistics Industry

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Abstract

This study aims to examine the effect of Transformational Leadership on Cooperative Voice with Person–Organization Fit serving as a mediating variable at PT. Rukma Padaya Trans. A quantitative approach employing an explanatory research design was adopted. Data were collected through a structured questionnaire administered to 111 permanent employees selected using proportional random sampling from a population of 153 employees. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The findings reveal that Transformational Leadership has a positive and significant effect on both Person–Organization Fit and Cooperative Voice. Furthermore, Person–Organization Fit positively influences Cooperative Voice and significantly mediates the relationship between Transformational Leadership and Cooperative Voice. These findings indicate that transformational leaders who foster alignment between employees' personal values and organizational values are more likely to encourage employees to express constructive ideas, suggestions, and opinions that contribute to organizational improvement. From a practical perspective, organizations should strengthen transformational leadership practices, enhance person–organization value congruence through strategic human resource management, and cultivate an open communication climate to encourage employee participation. The originality of this study lies in examining the mediating role of Person–Organization Fit in the relationship between Transformational Leadership and Cooperative Voice within the Indonesian logistics industry, thereby extending the application of Social Exchange Theory in explaining employees' constructive voice behavior in organizational settings.

Keywords: Transformational Leadership; Person–Organization Fit; Cooperative Voice; Social Exchange Theory; Logistics Industry.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Transformational Leadership terhadap Cooperative Voice dengan Person–Organization Fit sebagai variabel mediasi pada PT. Rukma Padaya Trans. Penelitian menggunakan pendekatan kuantitatif dengan desain explanatory research. Data dikumpulkan melalui penyebaran kuesioner kepada 111 karyawan tetap yang dipilih menggunakan teknik proportional random sampling dari total populasi sebanyak 153 karyawan. Analisis data dilakukan menggunakan Partial Least Squares–Structural Equation Modeling (PLS-SEM) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa Transformational Leadership berpengaruh positif dan signifikan terhadap Person–Organization Fit serta Cooperative Voice. Selain itu, Person–Organization Fit juga berpengaruh positif terhadap Cooperative Voice dan terbukti memediasi hubungan antara Transformational Leadership dan Cooperative Voice. Temuan ini mengindikasikan bahwa kepemimpinan transformasional yang mampu membangun keselarasan nilai antara individu dan organisasi akan mendorong keberanian karyawan dalam menyampaikan ide, saran, dan solusi yang konstruktif untuk mendukung peningkatan kinerja organisasi. Secara praktis

penelitian ini memberikan rekomendasi kepada perusahaan untuk memperkuat pengembangan kepemimpinan transformasional, meningkatkan kesesuaian nilai organisasi melalui praktik manajemen sumber daya manusia, serta membangun budaya komunikasi yang terbuka guna mendorong partisipasi aktif karyawan. Kebaruan penelitian ini terletak pada pengujian Person–Organization Fit sebagai mekanisme mediasi dalam hubungan antara Transformational Leadership dan Cooperative Voice pada konteks industri logistik di Indonesia, sehingga memperluas penerapan Social Exchange Theory dalam menjelaskan terbentuknya perilaku *employee voice* di lingkungan kerja.

Keywords: Kepemimpinan Transformasional; Person–Organization Fit; Cooperative Voice; Teori Pertukaran Sosial; Industri Logistik.

1. Introduction

The development of digital technology, industrial transformation, global competition, and changing customer expectations have encouraged organizations to improve their adaptability and innovation in a sustainable manner. In these conditions, the success of the organization is no longer only determined by physical and technological resources, but also by the active involvement of employees in contributing to decision-making and improvement of work processes. One form of positive behavior that is getting more attention in the study of organizational behavior is *cooperative voice*, which is the voluntary behavior of employees in conveying ideas, suggestions, and constructive criticism to increase organizational effectiveness. This behavior is seen as a strategic asset because it allows organizations to obtain information derived from the direct experience of employees in the field so that it can improve the quality of decisions, accelerate problem solving, and encourage sustainable innovation (Morrison, 2023; Liang et al., 2023). Therefore, creating a work environment that is able to encourage employees to dare to express their opinions is one of the main challenges for modern organizations.

Although it is important for organizational sustainability, the practice of *cooperative voice* is still not optimally developed in many companies, especially in developing countries that have organizational culture characteristics that tend to be hierarchical. A working relationship that puts the boss at the center of decision-making often causes employees to feel reluctant to express their opinions for fear of causing conflicts, receiving negative judgments, or facing consequences for their careers. This condition has the potential to give rise to *employee silence*, which is the tendency of employees to store information or ideas that can actually provide benefits to the organization. If this condition continues to exist, organizations will lose opportunities to innovate, improve service quality, and build a participatory work culture. Recent studies show that the creation of an open communication climate is greatly influenced by leadership that is able to build a sense of *psychological safety* so that employees feel comfortable in conveying constructive ideas and criticism (Edmondson & Lei, 2024; Frazier et al., 2022).

One of the leadership approaches that is considered effective in building this behavior is *transformational leadership*. Transformational leaders are not only oriented towards achieving organizational targets, but also seek to develop employees' potential through inspiration,

motivation, individual attention, and intellectual stimulation. This leadership style is able to increase employees' trust in the leadership so that they are encouraged to actively participate in the organizational improvement process. Various studies show that *transformational leadership* has a positive effect on proactive behavior, creativity, innovation, work attachment, and *voice behavior* because leaders succeed in creating a work environment that supports two-way communication and employee participation in decision-making (Kim et al., 2022; Nguyen et al., 2023; Wang et al., 2024). However, these relationships are not always direct because there are still psychological and organizational factors that can strengthen or weaken the influence of leadership on employee behavior.

One of the mechanisms that is thought to play an important role in explaining this relationship is *Person–Organization Fit* (P–O Fit), which is the degree of compatibility between individual values, goals, and characteristics with organizational values and culture. Employees who feel an alignment between their personal values and those of the organization tend to have higher commitment, better job satisfaction, stronger organizational identification, and a willingness to perform a variety of extra-role behaviors, including conveying constructive ideas for the organization's progress. Conversely, when such conformity is low, employees tend to limit their participation even though the organization has a supportive leadership style. Although the relationship between *transformational leadership*, *Person–Organization Fit*, and *voice behavior* has been extensively studied separately, research examining the mediating role of *Person–Organization Fit* in explaining how transformational leadership encourages the formation of *cooperative voices*, especially in the logistics industry in Indonesia, is still relatively limited. These conditions show that there is a *research gap* that deserves further research (Afsar et al., 2022; Su et al., 2023; Peng et al., 2024).

Based on this description, this study aims to analyze the influence of *transformational leadership* on *cooperative voice* through *Person–Organization Fit* as a mediation variable in PT. Rukma Padaya Trans. This company engaged in logistics faces high operational demands, so the success of coordination and communication between leaders and field employees is an important factor in maintaining service quality and operational effectiveness. This research is expected not only to contribute to the development of the literature on organizational behavior, especially related to the mechanisms that connect transformational leadership with *cooperative voice*, but also provide practical implications for organizations in designing leadership strategies and human resource management that are able to improve organizational value alignment and encourage an open, participatory, and communication culture. oriented towards improving organizational performance.

2. Literature Review and Hypothesis Development

2.1 Social Exchange Theory (Grand Theory)

The Social Exchange Theory (SET) proposed by Blau (1964) is one of the most widely used theories to explain the reciprocal relationship between individuals and organizations. This theory assumes that social relations develop through a process of resource exchange based on

the norm of reciprocity, i.e. when one party provides benefits, the other party is encouraged to reciprocate with positive behavior. In the context of an organization, the support, attention, trust, and fair treatment given by leaders will create a moral obligation for employees to make a beneficial contribution to the organization. Therefore, positive behaviors such as organizational commitment, organizational citizenship behavior, employee engagement, and voice behavior are seen as a form of retaliation for the positive treatment that employees receive from their organizations (Cropanzano & Mitchell, 2005).

In this study, Social Exchange Theory is the main basis to explain the relationship between transformational leadership, person-organization fit, and cooperative voice. Transformational leaders create quality social relationships through inspiration, individualized attention, intellectual stimulation, and motivation that encourage employees to feel valued and trusted. This relationship increases the perception of conformity between individual values and organizational values (person-organization fit), thereby strengthening employees' psychological ties to the organization. As a consequence, employees are encouraged to reciprocate these positive relationships by demonstrating cooperative voice behavior, which is to convey constructive ideas, suggestions, and inputs to improve organizational effectiveness. Thus, Social Exchange Theory is able to explain both the direct and indirect relationships between transformational leadership and cooperative voice through person-organization fit.

2.2 Transformational Leadership and Cooperative Voice

Transformational leadership is a leadership style that is able to change the attitudes and behaviors of subordinates through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). Transformational leaders not only direct employees to achieve organizational goals, but also build a work environment that is open, trustful, and encourages active participation. In an environment like this, employees feel safe to convey ideas, criticisms, and solutions that can improve the effectiveness of the organization.

According to the perspective of Social Exchange Theory, the positive treatment given by leaders creates a moral obligation for employees to retaliate through behaviors that benefit the organization. One form of this behavior is cooperative voice, which is the willingness of employees to convey ideas constructively for the common good. A number of studies show that transformational leadership consistently improves voice behavior because leaders are successful in creating psychological safety, trust, and higher employee engagement (Kim et al., 2020; Wang et al., 2024). Based on these theoretical arguments and empirical findings, the first hypothesis is formulated as follows.

H1: *Transformational leadership has a positive and significant effect on cooperative voice.*

2.3 Transformational Leadership and Person-Organization Fit

Person-Organization Fit describes the degree of compatibility between individual values, goals, and characteristics with organizational culture and values (Cable & DeRue, 2002). This

fit affects how individuals view their work environment, build commitment, and develop long-term relationships with the organization. In practice, transformational leadership plays an important role in shaping these perceptions through clear vision communication, employee empowerment, and consistent strengthening of organizational values.

Based on Social Exchange Theory, positive interactions between leaders and subordinates result in a reciprocal relationship that increases the sense of belonging to the organization. When leaders provide high support and attention, employees will find it easier to internalize organizational values as part of their personal values. Previous research has shown that transformational leadership improves person-organization fit through the process of internalizing values and forming a stronger organizational identity (Kristof-Brown et al., 2005; Ucar et al., 2021). Therefore, the second hypothesis is formulated as follows.

H2: *Transformational leadership has a positive and significant effect on person–organization fit.*

2.4 Person–Organization Fit and Cooperative Voice

Person-Organization Fit reflects the compatibility between individual values and organizational values that can increase job satisfaction, commitment, and psychological attachment to the organization. Individuals who feel fit in with their organization tend to have a sense of security, trust, and comfort in interacting so that they are more willing to contribute outside of their formal duties, including conveying ideas and constructive criticism.

According to Social Exchange Theory, when an organization is able to meet the psychological needs of individuals through the alignment of values and goals, employees will respond with positive behaviors that support the organization's success. Cooperative voice is a form of such behavior because it reflects the willingness of individuals to participate in organizational improvement. Previous research has shown that person-organization fit has a positive influence on various forms of proactive behavior, including voice behavior and organizational citizenship behavior (Kristof-Brown et al., 2005; Ucar et al., 2021). Thus, the third hypothesis is formulated as follows.

H3: *Person–organization fit has a positive and significant effect on cooperative voice.*

2.5 The Mediating Role of Person–Organization Fit

Transformational leadership is estimated not only to affect cooperative voice directly, but also through person-organization fit as a psychological mechanism. Transformational leaders build value alignment through vision communication, empowerment, and attention to individual needs. This alignment increases the sense of belonging to the organization so as to encourage employees to be more active in conveying constructive ideas for the progress of the organization.

Based on Social Exchange Theory, quality social exchange relationships create psychological bonds that encourage employees to reciprocate the organization's positive treatment through behaviors that are valuable to the organization. In the context of this research, person-organization fit is a mechanism that explains how transformational leadership enhances cooperative voice. Previous research findings have also shown that

person–organization fit is able to be a mediator in the relationship between human resource management practices, leadership, and various positive work behaviors (Kristof-Brown et al., 2005; Ucar et al., 2021). Therefore, the fourth hypothesis is formulated as follows.

H4: *Person–organization fit mediates the relationship between transformational leadership and cooperative voice.*

3. Research Method

This study uses a quantitative approach with an explanatory research design to test the causal relationship between *Transformational Leadership*, *Person–Organization Fit*, and *Cooperative Voice*. The quantitative approach was chosen because it allows for the objective measurement of relationships between variables through empirical data-driven hypothesis testing. The explanatory design was assessed in accordance with the research objective, which was to explain the direct and indirect influence of transformational leadership on *cooperative voice behavior* through *Person–Organization Fit* as a mediating variable. This approach is widely used in organizational behavior research because it is able to provide empirical evidence regarding the structural relationships between latent variables while testing conceptual models developed based on theory (Hair et al., 2022; Saunders et al., 2023).

The research was carried out at PT. Rukma Padaya Trans, a company engaged in logistics and transportation services in the city of Surabaya, Indonesia. The selection of this company is based on its industry characteristics which demand cross-functional coordination, effective communication, and active involvement of employees in supporting the smooth operation of the company. The research subjects include all permanent employees who work in various operational and administrative units because they have first-hand experience of the leadership practices applied by the organization. The focus of data collection was directed at employees' perceptions of *Transformational Leadership behaviors* shown by direct supervisors, the level of conformity between individual values and organizational values (*Person–Organization Fit*), and their tendency to convey constructive ideas, inputs, and suggestions as a form of *Cooperative Voice*. The use of employee perception as a source of data is considered appropriate because these three constructs are the psychological variables that are most accurately measured through individual evaluations of their work experiences (Podsakoff et al., 2024).

The research data were collected using a structured questionnaire with a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). All research instruments are adapted from measurement scales that have been widely used and have empirical validity in previous research. Data analysis was carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through the SmartPLS 4 application. The PLS-SEM method was chosen because it was able to analyze the simultaneous relationships between latent variables, test the mediation model, and provide a robust estimate of the predictive model with a relatively moderate sample size. In addition, PLS-SEM is very suitable for use in research oriented to the development of theories and predictions of intervariable relationships in the field of management and organizational behavior. Model evaluation was carried out through *testing the measurement model* (validity and reliability of the construct) and *structural model* (path coefficient, determination coefficient, *predictive relevance*, and mediation test) using

a bootstrapping procedure at a significance level of 5% in accordance with the recommendations of Hair et al. (2022).

4. Results

4.1 Sample Characteristics

This study involved 111 permanent employees of PT. Rukma Padaya Trans who come from various operational and administrative divisions. Most of the respondents were male (71.2%), while female respondents amounted to 28.8%. Based on age group, the majority of respondents were in the age range of 30–39 years (41.4%), followed by the age group of 20–29 years (39.6%) and over 40 years old (18.9%). In terms of education, the composition of respondents was relatively balanced between high school/vocational school graduates (50.5%) and Diploma/Bachelor (49.5%). In addition, most respondents have worked for 3–5 years (44.1%), indicating that they have sufficient work experience to evaluate leadership practices, organizational value suitability, and communication behavior in the work environment.

The characteristics of the respondents indicate that the research data was obtained from employees who have sufficient organizational experience so that they are able to provide a representative assessment of the variables being studied. The dominance of respondents in productive age also shows that the company is supported by a relatively active workforce in carrying out operational activities and decision-making at the work unit level.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	79	71.2
	Female	32	28.8
Age	20–29 years	44	39.6
	30–39 years	46	41.4
	≥40 years	21	18.9
Education	Senior High School	56	50.5
	Diploma/Bachelor	55	49.5
Working Period	<3 years	36	32.4
	3–5 years	49	44.1
	>5 years	26	23.4

4.2 Measurement Model Assessment

Evaluation of the measurement model is carried out to ensure that the entire construct meets the requirements of validity and reliability before structural relationship testing is carried out. The results of the analysis showed that all indicators had a loading factor value greater than 0.70, thus meeting the convergent validity criteria as recommended by Hair et al. (2022). The loading value ranges from 0.888 to 0.932, indicating that each indicator is capable of adequately representing the latent construct.

In addition to convergent validity, the reliability of the construct also shows excellent results. Cronbach's Alpha value is in the range of 0.950–0.964, while Composite Reliability ranges from 0.960–0.971, all of which exceed the minimum limit of 0.70. Thus, the entire construct has a high internal consistency that makes it suitable for use in structural model testing.

Table 2. Measurement Model Evaluation

Construct	Loading Factor	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.902–0.932	0.964	0.971
Person–Organization Fit	0.888–0.905	0.950	0.960
Cooperative Voice	0.894–0.932	0.962	0.969

4.3 Structural Model Assessment

The evaluation of the structural model was carried out using the value of the determination coefficient (R^2) to measure the predictive ability of the research model. Based on the results of the analysis, the Person–Organization Fit variable has a value of $R^2 = 0.437$, which shows that 43.7% of the variation in Person–Organization Fit can be explained by Transformational Leadership. Furthermore, the R^2 value of Cooperative Voice of 0.561 indicates that 56.1% of the variation of Cooperative Voice can be explained simultaneously by Transformational Leadership and Person–Organization Fit. Based on the classification of Hair et al. (2022), these two values show the ability to explain the model in the moderate category, so that the model has adequate predictive power in explaining the relationship between variables.

Table 3. Coefficient of Determination (R^2)

Endogenous Construct	R^2
Person–Organization Fit	0.437
Cooperative Voice	0.561

4.4 Hypothesis Testing

Hypothesis testing was carried out using a bootstrapping procedure with a significance level of 5%. The results of the analysis showed that all relationships between variables had a t-statistical value of > 1.96 and a p-value of < 0.05 , so that all research hypotheses were empirically supported.

Transformational Leadership had a positive effect on Person–Organization Fit ($\beta = 0.561$; $t = 8.703$; $p < 0.001$), showing that the higher the practice of transformational leadership, the higher the level of value fit between the individual and the organization. Furthermore, Transformational Leadership has also been shown to improve Cooperative Voice ($\beta = 0.472$; $t = 5.038$; $p < 0.001$), which indicates that leaders who are able to provide inspiration, individual attention, and intellectual stimulation will encourage employees to be more courageous in conveying constructive ideas and suggestions. In addition, Person–Organization Fit has a positive effect on Cooperative Voice ($\beta = 0.220$; $t = 2.377$; $p = 0.017$), so that the higher the value alignment between individuals and organizations, the higher the tendency of employees to participate through *cooperative voice behavior*.

Table 4. Hypothesis Testing

Hypothesis	Path	β	t-value	p-value	Decision
H1	Transformational Leadership → Person–Organization Fit	0.561	8.703	<0.001	Supported
H2	Transformational Leadership → Cooperative Voice	0.472	5.038	<0.001	Supported
H3	Person–Organization Fit → Cooperative Voice	0.220	2.377	0.017	Supported

5. Discussion

5.1 The Effect of Transformational Leadership on Person–Organization Fit

The results of the study show that Transformational Leadership has a positive and significant effect on Person–Organization Fit, so the first hypothesis is supported. These findings indicate that the higher the leader's ability to provide inspiration, motivation, individual attention, and intellectual stimulation to employees, the higher the employee's perception of the compatibility between personal values and organizational values. In the context of PT. Rukma Padaya Trans, transformational leadership behavior is able to create a work environment that encourages employees to understand the organization's vision, feel appreciated for their contributions, and have the belief that the organization's goals are in line with their personal goals. This condition strengthens the *value congruence* that is at the core of the *Person–Organization Fit* concept. In other words, transformational leadership not only directly influences work behavior, but also forms psychological conditions that strengthen the relationship between individuals and organizations.

This finding can be explained through Social Exchange Theory which states that the relationship between leaders and subordinates develops through social exchange mechanisms that are based on trust, mutual respect, and the principle of reciprocity. When leaders show concern for employees' needs, provide support in completing tasks, and involve them in the decision-making process, employees will respond by increasing attachment to the organization. The response is reflected through the increasing perception that an organization's values align with their personal values. Therefore, *Person–Organization Fit* can be seen as a consequence of a quality social exchange relationship between leaders and employees. The higher the quality of the relationship, the stronger the employee's identification with the organization, so that they are more likely to accept the organization's goals, culture, and strategic direction as part of their identity.

The results of this study are in line with the research of Li et al. (2023) who found that transformational leadership significantly increases *Person–Organization Value Congruence*, which further strengthens employees' *cooperative voice* behavior. The research confirms that transformational leaders are able to build value alignment through providing a clear vision, inspiring communication, and support for individual development. The findings of this study are also consistent with Liu et al. (2023) who show that transformational leadership has a positive effect on *Person–Organization Fit* in healthcare workers in China. They explain that transformational leaders are able to increase the perception of organizational value conformity through increased trust, empowerment, and positive interpersonal relationships. In addition, the results of this study are strengthened by research by Udin (2024) which proves that *Transformational Leadership* is an important predictor of *Person–Organization Fit* in the perspective of *Social Exchange Theory*, so that transformational leadership plays a role as a mechanism that builds quality social relationships between individuals and organizations.

Theoretically, these findings extend the application of Social Exchange Theory by showing that transformational leadership not only produces positive work behavior directly, but also forms a psychological mechanism in the form of *Person–Organization Fit* that strengthens organizational effectiveness. From a practical point of view, this result implies that PT. Rukma Padaya Trans needs to develop leadership practices that are more oriented

towards empowerment, inspirational communication, and the formation of shared values. Leadership development, *coaching*, and organizational culture internalization programs need to be systematically designed so that the value match between employees and the organization increases. With the increase in *Person-Organization Fit*, it will be easier for organizations to build commitment, loyalty, and active participation of employees in supporting the achievement of company goals.

5.2 The Effect of Transformational Leadership on Cooperative Voice

The results of the study show that Transformational Leadership has a positive and significant effect on Cooperative Voice, so the second hypothesis is accepted. These findings indicate that the higher the transformational leadership practices implemented by superiors, the greater the tendency of employees to convey ideas, suggestions, and constructive input for organizational progress. At PT. Rukma Padaya Trans, the behavior of a leader who is able to provide inspiration, build a shared vision, provide individual attention, and encourage creative thinking has been proven to be able to create a work environment that is more open to two-way communication. In these conditions, employees not only feel free to express their opinions, but also have confidence that the ideas they provide will be appreciated and considered by the organization. Thus, transformational leadership acts as a catalyst in building an organizational culture that encourages active employee participation through *cooperative voice behavior*.

These findings are in line with Social Exchange Theory (SET) which explains that positive employee behavior is a form of reciprocity for the positive treatment they receive from the organization and its leaders. When leaders provide support, rewards, trust, and opportunities for employees to participate in decision-making, quality social exchange relationships are formed. This relationship increases a sense of psychological *safety*, trust in leaders, and organizational commitment so that employees no longer view the delivery of ideas as a risky action, but as a real contribution to the success of the organization. In other words, *cooperative voice* behavior arises not solely because of individual characteristics, but in response to a work environment that favors open communication, mutual trust, and appreciation for the contributions of each member of the organization.

The results of this study are consistent with the research of Li et al. (2023) who found that transformational leadership has a positive influence on employee *cooperative voice*, both directly and through the *person-organization value congruence* mechanism. The research shows that transformational leaders are able to build a collaborative work culture that encourages employees to be more active in conveying innovative ideas to increase organizational effectiveness. These findings are also supported by Liu et al. (2023) who show that transformational leadership improves the quality of relationships between individuals and organizations through increased trust, empowerment, and emotional attachment to the organization. In addition, Udin's research (2024) shows that transformational leadership is an important factor in building extra-role behavior through increasing *person-organization fit* as a mechanism for social exchange. Although the study uses *organizational citizenship behavior* as a dependent variable, the theoretical mechanism is in line with *cooperative voice* behavior because both are forms of voluntary behavior that provide benefits to the organization.

From a theoretical perspective, these findings strengthen the argument that transformational leadership is one of the main determinants of *voice behavior* within the framework of Social Exchange Theory. This research provides empirical evidence that the quality of the relationship between leaders and employees is an important prerequisite for building an open and participatory communication culture. Meanwhile, from a practical perspective, the results of the study provide the implication that PT. Rukma Padaya Trans needs to strengthen transformational leadership competencies through leadership development, *coaching*, and *leadership development* programs. Leaders need to be encouraged to be more active in providing constructive feedback, opening up spaces for dialogue, involving employees in the problem-solving process, and rewarding new ideas. These efforts are expected to increase employee courage in conveying constructive input so that the *cooperative voice* culture can develop sustainably and support the improvement of organizational performance.

5.3 The Effect of Person–Organization Fit on Cooperative Voice

The results of the study show that Person-Organization Fit has a positive and significant effect on Cooperative Voice, so the third hypothesis is accepted. These findings show that the higher the level of compatibility between individual values, goals, and characteristics with the organization, the more likely employees are to convey ideas, suggestions, and constructive input for organizational development. In the context of PT. Rukma Padaya Trans, the conformity of these values encourages employees to feel an important part of the organization so that they have a greater sense of responsibility for the success of the company. When employees see that the organization's goals align with their personal goals, they not only show a higher commitment, but are also more willing to actively participate in solving operational problems through the delivery of innovative ideas. Thus, *Person-Organization Fit* is a psychological factor that is able to strengthen employee involvement in creating an open and collaborative communication culture.

These findings can be explained through Social Exchange Theory (SET) which emphasizes that employee voluntary behavior is a form of reciprocity for a positive relationship between individuals and organizations. When an organization is able to create a work environment that is in harmony with the values, needs, and expectations of employees, it will form social exchange relationships based on mutual trust, commitment, and identification with the organization. Under these conditions, employees will feel that their contributions are valued so that an intrinsic motivation arises to make contributions that go beyond the demands of formal work. One form of such contribution is *cooperative voice*, which is the courage to convey ideas and solutions aimed at improving work processes, improving operational efficiency, and supporting the achievement of organizational goals. Thus, *Person–Organization Fit* not only increases organizational satisfaction and commitment, but also creates psychological conditions that encourage constructive communication behavior.

The results of this study are in line with a comprehensive review by Kristof-Brown et al. (2023) which confirms that *Person–Organization Fit* is one of the main predictors of various organizational outputs, including organizational commitment, work engagement, extra-role behavior, and employee active participation in the organization. They explain that the

alignment of values between individuals and organizations strengthens the identification of the organization thereby encouraging individuals to contribute voluntarily to the success of the organization. These findings are also consistent with research by Li et al. (2023) who show that *Person–Organization Value Congruence* plays an important mechanism that explains how transformational leadership enhances *cooperative voice*. The research proves that when employees feel a value match with the organization, they are more confident in conveying innovative ideas and participating in solving organizational problems. In addition, research by Sugiono et al. (2023) shows that *Person–Organization Fit* strengthens *employee voice behavior* through increasing positive psychological conditions and employee attachment to the organization. These results indicate that the suitability of organizational values is one of the important prerequisites in building an open and participatory communication culture.

From a theoretical perspective, this study strengthens the argument that *Person–Organization Fit* is a psychological mechanism that bridges the relationship between organizational characteristics and proactive employee behavior as described in Social Exchange Theory. These findings expand the literature on *voice behavior* by showing that employees' courage in conveying ideas is influenced not only by leadership characteristics, but also by perceptions of value matching between individuals and organizations. From a practical perspective, the results of the study provide the implication that PT. Rukma Padaya Trans needs to strengthen the process of recruitment, selection, orientation, and internalization of organizational culture so that the alignment of values between the organization and employees can be formed from the beginning. Additionally, organizations need to consistently communicate the company's vision, mission, and values through training programs, internal communication, and organizational culture development. These efforts are expected to increase the sense of belonging, commitment, and courage of employees in conveying constructive ideas that support innovation and improve organizational performance in a sustainable manner.

6. Implications

6.1 Theoretical Implications

This research makes several important contributions to the development of the organizational behavior literature, especially regarding the relationship between Transformational Leadership, Person–Organization Fit, and Cooperative Voice. First, this study strengthens the relevance of Social Exchange Theory (SET) as a conceptual foundation in explaining how the reciprocal relationship between leaders and employees is able to encourage the emergence of voluntary work behavior (*extra-role behavior*). The results of the study show that transformational leadership not only has a direct effect on *cooperative voice*, but also forms positive social relationships so as to increase the perception of value conformity between individuals and organizations. These findings provide empirical evidence that *voice* behavior is a consequence of the quality of social relationships built through trust-oriented leadership, empowerment, and attention to employee needs.

Second, this study expands the study of Person–Organization Fit by placing it as a mediation mechanism that explains how the influence of transformational leadership translates into *cooperative voice* behavior. Most previous studies have placed *Person–*

Organization Fit as a direct predictor of organizational commitment, job satisfaction, or *organizational citizenship behavior*. On the contrary, this study shows that value matching between individuals and organizations also serves as a psychological mechanism that strengthens employees' courage in conveying ideas, suggestions, and constructive solutions. Thus, this study provides a new perspective on the role of *Person–Organization Fit* as a bridge that connects leadership practices with proactive communication behaviors in the workplace.

Third, this research makes a contextual contribution by expanding the application of Social Exchange Theory to the logistics industry in Indonesia. Most of the previous research on *employee voice* was conducted in the manufacturing, hospital, education, and technology-based sectors in developed countries. This study shows that the relationship mechanism between transformational leadership, *Person-Organization Fit*, and *Cooperative Voice* also applies to logistics service companies that have dynamic operational characteristics, high cross-functional coordination, and reliance on effective communication. Therefore, the findings of this study enrich the generalization of the theory in the context of developing countries and open up opportunities for the development of conceptual models that integrate psychological and leadership factors in improving *employee voice* behavior .

6.2 Managerial Implications

From a practical perspective, the results of the research provide important implications for the management of PT. Rukma Padaya Trans and other logistics companies in developing a more participatory organizational culture. The findings of the study show that Transformational Leadership is a strategic factor that is able to increase employee courage in conveying constructive ideas and inputs. Therefore, companies need to develop *leadership development* programs that focus on improving leaders' ability to provide inspiration, build two-way communication, give individual attention to employees, and encourage continuous learning and innovation processes. Leadership training programs, *executive coaching*, and *mentoring* can be effective strategies to strengthen these competencies.

In addition to leadership development, companies also need to improve *Person-Organization Fit* through more strategic human resource management. The recruitment and selection process should not only consider the technical competence of the prospective employee, but also the suitability of values, work culture, and behavioral orientation with the characteristics of the organization. Furthermore, *onboarding programs*, internalization of organizational culture, communication of the company's vision and mission, and evaluation of organizational values-based performance need to be carried out consistently in order to create alignment between individual goals and organizational goals. The conformity of these values will strengthen *the sense of belonging*, increase organizational commitment, and encourage active employee participation in conveying innovative ideas.

Furthermore, the results of this study show that increasing *Cooperative Voice* requires a work environment that provides a sense of *psychological safety*. Therefore, management needs to build an open communication system through regular discussion forums, *suggestion systems*, *quality control circles*, and digital platforms that allow employees to convey ideas without fear of negative consequences. Organizations also need to develop a mechanism to reward employee input so that *voice* behavior becomes part of the daily work culture. By

integrating transformational leadership, organizational value alignment, and participatory communication systems, the company is expected to be able to increase innovation, operational effectiveness, and sustainable competitive advantage in the midst of increasingly competitive logistics industry dynamics.

7. Limitations and Future Research Directions

This research provides an empirical contribution in explaining the relationship between Transformational Leadership, Person–Organization Fit, and Cooperative Voice in the logistics industry in Indonesia. However, some limitations need to be noted in interpreting the research results. First, this study uses a cross-sectional design, so that data collection is only carried out in one time period. The design has not been able to capture changes in employee behavior or the dynamics of relationships between variables in the long term. Therefore, the causal relationship found in this study still needs to be confirmed through longitudinal research that can more comprehensively describe changes in employee perceptions of leadership, organizational value suitability, and *cooperative voice* behavior .

Second, this research was only conducted on one company, namely PT. Rukma Padaya Trans, so that specific organizational characteristics, work culture, and management systems can limit the generalization of research results to other organizations. The logistics industry has different operational characteristics compared to the manufacturing, financial services, healthcare, and technology sectors. Therefore, further research is recommended to replicate this research model in various industry sectors, companies of different sizes, as well as cross-regional and cross-country contexts. Replication is important to test the consistency of the relationship between Transformational Leadership, Person–Organization Fit, and Cooperative Voice in an organizational environment that has diverse cultural and operational characteristics.

Third, all variables in this study were measured using a questionnaire based on respondent perception (self-reported questionnaire). Although this approach is commonly used in organizational behavior research, the use of a single data source has the potential to lead to common method bias and *social desirability bias*. Future research is recommended to use a multi-source data approach, for example by combining employee assessments, supervisors, and organizational objective data so that the research results become more comprehensive and have higher external validity. In addition, the use of *mixed methods* that combine quantitative surveys with in-depth interviews or case studies can also provide a richer understanding of the mechanisms of *cooperative voice behavior*.

In addition to overcoming these limitations, further research also has the opportunity to develop a more comprehensive conceptual model. The Person–Organization Fit variable can be combined with other psychological constructs such as Psychological Safety, Leader–Member Exchange (LMX), Organizational Trust, Employee Engagement, or Perceived Organizational Support as mediation and moderation variables. The integration of these variables is expected to provide a more in-depth explanation of the mechanisms of how transformational leadership encourages *cooperative voice* behavior. In addition, future research can also test the influence of other leadership styles, such as Authentic Leadership, Servant Leadership, or Ethical Leadership, to gain a broader understanding of the effectiveness of

various leadership approaches in building a participatory and innovative communication culture.

Finally, the development of digital transformation and technology implementation in the logistics industry opens up interesting research opportunities on how transformational leadership interacts with the digital work environment. The next research can explore the role of digital leadership, digital organizational culture, and technology readiness in increasing *cooperative voice* in the era of digital transformation. The development of the model is expected not only to expand the application of Social Exchange Theory, but also to contribute to the development of literature on leadership, organizational behavior, and human resource management in the increasingly dynamic digital era.

8. Conclusion

This study aims to analyze the influence of Transformational Leadership on Cooperative Voice with Person–Organization Fit as a mediating variable in PT. Rukma Padaya Trans. Based on the results of the analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach, all research hypotheses are empirically supported. The findings of the study show that Transformational Leadership has a positive effect on Person–Organization Fit and Cooperative Voice, while Person–Organization Fit is also proven to have a positive effect on Cooperative Voice. In addition, the results of the study show that Person–Organization Fit acts as a mediation mechanism that explains how transformational leadership is able to increase employee courage in conveying ideas, suggestions, and constructive solutions for the organization. Thus, this study confirms that the success of organizations in building a participatory communication culture depends not only on leadership effectiveness, but also on the level of value compatibility between individuals and organizations.

From a theoretical perspective, this research contributes to the development of Social Exchange Theory by showing that a positive reciprocal relationship between leaders and employees not only results in productive work behaviors directly, but also forms a psychological mechanism in the form of Person–Organization Fit that ultimately encourages the emergence of Cooperative Voice. These findings expand the literature on *employee voice behavior* by providing empirical evidence that value matching between individuals and organizations is an important pathway that connects transformational leadership practices with constructive communication behaviors in the workplace. In addition, this study enriches the study of transformational leadership in the context of the logistics industry in Indonesia, which until now is still relatively limited compared to the manufacturing, health, and technology sectors.

From a practical perspective, the results of the study imply that organizations need to develop leadership practices that are able to build trust, open communication, and employee empowerment as a foundation for increasing employee participation. These efforts need to be supported by a human resource management system that emphasizes the suitability of organizational values through recruitment processes, orientation, organizational culture development, and sustainable leadership development programs. A work environment that provides a sense of *psychological safety* and opportunities for employees to express ideas

openly will strengthen a *culture of cooperative voice*, improve the quality of decision-making, and encourage continuous organizational innovation.

Overall, this study confirms that Transformational Leadership, Person–Organization Fit, and Cooperative Voice are three strategic elements that are interrelated in building an adaptive, collaborative, and learning-oriented organization. In the midst of increasing complexity of the business environment and accelerating transformation in the logistics industry, an organization's ability to build inspirational leadership, create value alignment between individuals and organizations, and encourage open communication will be a source of sustainable competitive advantage. Therefore, the results of this study are expected not only to contribute to the development of human resource management literature and organizational behavior, but also to become a reference for practitioners in designing leadership strategies and human resource management that are able to increase involvement, innovation, and organizational performance in the future.

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