

**ORGANIZATIONAL COMMITMENT MEDIATES THE EFFECT OF
TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

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ABSTRACT

The purpose of this study was to analyze the effect of transformational leadership and organizational culture on organizational citizenship behavior, and to analyze the mediating role of organizational commitment in mediating the effect of transformational leadership and organizational culture on organizational citizenship behavior. The population in this study are employees of PT. PLN (Persero) South Bali Customer Service Implementing Unit, totaling 110 people. The sample in this research is 86 respondents. The method of determining the sample in this study uses probability sampling, the sampling technique chosen is proportionate random sampling, which is a technique used when the population has members or elements that are not homogeneous. This study used the PLS 3.3.9 (Partial Least Square) analysis technique. The results of this study indicate that transformational leadership and organizational culture have a positive and significant effect on organizational citizenship behavior. Transformational leadership and organizational culture have a positive and significant effect on organizational commitment, and organizational commitment has a positive and significant effect on organizational citizenship behavior. Organizational commitment as a partial mediation or partial mediation on the effect of transformational leadership on organizational citizenship behavior and organizational commitment as a partial mediation or partial mediation on the influence of organizational culture on organizational citizenship behavior, meaning that independent variables are able to influence directly the dependent variable or indirectly by involving mediating variables.

Keyword: Transformational leadership, organizational culture, organizational commitment, and organizational citizenship behavior.

1. INTRODUCTION

Human resource management is part of the management function that focuses on managing humans or people in an organization that is planned (planning), organized (organizing), implemented (directing) and controlled (controlling) so that the goals achieved by the organization can be obtained optimally, efficient and effective (Tamba, 2019). In achieving organizational goals, employees who have Organizational Citizenship Behavior are needed to help companies achieve profits in accordance with the targets set by the organization.

The concept of Organizational Citizenship Behavior in the field of organizational behavior emerged two decades ago and until now Organizational Citizenship Behavior continues to develop (Lee et al., 2013). The key asset that is very important for the development and achievement of organizational or corporate goals is human resources. Successful organizations need employees who will go beyond their formal duties and are willing to deliver performance that exceeds

expectations. Organizations want employees who are willing to take on tasks that are not listed in their job description. Robbins and Judge (2013: 51) argue that the behavior of employees who are willing to do work outside of the duties required of them is a form of OCB (Organizational Citizenship Behavior) behavior.

Research Trmal et al., (2015) states that transformational leadership is very effective because it encourages changes in individual behavior that lead to the achievement of organizational goals, consequently the transformational leadership style has the potential to have a substantial impact on the overall performance of the organization and create the necessary support to ensure desired result. Syaifuddin (2016), Transformational leadership is about how to encourage others to develop and produce performance beyond the expected standard, transformational leadership is able to inspire others to see the future with optimism, project an ideal vision, and can communicate a vision that can be achieved. When a transformational leadership style is applied in an organization, OCB will immediately appear (Purpa & Sudharma, 2015). Titisari (2014), states that transformational leadership motivates subordinates to produce more performance than expected. Leaders who can motivate, understand and direct their subordinates well will support employees to have organizational citizenship behavior (OCB). Wongkar et al., (2018), shows that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB). Similar to the results of research from Kim & Sunyoung (2019), and also the results of research from Alexandra & Maria (2015), in their research found that transformational leadership had a positive and significant effect on organizational citizenship behavior (OCB). However, different results were found in research conducted by Purwaningsih (2015) and Arifiani et al., (2016), transformational leadership does not have a positive and significant relationship to OCB.

Another variable that can influence OCB besides transformational leadership is organizational culture. Oemar (2013), states that the application of a good organizational culture can increase the spirit of mutual cooperation, increase togetherness and openness, build better communication, increase work productivity, increase responsiveness to world developments, and so on, most of which are part of organizational citizenship behavior. behavior (OCB). Kreitner and Kinicki (2014), state that organizational culture is the shared values and beliefs that underlie organizational identity. Wijaya and Yuniawan (2017), in their research found a positive relationship between organizational culture in OCB. The same results were shown by research conducted by Nugraha and Adnyani (2018), stating that organizational culture had a positive and significant effect on the Denpasar City Regional Secretariat. Research from Mangindaan (2020), explains that organizational culture has a positive and significant effect on organizational citizenship behavior (OCB). That is, the better the organizational culture an employee has, the better the organizational citizenship behavior (OCB) possessed by the employee. Rini et al (2013), stated that there is a significant relationship between organizational culture and organizational citizenship behavior (OCB), the higher the employee's understanding of organizational culture, the easier organizational citizenship behavior (OCB) is formed. But other findings show that organizational culture has no significant effect on OCB. Mujannah et al, (2019), found that organizational culture had no significant effect on organizational citizenship behavior (OCB) at the East Java Women's Cooperative Center (PUSKOWANJATI). Other research conducted by Karim (2010), shows that there is no influence between organizational culture on OCB. This is due to various kinds of individual interests that personally have different cultures, mentalities, character and personality

from one another so that they do not show an asocial attitude at work which creates indifference and selfishness. The difference in the results of this study is a basis that underlies researchers to re-examine the relationship between organizational culture and organizational citizenship behavior (OCB).

In the research above, there were still inconsistencies in the results of the research, so a mediating variable was added, namely organizational commitment. Organizational commitment has an influence on OCB. Research by Han et al., (2016), found that organizational commitment has a positive effect on organizational citizenship behavior (OCB). Likewise in Leephaijaroen's research (2016), states that each indicator in organizational commitment affects each indicator in organizational citizenship behavior (OCB). Organizational commitment is the degree to which a person recognizes an organization and is also related to organizational goals (Kreutner and Kinicki, 2014). Edison et al., (2016) define employee commitment as a form in which employees are involved, accept existing environmental conditions, and strive to achieve and serve. This means that any increase in organizational commitment will result in an increase in OCB (Suparta et al, 2013).

Employees who have high perceptions of transformational leadership will encourage the formation of organizational commitment. Transformational leadership is one of the important factors influencing employee organizational commitment. Alam et al., (2013), stated that the application of a transformational leadership style will make subordinates feel loyal to their superiors, so that in the end subordinates are motivated by what their superiors expect. Saputra and Rumangkit (2021), state that transformational leadership has a significant positive effect on organizational commitment. Pratama and Mujiati (2019), state that transformational leadership has a positive effect on organizational commitment, where the better the application of a transformational leadership style to a leader, the higher the commitment of employees to their organization.

In addition to transformational leadership, organizational culture can also influence employee organizational commitment. Lauture et al., (2012) said that positive perceptions of organizational culture will increase employee commitment. Ayal et al., (2019) showed that organizational culture has a significant effect on organizational commitment, meaning that changes in employee organizational commitment are influenced by organizational culture. Ghina (2012), states that it is important for organizations to develop a supportive and democratic culture, namely a culture that supports the progress of every member of the organization in order to build commitment to the organization.

2.LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Transformational leadership is an individual's ability to influence, motivate and enable followers to contribute to organizational effectiveness and success (Suyitno and Utomo., 2017). Khaola and Rambe (2019), revealed that transformational leadership influences the way employees think about their work, makes them view work as more rewarding, challenging, and meaningful, which influences the extent to which they are involved in organizational citizenship behavior or OCB. When employees carry out their duties properly without coercion and work sincerely, this behavior is called organizational citizenship behavior or OCB (Suryanatha and Ardana, 2014).

Based on the results of research conducted by Kim and Sunyoung (2019), stated that transformational leadership has a significant influence on OCB. The higher the employee's perception of transformational leadership, the higher the employee's OCB. Efitria and Rahmi

(2018), state that transformational leadership has a positive and significant effect on OCB. Another study conducted by Rodrigues et al., (2015), revealed that transformational leadership has a significant positive influence on OCB.

H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior

Organizational culture is an important element in a company that will determine the behavior of employees in the company. The company's success in implementing organizational culture among employees will affect every positive action or behavior of employees, both in-role behavior and extra-role behavior. Mohanty and Rath (2012), state that all dimensions of organizational culture have a positive and significant relationship to organizational citizenship behavior. In this study it is said that organizational culture within a certain framework can shape OCB behavior among employees. It is further said that individuals, in this case employees, may have a tendency to engage in OCB behavior, but if the culture applied to the organization is not ready to absorb this discretionary behavior, the employee's efforts will be in vain. Therefore, the results presented in this analysis indicate that the most significant determinants of OCB behavior among employees are cultural phenomena and their capacity to influence employee behavior.

Research conducted by Supriyadi et al., (2017), states that organizational culture influences OCB behavior. The benefits of implementing a good organizational culture are that it can increase the spirit of mutual cooperation, increase togetherness and openness, build better communication, increase work productivity, increase responsiveness to world developments, and so on, most of which are part of OCB (Oemar, 2013). Trisia and Sakapurnama (2014), found that organizational culture has a significant influence on OCB, in line with research conducted by Muhdar et al., (2015), which stated that organizational culture is the most dominant variable that has a significant effect on organizational citizenship behavior (OCB).

H2: Organizational culture has a positive and significant effect on organizational citizenship behavior (OCB).

Research conducted by Dai et al., (2013), found that transformational leadership is capable of producing high organizational commitment for followers. This shared goal commitment emerges among followers when a transformational leader provides confidence in achieving goals, and ultimately increases the intention to remain engaged and committed.

Aisyah and Wartini (2016), Proving that transformational leadership has an influence on organizational commitment, because in carrying out its role the leader is able to make various efforts to empower and transform employees so as to have a positive influence on organizational commitment. Elatotagam (2017), states that transformational leadership has a significant effect on organizational commitment. This means that the better the existing transformational leadership, the organizational commitment of employees will also increase, and vice versa.

Walumba and Hartnell (2011), stated that the transformational leadership style has a strong influence on employee commitment to achieving common goals. This shared goal commitment arises among followers when a transformational leader gives confidence in achieving goals, and ultimately increases the intention to remain engaged and committed (Abouraia and Othman, 2017). Furthermore, in Chandna and Krisnan's research (2015), it reveals that transformational leadership can build good interpersonal relationships so that it can influence organizational commitment.

H3: Transformational leadership has a positive and significant effect on organizational commitment

Organizational culture has a strong impact on employee behavior followed by organizational effectiveness and will make it easier for managers to understand the organization where they work not only for formulating policies and procedures, but for understanding human behavior and utilizing human resources in the best way (Khan and Rashid , 2015). The research results of Ayal et al., (2019), show that Organizational Culture has a significant effect on organizational commitment. This means that changes in employee organizational commitment are influenced by organizational culture. The same thing was stated by Wijaya and Yuniawan (2017), in their research proving that the better or higher the organizational culture will further increase employee commitment in PT. Pos Indonesia Persero Processing Center Semarang.

Research conducted by Tarjono (2019), states that organizational culture has a positive and significant effect on organizational commitment. Taurisa and Ratnawari (2012), explained that organizational members who accept organizational goals and values will be able to increase organizational commitment to achieving these goals. Organizational culture in essence, has a good value for the progress of an organization. Organizational culture covers broader and deeper aspects and instead becomes a basis for creating an ideal organizational climate.

H4: Organizational culture has a positive and significant effect on organizational commitment

Nursyamsi (2013), stated that if the organization has a good commitment to members of the organization, then the impact is that employees will have loyalty to the organization where the employee works. Likewise, employees will show good behavior for the organization, because there is high organizational citizenship behavior of employees, the organization will provide good treatment to members of the organization (Eatough et al., 2011).

Research conducted by Bakhshi et al., (2011), states that the three components of organizational commitment, which consist of affective commitment, continuance commitment, and normative commitment have a positive relationship with OCB. However, among the three components of organizational commitment, only normative commitment has a significant positive relationship with OCB. In addition, this study also found that there was no relationship between demographic variables (age, gender, tenure, marital status, and qualifications) on OCB.

Putrana et al., (2016), stated that organizational commitment has a significant effect on OCB. The results of this study are in line with the results of research conducted by Han et al., (2016), whose research also found that organizational commitment has a positive influence on OCB. Mangindaan et al., (2020), stated that organizational commitment has a positive effect on OCB. As well as research by Ortiz et al., (2015), in his research stated that there was a positive and significant influence between organizational commitment on OCB.

H5: Organizational commitment has a positive and significant effect on organizational citizenship behavior

Transformational leaders motivate their followers to be more involved in their work, committed to the organization and participate in the formation of OCB behavior (Han et al., 2016). Kim (2012), showed a positive relationship between transformational leadership and affective commitment, a significant relationship between transformational leadership and OCB; and a significant positive relationship between affective commitment and OCB. Thus, the results clearly show that affective commitment fully mediates the relationship between transformational leadership and OCB. Then research conducted by Purwaningsih & Liana (2015), the results of his research show that organizational commitment mediates the effect of transformational leadership on OCB. Employees who have high perceptions of transformational leadership will encourage

organizational commitment, which can affect the increase in OCB. Thus organizational commitment is expected to act as a mediator in the relationship of transformational leadership in OCB. Santi and Rahyuda (2019), state that transformational leadership has an indirect effect on organizational citizenship behavior through organizational commitment.

H6: Organizational commitment mediates the effect of transformational leadership on organizational citizenship behavior in a positive and significant way.

The company's success in implementing organizational culture among its employees will influence every positive action or behavior of employees, both in-role behavior and extra-role behavior and will also lead the company to success. Mohanty and Rath (2012), said that the readiness of an organizational culture is needed to be able to absorb the discretionary behavior of its employees. Employees who feel that the organizational culture that exists in the company supports each of their individual values or goals will be more comfortable with the company so that they will support every company plan and the possibility of showing behavior that is outside the job description is also getting stronger. Khan and Rashid (2015), found that organizational commitment mediates a relationship between organizational culture, leadership, organizational justice to influence organizational citizenship behavior (OCB). Organizational culture, leadership and organizational justice are related to organizational commitment. Arumi et al., (2019), found that organizational commitment can mediate the influence of organizational culture on OCB.

H7 : Organizational commitment mediates the influence of organizational culture on organizational citizenship behavior in a positive and significant way.

3.METHODS

The location in this research is PT. PLN (Persero) South Bali Customer Service Implementation Unit, with respondents being employees. This place was chosen as the research location because PT. PLN (Persero) South Bali Customer Service Implementation Unit has a phenomenon regarding organizational citizenship behavior (OCB), besides that there has been no research on OCB there. The population used in this study is the employees of PT. PLN (Persero) South Bali Customer Service Implementation Unit. Total population of employees of PT. PLN (Persero) South Bali Customer Service Implementation Unit is 110 people. The sampling method used in this study is probability sampling. This study uses a Structural Equation Model (SEM) with a variance based or component based SEM (VB-SEM) approach with Partial Least Square (PLS). Processing of research data is assisted by the SmartPLS program version 3.3.9 to test the hypothesis.

4.RESULTS AND DISCUSSION

Convergent validity

Table 1. Outer Loading

	Original (O)	Sample T (O/STDEV)	Statistics
M.1 <- Organizational Commitment (M)	0.966	124.749	
M.2 <- Organizational Commitment (M)	0.968	128.976	
M.3 <- Organizational Commitment (M)	0.909	49.135	
X1.1 <-- Transformational Leadership (X1)	0.917	49.201	
X1.2 <-- Transformational Leadership (X1)	0.910	46.039	
X1.3 <-- Transformational Leadership (X1)	0.892	38.153	
X1.4 <-- Transformational Leadership (X1)	0.953	106.693	
X2.1 <- Organizational Culture (X2)	0.892	38.121	
X2.2 <- Organizational Culture (X2)	0.912	47.107	
X2.3 <- Organizational Culture (X2)	0.921	58.668	
X2.4 <- Organizational Culture (X2)	0.896	48.830	
X2.5 <- Organizational Culture (X2)	0.892	38.213	
X2.6 <- Organizational Culture (X2)	0.897	42.209	
X2.7 <- Organizational Culture (X2)	0.918	52.679	
Y.1 <- <i>Organizational Citizenship Behaviour</i> (Y)	0.942	72.206	
Y.2 <- <i>Organizational Citizenship Behaviour</i> (Y)	0.937	61.611	
Y.3 <- <i>Organizational Citizenship Behaviour</i> (Y)	0.935	57.083	
Y.4 <- <i>Organizational Citizenship Behaviour</i> (Y)	0.895	42.022	
Y.5 <- <i>Organizational Citizenship Behaviour</i> (Y)	0.939	62.286	

Primary Data, 2022

Based on Table 1 it shows that all indicators already have an outer loading value of more than 0.5 (> 0.5). This shows that all indicators that have an outer loading of more than 0.5 are valid indicators.

Discriminant validity

Table 2. Cross Loading

	Organizational Commitment (X1)	Organizational Culture (X2)	Organizational Commitment (M)	Organizational Citizenship Behaviour (Y)
M.1	0.694	0.743	0.966	0.901
M.2	0.730	0.748	0.968	0.913
M.3	0.622	0.595	0.909	0.766
X1.1	0.917	0.647	0.628	0.712
X1.2	0.910	0.639	0.629	0.686
X1.3	0.892	0.626	0.683	0.717
X1.4	0.953	0.630	0.705	0.755
X2.1	0.629	0.892	0.640	0.687
X2.2	0.516	0.912	0.624	0.659
X2.3	0.649	0.921	0.707	0.749
X2.4	0.613	0.896	0.660	0.731
X2.5	0.672	0.892	0.691	0.734
X2.6	0.626	0.897	0.644	0.702
X2.7	0.662	0.918	0.697	0.734
Y.1	0.726	0.783	0.854	0.942
Y.2	0.741	0.770	0.862	0.937
Y.3	0.717	0.683	0.879	0.935
Y.4	0.725	0.697	0.815	0.895
Y.5	0.727	0.742	0.822	0.939

Primary Data, 2022

Based on Table 2, it can be seen that the cross loading obtained for each latent variable is higher than the other latent variables so that it can be said that the latent variable has fulfilled discriminant validity. It can be seen that the organizational commitment variable (M) has a higher indicator than the correlation with the indicator transformational leadership (X1), organizational culture (X2), and organizational citizenship behavior (Y). The correlation of transformational leadership variables (X1) has a higher indicator than the correlation with indicators of organizational culture (X2), organizational commitment (M), and organizational citizenship behavior (Y). The correlation of organizational culture variables (X2) has a higher indicator than the correlation with indicators of transformational leadership (X1), organizational commitment (M), and organizational citizenship behavior (Y). The correlation of organizational citizenship behavior (Y) variables has a higher indicator than the correlation with the indicators of transformational leadership (X1), organizational culture (X2), and organizational commitment (M).

Another model for assessing discriminant validity is to compare the square root of the average variance extracted (AVE) for each variable with a correlation between variables with other variables in the model. The model has good discriminant validity if the average variance extracted (AVE) measurement value is more than 0.50. The results of discriminant validity testing are presented in the model as shown in Table 3.

Table 3. Comparison of the Square Root of Average Variance Extracted with Latent Variable Correlation

Variable	AVE	Organizational Culture (X2)	Organizational Commitment (X1)	Organizational Commitment (M)	OCB (Y)
Organizational Culture (X2)	0.814	1.000	0.692	0.738	0.791
Transformational Leadership (X1)	0.843	0.692	1.000	0.722	0.782
Organizational Commitment (M)	0.899	0.738	0.722	1.000	0.911
Organizational Citizenship Behavior (Y)	0.864	0.791	0.782	0.911	1.000

Primary Data, 2022

Based on Table 3 it can be explained that all variables have an AVE value above 0.50, and the correlation value for each variable is higher than the correlation between variables. These results indicate that the indicator of the latent variable itself is better than the indicators of other latent variables. Based on the results of this analysis, it can be said that the data has good discriminant validity.

Composite reliability

Table 4. Composite Reliability

No	Variable	Cronbach's Alpha	Composite Reliability	Information
1	Transformational leadership	0.938	0.956	Reliable
2	Organizational culture	0.963	0.969	Reliable
3	Organizational Commitment	0.944	0.964	Reliable
4	OCB	0.961	0.970	Reliable

Primary Data, 2022

Based on Table 4, it shows that the composite reliability value and Cronbach's alpha value for all constructs have a value of more than 0.7. Thus in the research model, each research construct meets good reliability.

Evaluation of the Structural Model or inner model

Table 5. R-square

Construct	R Square
Organizational Commitment	0.630
Organizational Citizenship Behavior	0.877

Primary Data, 2022

In Table 5 it can be seen that the R-square value of the organizational commitment variable is 0.630, and OCB is 0.877. This value will later be used to calculate how well the Q-square

predictive relevance is, which is used to measure how well the observations are produced by the model and also its parameter estimates. Q-square value > 0 indicates the model has predictive relevance. Based on Table 5, the predictive relevance value (Q2) is calculated, namely:

$$\begin{aligned}
 Q2 &= 1-(1-R1^2) (1-R2^2) \\
 &= 1-(1-0.630) (1-0.877) \\
 &= 1-(0.37) (0.123) \\
 &= 1-0.046 \\
 &= 0.954
 \end{aligned}$$

The results of this calculation show that the Q2 value is 0.954, this value is greater than 0. So it can be interpreted that the model is good because it has a relevant predictive value, which is equal to 95.4 percent. This shows that variations in the OCB variable can be explained by the variables used, namely transformational leadership, organizational culture and organizational commitment, while the remaining 4.6 percent is explained by other variables that have not been included in the model.

Hypothesis test

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the probability value (p-value) contained in the output path coefficients presented in Table 6.

Table 6. Path Coefficients

Construct	Path Coefficient	t-statistics	P Values	Description
Organizational Culture -> Organizational Commitment	0.458	2.872	0.004	Significant
Organizational Culture -> Organizational Citizenship Behavior	0.191	2.136	0.033	Significant
Transformational Leadership -> Organizational Commitment	0.405	2.491	0.013	Significant
Transformational Leadership -> Organizational Citizenship Behavior	0.197	2.098	0.036	Significant
Organizational Commitment -> Organizational Citizenship Behavior	0.627	4.671	0.000	Significant

Primary Data, 2022

Table 6 shows that organizational culture has a positive and significant influence on organizational commitment with a path coefficient value of 0.458 and a p-value of 0.004 or <0.05, then (H1) is accepted. This shows that the stronger the organizational culture, the higher the organizational commitment of employees working at PT. PLN (Persero) South Bali Customer Service Implementation Unit.

Organizational culture has a positive and significant influence on Organizational Citizenship Behavior with a path coefficient value of 0.191 and a p-value of 0.033 or <0.05, then (H2) is accepted. This shows that the stronger the organizational culture, the stronger the organizational citizenship behavior of employees working at PT. PLN (Persero) South Bali Customer Service Implementation Unit.

Transformational leadership has a positive and significant influence on organizational commitment with a path coefficient value of 0.405 and a p-value of 0.013 or <0.05 , then (H3) is accepted. This shows that the higher the transformational leadership, the higher the organizational commitment of employees working at PT. PLN (Persero) South Bali Customer Service Implementation Unit.

Transformational leadership has a positive and significant effect on organizational citizenship behavior with a path coefficient value of 0.197 and a p-value of 0.036 or <0.05 , then (H4) is accepted. This shows that the higher the transformational leadership, the stronger the organizational citizenship behavior of employees working at PT. PLN (Persero) South Bali Customer Service Implementation Unit.

Organizational commitment has a positive and significant effect on organizational citizenship behavior with a path coefficient value of 0.627 and a p-value of 0.000 or <0.05 , then (H4) is accepted. This shows that the higher the organizational commitment, the stronger the organizational citizenship behavior of employees working at PT. PLN (Persero) South Bali Customer Service Implementation Unit.

Mediation Role Test

The mediation test is concluded by testing the direct and indirect effects between variables. Because the indirect effects namely (b), (c) and (f), (g) through organizational commitment mediating variables are significant, and the direct effects namely (a) and (e) are also significant, it is concluded that organizational commitment (M) is proven as a mediating variable partially (partial mediation). This shows that organizational commitment is able to partially mediate the effect of transformational leadership on organizational citizenship behavior and organizational commitment is also able to partially mediate the effect of organizational culture on organizational citizenship behavior.

5. CONCLUSION

transformational leadership has a positive effect on organizational citizenship behavior, organizational culture has a positive effect on organizational citizenship behavior, transformational leadership has a positive effect on organizational commitment, organizational culture has a positive effect on organizational commitment, organizational commitment has a positive effect on organizational citizenship behavior, organizational commitment acts as a mediator in the influence transformational leadership on organizational citizenship behavior, and organizational commitment acts as a mediator in the influence of organizational culture on organizational citizenship behavior.

These findings support the main theory that underlies this research, namely social exchange theory. This theory explains that there is interaction that exists between superiors and subordinates and people who apply the concept of profit and loss through reciprocity. Employees will interpret the concept as a form of rights and obligations. If the employee's rights are fulfilled, then there is a necessity to complete the obligations through the duties and responsibilities set by the company. The process of balancing rights and obligations as a form of reciprocity for the benefits provided by the company. The more often this concept is applied as a procedure within the company, the organizational citizenship behavior or employee voluntary behavior is increasing.

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