

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION

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Abstract

This research aims to investigate the impact of transformational leadership on Organizational Citizenship Behavior (OCB), with organizational commitment serving as a mediating variable. The study was conducted among employees at PKS Tanjung Seumantoh. The research utilized a quantitative explanatory approach, involving a population of 137 employees selected through a total sampling technique. Primary data were gathered via Likert-scale questionnaires and subsequently analyzed using Structural Equation Modeling (SEM) facilitated by AMOS 23 software. The empirical findings demonstrate that transformational leadership exerts a positive and significant direct effect on OCB, evidenced by a regression coefficient of 0.930 ($p < 0.001$). Furthermore, transformational leadership significantly influences organizational commitment with a coefficient of 0.852 ($p < 0.001$). The mediation analysis confirms that organizational commitment functions as a significant intervening variable in the relationship between transformational leadership and OCB. These results suggest that the effective implementation of transformational leadership styles fosters higher organizational commitment, which in turn enhances employees' tendencies to engage in extra-role behaviors. This study provides practical implications for management in optimizing organizational performance through leadership development and employee engagement strategies.

Keywords: *Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior (OCB)*

INTRODUCTION

In modern organizations, success is determined not only by formal structures and work rules, but also by voluntary employee behavior that supports organizational effectiveness, also known as Organizational Citizenship Behavior (OCB). This behavior reflects individual contributions beyond formal duties that can improve the sustainability and performance of the organization. In addition, organizational commitment is an important factor that shows the emotional attachment and loyalty of employees to the organization. PT Perkebunan Nusantara (PTPN) emphasizes the importance of discipline, loyalty, responsibility, and professionalism in the work environment. Employees are not only required to carry out tasks according to procedures, but also play an active role in teamwork, competency development, and supporting company goals. On the other hand, management has a strategic role in guiding, supervising, and creating a harmonious work environment to maintain the effectiveness and sustainability of the organization.

Tanjung Seumantoh Palm Oil Mill (PKS) is one of the operational units of PTPN IV Regional VI, which plays a crucial role in processing palm oil plantation products into high-value products. In carrying out its operations, the company focuses not only on achieving production targets but also on instilling the values of discipline, loyalty, responsibility, and professionalism. All elements of the organization, from management to employees, play a mutually supportive role in creating a harmonious and productive work environment. The synergy between a disciplined work culture, human resource competency development, and a commitment to sustainability are the main foundations for supporting organizational effectiveness at Tanjung Seumantoh PKS.

In its implementation, PKS Tanjung Seumantoh continues to strive to create a productive, harmonious work environment, and is oriented towards improving employee performance. This effort is reflected through the development of human resource potential that is not only focused on achieving work targets, but also on the formation of positive behaviors outside of formal duties, such as caring, cooperation, and willingness to help colleagues. This

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behavior is known as Organizational Citizenship Behavior (OCB), which plays an important role in supporting the effectiveness and sustainability of the organization. In this context, transformational leadership has a strategic role in fostering enthusiasm, commitment, and a sense of belonging to the company. with a Transformational Leadership style, it is able to provide inspiration, instill a shared vision, and encourage employees to contribute voluntarily for the advancement of the organization. In an era of increasingly dynamic global competition, organizations are required to focus not only on achieving formal targets and results, but also pay attention to non-formal aspects that support the creation of a healthy and collaborative work environment. One of these important aspects is Organizational Citizenship Behavior (OCB)), defined as the voluntary behavior of organizational members that is not directly related to the applicable formal reward system, but makes a significant contribution to the social and psychological environment within the organization, which ultimately supports the achievement of overall performance according to Organ and Podsakoff et al. (Fatuhrahmah et al., 2023). Modern organizations require human resources who not only carry out formal tasks but also demonstrate extra behaviors that support organizational effectiveness or Organizational Citizenship Behavior (OCB). This behavior plays an important role in creating a productive, harmonious, and collaborative work environment.

This research was conducted at PKS Tanjung Seumantoh which is not only oriented towards productivity, but also upholds the values of discipline, loyalty, responsibility, and togetherness among employees. In this context, organizational commitment is an important factor because it is related to employee motivation in actively participating, maintaining work harmony, and demonstrating Organizational Citizenship Behavior (OCB). Several previous studies conducted by (Ridha.T et al., 2025) entitled "The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) Through Organizational Commitment at PT. Perkebunan Nusantara XIV Makassar City" The results of the study found that transformational leadership has a significant positive effect on organizational commitment, organizational commitment has a positive effect on Organizational citizenship behavior (OCB), transformational leadership also has a direct effect on Organizational Citizenship Behavior (OCB), but this effect becomes stronger if mediated by organizational commitment.

This study supports the theory that a leadership style that encourages inspiration, motivation, and individual attention can strengthen employee loyalty and commitment, which in turn increases extra-role behaviors such as Organizational Citizenship Behavior (OCB). Various previous studies have shown that transformational leadership has an influence on Organizational Citizenship Behavior (OCB), both directly and through organizational commitment as a mediating variable. However, the results of these studies still show inconsistencies influenced by differences in organizational context, respondent characteristics, and work culture. In addition, research on the relationship between transformational leadership, organizational commitment, and OCB in the plantation sector is still relatively limited. Therefore, this study was conducted at the Tanjung Seumantoh POM to analyze the role of organizational commitment as a mediator in the relationship between transformational leadership and OCB. This research is expected to provide theoretical and practical contributions to the development of human resource management in the plantation environment.

This research has a high urgency because it was conducted at PKS Tanjung Seumantoh PTPN IV Regional VI which has a disciplined, collective work culture, and is oriented towards achieving company targets. Organizational success is not only determined by the formal structure, but also by Organizational Citizenship Behavior (OCB), namely the willingness of employees to work beyond formal duties. In this context, transformational leadership is believed to be able to build a spirit of togetherness, loyalty, and dedication of employees through vision, inspiration, and individual development. However, this influence is greatly influenced by the level of organizational commitment possessed by employees. Extra-role behaviors such as helping coworkers, showing loyalty, and being proactive in work have a major contribution to organizational effectiveness. Transformational leadership is able to influence employees emotionally and psychologically, while organizational commitment strengthens employee attachment and loyalty to the company. Therefore, this study aims to analyze the role of transformational leadership and organizational commitment in improving OCB in PTPN IV Regional VI employees.

The selection of Tanjung Seumantoh PKS PTPN IV Regional VI as the research location is based on the organizational characteristics that emphasize professionalism, discipline, cooperation, and responsibility in the plantation work environment. The company's success is greatly influenced by employee loyalty, motivation, and positive behavior in supporting the achievement of organizational targets. Research on organizational behavior in the plantation sector is still relatively limited compared to other industrial and business sectors. Therefore, this study was conducted to provide an understanding of the influence of transformational leadership and organizational commitment on Organizational Citizenship Behavior (OCB) in the plantation work environment. The results of the

study are expected to provide theoretical and practical contributions to the development of human resource management in plantation companies.

Formulation of the problem

1. Whether transformational leadership influences organizational commitment
2. Does organizational commitment influence Organizational Citizenship Behavior (OCB)?
3. Whether Transformational leadership influences Organizational Citizenship Behavior (OCB)
4. Does transformational leadership influence Organizational Citizenship Behavior (OCB) with organizational commitment as a mediator?

LITERATURE REVIEW

Transformational Leadership

According to Komariah and Triatna (Suriagiri, 2020), transformational leadership can be understood at a micro level as a process of influencing individuals and at a macro level as an effort to drive social system change and institutional reform. Burns (Suriagiri, 2020) explains that transformational leadership is a process capable of improving morality and motivation between leaders and followers, whether through top-down, bottom-up, or horizontal relationships. Meanwhile, James MacGregor Burns (Andoko et al., 2024) states that transformational leadership emphasizes the leader's influence in encouraging positive changes in the behavior and motivation of subordinates.

Organizational Citizenship Behavior(OCB)

According to Organ (Naway, 2017), Organizational Citizenship Behavior (OCB) is voluntary individual behavior that is not formally stated in the work system, but can increase the overall effectiveness of the organization. Organ (Ashlan & Akmaluddin, 2022) also explains that OCB is discretionary behavior that is not directly recognized in job requirements, but makes a positive contribution to organizational functioning. Griffin and Moorhead (Ashlan & Akmaluddin, 2022) state that OCB reflects individual behavior that makes a positive contribution to the organization. In addition, Smith (Naway, 2017) emphasizes that OCB is behavior that benefits the organization even though it does not receive formal recognition because it is outside the demands of the job. Meanwhile, Aamodt (Naway, 2017) states that individuals who have OCB are motivated to help the organization and coworkers through voluntary actions that are not actually required.

Organizational Commitment

According to Robbins (J. Lubis & Jaya, 2019), organizational commitment is a condition where employees side with the organization's goals and have a desire to maintain their membership in the organization. Arifah & Romadhon (Jufrizen, 2022) explain that organizational commitment indicates an individual's strong desire to remain part of the organization and support the achievement of organizational goals. Steers (Yusuf & Syarif, 2017) states that organizational commitment reflects not only loyalty but also the individual's active involvement in helping the organization succeed. Meanwhile, Luthans and Doh (Wardhana, 2024) define organizational commitment as an individual's attitude of loyalty demonstrated through a desire to remain part of the organization, work hard to achieve organizational goals, and accept the organization's values and goals continuously.

Research Framework

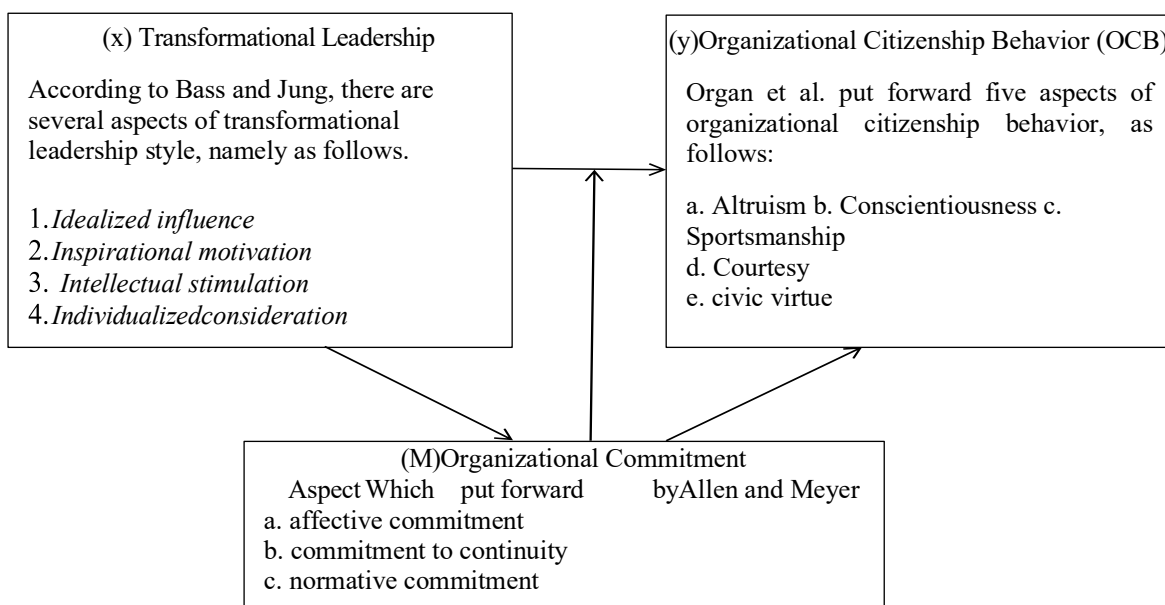


Figure 2.1 Research Framework

METHOD

Time and place of research

This research was conducted at the Tanjung Seumantoh Palm Oil Mill (PKS), a business unit under the auspices of PT Perkebunan Nusantara IV (PTPN IV) Regional VI, Aceh Tamiang Regency, Aceh Province.

Research Design

This research uses a quantitative method. According to Sugiyono (2017) in Yanti (2023), a quantitative research method describes a fact and then analyzes it to draw conclusions from the processed data. This method is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

Data Analysis Techniques

This study uses statistical analysis. After collecting data from the transformational leadership scale, Organizational Citizenship Behavior (OCB), and organizational commitment, the research process continued with data processing using the SEM (Structural Equation Modeling) technique with the help of the SPSS AMOS version 23 application. AMOS (Analysis of Moment Structure) is a special program used in structural equation analysis (Structural Equation Model), better known as SEM.

Ghozali (2008:3) in (Haryono, 2016) explains that the SEM (Structural Equation Modeling) model is the second generation of multivariate analysis techniques that allow researchers to test the relationship between complex variables, both recursive and non-recursive, to obtain a comprehensive picture of the entire model. According to (Haryono & Wardoyo, 2008) After the SEM assumptions are met, the next step is to see whether there is an offending estimate, namely an estimate of the coefficient in both the structural model and the measurement model whose value is above the acceptable limit.

Population

The population in this study were employees at Tanjung Seumantoh PKS, a business unit managed by PT Perkebunan Nusantara IV (PTPN IV) Regional VI. Employees were selected as the population because they have direct involvement in the company's operational activities and demonstrate characteristics relevant to the research variables, namely transformational leadership, organizational commitment, and Organizational Citizenship Behavior (OCB). The data on the number of employees were obtained from the official administrative records of the human resources (HRD) department of PT Perkebunan Nusantara IV (PTPN IV) Regional VI. The population in this study amounted to 138 people.

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Sample

According to Sugiyono (Husen, 2023), a sample is a portion of the population's size and characteristics. The number of units in a sample is denoted by the notation . To determine the sample to be used in research, Sugiyono (2017) uses several sampling techniques.

Sampling Techniques

Sampling uses the total sampling method from the population. Sugiyono (Lufiah et al., 2021) Total sampling is a sampling technique that takes samples from all members of the population, meaning the entire population becomes the sample.

Method of collecting data

The technique in collecting data for this research uses a scale. The scale used in this research is the Likert scale. According to Sugiyono (Yuwono & Galdi Permana, 2023) said that: The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Work procedures

1. Planning

In the planning stage, the research was structured based on an initial survey to identify phenomena related to organizational commitment and Organizational Citizenship Behavior (OCB) among PKS Tanjung Seumantoh employees. The researcher coordinated and obtained research permits from the company to obtain supporting data, including the number of active employees as the research population. Furthermore, the researcher prepared a blueprint for the research instrument and questionnaire items regarding transformational leadership, OCB, and organizational commitment.

2. Implementation

At this stage, implementation is the realization of activities designed in the planning stage, including preparing research instruments, distributing questionnaires, and processing data according to established methods. Some of the research plans to be implemented are shown in the following table:

Table 3.1 Implementation

No	Stage	Information
1	I	Conducting an initial survey to identify and understand the potential for developing transformational leadership, increasing organizational commitment, and strengthening Organizational Citizenship Behavior (OCB) among PKS Tanjung Seumantoh employees.
2	II	Compile a research proposal based on background, theory, and conceptual framework
3	III	Distributing research questionnaires to predetermined samples
4	IV	Conduct statistical tests using SEM with the help of the AMOS/SmartPLS application
5	V	Analyze data and interpret the results of hypothesis testing

RESULTS AND DISCUSSION

Demographics

Demographic variables are population characteristics used in research to classify respondents, including age, gender, education, income, occupation, and marital status.

Table 4.1 Demographics

Frequencies for Gender				
Type sex	Frequency	Percent	Valid Percent	Cumulative Percent
Man	117	85.4	85.4	85.4
Woman	20	14.6	14.6	100.0
Missing	0	0.0		
Total	137	100.0		

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Based on the table, it is known that the frequency distribution table for respondent gender shows that the majority of respondents in this study were male, amounting to 117 people or 85.4%, while female respondents numbered 20 people or 14.6%. This data indicates that respondents in this study were predominantly male.

Descriptive statistics

According to Privitera, descriptive statistics is a statistical procedure that functions to organize, summarize, and make data easy to understand (Tarigan et al., 2024).

Table 4.2 Descriptive statistics

Descriptive Statistics					
	Mean	Elementary School	Range	Min	Max
Organizational Citizenship Behavior (OCB)	75,569	10,561	37,000	51.00	88.00
Altruism	17,372	2,464	9,000	11.00	20.00
Conscientiousness	20,438	3,084	12,000	12.00	24.00
Sportsmanship	13,891	1,988	7,000	9,000	16.00
Courtesy	10,219	1,612	5,000	7,000	12.00
Civic Virtue	13,650	2,127	8,000	8,000	16.00
Organizational Commitment	58,058	8,194	30,000	38.00	68.00
Affective Commitment	23,942	3,539	13,000	15.00	28.00
Commitment to Continuity	20,401	3,100	13,000	11.00	24.00
Normative Commitment	13,715	1,981	5,000	11.00	16.00
Transformational Leadership	54,445	7,648	31,000	33.00	64.00
Idealized influence	27,277	3,842	12,000	20.00	32.00
Inspirational motivation	10,175	1,519	7,000	5,000	12.00
Intellectual stimulation	10,219	1,607	9,000	3,000	12.00
Individualized consideration	6,774	1,085	6,000	2,000	8,000

Based on the table, it is known that the Organizational Citizenship Behavior (OCB) variable has a mean value of 75,569 with a standard deviation of 10,561. When viewed from each aspect, the highest mean value is in the conscientiousness aspect, which is 20,438 with a standard deviation of 3,084, while the lowest mean value is in the courtesy aspect, which is 10,219 with a standard deviation of 1,612. Other aspects show a mean value of altruism of 17,372 with a standard deviation of 2,464, sportsmanship of 13,891 with a standard deviation of 1,988, and civic virtue of 13,650 with a standard deviation of 2,127.

Table 4.3 Summary of research variables

No	Research variables	mean
1	Organizational Citizenship Behavior (OCB)	75,569
2	Organizational Commitment	58,058
3	Transformational Leadership	54,445

Validity and Reliability

Construct validity is a crucial aspect of psychometrics to ensure that a measurement instrument accurately and consistently measures a construct (Kamila & Widodo, 2025). The loading factor indicates the degree of relationship between an indicator and the latent variable it measures, with a higher value indicating a greater contribution to the research construct (Armanda et al., 2025). According to Hair, the minimum standardized loading factor value is 0.5 and ideally, it should reach 0.7. The loading factor value is obtained through the PLS Algorithm Report output in SmartPLS (Armanda et al., 2025).

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Table 4.4 Validity and Reliability

Factor loadings Organizational Citizenship Behavior (OCB)			Factor loadingsorganizational commitment			Factor loadingstransformational leadership			
Factor	Indicator	Std. estimate	Factor	Indicator	Std. estimate	Factor	Indicator	Std. estimate	
Altruism	ocb7	0.920	Effective commitment	ko1	0.869	Idealized influence	kt1	0.908	
	ocb8	0.887		ko3	0.897		kt2	0.950	
	ocb9	0.958		ko4	0.928		kt3	0.905	
	ocb10	0.838		ko5	0.949		kt4	0.848	
	ocb11	0.756		ko6	0.873		kt5	0.867	
Conscientiousness	ocb1	0.627	Commitment to Continuity	ko7	0.751	Inspirational motivation	kt6	0.856	
	ocb2	0.660		ko8	0.891		kt7	0.895	
	ocb3	0.793		ko9	0.916		kt8	0.855	
	ocb4	0.938		ko10	0.894		kt9	0.946	
	ocb5	0.987		ko11	0.915		kt10	0.881	
	ocb6	0.901		ko12	0.855		kt11	0.814	
Sportsmanship	ocb12	0.825	Normative Commitment	ko13	0.809	Intellectual stimulation	kt12	0.925	
	ocb13	0.823		ko14	0.944		kt13	0.975	
	ocb14	0.859		ko15	0.872		kt14	0.924	
	ocb15	0.859		ko16	0.924		Individualized consideration	kt15	0.996
	ocb16	0.862		ko17	0.867		kt16	0.932	
Courtesy	ocb17	0.998							
	ocb18	0.847							
	ocb19	0.868							
Civic Virtue	ocb20	0.746							
	ocb21	0.985							
	ocb22	0.965							

Based on the table, the variables Organizational Citizenship Behavior (OCB), organizational commitment, and transformational leadership have item loads in the good category, with each item scoring greater than 3.0. This indicates that all indicators in each variable are capable of representing the construct being measured. Therefore, all items in the three variables are declared valid and suitable for use in research.

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Table 4.5 Reliability between variables

Reliability between variables		
	Coefficient ω	Coefficient α
Organizational Citizenship Behavior (OCB)	0.219	0.980
Altruism	0.935	0.941
Conscientiousness	0.894	0.937
Sportsmanship	0.908	0.904
Courtesy	0.930	0.927
Civic Virtue	0.938	0.943
Organizational commitment	0.364	0.977
Effective commitment	0.952	0.952
Commitment to Continuity	0.955	0.953
Normative Commitment	0.947	0.944
Transformational leadership	0.341	0.980
Idealized influence	0.964	0.967
Inspirational motivation	0.909	0.909
Intellectual stimulation	0.958	0.958
Individualized consideration	0.965	0.963

The table shows that the reliability coefficient values for each research variable are high. This is evident from the alpha coefficient (α) values, which are above the minimum reliability threshold. Therefore, it can be concluded that all variables in this study have a good level of internal consistency. Therefore, the instrument used in this study is considered reliable and suitable for measuring research variables.

Hypothesis testing

Hypothesis testing is a branch of inferential statistics that is used to statistically test the truth of a statement and draw conclusions about whether the statement will be accepted or rejected. In various types of testing, hypothesis testing can help in proving whether something is truly a fact or just a theory (Anuraga et al., 2021). According to Sheskin, skewness is a measure of the skewness of a distribution, where a skewness value = 0 indicates a symmetrical distribution, a skewness value > 0 indicates a left-skewed distribution, and a skewness value < 0 indicates a right-skewed distribution (Hilmi et al., 2022). Meanwhile, kurtosis is used to measure the degree of spiky distribution, which consists of leptokurtic (kurtosis > 3), platykurtic (kurtosis < 3), and mesokurtic (kurtosis = 3) (Hilmi et al., 2022). Based on the skewness and kurtosis values, all variables are declared to be normally distributed, and have a significance value of $p < .001$ in the ANOVA table, so that the linear regression analysis can be continued.

Table 4.6 Regression equation of transformational leadership on Organizational Citizenship Behavior (OCB)

Regression equation of transformational leadership on Organizational Citizenship Behavior (OCB)						
Model		Ustand	Standard Error	Stand	t	p
M ₀	(Intercept)	75,569	0.902		83,751	< .001
M ₁	(Intercept)	24,960	4,831		5,166	< .001
	Transformational leadership	0.930	0.088	0.673	10,577	< .001

Based on the table, it is known that Y has a value of 24.960 with an X value of 0.930. So for every 1 point increase in X, the Y variable will increase by 0.930. This value can be used as evidence because the p-value is in accordance with what was hypothesized.

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Table 4.7 Regression equation of transformational leadership on organizational commitment

Regression equation of transformational leadership on organizational commitment						
Model		Unstand	Standard Error	Stand	t	p
M ₀	(Intercept)	58,058	0.700		82,932	< .001
M ₁	(Intercept)	11,698	3,076		3,803	< .001
	Transformational leadership	0.852	0.056	0.795	15,217	< .001

Based on the table, it is known that Y has a value of 11.698 with an X value of 0.852. Therefore, for every 1 point increase in X, the Y variable will increase by 0.852. This value can be used as evidence because the p-value is in accordance with the hypothesis.

Table 4.8 Regression equation of organizational commitment Organizational Citizenship Behavior (OCB)

Regression equation of organizational commitment towards Organizational Citizenship Behavior (OCB)						
Model		Unstand	Standard Error	Stand	t	p
M ₀	(Intercept)	75,569	0.902		83,751	< .001
M ₁	(Intercept)	11,980	3,428		3,494	< .001
	Organizational commitment	1,095	0.058	0.850	18,730	< .001

Based on the table, it is known that Y has a value of 11,980 with an X value of 1,095. Therefore, for every 1-point increase in X, the Y variable will increase by 1,095. This value can be used as evidence because the p-value is in accordance with the hypothesis.

Categorization of research variables

Hypothetical and empirical means serve to categorize data or group research subject scores into certain levels (such as low, medium, high) based on a comparison of the theoretical average with field facts.

Table 4.9 Comparison of hypothetical and empirical data Comparison of hypothetical and empirical data

	Hypothesis			Empirical		
	Organizational Citizenship Behavior (OCB)	Organizational Commitment	Transformational Leadership	Organizational Citizenship Behavior (OCB)	Organizational Commitment	Transformational Leadership
Base						
Xmin	22	17	16	51	38	33
Xmax	88	68	64	88	68	64
Range	66	51	48	37	30	31
Mean	55	42.5	40	76	58	54
Elementary School	11	8.5	8	11	8	8
Standard						
Tall	>66	>51	>48	>86	>66	>62
Currently	>44 - <66	>34 - <51	>32 - <48	>65 - <86	>50 - <66	>47 - <62

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Low	<44	<34	32	<65	<50	<47
Freq						
Tall	120 People	122 People	129 People	50 People	50 People	50 People
Currently	17 People	15 People	8 People	70 People	72 People	79 People
Low	0 People	0 People	0 People	17 People	15 People	8 People
Total	137 People	137 People	137 People	137 People	137 People	137 People
Percent						
Tall	88%	89%	94%	36%	36%	36%
Currently	12%	11%	6%	51%	53%	58%
Low	0%	0%	0%	12%	11%	6%
Total	100%	100%	100%	100%	100%	100%

Based on the table, it is known that empirically most respondents are in the medium category for each research variable. In Organizational Citizenship Behavior (OCB) behavior, 70 respondents (51%) are in the medium category, 50 respondents (36%) are in the high category, and 17 respondents (12%) are in the low category. In the organizational commitment variable, 72 respondents (53%) are in the medium category, 50 respondents (36%) are in the high category, and 15 respondents (11%) are in the low category. Meanwhile, in the transformational leadership variable, 79 respondents (58%) are in the medium category, 50 respondents (36%) are in the high category, and 8 respondents (6%) are in the low category.

Discussion

1. Transformational leadership has a positive and significant influence on organizational commitment.

Based on the results of the hypothesis testing, transformational leadership has a positive and significant effect on organizational commitment. This is evidenced by a significance value of $P < .001$ and a t-value of 15.217, indicating that the better the transformational leadership, the higher the employee's organizational commitment. The relationship between the two variables is classified as very strong with a correlation value of 0.795, and the contribution of transformational leadership to organizational commitment is 63.2%, while the remainder is influenced by other factors outside the study.

Empirically, the majority of respondents rated transformational leadership and organizational commitment as moderate to high. These findings suggest that a leader's ability to provide idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration can increase employee loyalty and psychological attachment to the organization. Thus, the research findings support that transformational leadership is a crucial factor in building strong organizational commitment.

2. Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing, organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is evidenced by a significance value of $P < .001$ and a t-value of 18.730, which indicates that the higher the employee's organizational commitment, the higher the OCB behavior shown. The relationship between the two variables is classified as very strong with a correlation value of R of 0.850 and a determination coefficient value of R^2 of 0.722, which means that organizational commitment contributes 72.2% to changes in OCB, while the rest is influenced by other factors outside the study.

Empirically, the majority of respondents were in the moderate to high categories for both organizational commitment and OCB. These findings suggest that employees who exhibit loyalty, attachment, and pride in their organization are more likely to engage in voluntary behaviors outside of formal duties, such as helping coworkers, maintaining team harmony, and making extra contributions to the company. Thus, the research findings reinforce the theory that organizational commitment is a crucial factor in fostering positive Organizational Citizenship Behavior (OCB).

3. Transformational leadership has a positive and significant influence on organizational citizenship behavior (OCB).

Based on the results of the hypothesis testing, transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is evidenced by a significance value of $P < .001$ and a t-

value of 10.577. The unstandardized regression coefficient value of 0.930 indicates that an increase in the quality of transformational leadership will be followed by an increase in employee OCB behavior. The relationship between the two variables is considered strong, with a correlation value of R of 0.673 and a coefficient of determination of R^2 of 0.453. This means that transformational leadership contributes 45.3% to changes in OCB levels, while the remainder is influenced by other factors outside the study. Empirically, the majority of respondents rated transformational leadership and OCB as moderate to high. The results of this study indicate that leaders who are able to provide idealistic influence, inspirational motivation, intellectual stimulation, and individualized consideration can encourage employees to work beyond their formal duties for the advancement of the organization. Thus, transformational leadership plays a crucial role in enhancing Organizational Citizenship Behavior (OCB) and creating a supportive work culture within the organization.

4. Organizational commitment mediates the influence of transformational leadership on Organizational Citizenship Behavior (OCB)

Based on the mediation hypothesis testing, organizational commitment was proven to play a significant role in mediating the relationship between transformational leadership and Organizational Citizenship Behavior (OCB). This is indicated by an indirect effect value of 0.679 with a significance level of $P < .001$, so that organizational commitment is declared capable of being a mediating variable between transformational leadership and OCB.

These findings suggest that OCB behaviors emerge not directly through leadership alone, but also through strengthening employees' organizational commitment. Leaders who employ a transformational style, such as providing inspirational motivation and individualized attention, can increase employees' sense of belonging and loyalty to the organization. Highly committed employees are then encouraged to make extra contributions beyond their formal duties for the company's advancement. The results of this study also align with field conditions, which indicate that transformational leadership and organizational commitment are in the good category, thus optimally encouraging OCB. Theoretically, these findings reinforce the notion that organizational commitment is a crucial psychological mechanism in shaping employee Organizational Citizenship Behavior (OCB).

CONCLUSION

Based on the results of the data analysis and discussion that has been carried out, the following conclusions can be drawn:

1. Transformational Leadership on Organizational Commitment: There is a positive and significant influence of transformational leadership on organizational commitment among PKS Tanjung Seumantoh employees with a t -value of 15.217 and a significance value of $P < .001$. Transformational leadership has a positive and significant influence on organizational commitment. These results indicate that transformational leadership style is able to increase engagement, loyalty, and the desire of members to remain part of the organization.
2. Organizational Commitment to Organizational Citizenship Behavior (OCB): There is a positive and significant influence of organizational commitment to Organizational Citizenship Behavior (OCB) on PKS Tanjung Seumantoh employees with a t -value of 18.730 and a significance value of $P < .001$.
3. Transformational Leadership on OCB: There is a positive and significant influence of transformational leadership on OCB in PKS Tanjung Seumantoh employees with a t -value of 10.577 and a significance value of $P < .001$.
4. Organizational commitment is proven to significantly mediate the relationship between transformational leadership and OCB with an indirect influence coefficient value of 0.679 and a significance value of $P < .001$.
5. The management of the Tanjung Seumantoh Palm Oil Mill (PKS), a business unit under the auspices of PT Perkebunan Nusantara IV (PTPN IV) Regional VI, Aceh Tamiang Regency, Aceh Province 6, is expected to continue to improve the application of transformational leadership in organizational leadership. Leaders are expected to be able to provide motivation, inspiration, and attention to employee needs so as to increase organizational commitment and encourage the emergence of organizational citizenship behavior in employees.
6. Suggestions for employees at the Tanjung Seumantoh Palm Oil Mill (PKS) are expected to increase their sense of responsibility, loyalty, and involvement in work and organizational activities. With increased commitment to the organization, employees are expected to demonstrate voluntary behaviors that support effectiveness and advancement.

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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION

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