



**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE
AND ORGANIZATIONAL CULTURE TOWARDS ORGANIZATIONAL
CITIZENSHIP BEHAVIOR (OCB) WITH COMMITMENT
ORGANIZATION AS A MEDIATION VARIABLE
(PT OFFICE POST MEDAN)**

Hermin Enjel Sianturi¹, Bunga Aditi², Aulia Arief Nasution³

Fakultas Ekonomi Bisnis, Universitas Harapan Medan

E-mail: herminenjel11@gmail.com

ABSTRACT

This research aims to determine the influence of knowledge management and organizational culture on organizational commitment, to find out whether organizational commitment mediates the influence of knowledge management and organizational culture on organizational citizenship behavior (OCB) at PT. Medan Post Office. The population in this study was 116 respondents and used a saturated sampling technique. The analysis technique used is path analysis. The results of the research show that transformational leadership style has a positive and significant effect on organizational commitment, organizational culture has a positive and significant effect on organizational commitment, transformational leadership style has a positive and significant effect on organizational citizenship behavior (OCB), organizational culture has no effect on organizational citizenship behavior (OCB).), organizational commitment has no effect on organizational citizenship behavior (OCB), organizational commitment does not mediate the effect of transformational leadership style on organizational citizenship behavior (OCB) and organizational commitment does not mediate the effect of organizational culture on organizational citizenship behavior (OCB) at PT. Medan Post Office.

Keywords: Knowledge Management, Organizational Culture, Organizational Citizenship Behavior (OCB), Organizational Commitment.

INTRODUCTION

The era of globalization is one of the factors that can trigger change in an organization. Changes in the era of globalization can cause business competition to become increasingly competitive, resulting in changes in the business and organizational environment that are very fast and uncertain. This condition requires every organization to improve itself to be able to seize opportunities and adapt to global demands. Challenges and changes in the environment encourage organizations to always strive to be effective and efficient. Basically, the effectiveness of a company can be seen from work interactions at the individual, group and organizational systems levels which produce human output that has low levels of absenteeism, low employee turnover,

minimal deviant behavior in the organization, achieving job satisfaction, and having a commitment to companies and also organizational citizenship behavior (Robbins and Judge, 2018).

An organization must also be able to develop appropriate policies to deal with any changes that will occur. One of the policies that is of concern to management concerns the empowerment of human resources. Potential human resources, if utilized effectively and efficiently, will be useful for supporting the company's progress (Koesmono, 2016). In an effort to be able to support the success of the company's goals, the company must be able to provide high stimulation to its human resources in order to create harmony within an organization, so



that the company pays attention to workforce factors.

This extra role or extra contribution in the organization is explained by Elva (2021) as employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered, controlled, without being influenced by compensation and can support organizational performance, which is then known as Organizational Citizenship Behavior (OCB). The emergence of organizational citizenship behavior can be an illustration of the job satisfaction felt by employees in the organization. According to Robbins and Judge (2018), namely altruism (putting other people first), conscientiousness (caution), sportsmanship (sportsmanship), courtesy (honor) and civic virtue (members' virtues).

LITERATURE REVIEW

Previous Research

Several studies related to transformational leadership style and organizational culture on organizational citizenship behavior (OCB) with organizational commitment as a mediator are used as a reference in this research.

Understanding Transformational Leadership Style

According to Hidayat (2018) "Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates so that they can maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. According to Sunyoto (2021), leadership/leading is seen as a process of influencing the activities of an organized group in an effort to determine goals and achieve them. A leader is a person who has

the task of directing and guiding subordinates and is able to obtain subordinate support so that he can move them (subordinates) towards achieving organizational goals. The leader is the person and leadership is the activity.

Understanding Organizational Culture

Culture is an understanding in a very broad sense, in this context, if we talk about organizations then it is directly related to organizations. Therefore, organizational culture is a tool in interpreting the life and behavior of the organization. A strong culture is a very useful tool for directing behavior, because it helps employees to do a better job so every employee at the beginning of his career needs to understand the culture and how it is implemented.

Understanding Organizational Commitment

Organizational commitment is building loyalty between employees and the company and trying to provide the best to achieve company goals. Organizational commitment can also encourage employees to choose habits that support the company to work more effectively, employees will feel close to the company as a place to fulfill their needs. So they are willing to mobilize all their potential for the sake of the company. Organizational commitment in general is a provision that is mutually agreed upon by all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future. There are many definitions of organizational commitment, and each opinion differs according to the expert who expresses that opinion.



Conceptual Framework

Leaders who are demonstrated and applied in a leadership style are one of the factors in increasing organizational citizenship behavior (OCB), because basically they are the backbone of organizational development in encouraging and influencing good work morale for subordinates. For this reason, leaders need to think about and show the right leadership style in its application. Leadership style is a pattern of behavior and strategies that leaders like and often apply, by uniting organizational goals with individual or employee goals, in order to achieve goals or targets that have become a shared commitment.

METHOD

Types of research

This research is associative research, namely research that aims to determine the influence or relationship between two or more variables. With this research, a theory can be built that can function to explain, predict and control a phenomenon (Sugiyono, 2021).

Research Population

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2021). The population in this study were employees of PT. Medan Post Office, totaling 163 people.

Research Data Source

The source used is a primary data source. According to Sugiyono (2021) primary data sources are data sources that are

directly given to data collectors. Primary data in this research includes the results of a recapitulation of numerical values from questionnaire statements conducted regarding the title of the influence of transformational leadership style and organizational culture on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable at PT. Medan Post Office.

Research Data Analysis Techniques

In order to see the influence of transformational leadership style and organizational culture on organizational citizenship behavior (OCB) mediated by organizational commitment using multiple regression analysis. Multiple regression analysis aims to determine whether there is a significant influence between transformational leadership style and organizational culture on organizational citizenship behavior (OCB) mediated by organizational commitment at PT. Medan Post Office. Analyzing data into multiple regression using SPSS software version 23.0.

RESULTS AND DISCUSSION

A General Description of The Company

PT. Pos Indonesia (Persero) Medan is one part of the State-Owned Enterprises (BUMN) in Indonesia, like PT. Indosat, PT. Telkom, PT. Railway, PT. PLN and so on. The idea to establish this company arose from remembering the importance of written communication, so that a special agency was needed to organize information between regions in Indonesia. The first post office was established on August 24, 1746 by Governor General GW.



Respondent Characteristics

In this discussion the author will describe in detail the questionnaire data after it has been distributed and filled in by respondents, for this reason the author will process it by tabulating data from each aspect

of the question. The presentation of respondent identity data aims to get to know the condition of the respondents being studied, making it easier to understand the problems obtained in the research.

a) Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender can be seen in Table IV.1. the following.

Table 1. Respondent Identity Based on Age

| No | Age (years) | Sample | Percentage (%) |
|--------|-------------|------------|----------------|
| 1 | 20 – 30 | 35 | 30.17 |
| 2 | 31 – 40 | 37 | 31.90 |
| 3 | 41 – 50 | 29 | 25.00 |
| 4 | 51 – above | 15 | 12.93 |
| Amount | | 116 | 100 |

Source: Processed Primary Data, 2023.

From Table IV.1 it can be seen that the majority of respondents aged 31 - 40 years amounted to 31.90%, 20-30 years amounted

to 30.17%, 41-50 years amounted to 25.00% and 51 years and over amounted to 12.93%.

b) Data Validity Test

Table 2. Variable X1 Validity Test Results (Transformational Leadership Style)

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|----------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| VAR00001 | 15.8793 | 10,403 | ,496 | ,754 |
| VAR00002 | 15.8362 | 9,860 | ,543 | ,739 |
| VAR00003 | 15.8276 | 10,718 | ,437 | ,775 |
| VAR00004 | 15.7759 | 10,262 | ,689 | ,696 |
| VAR00005 | 15.6810 | 10,167 | ,625 | ,711 |

c) Data Reliability Test

Table 3. Variable Reliability Test Results

| Variable | Cronbach's Alpha | Information |
|---|------------------|-------------|
| Organizational citizenship behavior(OCB) (Y2) | 0.756 | Reliable |
| Transformational leadership style (X1) | 0.776 | Reliable |
| Organizational Culture (X2) | 0.697 | Reliable |
| Organizational commitment (Y1) | 0.610 | Reliable |

Source: Processed Primary Data, 2023.



In reliability testing, the Cronbach's Alpha value must be greater than 0.60 so the research instrument can be said to be reliable.

From the table above it can be seen that the Cronbach's Alpha value > 0.60 means that the instrument is reliable.

d) Testing the Coefficient of Determination (R²) Model I

The statistical calculation results can be seen as follows:

Table 4. Model 1 Determination Coefficient

| Model Summary b | | | | |
|-----------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .424a | .180 | .165 | 2.09629 |

a. Predictors: (Constant), Organizational Culture, Transformational Leadership Style

b. Dependent Variable: Organizational Commitment

Source: Processed Primary Data, 2023.

The R Square value shows a value of 0.180, meaning that the ability of the transformational leadership style variable to explain organizational commitment is 18.0%,

while the remaining 0.820 or 82.0% is a value that was not examined in the substructure model I variable.

e) Indirect Effect Testing

1. The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB) Through Organizational Commitment

Table 5. Sobel Testing

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|--------------------------|-------------|------------|
| a | 0.319 | Sobel test: 0.77339528 | 0.0523833 | 0.43928848 |
| b | 0.127 | Aroian test: 0.76420132 | 0.05301352 | 0.44474728 |
| s _a | 0.050 | Goodman test: 0.78292926 | 0.05174542 | 0.43366865 |
| s _b | 0.163 | Reset all | Calculate | |

Source: Processed Primary Data, 2023.

The table above shows that in the Sobel Test the probability value (p-value) is 0.439 which is greater than 0.05 (0.439 > 0.05), so it can be concluded that there is no significant influence of

transformational leadership style on organizational citizenship behavior (OCB) through organizational commitment.



2. The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB) Through Organizational Commitment

Table 6. Sobel Test

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|--------------------------|-------------|------------|
| a | 0.252 | Sobel test: 0.77104268 | 0.04150743 | 0.44068163 |
| b | 0.127 | Aroian test: 0.75823586 | 0.0422085 | 0.4483098 |
| s _a | 0.047 | Goodman test: 0.78452115 | 0.04079431 | 0.43273438 |
| s _b | 0.163 | Reset all | Calculate | |

Source: Processed Primary Data, 2023.

The table above shows that in the Sobel Test the probability value (p-value) is 0.441 which is greater than 0.05 ($0.441 > 0.05$), so it can be concluded that there is no significant influence of organizational culture on organizational citizenship behavior (OCB) through organizational commitment.

The Influence of Transformational Leadership Style on Organizational Commitment at PT. Medan Post Office

From the results of the regression test, it was found that transformational leadership style had a positive and significant effect on organizational commitment at PT. Medan Post Office with sig value. $0.000 < 0.05$. Transformational leadership is leadership possessed by managers or leaders whose abilities are not general and are translated through the ability to realize missions, encourage members to learn, and be able to provide inspiration to subordinates regarding various things that need to be known and done.

The Influence of Organizational Culture on Organizational Commitment at PT. Medan Post Office

From the results of the regression test, it was found that organizational culture had a positive and significant effect on organizational commitment at PT. Medan

Post Office with sig value. $0.004 < 0.05$. The results of this research are in accordance with the results of research conducted by Perdana et al (2022), Anam and Rizana (2021) showing that organizational culture influences organizational commitment.

The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB) at PT. Medan Post Office

From the results of the regression test, it was found that the transformational leadership style had a positive and significant effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.001 < 0.05$. This shows that if the organization is led by a leader who has a transformational leadership type, it can make employees feel comfortable in carrying out their work.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) at PT. Medan Post Office

From the results of the regression test, it was found that organizational culture had no effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.118 > 0.05$. This means that employees feel less comfortable with the existing organizational culture, where the



employee's organizational culture is not in accordance with the values that each employee believes are in accordance with the existing values. The results of this research are in accordance with the results of research conducted by Asrunputri et al (2020) showing that organizational culture has no effect on organizational citizenship behavior (OCB).

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) at PT. Medan Post Office

From the results of the regression test, it was found that organizational commitment had no effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.192 > 0.05$. The results of this research are in accordance with the results of research conducted by Taroreh et al (2020) showing that organizational commitment has no effect on organizational citizenship behavior (OCB).

Organizational Commitment Mediates the Relationship Between Transformational Leadership Style and Organizational Citizenship Behavior (OCB) at PT. Medan Post Office

From the results of the regression test, it was found that organizational commitment did not mediate the influence of transformational leadership style on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.439 > 0.05$. In order for this behavior to be realized, a transformational leader is needed. Basically, transformational leadership is providing "something" so that followers move towards organizational goals.

Organizational Commitment Mediates the Relationship Between Organizational Culture and Organizational Citizenship Behavior (OCB) at PT. Medan Post Office

From the results of the regression test, it was found that organizational commitment did not mediate the influence of organizational culture on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.441 > 0.05$. The results of this research are in accordance with the results of research conducted by Taroreh et al (2020) showing that organizational commitment does not mediate the influence of organizational culture on organizational citizenship behavior (OCB).

CONCLUSION

1. From the results of the regression test, it was found that transformational leadership style had a positive and significant effect on organizational commitment at PT. Medan Post Office with sig value. $0.000 < 0.05$.
2. From the results of the regression test, it was found that organizational culture had a positive and significant effect on organizational commitment at PT. Medan Post Office with sig value. $0.004 < 0.05$.
3. From the results of the regression test, it was found that the transformational leadership style had a positive and significant effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.001 < 0.05$.
4. From the results of the regression test, it was found that organizational culture had no effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.118 > 0.05$.
5. From the results of the regression test, it was found that organizational



commitment had no effect on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.192 > 0.05$.

6. From the results of the regression test, it was found that organizational commitment did not mediate the influence of transformational leadership style on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.439 > 0.05$.
7. From the results of the regression test, it was found that organizational commitment did not mediate the influence of organizational culture on organizational citizenship behavior (OCB) at PT. Medan Post Office with sig value. $0.441 > 0.05$.

There are several suggestions given by researchers, including that this research is intended to be used as a reference for companies in improving the quality of human resources, and can be used as a basis for decision making by leaders to pay more attention to employees in terms of achieving performance. Hopefully this research can contribute to the development of existing research.

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