HOW ORGANIZATIONAL CITIZENSHIP BEHAVIOR STIMULANT: TRANSFORMATIONAL LEADERSHIP IDENTIFICATION MODEL APPROACHES

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Abstract:

Background: Workers with Organizational Citizenship Behavior (OCB) are more likely to put in more effort and go above and beyond what is required of them. Workers who accept the company's aims and values and step up their efforts to work hard for the company's advantage, and are proud of their company, the employee's willingness to take on a role that exceeds his main role in an organization, is referred to as extra-role behavior.

Purpose: This research aims to analyze the influence of Transformational Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a mediating variable in National Gas Company.

Design/methodology/approach: The data collection method uses a survey method, with the research instrument in the form of a questionnaire. The analysis used is statistical analysis in the form of SEM-PLS.

Findings/Result: The results of this research prove that transformational leadership has a positive and significant effect on OCB, the impact of job satisfaction on overall corporate branding (OCB) is both positive and not significant. However, the combination of job satisfaction and transformational leadership has a positive and significant effect on organizational commitment, which in turn has a positive and significant effect on OCB. While organizational commitment cannot mediate the influence of job satisfaction on OCB, it can partially mediate the influence of transformational leadership on OCB.

Conclusion: Leaders who have the ability to lead with a good transformational style will create an atmosphere of OCB among most of their employees, including employee work engagement will increase if the organization has a transformational leadership style. Including high and low job satisfaction does not affect the high or low level of employee OCB. Satisfied workers often exhibit high OCB behavior, which improves overall business success in the long run. This condition can trigger an increase in individual performance which will ultimately improve overall organizational performance.

Originality/value (State of the art): The study's intriguing conclusion is that there is no significant relationship between work satisfaction and OCB. This condition is possible because employees are able to behave in ways that exceed what is standardized by the employees themselves (beyond expectations), so that high job satisfaction does not necessarily encourage someone to carry out OCB as expected company.

Keywords: transformational leadership, job satisfaction, organizational citizenship behavior (OCB), organizational commitment, SEM-PLS

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INTRODUCTION

The organization's main priority in improving employee quality is that it is important for employees to develop extra-role behavior, one of which is Organizational Citizenship Behavior (OCB). Human resources that have high competitiveness are an important factor and an absolute necessity in the current era of the industrial revolution in order to achieve organizational goals. This is in accordance with research conducted by (Mathis and Jackson, 2011; Soelton, 2023) that human resources are very important for companies or organizations in managing and managing employees so that they can function productively. Human resources are people in an organization to achieve organizational goals (Rohman et al. 2023; Luthans, 2021).

This organization is a subsidiary of National Gas Company which operates in the field of technical and operational services in the natural gas sector. The organizational value prioritizes human resources in advancing the company for better services. With the company's vision of being a reliable partner in infrastructure development services, investing in efficient management, strategic planning and a productive team to set quality standards that will benefit clients. And the mission is: To provide total solutions in improving infrastructure development. Placing customer satisfaction as the main focus. Developing HR systems, extensive networking, prioritizing Quality, Health, Safety, Security and Environment (QHSSE) and Good Corporate Governance (GCG) principles. Efficient and effective application of technology, adaptive to market developments. Provide added value for shareholders.

The company found that some employees had low loyalty, some employees did not want to help other employees with their work, and many employees arrived late and left early. As a result, employees do not carry out their duties and obligations optimally, which can burden other employees. Employee tardiness can cause tension with other colleagues because team members working alongside the tardy employee may have to do more work to make up for their coworker's shortcomings which can cause emotions. A team will work effectively when they work together and communicate well. This is contrary to the indicators of employee OCB in the company, namely work discipline. Hodges (Adamik, 2019; Anitha, 2014; Yuspratiwi, 2009) said that discipline can be interpreted

as the attitude of someone who intends to follow the rules that have been set. Work discipline is influenced by several factors, one of which is organizational commitment. Organizational commitment is very important, organizations hope that employees can work optimally in accordance with organizational goals by complying with existing regulations and are wholeheartedly committed to maintaining their membership in the organization. So this problem of organizational commitment becomes a serious problem. Measuring indicators for work discipline according to Dale in (Ng et al. 2021), include: compliance with regulations, punctuality for entering and leaving work, responsibility for carrying out superiors' orders, individual responsibility for completing work, collective responsibility for completing work. One indication of low employee work discipline can be seen from attendance recapitulation.

Unstability Ups and downs in employee performance can occur due to a lack of work discipline. Work discipline is influenced by several factors, one of which is organizational commitment. Organizational commitment is very important, organizations hope that employees can work optimally in accordance with organizational goals by complying with existing regulations and are wholeheartedly committed to maintaining their membership in the organization. When employees in an organization have Organizational Citizenship Behavior (OCB) they can control themselves and act appropriately for the interests and sustainability of the organization.

According to Soelton et al. (2023), The term "organizational citizenship behavior" (OCB) refers to actions taken by employees freely and without being forced to do so (Rohman et al. 2023; Sechudi and Olivier 2016; Soelton 2023) The expectation is that this conduct will increase the company's effectiveness (Langton et al. 2013; Maryam et al. 2021). To that end, OCB is necessary, requiring employees to work both on their assigned tasks (in-role) and outside of them (extra-role). This extra-role behavior is called Organizational Citizenship Behavior (OCB) (Robbins and Judge, 2015).

This study draws on earlier research with varying conclusions (Öztekin et al. 2015; Larasati and Susilowati, 2021) have undertaken research that directly indicates the good and significant impact of transformational leadership on organizational

citizenship behavior. (Muharam et al. 2020; Batool 2013), states that transformational leadership has a positive and significant effect on organizational commitment. Research by (Wang and Sung, 2016; Pebianti, 2020; Santonia et al. 2021) states that organizational commitment, transformational leadership, and job satisfaction have a significant and positive effect on OCB. According to Kusumo and Afandi (2020) organizational commitment has a positive and significant effect on OCB. According to (Jha, 2014; Kim and Park, 2019; Lee et al. 2018; Charmiati and Surya, 2019), on OCB, job satisfaction has a favorable impact. According to Kusumo and Afandi (2020) by acting as a mediating variable, the organizational commitment variable greatly affects OCB in relation to the transformational leadership variable.

In this case, the role of the organizational commitment variable is as a mediating variable between transformational leadership, job satisfaction and Organizational Citizenship Behavior (OCB) (Banihani et al. 2013; Buil et al. 2019). Research conducted by (Qamar, 2012), given its high and positive correlation with OCB, organizational commitment is a powerful antecedent of OCB. These results are in line with the research results of (Hatfield et al. 2013; Djastuti et al. 2012; Noermijati, 2015; Suliatin et al. 2022), which stated that organizational commitment had a positive and significant effect on OCB and it was also found that job satisfaction positively influenced OCB through increasing organizational commitment. The influence of job satisfaction will be much stronger if it is mediated by the organizational dependent variable rather than directly on OCB. Based on the various descriptions above, the author is interested in conducting research which aims to analyze the impact of job satisfaction and transformational leadership on organizational citizenship behavior (OCB) at national gas corporations, with organizational commitment acting as a mediating factor.

Based on several research gaps and problematic phenomena that arise in the research object, it is necessary to conduct research on the level of OCB of State Gas Company employees. The impact of job satisfaction and transformational leadership on organizational citizenship behavior (OCB) at national gas corporations, with organizational commitment acting as a mediating factor.

METHODS

Research design begins with identifying problems at the research location, formulating the problem, and developing a basic theory to strengthen the foundation of each variable. The population of this study were employees of the subsidiary of the National Gas Company, using a saturated sampling technique totaling 152 employees, samples were taken from the entire population (Sugiyono, 2019). Next, the survey was carried out using a questionnaire method and using the SEM (Partial Least Square) analysis method.

Primary and secondary data were gathered via an online survey that employed a Likert scale ranging from 1 to 5. Each variable's items were slightly modified and taken from earlier studies, which were not dependent on the mediator (Rohman et al. 2022; Karyatun et al. 2023; Arief et al. 2023; Syamsudin, 2017). Indicators of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration are used to measure transformational leadership. Job Satisfaction is measured by the pay, promotion opportunity, co workers, the work it self, supervisor indicators. Indicators of kindness, diligence, civility, civic virtue, and sportsmanship are used to quantify OCB. Moreover, affective, continuation, and normative commitment indicators are used to gauge organizational commitment.

Before being used, the validity and reliability of the questionnaire are examined. Because structural equation modeling (SEM) assesses theoretically validated additive models, it can be utilized in social science research to analyze econometric and psychometric data. (Haenlein & Kaplan, 2019; Statsoft, 2019). A loading factor of 0.5 is the generally accepted rule of thumb for assessing convergent validity; however, a loading factor of >0.7 is preferable (Sugiyono, 2019). For composite reliability, the rule of thumb is >0.6. Cronbach's Alpha measures the reliability value's bottom bound and verifies the composite reliability value. Cronbach's Alpha has a general guideline of >0.7 (Sugiyono, 2019).

Based on Covariance Approach SEM (CB-SEM) and PLS-SEM, PLS-SEM (Partial Least Square Structural Equation Modeling) data analysis has benefits and drawbacks, particularly in relation to statistical assumptions and consequent fit. The following conditions must be met in order to use CB-SEM: Large

sample sizes, normally distributed data, reflecting construct indicators, trigger factors (errors), which occur when the program fails to provide results because the model is not identified, and reflective construct indicators are the first four requirements (Sarstedt & Hwang, 2020). However, PLS-SEM can get around this problem by building intricate causal link models that include latent variables. Multivariate statistics, which simultaneously manage numerous explanatory and response variables, do not affect it (Ghozali & Laten, 2015).

HYPHOTESIS

Transformational Leadership on Organizational Citizenship Behavior

Many research have been done to find out how transformational leadership affects OCB (Humphrey, 2012), with 128 private sector employees in Kansas, shows that transformational leadership has a positive effect on OCB. Humphrey (2012), said that: "This positive relationship is based on seeing the leader as a role model, trust, motivation, attention to the needs of subordinates so that subordinates have a tendency to carry out extra-role behavior (OCB)". Additionally, the findings of this study are backed by Lian and Tui (2012), showing that transformational leadership style has a significant positive relationship with Organizational Citizenship Behavior (OCB). The following can be concluded about the research hypothesis based on the above-mentioned research results: H1: Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior.

Job Satisfaction on Organizational Citizenship Behavior

Numerous investigations have been carried out to ascertain the impact of job satisfaction among employees on Organizational Citizenship Behavior (OCB). Shokrkon and Naami (2009), there is a substantial positive correlation between OCB and job satisfaction. (Najafi et al. 2011), with 378 samples, the results showed that job satisfaction had a positive effect on OCB. (Chiboiwa et al. 2011) found that job satisfaction had a significant positive impact on OCB. (Sesen et al. 2012), in their research on 275 respondents, demonstrated that among Turkish secondary school teachers, job satisfaction has a statistically significant

positive impact on OCB. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows: H2: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

Transformational Leadership on Organizational Commitment

According to Widya and Zulkarnain (2018), in their research there was a positive influence between transformational leadership on organizational commitment. (Avolio et al. 2004), conducted research on nurses in state hospitals in Singapore. The research states that transformational leadership positively influences organizational commitment. Research by (Bushra et al. 2011; Nguon, 2022; Purwanto et al. 2021) found that transformational leadership had a positive effect on job satisfaction and organizational commitment. This means that the higher the employee's perception of transformational leadership implemented by the leader, the higher the employee's level of organizational commitment. The following can be concluded about the research hypothesis based on the above-mentioned research results: H3: Transformational Leadership has a positive and significant effect on Organizational Commitment.

Job Satisfaction on Organizational Commitment

Luthans (2006), believes that job satisfaction is the feeling of a worker or employee related to their work, namely feeling happy or unhappy, as a result of the individual's assessment of their work. Organizational commitment is a psychological manifestation that characterizes the employee's relationship with the organization and has implications for the decision to continue or not continue membership in the organization (Allen and Meyer, 1990). A meta-analysis of 68 studies revealed a strong relationship between commitment and job satisfaction (Tett and Meyer, 1993). Zeinabadi (2011), stated that intrinsic job satisfaction is the dominant variable that influences OCB both directly and indirectly through the mediation of value commitment. Intrinsic job satisfaction stimulates value commitment which then motivates OCB behavior from within internally. The following can be concluded about the research hypothesis based on the above-mentioned research results: H4: Job Satisfaction has a positive and significant effect on Organizational Commitment.

Organizational Commitment on Organizational Citizenship Behavior

OCB is behavior that reflects employee organizational commitment to their organization (Dargahi et al. 2012). Workers with OCB are more likely to put in more effort and be willing to work beyond their assigned responsibilities. High organizational commitment is exhibited by workers who put in more effort to work hard for the company, embrace its objectives and guiding principles, and take pride in it (Luthans, 2006). Organizational commitment has a positive and significant association with OCB, making it a strong antecedent of OCB (Qamar, 2012). These results are in line with the research results of (Djastuti et al. 2012; Puspitaria & Hendarsjah, 2022), which stated that organizational commitment had a positive and significant effect on OCB and it was also found that job satisfaction positively influenced OCB through increasing organizational commitment. The influence of job satisfaction will be much stronger if it is through the mediation of organizational dependent variables rather than directly on OCB. The following can be concluded about the research hypothesis based on the above-mentioned research results:H5: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Transformational Leadership on Organizational Citizenship Behavior is mediated by Organizational Commitment

Bushra et al. (2011); Rehardiningtyas & Almubaroq, (2022) stated that: "Transformational leadership has a positive and significant influence on organizational commitment. If leaders support employees' innovative thinking, spend more time coaching and teaching employees, consider employees' personal feelings before implementing a decision, and help employees develop their skills, these will increase engagement. employees' emotions towards their organization." Employees will feel proud to be part of the organization and make them ready to accept any tasks given by the organization. Qamar's (2012) research states that Organizational commitment and work satisfaction have a big impact on OCB. All dimensions of OCB (altruism, sportsmanship, courtesy, civic vertue, and conscientiousness) are positively and significantly related to job satisfaction and organizational commitment. The following can be concluded about the research hypothesis based on the above-mentioned research results: H6: Organizational Commitment serves as a mediating variable between the positive and significant impact of Transformational Leadership on Organizational Citizenship Behavior (OCB).

Job Satisfaction on Organizational Citizenship Behavior is mediated by Organizational Commitment

Zeinabadi (2010), states that intrinsic job satisfaction is the dominant variable that influences OCB both directly and indirectly through the mediation of value commitment. Intrinsic job satisfaction stimulates value commitment which then motivates OCB behavior from within internally. OCB is conduct that demonstrates workers' organizational dedication to their company (Dargahi, Alirezaie, Shaham, 2012). Workers with OCB are more likely to put in more effort and be willing to go above and beyond what is required of them. Employees with a high organizational commitment level are those who put in more effort for the benefit of the firm, embrace its objectives and guiding principles, and take pride in it (Luthans, 2006). The following can be concluded about the research hypothesis based on the above-mentioned research results: H7: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a Mediating Variable.

RESULTS

Based on the results of research conducted on 152 employee respondents, of which 81 respondents were male and 71 were female (Table 1). The age range of respondents who were employed the most was 33–40 years old, namely 46.2% and the lowest were respondents aged between 19-26 years, namely 7.7%. Based on the educational characteristics, the highest number of undergraduates (S1) was 91 respondents and the highest number of employees with 8-10 years of work was 64 respondents.

Validity and Reliability Test

Indicators are evaluated according to the correlation between the item score or component score and the construct score computed using PLS in order to test the reflexive measurement model's convergent validity. If an indicator's correlation value is more than 0.50, it is deemed valid. To test the reliability of the instrument, you need to look at the composite reliability and Cronbach's alpha. If all latent variables have composite reliability and Cronbach's alpha values ≥ 0.7, this means that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent. Next, look at the R-square value which is a model goodness-fit test (Table 2). The R-square value of 0.75 is in the strong category, 0.50 is in the medium category, and 0.25 is in the weak category (Hamid & Suhardi, 2019). If the Q-square value is greater than zero, the Q-Square (Predictive Relevance) computation is considered to be good.

Hypothesis test

In the structural model, the projected value for the path relationship needs to be significant. By employing the boostrapping process, the significance value for this hypothesis can be determined. Examine the parameter coefficient values and the T-statistic significance value in the boostrapping report algorithm to determine the hypothesis's significance. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96 (Sugiyono, 2019), afterwards, the T-count T-statistics are compared with the T-table.

As seen in Table 3, Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior because the original sample value shows a positive p-value 0,003 < 0.05 and T-statistic > 1.96. Job Satisfaction has no effect on Organizational Citizenship Behavior because the original sample value shows a positive p-value 0,074 > 0.05 and T-statistic < 1.96. Transformational Leadership has a significant positive effect on organizational commitment because the original sample value shows a positive p-value 0.000 < 0.05 and T-statistic > 1.96. Job Satisfaction has a significant positive effect on Organizational Commitment because the original sample value shows a positive p-value 0,002 < 0.05 and T-statistic > 1.96. Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. The original sample value shows a positive p-value 0,020 < 0.05 and T-statistic > 1.96.

As can be observed in Table 4, a positive p-value of 0,067 > 0.05 and a T-statistic < 1.96 indicate that Organizational Commitment is not able to mediate work satisfaction on Organizational Citizenship Behavior. Organizational Commitment exhibits a positive p-value of 0,034< 0.05 and a T-statistic > 1.96, indicating that it can partially mitigate the impact of Transformational Leadership on Organizational Citizenship Behavior.

Table 1. Characteristics of Respondent

Gender	Age	Education Level	Length of work
Male = 81 (53.8%)	19-26=12 (7.7%)	Senior high school =12 (7.7%)	2-4 = 15 (9.6%)
Female = 71 (46.2%)	26-33=29 (19.2%)	Diploma = 28 (19.2%)	5-7= 53 (34.6%)
	33-40=70 (46.2%)	S1 = 91 (59.6%)	8-10=64 (42.3%)
	>40 = 41(26.9%)	Other = 21 (13.5%)	>10=20 (13.5%)

Table 2. Goodness of fit model

Variable	AVE	Cronbach Alpha's	Composite Reliability	R-square
Organizational Commitment	0.574	0.851	0.890	0.843
Organizational Citizenship Behavior	0.541	0.905	0.921	0.846
Transformational Leadership	0.588	0.921	0.934	
Job Satisfaction	0.528	0.870	0.898	

Table 3. Direct effect test results

Direct Effect	Original Sample	T-Statistics	P Values	Description
Transformational Leadership → Organizational Citizenship Behavior	0.437	2.977	0.003	Positive - Significant
Job Satisfaction → Organizational Citizenship Behavior	0.219	1.788	0.074	Positive - not significant
Transformational Leadership → Organizational Commitment	0.637	6.156	0.000	Positive - Significant
Job Satisfaction → Organizational Commitment	0.313	3.041	0.002	Positive - Significant
Organizational Commitment → Organizational Citizenship Behavior	0.313	2.340	0.020	Positive - Significant

Table 4. Indirect Effect Test Results

Direct Effect	Original Sample	T-Statistics	P Values	Description
Job Satisfaction → Organizational Commitment → Organizational Citizenship Behavior	0.098	1.835	0.067	Unmediated
Transformational Leadership → Organizational Commitment → Organizational Citizenship Behavior	0.200	2.130	0.034	Partial mediated

Mediation Analysis

Utilizing the PLS-SEM algorithm results and bootstrapping techniques, mediation analysis was carried out utilizing particular direct, total, indirect, and total effect values. Table 5 presents an analysis and tabulation of the mediating role of organizational commitment in the link between transformational leadership and job satisfaction on Organizational Citizenship Behavior (OCB).

According to hypothesis H6, organizational commitment serves as a partial mediating factor in the link between transformational leadership and OCB, with $\beta = 0.437$ and $t = 2.130$ demonstrating the positive influence of transformational leadership on OCB. The Sobel test (independent vs. mediation and dependent), which showed a significant mediation effect of 3.440, supported this. Organizational commitment is highly mediated between job transformative leadership and OCB, according to the direct effects model. This is due to the fact that in both relationships, the coefficients of X to M and M to Y are substantial.

Hypothesis H7 shows that job satisfaction ($\beta= 0.219$ and $t=1.835$) does not influence OCB, and organizational commitment is not able to mediate the relationship between job satisfaction and OCB. The Sobel test (independent vs. mediation and dependent), which showed a significant mediation effect of 2.806,

supported this. Organizational commitment does not substantially moderate the relationship between work satisfaction and OCB, according to the direct effects model. This is due to the fact that in both relationships, the coefficients of X to M and M to Y are substantial.

Transformational Leadership on Organizational Citizenship Behavior

This study's hypothesis testing revealed that transformational leadership significantly and favorably impacts OCB. If the leader has good transformational leadership, employees will create OCB. Leaders suggest different ways to solve problems and always talk enthusiastically about what needs to be solved. The findings of this study are consistent with those of (Langton et al. 2013; Maryam et al. 2021; Humphrey, 2012; Lian and Tui, 2012; Sumiati, 2021), which show that transformational leadership has a positive effect on OCB.

Job Satisfaction on Organizational Citizenship Behavior

The results of this study's hypothesis testing indicated that work satisfaction had a favorable impact on OCB and had no effect at all. This means that high or low job satisfaction does not affect the high or low level of employee OCB. This is because OCB behavior is embedded within each employee, without high job

satisfaction. The results of this research are supported by the results of (Soelton, 2023; Syamsudin, 2017; Turulja & Bajgoric, 2018; Rama's, 2017; Sun, & Henderson, 2017) research which states that job satisfaction has no influence in increasing OCB in the company.

Transformational Leadership on Organizational Commitment

The research's hypothesis test indicates that transformational leadership significantly and favorably affects organizational commitment. This implies that organizational commitment will rise in proportion to the effectiveness of the transformative leadership. This is because the leadership always communicates a sense of optimism regarding the future and creates a sense of pride in all employees in the Company. This makes employees feel proud of their work and want to continue their career at this company. The findings of this study are consistent with those of (Buil et al. 2019; Agam, 2017; Widya and Zulkarnain, 2018), in their research there is a positive influence between transformational leadership on organizational commitment.

Job Satisfaction on Organizational Commitment

This study's hypothesis testing revealed that organizational commitment is positively and significantly impacted by work satisfaction. That the more satisfied employees are, the higher their commitment to the company. This is because the leadership always provides support to complete the work, in addition to the health benefits provided by the company according to established regulations. This makes employees willing to prioritize work interests and feel proud. The results of this research are supported by research by (Wang & Sung, 2016; Xie,

2020; Zgrzywa-Ziemak, 2015; Pebianti, 2020) which states that job satisfaction has a positive and significant influence in increasing organizational commitment.

Organizational Commitment on Organizational Citizenship Behavior

The research's hypothesis test indicates that organizational commitment significantly and favorably affects OCB. This implies that the OCB will increase in proportion to the level of organizational commitment within the corporation. This is because employees who want to have a career want to stay with their current type of work, so employees create OCB behavior such as always making a list of work plans first so they can complete their work well and pay attention to functions that help the organization's image. The findings of this study are consistent with those of (Hatfield et al. 2013; Muharam et al. 2020; Permana and Srianti, 2017; Maharani et al. 2017) which claims that OCB is significantly improved by organizational commitment.

Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment

The results of this study's hypothesis testing indicated that organizational commitment could not moderate job satisfaction on OCB. This is a result of the workers' strong desire to work for this company, which is unable to encourage job satisfaction to create employees who want to increase OCB at work, because OCB can be created by the will of an employee. The study's findings are consistent with (Rohman et al. 2022; Sechudi & Olivier, 2016; Rama, 2017; Ng et al. 2021) research that shows, both with and without mediating variables, job satisfaction has no effect on OCB.

Table 5. Mediating effect hypothesis

	Transformational Leadership	Job Satisfaction
Direct w/o Med	0.437	0.219
Direct w/Med	0.200	0.098
IV > Med Beta	0.487	0.512
Med > DV Beta	0.282	0.312
IV > Med SE	0.033	0.030
Med > DV SE	0.058	0.070
Sobel test statistic	3.440	2.806
One-tailed probability	0.000	0.000
Two-tailed probability	0.000	0.000
Result	Significant	Significant

Note: *p<. 05, **p<.01, ***p<0.001

The Influence of Transformational Leadership on Organizational Citizenship Behavior through Organizational Commitment

Organizational commitment can somewhat moderate the impact of transformative leadership on OCB, according to the research's hypothesis test. This is due to the employee's sense of pride which encourages leaders to always discuss with colleagues to avoid conflict and always actively participate in Company activities. The results of this research are supported by the research results of (Kim & Park, 2019; Lee et al. 2018; Luthans, 2021; Nurjanah et al. 2020; Öztekin et al. 2015; Adiyanto, 2020) which states that Organizational Commitment can mediate the influence of transformational leadership on OCB.

Managerial Implication

The managerial implication of this research is that companies can find out how their workers perceive the OCB pattern that has been implemented in the company and the extent to which workers expect ideal OCB and strive to achieve it. To attain the finest OCB, it is required that leaders and followers will communicate understanding to one another. Employees will be committed to the company and feel satisfied with their employment. Workers with OCB are more likely to put in more effort and be willing to go above and beyond what is required of them. All OCB factors pertaining to job satisfaction and organizational commitment are significantly impacted by organizational commitment. So management always encourages the creation of a performance that they must work on. Employees with high organizational commitment are those who put in more effort to work hard for the firm, accept its objectives and guiding principles, and take pride in it. Another factor that can trigger OCB is organizational commitment. Providing costs and rewards will further increase employee job satisfaction with OCB. One of the implementations of human relationships is always considering the costs (costs or sacrifices) with the rewards (awards or benefits) obtained from these interactions. The higher a leader has good transformational leadership, the more OCB will be created in his employees, the more employee work engagement will increase if the organization has a transformational leadership style. However, on the other hand, job satisfaction is not significant towards OCB, high or low job satisfaction does not affect the high or low level of employee OCB. Satisfied workers often exhibit high OCB behavior, which improves overall business success in the long run. This condition can trigger an increase in individual performance which will ultimately improve overall organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

In conclusion, this research highlights how Transformational Leadership and job satisfaction are thought to have a significant relationship with OCB, when in reality they do not. Job satisfaction does not have a significant effect on OCB, this also confirms the important role of OCB in organizations, especially in the natural gas industry considering global conditions throughout the world. Transformational leadership has a significant effect on OCB, a company leader will easily influence the OCB behavior of his employees. Workers believe that the company's socialization transformation activities were completed on time. As a result, there is enough time to adjust to leadership-initiated transformation initiatives, particularly in studies that highlight the effectiveness of internal coordination. Employees who at last comprehend or believe in the necessity of leadership-led change initiatives become concerned about this as well. These feelings become a stimulus in the change process, giving rise to feelings of comfort, increased economic opportunities, and growth in the managerial position of certain employees.

In addition, this research has theoretical contributions. in social exchange theory, is one part of the science in the field of organizational behavior that wants to be discussed in this research. To attain the finest OCB, it is required that leaders and followers will communicate understanding to one another. Employees will be committed to the company and feel satisfied with their employment. Workers with OCB are more likely to put in more effort and go above and beyond what is required of them. All OCB factors pertaining to job satisfaction and organizational commitment are significantly impacted by organizational commitment. So that management continues to encourage the creation of performance that they must work on. High organizational commitment is exhibited by workers who put in more effort to work hard for the company's benefit, embrace its objectives and guiding values, and

take pride in their employer. An additional element that may cause OCB is organizational commitment. Providing fees and rewards will further increase employee job satisfaction with OCB. One application of human relations is to always consider the costs (costs or sacrifices) with the rewards (rewards or benefits) obtained from the interaction.

Recommendations

Please be aware that this technique is difficult to apply because its goal is to promote employee camaraderie among all available human resources—of course, without any form of prejudice. It is strongly urged that staff members become more skilled in influencing the evolution of production kinds. The organization seizes chances by making the most of all available resources and has leadership driven by a desire to help others. By attending to each person's requirements, leaders aim to please their followers. This kind of leader invests time in building community by paying attention to what others have to say and showing empathy in their responses. This study demonstrates that when Transformational Leadership demonstrates high levels of OCB, the advantages extend beyond selfless commendation. Future researchers are expected to be able to identify other variables that can influence company-level OCB. Future research could provide better results by using larger samples and considering the use of more comprehensive multidimensional scales.

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