

## EXPLORATION OF THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATION ROLE OF ORGANIZATIONAL COMMITMENT



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### Abstract

This study aims to analyze the effect of Transformational Leadership on Organizational Citizenship Behavior, considering the mediating role of Organizational Commitment. The research method used is a quantitative approach, with a survey to collect data from employees of PT. ElectriCo. The sample consisted of 249 employees who were randomly selected but representative of each Division at PT. ElectriCo. The research approach in this study uses causal-predictive modeling with the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The overall results of the hypothesis testing indicate that the data consistently support the model proposed in this study. The findings of this study indicate that Transformational Leadership has a direct positive effect on Organizational Commitment and Organizational Citizenship Behavior. The findings of this study also indicate that high Transformational Leadership will have a positive effect on Organizational Commitment, which will then increase Organizational Citizenship Behavior. Transformational Leadership also directly increases Organizational Citizenship Behavior.

**Keywords:** Transformational Leadership, Organizational Commitment, and Organizational Citizenship Behavior

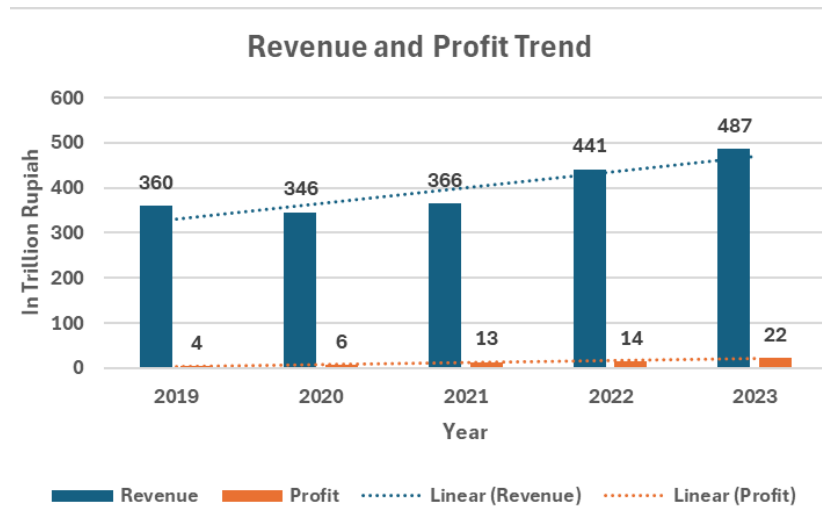
## INTRODUCTION

Organizational restructuring often triggers significant transitions for employees, including new roles, changes in superiors and coworkers, loss of familiar colleagues, shifts in social status, and job insecurity (Mathisen et al., 2023; Anindita & Tanuwijaya, 2023). These changes can create uncertainty, which has the potential to trigger organizational politics, where individuals or groups seek personal or group advantage at the expense of others (Takeuchi et al., 2022; Pelealu, 2023). Leadership plays an essential role in reducing these impacts by providing clear, effective communication and emotional support to employees during times of change (Monje-Amor et al., 2020). Failure to build transparency and fairness can exacerbate organizational tensions and strengthen political dynamics (Islam et al., 2021).

Most previous studies have focused on the impact of transformational leadership on organizational citizenship behavior. However, studies that integrate variables in the context of organizational restructuring are still limited. For example, Yue et al. (2019) showed that transformational leadership can reduce the negative impact of organizational politics, but did not explore how organizational commitment can be a mediator in this process. This study aims to fill this gap by using Uncertainty Management Theory (UMT) as a theoretical basis. Several previous studies have discussed the relationship between transformational leadership, organizational commitment, and organizational citizenship behavior. Podsakoff et al. (2000) found that transformational leadership has a significant positive effect on organizational citizenship behavior by creating a work environment that encourages employees to engage in voluntary behavior that supports organizational effectiveness. In addition, Meyer et al. (2002) showed that dimensions of transformational leadership, such as idealistic influence and individual concern, increase organizational commitment, including affective, normative, and continuance commitment.

Organizational commitment is also closely related to organizational citizenship behavior. Hermawan (2022) found that the level of employee affective commitment positively contributes to voluntary behavior that goes beyond formal tasks. In contrast, research by Saifulla et al. (2018) shows that high perceptions of organizational politics reduce affective commitment, increase uncertainty, and reduce employee trust in the

organization. The negative influence of organizational politics is also seen in the study of Vigoda-Gadot (2007), which found that a political work environment tends to reduce employee voluntary contributions to the organization.



**Figure 1**  
**Revenue and Profit Graph (2019 – 2023)**

In times of uncertainty, as seen in the restructuring of PT. ElectriCo, transformational leadership is critical in reducing anxiety and increasing employee commitment. By building trust, transparency, and an ethical work environment, transformational leaders reduce the negative impact of organizational politics and encourage collaborative efforts among employees (Hoch et al., 2022). These leaders also inspire Organizational Citizenship Behavior by aligning employees' values with organizational goals, encouraging them to go beyond formal duties (Fu et al., 2020).

Despite the challenges of restructuring, PT. ElectriCo continues to experience positive financial performance, which is likely supported by strong Organizational Citizenship Behavior and employee commitment. This study explores the dynamics between transformational leadership, commitment, and organizational citizenship behavior in maintaining productivity during organizational change. The leadership's ability to create a supportive environment reduces employees' negative perceptions of organizational politics and encourages commitment that increases voluntary effort, which contributes to overall organizational performance (Cetin & Kinik, 2015).

Ultimately, this study aims to understand how transformational leadership interacts in influencing organizational commitment and Organizational Citizenship Behavior, particularly in the context of PT. ElectriCo restructuring. This study will provide insights into leadership strategies that can sustain organizational performance and employee engagement during times of change, as well as offer practical implications for organizations facing similar transitions.

## **REVIEW OF LITERATURE**

### **Uncertainty Management Theory (UMT)**

Uncertainty Management Theory (UMT) explains how individuals manage uncertainty in organizations by using strategies to minimize its negative impacts (Clayton et al., 2018). This theory develops the concept of uncertainty to examine individual responses in social environments, especially in organizational contexts. Uncertainty, which often arises from policy changes or restructuring, creates anxiety and a need for clarity. Perceptions of procedural justice serve as a key mechanism for reducing this anxiety, providing individuals with a sense of control and confidence, even when outcomes are unfavorable (Van Den Bos, 2001).

Research shows that high procedural justice increases job satisfaction and reduces uncertainty (Ambrose & Schminke, 2009). When employees perceive fairness in decision-making, they are more likely to accept decisions, even unfavorable ones, because they feel involved in the process (Thau et al., 2009). Perception also reduces the emotional stress associated with organizational change, such as restructuring, by providing predictability and a sense of fairness.(Kahn et al., 2013).

UMT further suggests that procedural justice enhances employee performance, motivation, and commitment.(Cohen-Charash & Spector, 2001). Procedural justice strengthens loyalty to the organization, especially in times of uncertainty, and encourages behaviors such as Organizational Citizenship Behavior, which contribute to organizational effectiveness.(Podsakoff et al., 2000; Tyler & Blader, 2003). In this context, Transformational Leadership (TL) plays an important role by encouraging transparency,

trust, and ethical behavior, which reduces the perception of organizational politics and increases the sense of psychological safety.(Liu et al., 2024; Yue et al., 2019).

### **Transformational Leadership (TL)**

Transformational Leadership (TL) refers to leadership that transforms individuals by aligning personal values with organizational goals, building trust, and inspiring change (Bass & Riggio, 2006; Stone et al., 2004). Burns (1978) introduced this concept by emphasizing the reciprocal process in which leaders motivate followers to achieve beyond expectations by creating a shared vision. TL is characterized by four dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Avolio et al., 2009).

Idealized Influence refers to leaders who act as role models, building trust through consistent and ethical behavior (Bass, 2006). Inspirational Motivation involves leaders in communicating a compelling vision, generating enthusiasm and commitment (Kelloway et al., 2003). Intellectual Stimulation encourages creativity and innovation by challenging assumptions (Bass, 2006). Individual Consideration reflects personal attention to the needs of followers, encouraging development and support (Kirkbride, 2006).

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) refers to voluntary actions that go beyond formal job requirements and enhance organizational performance (Na-Nan et al., 2020). OCB is closely related to Organizational Commitment, because individuals who feel committed to the organization tend to engage in voluntary behavior that benefits the organization.

Podsakoff et al. (1990) conceptualized OCB into five dimensions: Altruism, Civic Virtue, Sportsmanship, Courtesy, and Conscientiousness. These behaviors contribute to organizational effectiveness by improving team performance, reducing absenteeism, and improving morale.(Podsakoff et al., 2000).

### **Organizational Commitment (OC)**

Organizational Commitment attachment (OC) reflects the emotional attachment that employees feel towards their organization (Meyer et al., 2013). Organizational Commitment consists of three components: affective commitment (emotional attachment), continuance

commitment (perception of the costs of leaving the organization), and normative commitment (obligation to remain) (McDonald & Makin, 2000a).

High levels of commitment are associated with lower turnover rates, higher job satisfaction, and increased Organizational Citizenship Behavior (OCB). (Herrera & De Las Heras-Rosas, 2021). Organizational Commitment is an important mediator in the relationship between Perception of Organizational Politics (POP) and Organizational Citizenship Behavior (OCB), because committed employees are more likely to exhibit positive behaviors even in a negative political environment (Devece et al., 2016).

### **Conceptual Framework Development**

This study is based on a comprehensive review of previous literature, adopting and modifying the conceptual framework of previous studies. Several studies serve as academic bases in developing the conceptual framework. After thoroughly examining the relevant variables from these studies, the researcher places Organizational Citizenship Behavior (OCB) as the dependent variable due to its importance in understanding employee voluntary behavior that benefits the organization.

OCB which is closely related to Organizational Commitment (OC) reflects actions outside formal job duties, which are influenced by long-term commitment. This study investigates the mediating role of Organizational Commitment (OC) in the relationship between Transformational Leadership (TL) and OCB. Similarly, a study by Hermanto et al. (2024) highlighted the mediating role of OC in the relationship between TL and OCB. TL enhances employee commitment, which in turn strengthens OCB. This study adopts this framework to analyze how TL directly affects OC and OCB, with OC as a mediator.

### **Hypothesis Development**

#### **Connection Leadership Transformational to Behavior Organizational Citizenship**

Transformational Leadership (TL) has been linked to Organizational Citizenship Behavior (OCB) in several studies. Research shows that TL creates a supportive work climate, where employees are more likely to engage in voluntary behaviors such as helping coworkers and supporting organizational initiatives (Liu et al., 2024; Podsakoff et al., 2016). Transformational leaders also increase employees' emotional intelligence, which strengthens collaborative and empathetic behavior (Goleman, 2017). In addition, TL encourages intrinsic

motivation and proactive contribution of employees, which contributes to the sustainability of the organization (Zhang & Bartol, 2010). With this explanation, this study proposes the first hypothesis as follows:

**H1:** Transformational Leadership (TL) has a significant positive influence on Organizational Citizenship Behavior (OCB).

### **The Relationship between Transformational Leadership and Organizational Commitment**

Transformational Leadership (TL) is known to motivate and inspire followers to achieve goals beyond expectations, which significantly influences employee commitment and behavior in the organization. Transformational leaders increase Organizational Commitment (OC) through strong emotional connections, intrinsic motivation, and individual development, so that employees feel valued and empowered (Bass & Riggio, 2006; Hoch et al., 2018). Organizational Commitment, which involves emotional attachment, a sense of responsibility, and a desire to remain in the organization, is strengthened through job satisfaction resulting from the support and recognition of transformational leaders (Avolio et al., 2004; Judge & Piccolo, 2004). This leadership influence spans all dimensions of commitment, including affective, normative, and continuance commitment, with transformational leaders building employees' moral and professional responsibility toward the organization (Eliyana et al., 2019; Meyer et al., 2002). With this explanation, this study proposes the second hypothesis as follows:

**H2:** Transformational Leadership (TL) has a significant positive influence on Organizational Commitment (OC).

### **The Relationship between Organizational Commitment and Organizational Citizenship Behavior**

Organization Commitment (OC) has an important role in strengthening Organizational Citizenship Behavior (OCB), because commitment motivates individuals to act according to the will of the organization. This commitment arises from the value congruence between individuals and organizations, creating a sense of comfort and understanding in the work environment. (Rodríguez-Rad & Sánchez del Rio-Vázquez, 2023). Employees with high levels of OC tend to exhibit higher OCB due to a sense of attachment,

loyalty, and long-term commitment to the organization, which drives them beyond their primary duties and contributes more to the interests of the organization.(Hermanto et al., 2024). Through this explanation, the third hypothesis is proposed as follows:

**H3:** Organization Commitment (OC) has a significant positive influence on Organizational Citizenship Behavior (OCB).

### **The Mediating Role of Organizational Commitment**

Organization Commitment (OC) has been widely used as a mediating variable in research to explain the mechanism of influence of independent variables on dependent variables, such as Organizational Citizenship Behavior (OCB) and employee performance.(Hermanto et al., 2024; Na-Nan et al., 2020; Rodríguez-Rad & Sánchez del Rio-Vázquez, 2023). Organizational Commitment, which includes affective, normative, and continuance commitment, plays an important role in enhancing employee motivation, performance, and loyalty to the organization.(Anand et al., 2023). Affective commitment strengthens the positive relationship between factors such as organizational justice and OCB, while normative and continuance commitment help employees stay engaged despite challenging organizational dynamics (McDonald & Makin, 2000).

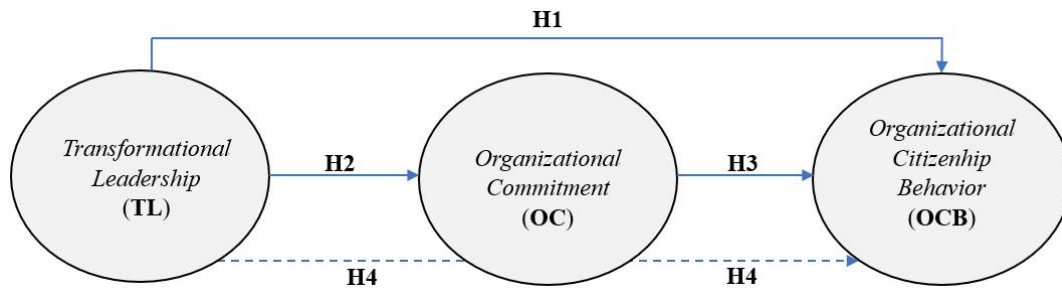
Transformational Leadership (TL) also contributes to building OC through an inspiring approach that takes into account individual needs, which in turn strengthens employees' OCB even in dynamic or political organizational situations.(Eliyana et al., 2019; Hermanto et al., 2024). Thus, OC as a mediator can enhance the positive influence of TL on OCB, making it an important element in supporting positive employee behavior in the workplace. Based on the description, the fourth hypothesis is proposed as follows:

**H4:** Organizational Commitment (OC) significantly mediates the effect of Transformational Leadership (TL) on Organizational Citizenship Behavior (OCB).

These hypotheses provide an approach structured to analyze the direct and mediation relationships between leadership, commitment, and employee behavior in PT. ElectriCo.

### **Research Model**

The research model in this study analyzes the influence of TL on OCB, with OC as a mediating variable. This model suggests that TL has a positive effect on OC and OCB. Figure 2 illustrates the research model, which is adapted from previous research.



**Figure 2**  
**Research Model**

## RESEARCH METHOD

This study examines the relationship between variables formulated in the hypothesis based on the conceptual framework developed. A quantitative approach is used, focusing on data measurement and statistical analysis (Hair Jr et al., 2019). Data collection is done primarily through surveys, and this approach emphasizes explanatory and causal-predictive modeling to explain and predict relationships between variables (Shmueli et al., 2019).

The analysis was conducted using partial least squares structural equation modeling (PLS-SEM), which integrates econometric and psychometric modeling to predict and explain the relationships of latent variables (Shmueli et al., 2019). PLS-SEM allows the assessment of direct, indirect, and total effects, thus providing a comprehensive understanding of the model (Tenenhaus et al., 2004).

The selection of PLS-SEM was based on its flexibility in validating theoretical models and its ability to generate recommendations that can be applied in an organizational context (Henseler, 2021). In addition, this method allows robustness testing to ensure the validity of the results under various conditions (Benitez et al., 2020). And this method is very effective to evaluate the mediation effect. Therefore, PLS-SEM is chosen as the main method to answer the research questions and test the hypothesis.

Hypothesis testing in this study was conducted through the PLS-SEM approach, which allows simultaneous examination of multiple hypotheses by considering direct and indirect relationships between variables. Using this method, path coefficients in the structural model are estimated, so that the significance of each hypothesized relationship can be assessed. Bootstrapping, a non-parametric resampling technique, was applied to obtain

interval trust and evaluate the statistical significance of the path coefficients, providing strong support for hypothesis testing (Hair Jr. et al., 2021). This approach allows for in-depth interpretation of the relationships within a conceptual framework, ensuring that the findings are statistically valid and practically relevant.

**Table 1**  
**Operational Variables**

<b>Variables</b>	<b>Definition</b>	<b>Dimensions</b>	<b>Source</b>
Transformational Leadership/ Transformational Leadership (TL)	Leadership Style that inspires and motivates employees, building a positive and productive work environment through four key behaviors: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.	1. Ideal Influence 2. Inspirational Motivation 3. Intellectual Stimulation 4. Individual Considerations	Bass & Riggio, 2006
Organizational Commitment/ Organizational Commitment (OC)	The level of attachment and loyalty an employee feels towards an organization includes affective, ongoing, and normative components.	1. Affective Commitment 2. Sustainable Commitment 3. Normative Commitment	Meyer et al., 2013
Organizational Citizenship Behavior/Organizational Citizenship Behavior (OCB)	Employee behavior that goes beyond the basic requirements of the job, aimed at contributing positively to the organization and its goals.	1. Altruism 2. Civil Virtue 3. Sportsmanship 4. Politeness 5. Accuracy	Podsakoff et al., 1990

**Population and Sampling Techniques**

This study uses a quantitative approach with a survey method to collect data from employees of PT. ElectriCo. The study population consists of all permanent employees in

the company. Based on the 2023 Annual Report, the number of employees who are the object of the study is 3807. The sampling technique used is proportional random sampling, considering representatives from each division in the company. The number of samples, refers to Hair et al. (2010), is 120 respondents, which is obtained from five times the number of indicators or items used in the questionnaire. The total number of indicators or items in the questionnaire is 24, so  $5 \times 24 = 120$ . Sampling also ensures that each division gets a proportion of samples that corresponds to the number of its permanent employees, so that the research results can reflect the overall population conditions. The data obtained after the questionnaire was distributed online were more than 120 respondents, but after the data cleansing process, the data used for the study were 249 respondents. A larger number of respondents can increase the statistical power of the study, increase generalization, minimize bias, and support the validation of the complex model used in this study.

## RESULTS AND DISCUSSION

**Table 2**  
**Correspondent Demographics**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Man	163	65%
Woman	86	35%
<b>Age</b>		
<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
20-30 Year	92	37%
31-40 Year	135	54%
41-50 Year	16	6%
> 50 Years	6	2%
<b>Education</b>		
<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Senior High School	26	10%
Diploma	109	44%
S1	106	43%
S2	8	3%
<b>Length of</b>		
<b>Length of</b>	<b>Frequency</b>	<b>Percentage</b>
1-3 Years	65	26%
4-6 Years	79	32%
7-9 Years	48	19%
> 9 Years	57	23%

### **Analysis of Data Description and Common Method Variance (CMV)**

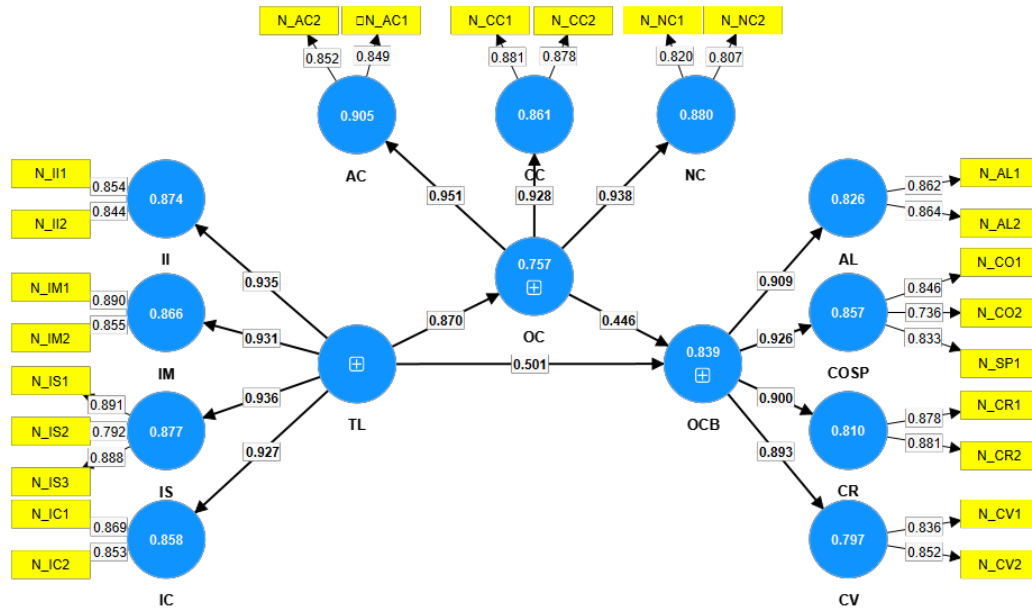
The majority of respondents in this study were male, 163 people (65%), and female, 86 people (35%). Based on age, most respondents were in the 31–40-year range (135 people or 54%), followed by 20–30-year age group (92 people or 37%), 41-50 years (16 people or 6%), and over 50 years (6 people or 2%). The education level of respondents shows the dominance of Diploma graduates as many with 109 people (44%) and Bachelor (S1) as many with 106 people (43%), with the rest being high school graduates (26 people or 10%) and Master's (8 people or 3%). Based on length of service, the majority of respondents have 4-6 years of work experience (79 people or 32%), followed by 1-3 years (65 people or 26%), more than 9 years (57 people or 23%), and 7-9 years (48 people or 19%). The sample in this study has been selected proportionally to represent each division in the company, thus reflecting the diversity of the population based on gender, age, education level, and length of service, ensuring that the results of the study can describe the overall condition of the organization.

This study used a cross-sectional design with data collection through questionnaires filled out by the respondents themselves, thus potentially causing common method bias. To overcome this, a common method bias test was conducted to ensure the reliability of the findings. Common Method Variance (CMV) analysis was used as a step to verify the consistency and validity of the research results, while minimizing the potential for bias.(Meyer & Allen, 1991).In several studies(Bagozzi et al., 1991; Fuller et al., 2016; Spector et al., 2019; Widodo et al., 2022), CMV is considered to exist if there is a significant correlation between the main constructs ( $r > 0.9$ ). However, if the correlation between constructs is less than 0.9, then CMV is not a problem in the study.

### **Evaluation of Measurement Model**

With PLS SEM, this study conducted the evaluation process in two main stages: measurement model evaluation and structural model evaluation. The measurement model evaluation stage is to test the path model of the first and second stages. Several important aspects are analyzed, namely: indicator loading, which measures how strong the relationship is between the indicator and its construct; internal consistency reliability, which ensures the consistency of the indicator in one construct; and convergent validity, which confirms that

the indicator effectively represents the construct (JFH Hair et al., 2019). This comprehensive approach ensures that model measurements are carried out carefully and accurately.



**Figure 3**  
**Outer Model Evaluation**

Evaluation of the measurement model is carried out through two main stages, namely construct reliability testing and convergent validity. Construct reliability is assessed using Cronbach's Alpha and Composite Reliability (CR). Cronbach's Alpha is considered reliable if its value is more than 0.60, which indicates that all latent constructs are reliable (JFH Hair et al., 2017). Meanwhile, Composite Reliability is used to measure the ability of indicators to represent latent constructs, with a value considered good being more than 0.7 (JFH Hair et al., 2017).

Convergent validity is tested through the Outer Loading and Average Variance Extracted (AVE) values. An adequate Outer Loading value must be more than or equal to 0.7 (JFH Hair et al., 2017). If there is an indicator with a loading value of less than 0.7, the indicator can be considered to be removed. In addition, the construct is declared to meet convergent validity if the AVE value is more than or equal to 0.5, which indicates that the construct is able to explain at least 50% of the variance of its indicator items (Malhotra et al., 2017).

**Table 3**  
**Results of Validity and Reliability of Measurement Model**

Variable (Construct)	Item	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Behavior Citizenship Organization (OCB)	AL1	0.862	0.912	0.927	0.587
	AL2	0.864			
	CO1	0.846			
	CO2	0.736			
	SP1	0.833			
	CR1	0.878			
	CR2	0.881			
	CV1	0.836			
	CV2	0.852			
Transformational Leadership (TL)	II1	0.854	0.930	0.942	0.643
	II2	0.844			
	IM1	0.890			
	IM2	0.855			
	IS1	0.891			
	IS2	0.792			
	IS3	0.888			
	IC1	0.869			
	IC2	0.853			
Organizational Commitment (OC)	AC1	0.849	0.884	0.912	0.634
	AC2	0.852			
	CC1	0.881			
	CC2	0.878			
	NC1	0.820			
	NC2	0.807			

Based on the results of the construct reliability evaluation, all constructs meet the specified criteria. The Cronbach's Alpha value for each construct exceeds the minimum limit of 0.60, indicating that the latent construct has a good level of reliability. This value is recorded at 0.912 for Organizational Citizenship Behavior (OCB), 0.930 for Transformational Leadership (TL), and 0.884 for Organizational Commitment (OC). In addition, the Composite Reliability (CR) value for all constructs is also above the threshold of 0.70, indicating that the indicators used can represent the latent construct very well. The CR values achieved are 0.927 for OCB, 0.942 for TL, and 0.912 for OC, thus indicating high internal consistency.

In terms of convergent validity, each construct meets the predetermined criteria. Most indicators have an Outer Loading value of more than 0.70, indicating that the indicators are quite good at presenting their constructs. Although there are indicators with Outer Loading values approaching the lower limit, such as CO2 on OCB (0.736), the value is still acceptable. In addition, the Average Variance Extracted (AVE) value for all constructs also exceeds the minimum limit of 0.50, indicating that more than 50% of the indicator variance can be explained by each construct. The AVE values obtained are 0.587 for OCB, 0.643 for TL, and 0.634 for OC, so that all constructs can be considered convergently valid and worthy of use in further analysis.

### Structural Model Evaluation

This section will explain the results of the evaluation of the structural model in the second stage path model in this study, which consists of goodness of fit, collinearity, and explanatory power.

#### Goodness of Fit

The model is considered to meet the eligibility criteria if the Standardized Root Mean Square Residual (SRMR) value is below 0.10 or 0.08, and the Normed Fit Index (NFI) value is greater than 0.95. SRMR is a measure often used in PLS-SEM to identify potential specification errors in a model.

**Table 4**  
**Goodness of Fit Results**

Fit Model Index	Saturated Model	Estimated Model	Information
SRMR	0.038	0.038	Very good
NFI	0.922	0.922	Good

The table shows that the SRMR value of 0.038 ( $<0.08$ ) indicates a very good model fit, indicating that the difference between the observed correlation and that predicted by the model is very small. Meanwhile, the NFI value of 0.922 indicates that the model has a good to moderate level of fit. Although this value has not reached the ideal standard ( $>0.95$ ), the value is still acceptable, especially in the context of exploratory research.

Overall, this research model has very good feasibility based on the SRMR value, and is quite adequate based on the NFI value, so it can be used to explain the relationship between variables in this study.

### Collinearity

The evaluation of the structural model at this stage aims to identify potential collinearity issues in the second stage model testing of this study. The analysis is carried out by examining the Variance Inflation Factor (VIF) value in the inner model relationship. As a guideline, the VIF value of the predictor variables (which include independent and mediating variables) should be below 5 ( $VIF < 5$ ), or ideally below 3 ( $VIF < 3$ ) to ensure that collinearity does not have a substantial effect on the estimation of the structural model.(JF Hair et al., 2019).

**Table 5**  
**Results of Collinearity**

	O.C.	OCB
O.C.		4.161*
OCB		
TL	1,000**	4.161*

Notes\*:  $VIF < 5$ , \*\*:  $VIF < 3$

The table shows that the second-stage path model in this study has a VIF value below 5. This means that no collinearity issue can substantially affect the estimation of the structural model. A VIF value of 1,000 on the relationship between TL and OC indicates a very good level of independence in this research model. This confirms that transformational leadership provides a unique contribution to the organizational commitment variable without any redundant influence with other predictors.

### Explanatory Power

The evaluation stage of the structural model in this study was carried out to assess the explanatory power of the model through the coefficient of determination or explained variance ( $R^2$ ) in the second-stage path model. The  $R^2$  value produced is recommended to be in the range 0.25 to 0.90, according to the guidelines of Hair et al. (2022). Based on its level, the  $R^2$  value is categorized into three main criteria, namely substantial ( $\geq 0.75$ ), moderate ( $\geq 0.50$ ), and weak ( $\geq 0.25$ )(Hair Jr et al., 2019). However, if the  $R^2$  value exceeds 0.90, the model is considered to be overfitting, which can reduce the relevance of the findings for drawing reliable conclusions (JF Hair et al., 2022).

**Table 6**  
**Explanatory Power Results**

<b>Dependent Construct</b>	<b>R2</b>	<b>Information</b>
Organizational Citizenship	0.760	Substantial
Organization Commitment	0.843	Substantial

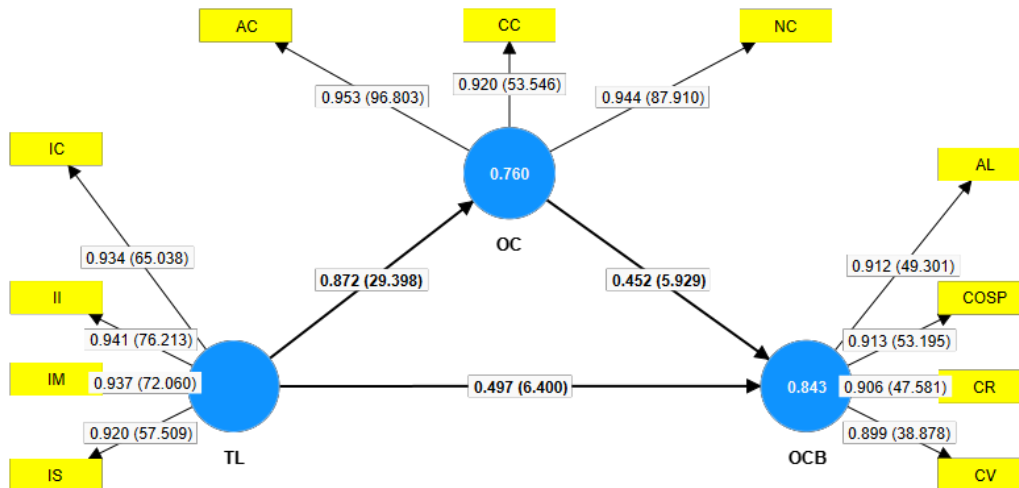
Based on the table, the  $R^2$  value for Organizational Citizenship Behavior (OCB) of 0.760 indicates that the independent variables are able to explain 76% of the variation in OCB, while the  $R^2$  value for Organizational Commitment (OC) of 0.843 indicates the ability of the independent variables to explain 84.3% of the variation in OC. Both  $R^2$  values are categorized as substantial based on the criteria of Hair et al. (2019), which indicates that the model has very good explanatory power for both dependent variables (OC and OCB). Thus, the model used shows high predictive power, makes a significant contribution to understanding the relationship between variables, and ensures the relevance of the research results. However, with the  $R^2$  value remaining below 0.90, the model is certainly free from indications of overfitting.

### **Results Analysis**

The results of the significance and relevance analysis of the direct influence effect and the mediation effect on the second-stage path model are explained based on the t-value and p-value for each path coefficient in the structural model. Significance testing is carried out using a one-tailed test approach at a significance level of 5%, where the t-value must be more than 1.65 and the p-value less than 0.05 to determine that the effect is statistically significant (JF Hair et al., 2022). In addition, path coefficient estimation is used to reveal the direction of influence (positive/negative) and identify the strongest and weakest effects to provide deeper implications for research results (JF Hair et al., 2022). To strengthen the relevance analysis, this study also includes confidence intervals that include lower bounds and upper bounds to assess the stability of the path coefficient estimates. A value of zero in the confidence intervals indicates instability of the results, so that significance can be doubted (JF Hair et al., 2022). Thus, this approach not only proves the direct and indirect effect hypotheses, but also provides additional insights into the relevance and stability of the estimation results.

## Transformational Leadership Has a Significant Positive Influence on Organizational Citizenship Behavior

The results of data processing show that Transformational Leadership (TL) has a significant positive influence on Organizational Citizenship Behavior (OCB) with a path coefficient value of 0.497. The t-values reached 6.400, far above the threshold of 1.96 for statistical significance, and p-values of 0.000, meaning this relationship is significant at a 95% confidence level. In addition, the confidence interval (0.372 - 0.629) does not include the value of zero, strengthening this finding. This indicates that transformational leaders of PT. ElectriCo significantly encourages employee OCB, such as increasing employee initiative and greater cooperation outside of their formal duties.



**Figure 4**  
**Inner Model Evaluation**

**Table 7**  
**Direct Influence in the Model**

Influence	Path Coefficients	T Values	P Values	Confidence Intervals 95%	Information
TL→OCB	0.497	6,400	0.000	0.372 – 0.629	Support H1
TL→O.C.	0.872	29,398	0.000	0.814 – 0.910	Support H2
O.C.→OCB	0.452	5,929	0.000	0.328 – 0.576	Support H3

**Transformational Leadership Influential Significant Positive to Organizational Commitment**

Analysis of the relationship between Transformational Leadership (TL) and Organizational Commitment (OC) shows a very significant influence with a path coefficient of 0.872. The very high t-values, which are 29.398, and p-values of 0.000 ensure the significance of this relationship. The confidence interval (0.814 - 0.910), which does not include zero, further strengthens the validity of this finding. This indicates that transformational leadership at PT. ElectriCo can effectively increase employee OCB, which is reflected in their loyalty to the organization and the desire to contribute more to achieving organizational goals.

**Organizational Commitment Has a Significant Positive Influence on Organizational Citizenship Behavior**

The results of data processing show that Organizational Commitment (OC) has a significant positive influence on Organizational Citizenship Behavior (OCB), with a path coefficient value of 0.452. The t-values of 5.929 and p-values of 0.000 indicate a significant relationship at the 95% confidence level. The confidence interval (0.328 - 0.576), which does not include zero, confirms this finding. This means that PT. ElectriCo employees who have a high commitment to the organization tend to show OCB, such as the willingness to help coworkers and carry out roles outside of formal responsibilities.

**Table 8**  
**Indirect Influence in the Model**

Influence	Path Coefficients	T Values	P Values	Confidence Intervals 95%	Information
TL→O.C.→OCB	0.394	6,027	0.000	0.290 – 0.502	Support H4

**Organizational Commitment Mediates the Effect of TL on OCB**

The indirect effect test in the Table shows that Organizational Commitment (OC) mediates the relationship between Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB), with a path coefficient value of 0.394. The t-values of 6.027 and p-values of 0.000 indicate that this mediation path is statistically significant. In addition,

the confidence interval (0.290 - 0.502) does not include zero, strengthening this result. This mediation shows that transformational leadership at PT. ElectriCo not only directly affects employee OCB, but also indirectly affects it by increasing employee commitment to the company. Thus, the fourth hypothesis is supported, and this result highlights the importance of organizational commitment as a mechanism that strengthens the influence of TL on OCB.

## CONCLUSION

Based on the results of the study, it can be concluded that Transformational Leadership (TL) at PT ElectriCo has a significant influence on Organizational Citizenship Behavior (OCB) of employees, both directly and through mediation. This study shows that effective TL can strengthen employee commitment to the organization. This commitment then encourages employees to demonstrate organizational citizenship behavior, such as proactive initiatives, cooperation, and voluntary contributions that go beyond their formal duties. The significant influence of leadership that encourages increased employee commitment and citizenship behavior can be used as an explanation for the success of PT. ElectriCo in maintained a positive trend in revenue and profit (2019-2022). This finding is in line with previous literature and shows consistency with international research, which highlights the importance of transformational leadership in creating a positive and productive work environment.

The findings of this study have significant practical and managerial implications in the context of organizations, especially during times of transition and restructuring. In practice, the effective implementation of transformational leadership styles can help organizations increase employee commitment and encourage stronger organizational citizenship behavior. Transformational leaders are able to create a supportive work environment by providing a clear vision, inspiration, and individual attention to employees, so that they feel valued and motivated to contribute more to the organization. In addition, increasing organizational commitment plays an important role in reducing the negative impact of uncertainty, especially in changing situations such as restructuring, which allows organizations to maintain productivity.

From a managerial perspective, this study highlights the importance of leaders to strengthen the dimensions of transformational leadership, such as inspirational motivation and individual attention, in order to build employee trust and loyalty. In addition, organizations need to provide adequate training and resources to support leaders in implementing transformational leadership styles effectively. Managers should also ensure clear communication of organizational goals and provide regular constructive feedback to enhance employee engagement. Thus, strengthening the relationship between transformational leadership, organizational commitment, and organizational citizenship behavior can enhance organizational sustainability, especially in challenging situations.

This study has several limitations that can be of concern for further research. First, this study focuses on one state-owned company in the electricity sector, so the results cannot be generalized to other organizations in various sectors. Further research is advised to expand the scope of the study to companies in other sectors or regions to increase the generalizability of the findings. Second, this study uses a cross-sectional design, which limits the ability to observe causal relationships between variables. Future research can consider a longitudinal design to understand the dynamics of the relationship between variables in more depth.

Third, although the results show a significant effect of transformational leadership on organizational citizenship behavior through the mediation of organizational commitment, the  $R^2$  value indicates that the predictive power of the model can still be improved. Further research can explore additional variables, such as organizational culture, trust between employees, or intrinsic motivation, to improve the predictive power of the model. Fourth, the sample of this study is limited to employees at PT ElectriCo, so it is recommended to increase the number of samples or adopt a more representative sampling method to provide more comprehensive results. By addressing these limitations, future research can strengthen the existing findings and provide deeper insights into the dynamics of leadership and organizational behavior.

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