

UDC 331

## THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORKLOAD ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY ON PT. SAKA AGUNG ABADI'S EMPLOYEES

Suardana I Made\*, Surya Ida Bagus Ketut

Faculty of Economics and Business, Udayana University, Indonesia

\*E-mail: [arkananta.ardha@gmail.com](mailto:arkananta.ardha@gmail.com)

### ABSTRACT

Organizational citizenship behavior (OCB) is work behavior employees outside the formal job description that is done voluntarily. OCB displayed by employees can support the performance and achievement of organizational goals. This study aims to determine the role of organizational commitment in mediating the effect of transformational leadership and workload on OCB, a study on employees in administrative positions in the logistics & warehouse and sales & marketing departments at PT. Saka Agung Abadi for Bali, NTB, NTT and East Kalimantan. This research was conducted at PT. Saka Agung Abadi for the Bali, NTB, NTT and East Kalimantan regions with a sample of 134 respondents spread across 16 head offices and branch offices. This research is associative and causal by using quantitative analysis methods. Determination of the sample is done by using saturated sampling. Data analysis was performed using Structural Equation Modeling (SEM) using the Partial Least Square (PLS) approach. The results showed that transformational leadership had no positive and significant effect on OCB, workload had a positive and significant effect on OCB, organizational commitment had a positive and significant effect on OCB and organizational commitment was able to partially mediate the influence of transformational leadership on OCB. and organizational commitment is able to partially mediate the effect of workload on OCB. These results illustrate that the OCB displayed by employees will be higher if organizational commitment increases, as well as transformational leadership that is played well by leaders and the workload provided by the company is in accordance with the abilities and working hours of employees.

### KEY WORDS

OCB, transformational leadership, workload, organizational commitment.

PT. Saka Agung Abadi is a company engaged in wholesale trade, namely a three-wheeled cement distributor. PT. Indocement Tunggal Prakarsa Tbk. as the principal appointed this company as one of the distributors in Indonesia to distribute three-wheeled cement in eastern Indonesia. PT. Saka Agung Abadi is headquartered in Denpasar, Bali Province and has 16 work areas which are divided into 3 regions, including the Bali region, namely the Denpasar, Gianyar, Tabanan, Klungkung, Karangasem, Singaraja and Negara branches, the NTB & NTT regional, namely the Mataram, East Lombok branch., Sumbawa, Bima and Kupang, as well as in the East Kalimantan region, namely the Balikpapan, Tanah Grogot, Palaran and Samarinda branches. As of November 30, 2022, there were 454 employees placed at the head office and all branch offices.

PT. Saka Agung Abadi grows and develops not only relying on its products, but also relying on human resources as an asset owned by the company. Human resources or human resources are an important capital for the Company as well as good employee performance, can be the right added value so that the Company is able to achieve the expected organizational vision. Some of the rules and vision and mission contained in company regulations certainly do not always run well, sometimes problems arise that can affect organizational goals.

Each company expects optimal employee contribution to support management efforts in achieving targets. Employee contributions that exceed measurement standards are a distinct advantage for the company because they indirectly accelerate the achievement of

the organization's business targets (Ahmed et al., 2012). Achievement of work targets that exceed performance measurement standards is in line with the understanding of Organizational Citizenship Behavior (OCB) put forward by Organ et. al., (2006) namely an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service.

Observations were made of ten branch heads or heads of operations spread throughout the Company's work areas with the aim of exploring the Organizational Citizenship Behavior (OCB) phenomenon shown by employees in administration positions, employees in the logistics & warehouse department and employees in sales & marketing department, as well as to see the conformity of the rules applied by management whether it has been going well between the duties and responsibilities of employees or the Key Performance Indicator (KPI) on the work results shown by the employee.

The results of interviews with the head of operations stated that there were several OCB problems that occurred to employees in administrative positions at PT. Saka Agung Abadi, one of which is on the conscientiousness dimension, namely the behavior of fulfilling or exceeding the minimum role requirements desired by the Company. The results of the preliminary study show that the contribution of administrative staff (sales counter) in meeting or exceeding all the performance indicators set for employee performance results that are not in accordance with the specified targets is not maximized, the work of administrative position employees (sales counter) is considered to be in a hurry to complete tasks mainly so that there are several sales order inputs and focus on work that is not part of their responsibilities. These conditions often become problems that hinder the organization's business processes. Problems arise when employees only focus on main responsibilities that individually can help their own performance, but do not have a significant effect on branch performance. This productivity gap creates a dichotomy, where most of the employees in administrative positions (sales counters) achieve work targets, but on the other hand the process or branch business flow does not achieve the expected results.

OCB problems are also found in the civic virtue dimension, namely the lack of role of the chief warehouse in issuing initiatives and problem solving to speed up the goods distribution process and the lack of collaboration with other divisions in carrying out the delivery order (DO) process, if the DO is printed late it will result in the time for delivery of goods to customers will be delayed, the steps that can be taken by the head of the warehouse as a rule are if there is a problem related to the system or an administrative error (sales counter) in the input of sales to the system, to provide the best service a problem solving should be provided using a delivery order (DO) manual with management approval.

On the dimension of employee altruism in the warehouse admin and forklift operator positions, it is also considered not optimal. There are indications that this assessment is in the lack of role of the warehouse admin in assisting the branch office in managing the delivery of goods and the arrangement of goods in the warehouse which should follow the established standard operational procedure (SOP) concept. Problems often occur when the sales counter receives sales (customers buy goods using private vehicle units) vehicle plates and the driver's name which should be inputted at the beginning of the transaction, several times are missed by the sales counter position and are not known by the warehouse admin position who is supposed to do an analysis before printing DO, coupled with the inaccuracy of the forklift operator in carrying out the process of loading cement into the truck unit, sometimes being careless and careless, causing the cement packaging to be torn and received by the customer in an incomplete condition. This condition has an unfavorable impact on customers, especially in terms of service which results in the customer's desire to provide input and even more fatal not to take the goods back to PT. Saka Agung.

These problems are thought to occur as a reciprocal of things that are obtained and felt by employees. This reciprocal relationship can be associated with interactions in industrial relations organizations supported by social exchange theory, where the theory focuses on the individual behavior of actors in interactions with one another. Blau (1964) formulated social exchange theory which aims to explain the fundamental processes of social behavior such as power, conformity, status, leadership, and justice from the bottom up. This theory

believes that there is nothing that arises in social groups that cannot be explained by propositions about individuals as individuals, together with the conditions given that they interact. The most basic assumption of this theory is that people are motivated by self-interest or self-interest (Thibaut & Kelley: 1959). So in other words, social exchange or social exchange assumes that individuals want to maximize personal gain with minimum sacrifice in a relationship. This assumption is objective, because humans are fully rational beings.

Kim & Park, (2019) argue that, employee OCB behavior can be considered as a reciprocal exchange to pursue benefits when employees feel that the leader cares about them, colleagues can be trusted and the learning experiences and knowledge gained from the organization are useful. Purwanto et al., (2021), argues that OCB is behavior in organizations that do not directly receive rewards from the formal reward system. Employees must have the role of OCB by demonstrating voluntary behavior to be willing to carry out other tasks or work outside of their own responsibilities and obligations to achieve organizational goals. The effectiveness of the role of a leader is necessary so that organizational citizenship behavior of employees can be demonstrated properly (Juniartha et al., 2016).

In the results of research conducted by Jajuk H. et al., (2021) it was stated that workload showed a positive and significant impact on OCB, while the results of research conducted by Shamala Kumar, et al., (2019) showed results that workload had implications for OCB, which was not reflected in the previous meta-analysis. Workload is a process or activity that must be completed by a worker within a certain period of time. If a worker is able to complete and adapt to a given number of tasks, then this does not become a workload. However, if workers are not successful, these tasks and activities become a workload (Vanchapo, 2020: 1). According to Menpan, (2020: 165) workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

Transformational leadership plays an important role in causing the changes necessary for effective management (Buil et al., 2019). In transformational leadership, relationships are not based on material elements but on a purely personal value system such as providing justice and order. The main goal of transformational leadership is to achieve organizational transformation by adapting to a rapidly changing environment (Demirtas & Karaca, 2020). Mustika et al., (2020) states that transformational leadership is an important factor in improving employee performance because the role of a leader in an organization is one of the important things to encourage employees to be able to work effectively. Chaubey et al. (2019) mention transformational leadership as a process of exchanging leaders and employees who help each other to progress in achieving organizational goals that inspire and motivate employees to improve their performance to realize organizational goals.

Research Susilawati, et al., (2021), found that organizational commitment has a positive and significant effect on OCB. The concept of organizational commitment relates to the level of involvement of people with the organization, they work and are interested in remaining in the organization. (Greenberg & Baron, 2014) organizational commitment as a level where individuals identify and are involved with their organization and or do not want to leave it. Meyer & Allen, (2015) argued that organizational commitment is a characteristic of employee relations with organizations that has a relationship to the decision to continue membership in an organization. Organizational commitment is an emotional attachment, individual identification with the organization and the desire to remain a member of the organization.

This study will answer whether organizational commitment can mediate the effect of transformational leadership and workload on organizational citizenship behavior of employees for administrative positions, employees in the logistics & warehouse department, employees in the sales & marketing department of PT Saka Agung Abadi. The selection of the organizational commitment mediating variable is based on one of the factors that influence OCB is the attitude that is reflected in the behavior of employees in an organization. Organizational commitment is an employee's strong desire to remain a member of the organization (Sitio, 2021). It is also hoped that this research will enrich the body of

knowledge, where previously it was found that there was a research gap from Juniarta et al., (2016: 14) and Arifiani et al., (2020) who concluded that the role of transformational leadership does not affect the level of employee OCB.

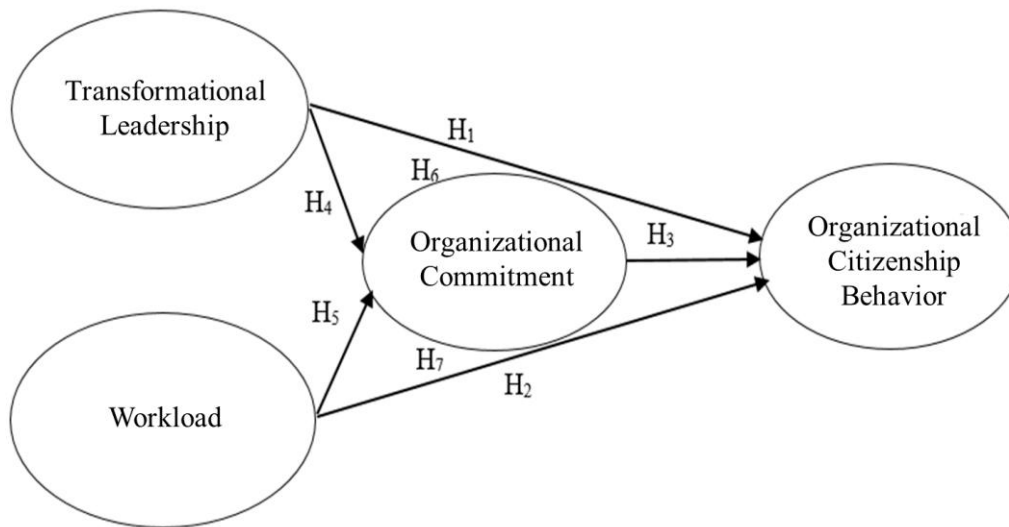


Figure 1 – Research Model

Based on the background and literature review, the hypothesis formulated is:

- H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior;
- H2: Workload has a negative and significant effect on organizational citizenship behavior;
- H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior;
- H4: Transformational leadership has a positive and significant effect on organizational commitment;
- H5: Workload has a significant and negative effect on organizational commitment;
- H6: Organizational commitment mediates the effect of transformational leadership on organizational citizenship behavior;
- H7: Organizational commitment mediates the effect of workload on organizational citizenship behavior.

## METHODS OF RESEARCH

This study uses a quantitative approach because the data used in this study is expressed in numbers. This research is an associative causality research, namely research that is used to determine the causal relationship between one variable and another variable. The location of this research was conducted at PT Saka Agung Abadi (Distributor of Cement Tiga Roda) head office and branch offices which are located in 4 provinces namely: Bali, NTB, NTT and East Kalimantan. This location was chosen as the research location because there were indications of violations committed by employees and especially employees at branch offices who were not directly supervised by management. The time specified for conducting the research starts on January 1, 2023 to June 10, 2023. It is possible that the research timeframe will change on the basis of something that cannot be expected to occur which hinders the time for conducting the research. The population is the totality of all subjects or individuals who have certain, clear and complete characteristics to be studied. In the study there were 443 employees of PT. Saka Agung Abadi which are spread throughout the Company's working areas in Eastern Indonesia, namely in Bali, NTB, NTT and East Kalimantan. The employees examined in this study are:

- Employees who have worked for more than 3 (three) months;
- Employees who have the status of permanent employees and contract employees;
- Employees of PT Saka Agung Abadi with administrative positions or positions in the logistics & warehouse, sales & marketing, and finance & accounting departments who are assigned throughout the company's work areas.

This study uses a saturated sampling method with consideration of the effectiveness of PT. Saka Agung Abadi working area of eastern Indonesia namely Bali, NTB, NTT and East Kalimantan. This study took samples from the employee population in the provinces of Bali, NTB, NTT and East Kalimantan with a total of 140 employees. After inputting the data, the number of eligible population used for the sample in this study was 134 people who served at the head office and all branch offices of PT. Eternal Saka Agung.

This study uses data collection methods in 2 ways, namely:

- Structured interviews were conducted with thirteen head of operations as company representatives in each branch office in Eastern Indonesia (Bali, NTB, NTT and East Kalimantan) to obtain data on the alleged OCB level of employees before distributing questionnaires to respondents;
- The survey was carried out by providing a list of written statements that were distributed online to employees in administrative positions or positions, employees in the logistics & warehouse department and sales & marketing department to be asked for information regarding the phenomena discussed in this study.

## RESULTS AND DISCUSSION

The characteristics of the research respondents are presented based on their demographics has customized with sampling frames study i.e. gender, age, education last r, period employment and employee status on employees in administrative positions, employees in the sales & marketing, logistics & warehouse, finance & accounting departments. Characteristics respondent study in a manner detailserved on Table 1.

Table 1 – Characteristics Research Respondents

No.	Characteristics	Classification	Number of people)	Percentage (%)
1	Gender	Man	106	79,1
		Woman	28	20,9
Total			134	100
2	Age	20 to 27 years old	19	14,2
		28 to 36 years old	69	51,5
		37 to 43 years old	33	24,6
		> 43years old	13	9,7
Total			134	100
3	Years of Service	>3 months to <6 months	6	4,5
		>6 months to 1years old	14	10,4
		>1 years to 5years	50	37,4
		>5years to 10years	39	29,1
		>10 years to 15 years	18	13,4
Total			134	100
4	Education	Diploma IV/S1	77	57,5
		Diploma I to Diploma III	12	9
		High School/ Equivalent	43	32,1
		Junior High School	1	0,7
		Elementary School	1	0,7
Total			134	100
5	Employee status	Contract	72	53,7
		Permanent	62	46,3
Total			134	100

Source: Processed Data (2023).

Based on table 1, is known total respondent study Which return questionnaire is 134 respondent or as big 98.5%. Characteristics of research respondents in the category gender, employees are dominated by male gender because the company's business unit PT. Saka Agung Abadi is selling building materials and requires more employees working in warehouses such as truck drivers, helpers, checkers and heavy equipment operators. Based on age characteristics, approximately 51.50% of employees are aged 28 to 36 years with a total of 69 people. the describe demographics PT employees Eternal Saka Agung dominated by employees young age, at that age employees already have a strong mentality and have maturity in thinking before taking action.

Table 2 – Covergent Validity Test Results Using the Outer Model

Variable	Items	Outer Loading	Degree	Information
Transformational Leadership (X <sub>1</sub> )	X1.1.1	0.768	0.50	Valid
	X1. 1. 2	0.796	0.50	Valid
	X1. 1. 3	0.754	0.50	Valid
	X1.2.1	0.818	0,50	Valid
	X1.2.2	0.934	0,50	Valid
	X1.2.3	0.918	0,50	Valid
	X1.3.1	0.908	0,50	Valid
	X1.3.2	0.883	0,50	Valid
	X1.3.3	0.841	0,50	Valid
	X1.4.1	1.000	0,50	Valid
Workload (X <sub>2</sub> )	X2.1.1	0.702	0,50	Valid
	X2.1.2	0.754	0,50	Valid
	X2.1.3	0.766	0,50	Valid
	X2.1.4	0.752	0,50	Valid
	X2.1.5	0.643	0,50	Valid
	X2.2.1	0.864	0,50	Valid
	X2.2.2	0.893	0,50	Valid
	X2.3.1	1.000	0,50	Valid
OrganizationalCitizenship Behavior (Y)	Y1.1	0.828	0,50	Valid
	Y1.2	0.881	0,50	Valid
	Y1.3	0.744	0,50	Valid
	Y2.1	0.768	0,50	Valid
	Y2.2	0.789	0,50	Valid
	Y2.3	0.865	0,50	Valid
	Y3.1	0.797	0,50	Valid
	Y3.2	0.551	0,50	Valid
	Y3.3	0.775	0,50	Valid
	Y4.1	0.908	0,50	Valid
	Y4.2	0.875	0,50	Valid
	Y5.1	0.782	0,50	Valid
	Y5.2	0.814	0,50	Valid
Y5.3	0.766	0,5	Valid	
Organizational Commitment (Z)	Z1.1	0.855	0,5	Valid
	Z1.2	0.870	0,5	Valid
	Z1.3	0.904	0,5	Valid
	Z1.4	0.563	0,5	Valid
	Z2.1	0.870	0,5	Valid
	Z2.2	0.824	0,5	Valid
	Z2.3	0.573	0,5	Valid
	Z3.1	0.664	0,5	Valid
	Z3.2	0.854	0,5	Valid
Z3.3	0.755	0,5	Valid	

Based on characteristics years of service, employees tend to have an even working period. Years of service in on 1 years up to 10 years amount 83 people. During this tenure, employees are able to understand the business processes being carried out. Characteristics Education final conclude that part Most of the workforce has the last Diploma IV or Strata 1 (S1) education, which is 72 people, Diploma IV or S1 education is needed so that the human resources placed in each division can provide a different mindset and provide different work

methods or processes more effective and efficient. Based on the characteristics of employee status, the number of PKWT (contract) workers is more than PKWTT (permanent) employees, namely 72 people (54.30%) employees with contract employee status and 62 people (45.70%) with permanent employee status. This happened because there was a development of the company's business units at several points in the company's work area, thus requiring additional human resources.

Testing the outer model is seen from several indicators as follows, namely convergent validity, discriminant validity and composite reliability. Model measurement or outer model done with objective For ensure measurement Which done is valid and reliable. Evaluation Which used in model measurement This ie test convergent validity, discriminant valid y and composite reliability.

Convergent validity on the measurement scale is measured through the outer model. A good measurement scale has a minimum outer loading value of 0.70. but an outer loading value of 0.50 is still considered safe (Ghozali, 2021:28). The minimum outer loading value used in this study is of 0.50 and the t-statistic value is greater than 1.96. Items that have outer loading values less than 0.50 (<0.50) will be removed from the model. The outer loading value on the research scale convergent validity test is presented on Table 2.

Based on table 2. it can be seen that the outer loading value of all items has a value of more than 0.50. This shows that all items have met the criteria of convergent validity and are valid for use in measuring variables in research.

Composite reliability was carried out to measure the reliability of the research variable scale. A variable is declared reliable if it has a composite reliability value greater than 0.70 (> 0.70). The test results are as follows:

Table 3 – Composite Reliability Test Results

Variable	Composite Reliability	Degree	Information
Transformational Leadership (X <sub>1</sub> )	0.921	0.70	Valid
Workload (X <sub>2</sub> )	0.805	0.70	Valid
OCB (Y)	0.913	0.70	Valid
Organizational Commitment (Z)	0.873	0.70	Valid

Source: Data processed (2023).

Based on table 3. it can be seen the composite reliability value for each variable has a value greater than 0.70 (> 0.70). This shows that the variable scale used in the study meets the reliability criteria.

- Inner Model. Inner model testing is used to see the relationship between latent variables in the model. Testing this inner model can be seen from the R-Square and Q Square values;
- R-Square Value (R<sup>2</sup>). Calculation of the R-Square value (R<sup>2</sup>) aims to see the magnitude of the correlation value of the endogenous variables resulting from the PLS estimation in each path. The R Squared value of the test results is as follows:

Table 4 – R-Square Value (R<sup>2</sup>)

Variable	R-Square (R <sup>2</sup> )
Organizational Commitment (Z)	0.484
Organizational Citizenship Behavior (Y)	0.455

Source: Data processed (2023).

Based on table 4. the influence model of transformational leadership and workload on organizational commitment has an R-Square (R<sup>2</sup>) value of 0.484. This shows that the organizational commitment variable can be explained by 48.4 percent by transformational leadership and workload variables, while 51.6 percent is explained by variables outside the model. Whereas in the transformational leadership influence model, workload and organizational commitment to OCB have an R-Square (R<sup>2</sup>) value of 0.455. This shows that the OCB variable can be explained by the leadership variable transformational, workload,

and organizational commitment of 45.5 percent and 54. percent are influenced by variables outside the model.

Testing the hypothesis of each research variable is seen by comparing the p-value with an alpha significance level of 5%. Based on the test results obtained the following results:

Table 5 – Variable Direct Effect Test Results

Direct Influence	Path Coefficient	SD	P-values	Information
OCB Transformational Leadership→	-0.069	0.091	0.448	Not significant
Transformational Leadership →Organizational Commitment	0.226	0.061	0.000	Significant
OCB Workload→	0.294	0.095	0.002	Significant
Organizational Commitment Workload→	0.555	0.080	0.000	Significant
OCB Organizational Commitment→	0.479	0.085	0.000	Significant

Based on table 5, is known results influence direct between variableis as follows:

- The Influence of Transformational Leadership on OCB. Based on table 5. it can be seen that the coefficient value is -0.069 with a p-value greater than 5% alpha so the test results fail reject H0 or not significant;
- The Effect of Transformational Leadership on Organizational Commitment. The table results show that the model coefficient value is 0.226 with a p-value smaller than an alpha value of 5%. Thus it can be said that with an alpha significance level of 5%, the Transformational Leadership variable has a positive and significant effect on the Organizational Commitment variable;
- Effect of Workload on OCB. Based on the test results obtained a coefficient value of 0.294 with a p-value smaller than 5% alpha. This shows that the Workload variable has a positive and significant effect on the OCB variable at the 5% alpha significance level;
- Effect of Workload on Organizational Commitment. The table results show that the model coefficient value is 0.555 with a p-value smaller than an alpha value of 5%. Thus it can be said that with an alpha significance level of 5%, the Workload variable has a positive and significant effect on the Organizational Commitment variable;
- Effect of Organizational Commitment on OCB. The table results show that the model coefficient value is 0.479 with a p-value smaller than an alpha value of 5%. Thus it can be said that with an alpha significance level of 5%, the mediating variable Organizational Commitment has a positive and significant effect on the OCB variable.

Testing the mediating role of Organizational Commitment on the indirect effect of transformational leadership and Workload against OCB is also tested. Testing the indirect effect of variables is as follows:

Table 6 – Variable Indirect Influence Test

Indirect Influence	Path Coefficient	SD	P-values	Information
OCB Organizational Commitment → Transformational Leadership→	0.108	0.037	0.004	Significant (full mediation)
OCB Organizational Commitment →Workload→	0.266	0.061	0.000	Significant ((complementary)

Based on table 6., is known results no influence direct between variableis as follows:

- The role of organizational commitment mediates the influence of Transformational Leadership on OCB.

The results of the analysis of the influence of variables transformational leadership on OCB through organizational commitment shows a coefficient value of 0.108 with a p-value of 0.004 or less than an alpha value of 0.05. This shows that the organizational commitment variable is able to mediate the effect of transformational leadership to OCB positively and significantly.

- The role of organizational commitment mediates the effect of workload on OCB.

The results of the analysis of the influence of variables workload on OCB through



organizational commitment shows a coefficient value of 0.26 with a p-value of 0.000 or less than an alpha value of 0.05. This shows that the organizational commitment variable is able to mediate the effect of workload to OCB positively and significantly.

## RESULTS AND DISCUSSION

Results analysis show that leadership transformational no positive and significant effect on Organizational Citizenship Behavior. This shows that transformational leadership at PT Saka Agung Abadi is assessed haven't given yet influence direct Which can increase role extra from employees in administrative positions or positions in the logistics & warehouse, sales & marketing and finance & accounting departments. Results study the aligned with study previously by Arifiani et al., (2020) in research conducted at the University Hospital Muhammadiyah Malang on 109 nurses, who concluded that the role leadership transformational No influential to level OCB employee. The results of the same research were also conveyed by Juniarta et al., (2016:14) research on permanent employees of the Industrial Training Center of the Ministry of Industry Republic Indonesia, Where concluded that that Good or bad application leadership transformational in Hall Training Industry No affect OCB directly.

The results of this study add to the variety of knowledge, where in study previously by Purwanto et al., (2021) find exists influence positive and significant leadership transformational to organizational citizenship behavior on companies implementing supply chain management in Banten Province. Further research gaps were found by Khairuddin (2020) in research conducted on honorary employees at PPPPTK BBL Medan. The number of samples in this study were 51 honorary people from a population of 51 people who concluded that there is an influence of transformational leadership on the behavior of civic organizations in honorary employees of PPPPTK BBL Medan. The results of the same research were also conveyed by Nurjanah et al., (2020) disclose matter Which The same on results study in Inspectorate General Ministry Education and Culture RI, Where there is influence leadership transformational Which positive and significant behavior OCB employee Inspector General Ministry Education.

On perspective theory exchange social, company will get bait come back or response positive form the level of OCB shown by employees becomes higher, motivation multiplies, so that it will directly provide great benefits for the company through contribution employee Which more optimal. Transformational leadership refers to an approach in which para leader motivating follower For identify objective and interest organization as well as For go beyond hope (Buil et. al., 2019).

The results showed that workload has a positive effect and significant to the OCB variable. This shows that employees of PT Saka Agung Abadi have higher work ability than on workload. This result is based on the results of the employee's choice of frequency on the dimension of working conditions on the indicator I am very happy with my current job, with the number of employees who voted strongly agree totaling 54 people or with a score of 4.30% with a very high statement. kindly general, workload employee PT. Eternal Saka Agung felt effective in increase OCB.

This is in line with previous research from Afuan et.al., (2020) which stated that there is a partially positive and significant effect between workload on organizational citizenship behavior at PT. Bina Pratama Sakato Jaya SS1 using the sample in this study totaling 64 employees. Results Which similar Also disclosed on study Which done previously by Permatasari & Ali, (2022) concluded that workload has a positive and significant effect on organizational variables citizenship behavior. The results of research conducted by Herawati et al., (2021) show that the workload testing aspect shows a positive and significant effect on OCB and it can be said that the fourth hypothesis is accepted. The impact is obtained from the workload received employees according to their skills.

Employees still have the opportunity to be able to perform other tasks and they can help their colleagues as a form OCB attitude. These results are also supported by the results of research conducted by Kumar et al., (2019), Sutrisno and Mutiara (2020), which found a

positive and significant effect of workload on organizational citizenship behavior. workload as a comparison of the ability of employees with job demands which means if employees have work abilities higher than the workload will cause boredom, conversely if the employee's ability is lower than the workload then a feeling of more fatigue will appear.

Results analysis show that organizational commitment positive and significant effect on organizational citizenship behavior. That matter can be said that when application of organizational commitment can be implemented and the benefits felt by employees will have a positive effect and significant to OCB at PT. Eternal Saka Agung. with This indicator of employees being aware that commitment is what I have to do is the most representative result for representing very high respondents' answers and got the highest average score of 4.40%. The average score is very high, namely 4.30%, seen in the dimensions of normative commitment to the indicator that employees believe in the organization of PT. Eternal Saka Agung which can be assumed that employees have a good commitment to the company.

In general, employees give a good assessment of organizational commitment in PT. Eternal Saka Agung. Matter the in line with study Which done nby several previous studies, namely the study of Vipraprastha et al., (2018), Fitriio et al., (2019), Susilawati et al., (2021), Sumiati et al., (2018), Nurwadi and Ardana (2019), Biswan (2019), and Putra and Sudibya (2018) which state that organizational commitment has a positive and significant effect on OCB.

Employees value organizational commitment when it is accessible to provide them influence, which is beneficial to them. Organizational commitment is defined as the readiness to put in additional work for the organization, as well as a strong desire to continue membership in the organization, and it serves as a significant predictor of OCB (Zeinabadi & Salehi, 2011). Employees who have organizational commitment will uphold the institution's good name, care about the institution's fate, be proud of the institution, be emotionally connected, work on their own will and encouragement, and this will effect employee performance.

The results of the study show that transformational leadership has a positive effect and significant to organizational commitment. That matter can be said that when pattern leadership transformational can be implemented and the benefits begin to be felt, it will have a good impact on employee work commitment to the company. Leader at PT. Saka Agung Abadi is felt very Good in give influence Which ideal for employee, with indicator Leaders provide motivation to employees to work better got the highest average score of 4.40%. Employees too evaluate leader in PT. Eternal Saka Agung give instructions on how to complete a job.

Kawiana, et al., (2021), in research conveying that transformational leadership variables are proven to have a positive and significant influence on organizational commitment. These findings explain that leaders who behave ideally, are motivated in the five satyas, the five loyal or honest behaviors include discourse or words, hridaya which means conscience, exemplary which is action, partner is a friend, samaya is a promise and careful consideration, then this behavior triggers and enhances organizational commitment to KSP transformational leadership in Bali. Research conducted by Palupi, et al. (2017) on the results of his research concluded that transformational leadership has a significant effect on organizational commitment. Ping Lim, et al., (2017) stated that the results obtained by organizational commitment did not mediate the relationship transformational leadership.

Transformational leadership is directly correlated with job satisfaction and organizational commitment, while indirectly correlated with employee turnover intention. A different opinion was conveyed in Aldaibat's research, (2017) in the results of his research which stated that there was no significant effect of transformational leadership on organizational commitment in Jordanian banks. Leaders must be able to choose a leadership style according to the existing situation, if the leadership style applied is correct and appropriate it will be able to direct the achievement of organizational and individual goals. Conversely, if the leadership style chosen is wrong and not in accordance with the existing situation, it will result in difficulty achieving organizational goals.

The results showed that workload has a positive effect and significant to organizational

commitment. This shows that if the work performed by employees is in accordance with their competence, the higher the loyalty and work commitment of employees in the organization. Employee workload at PT. Saka Agung Abadi is rated Good in give influence Which positive for employee, through indicator. Employees really understand the SOP in carrying out their work get the average score ie 4, 20%. Employees too evaluate use of working time in PT. Eternal Saka Agung has been utilized as much as possible and is sufficient to complete a job.

In general, the workload at PT. Saka Agung Abadi was found to be effective in increasing organizational commitment. This is in line with research conducted by Hasrudy & Nesya (2019) showing that there is a positive and significant influence between workload and organizational commitment in firefighters Central Aceh District. The same results were also shown in a study by Fatmawati et al. (2017) showed that workload had a significant effect on the organizational commitment of BRI Bank Praya respondents. In this study, the workload variable proved to have a significant effect on organizational commitment.

Employee workload is a procedure or task that a worker must do within a particular amount of time. If a worker can accomplish and adapt to a set amount of tasks, this does not constitute a burden. These jobs and activities, however, constitute a burden if workers are not effective (Vanchapo, 2020: 1). This is consistent with the findings of Hamidah et al. (2019) research on PT Indolakto Purwosari personnel, who discovered that the workload variable had a positive and substantial influence on organizational commitment. A positive association shows that if the Workload variable is high, the Organizational Commitment variable will be high.

The results of the research show that the perceived organizational commitment by PT employees Saka Agung Abadi is capable mediate indirectly as a full mediation (full mediation) effect leadership n transformational to organizational citizenship behavior. The bigger the benefit of leadership transformational, so will the more the level of organizational commitment given by employees, which will then affect the higher the frequency of OCB shown by employees. Based on the research results, the transformational leadership style is considered to have gone well and has an effect on the level of employee organizational commitment. When employees already have a good work commitment, then will influential to height behavior OCB Which displayed by employees of PT. Eternal Saka Agung.

The results of this study are supported by several previous studies who concluded that transformational leadership has a positive and significant effect on organizational citizenship behavior through organizational commitment. Nurika et al., (2022), concluded A study Which done on employee World Fashion store, totaling 73 people, which states that transformational leadership has a positive and significant effect on organizational citizenship behavior through organizational commitment received.

The different results shown in the research conducted by Melati, (2020) show that organizational commitment does not mediate transformational leadership towards organizational citizenship behavior. The role of transformational leadership in providing direction to employees in carrying out work, building communication between employees, and approaching employees who have problems in the field has not been able to encourage organizational commitment so that it does not foster employee initiative to carry out OCB, one of the factors is age and many job demands. this does not foster employee initiative to carry out OCB through commitment. In line with the results of research conducted by Lilis and Wartini (2016), namely organizational commitment does not mediate the effect of transformational leadership on OCB behavior. This means that the role of transformational leaders has not been able to encourage organizational commitment so that it does not foster initiative employees to engage in organizational citizenship behavior (OCB). Employees who do not have organizational commitment will tend to have a desire to leave the organization and have less responsibility towards the organization. So this has not fostered organizational citizenship behavior (OCB).

The results show that the organizational commitment experienced by PT employees Saka Agung Abadi is capable mediate partial (partial mediation) complementary influence workload to organizational citizenship behavior. The bigger the benefit of leadership

transformational, so will the more the level of organizational commitment given by employees, which will then affect the higher the frequency of OCB shown by employees. Based on the research results, the transformational leadership style is considered to have gone well and has an effect on the level of employee organizational commitment. When employees already have a good work commitment, then will influential to height behavior OCB which displayed by employees of PT. Eternal Saka Agung.

Research conducted by Novi KH et al., (2022), showed results that organizational commitment mediates the effect of workload on Organizational Citizenship Behavior (OCB) based on research results obtained by Purwati RS (2020) organizational commitment cannot mediate the effect of overload work at OCB staff at Semarang State University. That is, organizational commitment is not proven to mediate the effect of work overload on Organizational Citizenship Behavior (OCB) staff of Semarang State University.

## IMPLICATIONS OF RESEARCH RESULTS

*Theoretical Implications.* The results of this study can provide theoretical implications, especially regarding social exchange theory, namely the reciprocal relationship between individuals and individuals and organizations and individuals which will increase the level of organizational commitment which will effectively affect the level of OCB employees of PT. Eternal Saka Agung. The analysis conducted in this study has shown that transformational leadership has no positive and significant effect on OCB, workload has a positive and significant effect on OCB, organizational commitment has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on organizational commitment, workload has an effect positive and significant on organizational commitment, organizational commitment is able to mediate the effect of transformational leadership on OCB and organizational commitment is able to mediate the effect of workload on OCB.

Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to social exchange theory in industrial relations, as well as support the results of other relevant empirical studies regarding the role of transformational leadership, workload and organizational commitment to OCB.

*Practical Implications.* The results of this study can be used practically by the management as input and considerations related to policy making in an effort to increase the level of OCB in all departments in PT. Saka Agung Abadi which is spread throughout the company's working areas, namely in Bali, NTB, NTT and East Kalimantan. The results of the study concluded that employees' perceptions of transformational leadership from branch heads, warehouse heads to their respective supervisor levels were good, the workload received by employees also showed good results and was in accordance with the work time given, employee organizational commitment was valued the better and the better it is felt when when employees feel comfortable in the company environment, the employee's organizational citizenship behavior is good, and the organizational commitment felt by employees is able to mediate the effect of transformational leadership and workload on the level of organizational citizenship behavior displayed.

Training related to transformational leadership is carried out regularly and accompanied by frequent leaders providing motivation to employees and when the leader is assigned it is deemed necessary to be re-evaluated so that it can have a significant and effective impact on employee OCB. Management is expected to be able to maintain the level of employee organizational commitment so that employees are more confident and feel part of this company.

## CONCLUSION

Leadership transformational no effect positive and significant on the level of organizational citizenship behavior of employees at PT. Eternal Saka Agung. PT Saka Agung Abadi's transformational leadership was assessed haven't given yet influence directly to OCB

Which can increase role extra from employees in administrative positions or positions in the logistics & warehouse, sales & marketing and finance & accounting departments.

Workload has a positive and significant effect on the level of organizational citizenship behavior of employees at PT. Eternal Saka Agung. This shows that employees of PT Saka Agung Abadi have higher work ability than on workload. This result is based on the results of the employee's choice of frequency on the dimensions of working conditions on the indicator that employees are very happy with their current job, with a very high score. kindly general, workload employee PT. Eternal Saka Agung felt effective in increase OCB.

Organizational commitment has a positive and significant effect on organizational citizenship behavior employees at PT. Eternal Saka Agung. When application organizational commitment can implemented and the benefits felt by employees will have a positive effect and significant to OCB at PT. Eternal Saka Agung. This indicator of employees being aware that commitment is what I have to do is the most representative result for representing very high respondents' answers

Leadership transformational influential positive and significant to organizational commitment employees at PT. Eternal Saka Agung. It can he said that when pattern leadership transformational can implemented and the benefits begin to be felt, it will have a good impact on employee work commitment to the company. Leader at PT. Saka Agung Abadi is felt very Good in give influence Which ideal for employee, with indicator. Leaders provide motivation to employees to work better.

Workload influential positive and significant to organizational commitment employees at PT. Eternal Saka Agung. This shows that if the work performed by employees is in accordance with their competence, the higher the loyalty and work commitment of employees in the organization. Employee workload at PT. Saka Agung Abadi is rated Good in give influence Which positive for employee, through indicator Employees really understand the SOP in carrying out their work

Organizational commitment mediate in a manner indirectly by acting as a full mediation (full mediation) influence leadership transformational to organizational citizenship behavior employee at PT. Eternal Saka Agung. The bigger the benefit of transformational leadership, so will the more the level of organizational commitment given by employees, which will then affect the the higher the frequency of OCB shown by employees.

Organizational commitment mediate in a manner Partial (complimentary - partial mediation) influence workload to organizational citizenship behavior employee at PT. Eternal Saka Agung. The bigger the benefit of transformational leadership, so the level of organizational commitment given by employees will be higher, which will then affect the the higher the frequency of OCB shown by employees.

## REFERENCES

1. Aksoy, Cenk & Ayhan Yalcinsoy. (2018). Investigation on the relationship between job satisfaction, organizational commitment, organizational justice and supervisor support: an applicatichinyereon in the health sector. *Journal of Management Research*, Vol. 10, No. 1.
2. Lim J.P., J. T. K. Loo and P. H. Lee (2017). The Impact of Leadership On Turnover Intention The Mediating Role of Organizational Commitment and Job Satisfaction. *Journal of Applied Structural Equation Modeling*: 1(1), 27-41, June 2017.
3. Allen, Natalie J. and Meyer, Jhon P. (1991). A Three Component Conceptualization of Organizational Commitment. *Human Resource Management Review*. Vol 1: 61-89
4. Allen, Natalie J and Meyer, John P. (1996). "The Measurement and Antecedents of Affective, Countinuanance and Normative Commitment to Organization," *Journal of Occupational Psychology*, Vol 63, Hal 1-18.
5. Allen dan Meyer. (2015). Organizational commitment: Evidence of career stage effects. *Journal of Business Research*, 26, 49-61.
6. Armstrong, M. (2009). *Armstrong's Handbook of Performance Management. An Evi Dence-Based Guide to Delivering High Performance India: By Replica Press Pvt L*

- Td.
7. Anwar King Mangkunegara. (2009). Human Resource Management. Bandung: PT. Rosdakarya youth.
  8. AR Vanchapo, S.Kep., M.Mk. (2020). Workload and Work Stress. CV. Publisher Qiara Media.
  9. Arikunto, S. (2013). Research Procedures: A Practice Approach. Jakarta: Rineka Cipta.
  10. Arifiani, RS, Sudiro, A. and Indrawati, NK, (2020). The Role of Organizational Culture and Job Satisfaction in Mediating the Effect of Transformational Leadership on Organizational Citizenship Behavior. *Journal of Management Applications*, 18 (3):555-562.
  11. Avolio, Bruce J, et all (2021), Transformational Leadership in a Management Game Simulation, *Group & Organization Studies*, Vol. 13 No. 1, March 1988.
  12. Bambang Supomo dan Nur Indriantoro, (2002), *Metodologi Penelitian Bisnis*, Cetakan Kedua, Yogyakarta; Penerbit BFEE UGM.
  - A. Aldaibat (2017). Impact of Leadership Styles In Organizational Commitment. *International Journal of Business and Management Review*, Published by European Centre for Research Training and Development UK ([www.eajournals.org](http://www.eajournals.org)).
  13. Biswan, A. (2019). The Mediation Role of Work Motivation on the Effect of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior of Government Employees. *Journal of Management, Business Strategy and Entrepreneurship*, 13 (2), pp. 204-213.
  14. Blasi, B. (2004). Peace Journalism and The News Production Process. 1-12.
  15. Blau, P.M. (1964). *Exchange and Power in Social Life*. New York: Wiley. Blauner, R.. *Alienation and freedom*. Chicago: University of Chicago Press.
  16. Bolden, R., Jones, S., Davis, H. and Gentle, P., (2015). *Developing and sustaining shared leadership in higher education*. London: Leadership Foundation for Higher Education.
  17. Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77(October 2017), 64–75.
  18. Cannon, Joseph P. William D. Perreault, (2009). *Basic Marketing Edition 16 Global Managerial Approach Book 2*. Jakarta: Salemba Empat.
  19. Carter, J. A. (1996). *Introductory Course on Integrated Coastal Zone Management (Training Manual)*. Center for Natural Resources and Environment Research Medan: University of North Sumatra.
  20. Chaubey, A., Sahoo, C. K., & Khatri, N. (2019). Relationship of transformational leadership with employee creativity and organizational innovation. *Journal of Strategy and Management*. <https://doi.org/10.1108/JSMA-07-2018-0075>
  21. Cheung-Ong K., Giaever G. and Nislow C., (2013), *DNA-Damaging Agents in Cancer Chemotherapy*, *Chem Biol*
  22. Cut Zurnali, (2010). *Learning Organization, Competency, Organizational Commitment, and Customer Orientation: Knowledge Worker – “Future Human Resource Management Research Framework”*, Unpad Press Publisher, Bandung.
  23. Dachlan. (2009). *Organizational Behavior: Theory, Applications, and Cases*. Bandung: Alfabet.
  24. Demirtas, O., & Karaca, M. (2020). *Leadership Style*. Cambridge Scholar Publishing.
  - B. A. P. Palupi, Mardanung, P. C., Endang S. (2017). Effect of Leadership on the Job Satisfaction with Organizational Commitment and Trust in Leader as Mediators. <http://buscompress.com/journal-home.html> ISSN: 2304-1013 (Online); 2304-1269 (CDROM); 2414-6722.
  25. Desi Gems S. and Hapzi Ali (2022). Literature Review Measurement Model of Individual Behavior and Organizational Citizenship Behavior: Individual Characteristics, Work Culture and Workload. *Dynasty International Journal of Management Services*.

26. Edy Sutrisno, (2019). Human Resource Management. Print eleven. Prananda Media Group, Jakarta.
27. Eleanna Galataki and Nancy Panalexandris (2013). The Critical Role of In-Group Collectivism and Humane Orientation for Employee Commitment and Satisfaction. SSRN Electronic Journal January 2013.
28. Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice. *International Journal of Environmental Research and Public Health*, 16(10), 1731.
29. Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The Effect of Job satisfaction to Organizational citizenship behavior (OCB) Mediated by Organizational commitment. *International Journal of Scientific Research and Management*, 7(09), 1300–1310.
30. Greenberg, J. and Robert A. Baron. (2014). Behavior in Organization International Edition, New Jersey: Prentice Hall.
31. Ghozali, I. (2018). SPSS 25 (9th Edition) Multivariate Analysis Application. Semarang: Diponegoro University.
32. Ghozali, I. (2021). Multivariate Analysis Application With IBM SPSS 26 Program Edition 10. Diponegoro University Publishing Agency.
33. Hair et al. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) 2th Edition. Los Angeles, London, New Delhi, Singapore, Washington DC, Melbourne: SAGE.
34. Hair, JFJ, William, CB, Barry, JB, & Rolph, EA (2019). Multivariate Data Analysis Ed. 8th. United Kingdom: Cengage.
35. Hamida N. U., T. Wulida A., & Rahma W. S. (2019). Dan Workload Influence Against Commitment Organizational With Stress Work As Variable intervene. DOI: <https://doi.org/10.24123/jbt.v3i02.2511>
36. Hasrudy T., & Nesya Y. R. (2019). Effects of Work Fatigue and Workload Against Commitments Organizational In Firefighters Central Aceh District. The 5th National Seminar and Call for Paper 2019.
37. Hemakumara, H. (2020). The Impact of Job Satisfaction on Organizational Citizenship Behavior: A Review of Literature. *International Journal of Business and Social Science*, 11 (12).
38. Hidayat, A. (2018). Analysis of the Influence of Leadership Style on Employee Performance at the East Jakarta Administrative City Cleaning Service Office. *Management Science Research*, 1(1), 141–150.
39. Higgins, (1994), Organizational Climate; Definition, Approach, Dimensions and Factors Influencing Organizational Climate, *Journal of Human Resources Management*, June 2009.
40. Hofstede, G. (1980). Culture's Consequence: International Differences in work-Related Values. Sage Publications. London.
41. Homans, George C. (1974). Human Behavior is Elementary Forms. Harcourt Brace Javanovich. New York Inc.
42. Hughes, R., Ginnet, R., & Curphy, G. (2012). Leadership, Enhancing the Lessons of Experiences, Translated by: Putri Izzati. Salemba Humanika.
43. Hussein, Omar. (2008). Human Resources Research in Organizations. Jakarta: PT. Main Library Gramedia.
44. IG. P. \_ K awiana, L. K. \_ C. Dewi, P. \_ S. \_ Hartati, S etini & A hell (2021). The Effect of Leadership and Psychological Climate on Organizations Commitment in the Age of Digitalization. ISSN Print: 2288-4637 / ISSN Online 2288-4645 doi:10.13106/jafeb.2021.vol8.no1.1051.
45. Jajuk. Herath., Ignatius S. K. \_ and L. \_ Azhari. (2021) The Impact of Workload, Organizational Culture, and Motivation for Organizational Citizenship Behavior that is Mediated by Loyalty. *JBTI: Journal of Business: Theory and Implementation*.
46. Juniarta, IBM, Wardana, IM, & Putra, MS (2016.) The Influence of Transformational

- Leadership on Organizational Citizenship Behavior (OCB) Through Mediation of Trust in Superiors and Job Satisfaction. *Journal of Economic Studies Bulletin*, 21 (2).
47. John W. Thibaut and Harold H. Kelley. (1959). *The Social Psychology of Groups*. John Wiley & Sons. New York.
  48. Kamal, Fahim. (2019). The Influence of Job Performance Assessment on Employee Performance. *Journal of Economics and Business Research*, Vol. 2, No.1.
  49. Decree of the Minister of Empowerment and State Apparatus. (2004). Number. KEP/75/M.PAN/7/2004 concerning Guidelines for Calculation of Employee Needs Based on Workload in the Context of Compiling Formation for Civil Servants. [www.menpan.go.id](http://www.menpan.go.id). Retrieved 27 February 2015.
  50. Khairuddin, (2020). The Effect of Transformational Leadership on Organizational Citizenship Behavior. *Journal of Islamika Granada*, 1 (1): 23-28.
  51. Khaola, P., & Rambe, P. (2020). The effects of transformational leadership on organisational citizenship behaviour: The role of organisational justice and affective commitment. *Management Research Review*:2040-8269.
  52. Kim, E. J., & Park, S. (2019). The role of transformational leadership in citizenship behavior: Organizational learning and interpersonal trust as mediators. *International Journal of Manpower*, 40(7):1347–1360.
  53. Koesomowidjojo, Suci (2017). *Panduan Praktis Menyusun Analisis Beban Kerja*. Jakarta: Raih Asa Sukses.
  54. Kotler, Philip and Gary Armstrong. (2012). *Marketing Principles*. 13th Edition. Volume 1. Jakarta.
  55. Kumar, M., Jauhari, H., & Singh, S. (2016). Organizational citizenship behavior & employee well-being. *Indian Journal of Industrial Relations*, 51:594–608.
  56. Lilis N. A.& S. Wartini (2016). The Influence of Transformational Leadership And Quality of Life Work Life on Organizational Citizenship Behavior (Ocb) Melalui Komitmen Organisasional. *Management Analysis Journal* 5 (3) 2016.
  57. Luthans, Fred. (2011). "Organizational Behavior". An Evidence-Based Approach. New York:McGraw-Hill.
  58. M. Afuan, Ramdani Bayu P., Vicky Brama K. (2020). The Effect of Work Experience and Workload on Work Performance through Employee Organizational Citizenship Behavior (Ocb) as Intervening Variables at Bina Pratama Company Sakato Jaya Ss1. *Journal of Applied Management Science*, E-ISSN 2686-4924 P-ISSN 2686-5246, DOI: 10.31933/JIMT.
  59. Mecca, Andrew M., Smelser, Neil J., and Vasconcellos, John. (2014). *The Social Importance of Self-Esteem*. USA: University of California Press.
  60. Memon, MA, Sallaeh, R., Baharom, MNR, Nordin, SM, & Ting, H. (2017). The relationship between training satisfaction, organizational citizenship behavior, and turnover intention: A PLS-SEM approach. *Journal of Organizational Effectiveness: People and Performance*, 4 (3):267-290.
  61. Meyer, JP, Stanley, DJ, Herscovitch, L. and Topolnytsky, L. (2002), "Affective, continuance, and normative commitment to organizations: a meta-analysis of antecedents, correlations, and consequences", *Journal of Vocational Behavior*, Vol. 61, p. 20-52.
  62. M. Iqbal Hassan, (2002). *Main Materials of Research Methodology and Its Applications*. Publisher Ghalia Indonesia: Jakarta
  63. Molenaar, Keith, (2002), *Corpoarte Culture, a Study of Firms With Outstanding Consideration of Safety*. *Processional Safety* pp 18-27.
  64. Monika, S. (2017). *Workload and Work Stress on Employee Performance at PT. Galamedia Bandung Mighty*.
  65. Mowday, RT, Porter, LW, & Stearas, R. (2016). *Organizational Linkages: the Psychology of Commitment, Absenteeism, and Turnover*. San Diego, California: Academic Press.
  66. Munandar, (2010). *Psikologi Industri dan Organisasi*. Jakarta: UI Press.
  67. Nohe, C. and Hertel, G., (2017). *Transformational leadership and organizational*



- citizenship behavior: A meta-analytic test of underlying mechanisms. *Frontiers in Psychology*, 8, p.1364.
68. Nova K. H., Kusuma C. K. & Gendro W., (2022). Effect of workload and work stress on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable. Volume. 19 Issue 1 (2022) Pages 181-188. ISSN Journal of Accounting and Finance: 0216-7743 (Print) 2528-1135 (Online).
  69. Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*.
  70. Nurika W., Prayekti, & Epsilandri S. (2022). The effect of transformational leadership style, quality of work life, job satisfaction on organizational citizenship behavior (OCB) and organizational commitment as intervening variables. Volume 19 Issue 1 (2022) Pages 160-169. ISSN: 1907-3011 (Print) 2528-1127 (Online).
  71. Nurwadi, V., & Ardana, I. (2019). The Role of Organizational Commitment in Mediating the Effect of Organizational Justice on Organizational Citizenship Behavior. *E journal* (10), pp. 6219-6241.
  72. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
  73. Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B., (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.
  74. Pacanowsky, M. E., & O'Donnell-Trujillo, N. (1982) "Organizational communication as cultural performance." Paper presented at the 68th Annual Meeting of the Speech Communication Association. 49pp. [ED 222 944].
  75. Peterson, C., & Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*. New York, USA: Oxford University Press.
  76. Podsakoff, P. M., S. B. MacKenzie, J. B. Paine, D. G. Bachrach. (2000). *Organizational Citizenship Behavior: A Critical Review of the Theoretical and Empirical Literature and Suggestion for the Future Research*. *Journal of Management*.
  77. Puka B. (2004). Altruisme and character. In D.K. Lapsey & D. Narvaez. *Moral development, self and identity* (pp. 47-65). New Jersey: Lawrence Erlbaum Associates.
  78. Purwanto, A., Purba, JT, Bernardo, I., & Sijuang, R. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments On Organizational Citizenship Behavior. *Inovbiz: Business Innovation Journal*, 9 (1):61.
  79. Putra, S., & Sudibia, K. (2018). Influence of Social, Economic and Demographic Factors against Informal Sector Business Income in Darmasaba Village. *Bulletin*, 14 (1), pp. 49-58.
  80. Puyod, J. V., & Charoensukmongkol, P. (2019). The Contribution of Cultural Intelligence to The Interaction Involvement and Performance of Call Center Agents In Cro.
  81. Poloma, Margaret M. (2003). *Sosiologi Kontemporer*. Jakarta:Rajawali Pers. Ritzer, George., Smart, Barry. 2011. *Handbook Teori Sosial*. Bandung:Nusa
  82. Rafael Triguero-Sanchez´a, Jesús Pena-Vinces, Joao J. Matos Ferreira (2022) "Journal The effect of collectivism-based organisational culture on employee commitment in public organisations" <https://www.elsevier.com/locate/seps>
  83. Rahyuda, Ketut. (2020). *Business Research Methods, Base of the Research Pyramid*. Denpasar: Udayana Press.
  84. Grab it, Freddy. (2011). *SWOT Balanced Scorecard*. Jakarta: PT Gramedia Pustaka Utama.
  85. Ratnasari, SL, Buulolo, M., and Nasrul, HN (2020). Analysis of Individual Characteristics, Work Environment, Organizational Climate, Motivation, and Compensation on Employee Performance. *Journal of Management and Organizational Review (MANOR)*. Vol. 2. No. 1., May 2020. Pg. 15-25.
  86. Richard West and Lynn H. Turner, (2007), *Introduction to Communication Theory*:

- Analysis and Application, 3rd Edition, McGraw-Hill.
87. Ricky, W. Griffin, & Ronald J. Ebert. Business, (2011). Index. Jakarta.
  88. Rivai, Veithzal and Mulyadi, Deddy (2012). Leadership and Organizational Behavior. Third Edition. Jakarta: PT. King of Grafindo Persada.
  89. R. Melati, (2020). The Influence of Transformational Leadership Style and Quality of Work Life on Organizational Citizenship Behavior (Ocb) With Organizational Commitment As an Intervening Variable (Study on Employees of the Pontianak Port Authority and Harbormaster Office).
  90. Rogers, C. (1961). On becoming a person: A therapist's view of psychotherapy. London. Consta.
  91. Ronald, Sebatelli. (2020). Social Theory Exchange: Major Contemporary Concepts, at <https://family.jrank.org/pages/1595/Social-Exchange-Theory-Major-Contemporary-Concepts.html>, accessed June 28, 2022
  92. Sanjaya. (2015). Teaching and Learning Models. Bandung: Faithful Pustaka CV.
  93. Sagala, H. Syaiful. (2018). Leadership Approaches and Models First edition. Jakarta: Prenadamedia.
  94. Saragih, MH, Andana, A., Al Hafiz, F., & Meilando, MA (2021). The Effect of Servant Leadership and Transformational Leadership on Organizational Citizenship Behavior (OCB). Business Economic, Communication, and Social Sciences (BECOSS) Journal, 3(1):33-42.
  95. schermerhorn, J. (2011). Organizational Behavior. Hoboken: John Wiley and Sons.
  96. Schlenker, Barry R., Miller, Marisa L., and Johnson, Ryan M. (2009). Moral identity, integrity, and personal responsibility. Dalam Narvaez, Darcia & Lapsley, Daniel (penyunting). Personality, Identity, and Character. London, UK: Cambridge University Press.
  97. Shamala Kumar, F., Hansiya Abdul R. & Hasara Rathnasekara. (2019) Working to help or helping to work? Workoverload and allocentrism as predictors of organizational citizenship behaviours.
  98. Sidharta, G. (2020). Teori Pertukaran Sosial (Social Exchange Theory) Thibaut & Kelley. ResarchGate, hal. 1–7.
  99. Sitio, Vera. (2021). The Effect of Organizational Commitment and Organizational Culture on Performance Employees With Organizational Citizenship Behavior As Intervening variable At PT. Emerio Indonesia. MProgres Scientific Journal 11 No.1.
  100. Sugiyono. (2019). Quantitative Research Methods, Qualitative R&D. Bandung: Alfabet.
  101. Sumiati, S., & Pratiwi, AI (2018). The Effect of Organizational Commitment, Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) and Employee Performance at the Population and Civil Registration Service in Bangkalan, Madura, East Java. Jmm17,5 (01).
  102. Susilawati, E., Amin, S., & Musnaini, M. (2021). Increasing Organizational Citizenship Behavior Through Quality of Work Life and Organizational Commitment. AFEBI Management and Business Review, 6(1), pp. 45-58.
  103. Sutrisno & Mutiara I. (2020). The effect of workload on organizational citizenship behaviour (OCB) with work motivation in Islamic perspective as a mediating variable. Al Tijarah: Vol. 6 No. 1, June 2020 (72-82) p-ISSN: 2460-4089 e-ISSN: 2528-2948
  104. Talukder, A. K. M. M. H. (2019). Supervisor support and organizational commitment: The role of work–family conflict, job satisfaction, and work– life balance. Journal of Employment Counseling, 56(3), pp. 98–116.
  105. Vanchapo, A. R. (2020). Beban Kerja Dan Stres Kerja. pertama. ed. Arsalan Namira. Pasuruan, Jawa Timur: CV. Penerbit Qiara media.
  106. Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). International Journal of Contemporary Research and Review, 9(02), 20503– 20518.

107. Torlak, NG, Kuzey, C., Sait Dinç, M., & Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36 (1):77–103.
108. Triandis, HC (1980) "Values, Attitudes, and Interpersonal Behavior", University of Nebraska Press, Lincoln, NE, 1989, pp. 195-259.
109. Triandis, HC (1995), *Individualism and Collectivism* (Westview Press, Boulder).
110. Vanchapo, AR (2020). *Workload and Work Stress*. First. ed. Arsalan Namira. Pasuruan, East Java: CV. Publisher Qiara media.
111. Zahra. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
112. Zeinabadi, H. and Salehi, K. (2011) Role of Procedural Justice, Trust, Job Satisfaction, and Organizational Commitment in Organizational Citizenship Behavior (OCB) of Teachers: Proposing a Modified Social Exchange Model. *Procedia—Social and Behavioral Sciences*, 29, 1472-1481.
113. Zhang, H., Liu, Z., & Wang, Y. (2020). How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations. *Nonprofit Management and Leadership*, 30(3):467-485.
114. Zoller, JY & Muldoon, Jeff (2019). Illuminating The Principles of Social Exchange Theory with Hawthorne Studies. *Journal of Management History*. Vol. 25 No. 1, 2019pp. 47-66. DOI10.1108/JMH-05-2018-0026.