

# The Influence Of Transformational Leadership On Behavior Organizational Citizenship With Organizational Commitments As A Variable Of Mediation In The General Election Commissioners West Nusa Tenggara Province

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## ABSTRACT

This study aims to (1) analyze the effect of Transformational Leadership on organizational citizenship behavior; (2) analyze the effect of Transformational Leadership on organizational commitment; (3) analyze the effect of organizational commitment on organizational citizenship behavior (4) analyze the effect of transformational leadership on organizational citizenship behavior mediated by organizational commitment. This type of research is quantitative with causal associative. The population in this study is the staff of the General Election Commission of West Nusa Tenggara Province. The total population members are 56 people. The sample in this study were all populations used as samples. Data collection techniques or tools use a questionnaire. The analytical tool used is PLS (Partial Least Square) with the help of the SmartPLS 3.0 program. The results showed that (1) transformational leadership had a positive and not significant effect on organizational citizenship behavior; (2) transformational leadership has a positive and significant effect on organizational commitment; (3) organizational commitment has a positive and significant effect on organizational citizenship behavior; (4) transformational leadership has a positive and significant effect on organizational citizenship behavior mediated by organizational commitment.

Keywords: Transformational leadership, Organizational commitment, Organizational citizenship behavior, West Nusa Tenggara

## 1. INTRODUCTION

*Organizational Citizenship Behavior* (OCB) is defined as optional behavior (extra-role behavior) that is not part of an employee's formal work obligations (in-role behavior), and if displayed will enhance organizational functions effectively (Robbins and Judge, 2008). OCB is voluntary individual behavior (there is no compulsion), not directly or explicitly recognized formally with a reward system and overall it is expected to be able to promote the efficiency and effectiveness of organizational functions (Organs, Podsakoff, & MacKenzie, 2006).

According to Organ & Ryan (1995), some indicators can be used to measure OCB, namely altruism (helpful behavior), courtesy (attitude of modesty) conscientiousness (attitude of awareness), sportsmanship (attitude of sportsmanship), and civic virtue.

Yukl (2010) states, leaders who become models for their subordinates can increase OCB in several ways. Leaders who provide examples to do OCB will motivate their subordinates to do OCB. The leader can be an example of someone consistent between words and deeds that will also be liked by his subordinates.

Robbins and Judge (2007), transformational leadership provides consideration and intellectual stimulation that is individualized and has charisma. Transformational leadership can make subordinates become more involved and care about their work, devote more attention and time to their work, and become less concerned with their interests. Transformational leaders can make their subordinates want to do something beyond their obligations (Bass, 1997).

OCB has close links with transformational leadership. This can be seen from the results of research conducted by Lian & Tui (2012), Rahmatun & Kistyanto (2014), Rahmi (2014), Aisyah & Wartini (2016) and Yohanes (2016), they found a significant and positive influence of leadership style transformational towards OCB. This positive influence means that when a leader applies a transformational leadership style intensively, employees will be more likely to behave in OCB. Different results are shown by the results of research conducted by Shafira, Endang & Ika (2016) that transformational leadership has a negative effect on OCB.

In addition to transformational leadership, organizational commitment can also influence Organizational Citizenship Behavior (OCB). The importance of building Organizational Citizenship Behavior (OCB) is inseparable from the commitment of employees in the organization. Employee commitment will encourage the creation of Organizational Citizenship Behavior (OCB). Organizational commitment is one of the factors that influence Organizational Citizenship Behavior (OCB) (Gautam Van Dick, et al, 2004).

According to Griffin (2004), organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. When someone has a high commitment to his organization, then that person will do anything to advance his company because he believes in his organization (Luthans, 1995).

The results of research on the effect of Transformational Leadership on Organizational Commitment can be seen from Sartika's research (2014) finding that transformational leadership directly has a significant and positive relationship to employee organizational commitment. The better the employee's perception of transformational leadership, the higher the organizational commitment. Yohannes (2016) research results show that Transformational Leadership has a significant effect on Organizational Commitment and OCB.

In a different research, transformational leadership does not significantly influence organizational commitment (Nugrogho, 2011). Shafira, Endang, and Ika (2016) found that Transformational Leadership had a negative and insignificant effect on Organizational Citizenship and organizational commitment.

Based on the results of initial observations and interviews that extra behavior that has often been carried out by KPU staff in NTB Province towards other employees such as willingness to help each other especially for new employees to understand their duties. Also, the willingness to help each other is evident from the assistance provided by employees in one field or from another field to help complete tasks that have accumulated in one field or individual. Stacking of tasks during elections for employees in certain fields such as technical departments causes other employees to also help complete.

OCB behavior that arises among employees is trying to avoid conflicts that often arise due to differences in views or because of communication patterns. This is caused by variations in employee backgrounds such as ethnic and cultural differences. So that every difference trying to be resolved.

Related to the sustainability of the organization, especially related to criticism that often appears to the West Nusa Tenggara KPU in the implementation of the stages of the election and regional head elections, such as allegations of fraud, unprofessionalism in carrying out tasks, Provincial KPU employees then straighten and provide correct information on matters alleged directly and its social media.

The role of leadership is very important in moving employees to work effectively. Behavior in the work environment continues to be strengthened by strengthening organizational commitment. The Secretariat as the highest bureaucratic official facilitates structural officials and employees to continue for strengthening organizational commitment and improve performance by signing the facts of integrity and work commitment of each employee early in the year to remain committed to improving performance and contributing to the progress of the organization.

## 2. LITERATURE REVIEW

### 2.1. Organizational Citizenship Behavior

*Organizational Citizenship Behavior* is an individual contribution that exceeds the demands of the role at work. OCB involves some behaviors which include helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors describe "employee value-added" which is one form of prosocial behavior, namely positive, constructive, and meaningful social behavior that helps (Aldag and Resckhe 1997: 1).

There are five dimensions of OCB proposed by Organ (2006), such as:

- a) *Altruism*, Employee behavior in helping coworkers who experience difficulties in the current situation both regarding tasks in the organization and personal problems. This dimension refers to giving help that is not an obligation that is borne.
- b) *Conscientiousness*, Behavior that has shown by working beyond company expectations. Voluntary behavior that is not an employee's duty or duty. This dimension reaches far above and far ahead of the call of duty.
- c) *Sportsmanship*, Behavior that tolerates less than ideal conditions in an organization without raising objections. Someone who has a high level in this dimension will increase a positive climate among employees, employees will be politer and cooperate with others so that it will create a more pleasant work environment.
- d) *Courtesy*, maintaining good relations with colleagues to avoid interpersonal problems. Someone who has that dimension is someone who respects and cares for others.
- e) *Civic Virtue*, Behavior that indicates responsibility for organizational life. This dimension affects the responsibility given by the organization to a person to improve the quality of the occupations.

## 2.2. Organizational Commitment

Organizational commitment is a strong belief and acceptance of organizational goals and values, a willingness to exert sufficient effort on behalf of the organization, and a definite desire to maintain organizational membership (Pratiwi, 2013).

Meyer and Allen (1990) in Luthans (2006) states that organizational commitment is multidimensional, there is a development of support for three dimensions, such as:

- a) Affective commitment is the emotional attachment of employees, identification, and involvement in the organization. Employees with strong affective commitments will remain with the organization because they want it.
- b) Continuation commitment is a commitment based on losses related to the discharge of employees from the organization. This may be due to the loss of seniority for promotion or benefits. Employees with a strong continuance commitment because they need it.
- c) Normative commitment is a feeling of obligation to remain in the organization; these actions are the right thing to do. Employees with strong normative commitments feel they have a great responsibility towards the company.

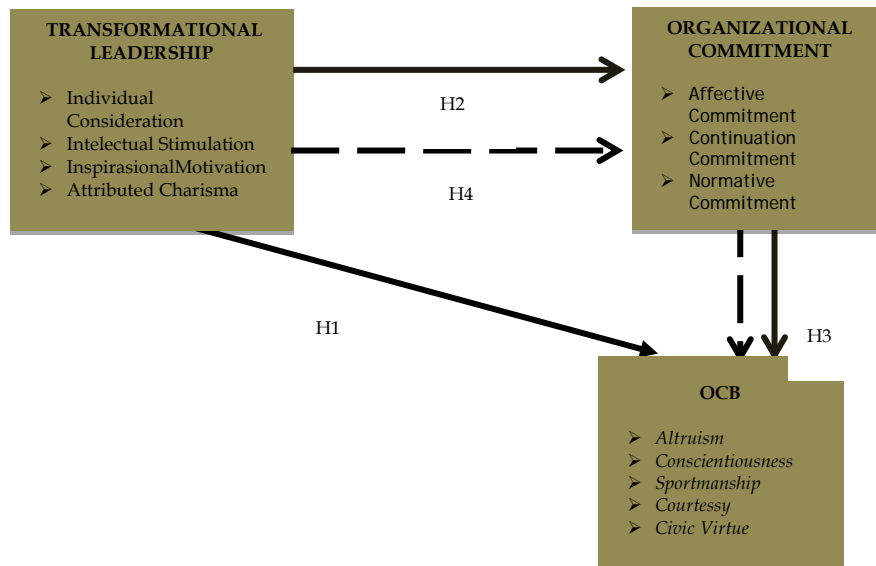
## 2.3. Transformational Leadership

Leadership style is defined as a process, behavior, or relationship that forms a certain pattern that causes a group to act together or cooperate following the rules and or shared goals (Sarwono, 1999). The concept of leadership style shows that there is a combination of language, actions, and certain policies that describe a fairly consistent pattern used by leaders in helping others/subordinates/groups in achieving the desired results together (Pace and Faules, 1998).

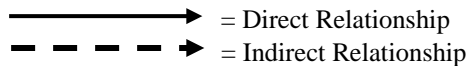
Bass (Harsiwi, 2005) suggests that transformational leadership has 4 dimensions, such as:

- a) *Attributed Charisma (Kharisma)*, the first dimension is described as the behavior of leaders who make their followers admire, respect, and trust at the same time.
- b) *Inspirational Motivation*, in this dimension, transformational leaders are described as leaders who can articulate clear expectations of the achievements of subordinates, demonstrate their commitment to all organizational goals, and can arouse team spirit in organizations through growing enthusiasm and optimism.
- c) *Intellectual Stimulation*, transformational leaders must be able to foster new ideas, provide creative solutions to the problems faced by subordinates, and provide motivation to subordinates to look for new approaches in carrying out organizational tasks.
- d) *Individualized Consideration*, in this dimension, the transformational leader is described as a leader who is willing to listen attentively to the input of subordinates and specifically wants to pay attention to the needs of subordinates for career development.

## 2.4. Conceptual Framework



Note:



## 3. RESEARCH METHODOLOGY

### 3.1. Research Design

The type of this research is quantitative, in terms of the level of explanation of this research is associative research with a form of causal relationships (Sugiyono, 2013: 37). So here there are independent variables (influence) and dependent variables (influenced).

The population is a generalization area that consists of objects/subjects that have certain qualities and characteristics determined by researchers which then concludes (Sugiyono, 2011). The population of this study was all employees of the KPU in NTB Province as 56 people, consisting of: APBD Contracts 3 people, APBN Contract 19 people, Regional Civil Servants 13, and Oganik Civil Servants 21 people. The sample in this study were all populations, namely 56 people.

### 3.2. Data Analysis

The analytical tools used are (1) Descriptive Analysis; to analyze data by describing data from each variable that is already in the form of a table. With the description, it can be seen the intensity or phenomenon of each variable based on the perceptions or opinions of respondents. (2) Analysis of PLS (Partial Least Square) with the help of the SmartPLS 3.0 program.

## 4. FINDINGS AND RESULTS

### 4.1. Transformational Leadership Variable

The Transformational Leadership Variable will be described and interpreted by referring to the category of variables obtained from the answers of the staff of the Election Commission of West Nusa Tenggara Province. The variable categories along with the range of scores and the number of respondents appear in the following table:

**Table 1. Variable Score Transformational Leadership**

Variable	Variable Category	Score Range	Number of Respondents (people)	%
Transformational Leadership	Very Effective	4,21 - 5,00	30	53,6
	Effective	3,41 - 4,20	25	44,7
	Effective Enough	2,61 - 3,40	1	1,7
	Less Effective	1,81 - 2,60	0	0
	Very ineffective	≤ 1,80	0	0
	Total		56	100

#### 4.2. Organizational Commitment Variable

The variable organizational commitment will be described and interpreted by referring to the category of variables obtained from the answers of the staff of the Election Commission of West Nusa Tenggara Province. The variable categories along with the range of scores and the number of respondents appear in the following table:

**Table 2. Variable Score of Organizational Commitment**

Variable	Variable Category	Score Range	Number of Respondents (people)	%
Organizational Commitment	Very Effective	4,21 - 5,00	28	50
	Effective	3,41 - 4,20	26	46,2
	Effective Enough	2,61 - 3,40	2	3,8
	Less Effective	1,81 - 2,60	0	0
	Very ineffective	≤ 1,80	0	0
Total			56	100

#### 4.3. Organizational Citizenship Behavior Variable

Organizational citizenship behavior variables will be described and interpreted by referring to the category of variables obtained from the answers of the staff of the Election Commission of West Nusa Tenggara Province. The variable categories along with the range of scores and the number of respondents appear in the following table:

**Table 3. Variable Score of Organizational Citizenship Behavior**

Variable	Variable Category	Score Range	Number of Respondents (people)	%
Organizational Citizenship Behavior	Very Effective	4,21 - 5,00	33	58,9
	Effective	3,41 - 4,20	22	39,3
	Effective Enough	2,61 - 3,40	1	1,8
	Less Effective	1,81 - 2,60	0	0
	Very ineffective	≤ 1,80	0	0
Total			56	100

#### 4.4. Partial Least Square (PLS) Analysis

Hypothesis testing in this study uses the Partial Least Square (PLS) approach. The PLS evaluation model is based on predictive measurements that have nonparametric properties. Measurement models or outer models with reflective indicators are evaluated with convergent and discriminant validity of the indicators and composite reliability for the indicator blocks.

The structural model or inner model is evaluated by looking at the percentage of variance described, namely R2 for the latent dependent construct using the Stone-Geisser Q Square Test and also seeing the magnitude of the structural path coefficient. The stability of this estimate is evaluated using a t-statistic test that can pass the bootstrapping procedure.

Hypothesis testing to obtain results is done through a model based on the effect of work-family conflict variables on job satisfaction, work-family conflict variables on job stress, job stress variables on job satisfaction, and the effect of work-family conflict on job satisfaction and job stress variables as a mediation variable.

##### 4.4.1. Measurement Evaluation (Outer Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

##### Convergent Validity

Convergent Validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Individual reflexive measures are said to be high if they correlate more than 0.70 with the measured variable. But according to Chin (1998) in Ghazali (2008) for early-stage research, the measurement scale of loading values 0.50 to 0.60 is considered quite adequate. In this research, a loading factor limit of 0.60 will be used.

The results of processing using PLS can be seen in the following table. Outer model values or correlations between indicators and variables that have fulfilled convergent validity because they have a loading factor value above 0.50 will be further analyzed, while those that do not meet the criteria are not included in further analysis.

**Table 4. OuterLoadings(MeasurementModel)**

<b>Transformational Leadership</b>		<b>Organizational Commitment</b>		<b>Organizational Citizenship Behavior</b>	
Item	Outer Loading	Item	Outer Loading	Item	Outer Loading
X4	0,776	Z1	0,801	Y1	0,634
X5	0,754	Z2	0,798	Y2	0,753
X7	0,752	Z3	0,734	Y3	0,613
X8	0,694	Z5	0,741	Y4	0,624
X9	0,845	Z6	0,716	Y5	0,640
X10	0,730	Z7	0,873	Y6	0,798
X11	0,701	Z10	0,697	Y7	0,725
X12	0,644	Z11	0,753	Y8	0,617
X13	0,708			Y9	0,715
X14	0,692			Y10	0,658
X15	0,815			Y11	0,684
				Y12	0,625
				Y13	0,676
				Y15	0,794

Based on the outer loadings table above it can be seen that items from the indicators of Transformational Leadership, Organizational Commitment, and Organizational Citizenship Behavior will be dropped (discarded), namely X1, X2, X3, X6, Z4, Z8, Z9, Z12, Y14, Y16, and Y17 because it has a loading value of less than 0.6 and is then re-estimated. Outer loading construct value after re-estimation is greater than 0.6. This shows that all indicators used are valid. Here is a picture of the outer loading construct value after re-estimation.

**Diskriminant Validity Test**

The discriminant validity test is used to see whether an indicator of a particular latent variable is different from the indicators of other latent variables so that the indicator is considered feasible to explain the latent variable. Discriminant validity test is done by comparing the square root average variance extracted (AVE) root values for each construct with the correlation between constructs and other constructs (among fellow latent variables). Indicators are considered to meet discriminant validity if the AVE roots are greater than the correlation among fellow latent variables. The results of the discriminant validity test are shown in the following table:

**Table 5. Square Root of Average Variance Extract (AVE) Value of Latent Variables**

Variable	√ AVE	Result
<b>Transformational Leadership</b>	0,547	<b>Valid</b>
<b>Organizational Commitment</b>	0,587	<b>Valid</b>
<b>Organizational Citizenship Behavior</b>	0,570	<b>Valid</b>

Based on the discriminant validity test in table 4.13. it can be seen that the root of each AVE is greater than 0.5 so it can be concluded that the variables used in the study are valid. All variables analyzed are greater than the highest correlation value between each independent variable with other variables.

**Composite Reliability**

Variables are said to have a high reliability if the composite reliability value is above 0.70. In the following table the composite reliability values will be presented:

**Tabel 6. Composite Reliability Value**

Variable	Composite Reliability
Transformational Leadership	0,930
Organizational Commitment	0,919
Organizational Citizenship Behavior	0,925

The composite reliability values shown in the table above for each construct indicate that the constructs of transformational leadership, organizational commitment, and the construct of organizational citizenship behavior are reliable.

Based on the results of the overall evaluation, both convergent, discriminant validity, and composite reliability that has been described above, it can be concluded that the indicators as gauges of latent variables are valid and reliable gauges.

**Evaluation of Structural Model (Inner Model)**

An assessment of the structural model or inner model is carried out to see the relationship between the constructs, the significance value, and the R-Square research model. Structural models are evaluated using R-square tests for predictive relevance and also see the magnitude of the structural path coefficients. The stability of this estimate is evaluated using the t-statistic test obtained through the bootstrapping procedure. The R-square value for the dependent construct can be seen in the table below:

**Table 7. R-Square value construct dependent**

Variable	R-Square
<i>Organizational Commitment</i>	0,262
<i>OCB</i>	0,764

Q-Square value is known as 0.613 or 61.3% for transformational leadership as an independent variable that gives an influence on organizational citizenship behavior through organizational commitment. A value of 61.3% indicates that the model has a predictive relevance because it has a value greater than zero, meaning that the better and more feasible to use in predictions. Based on the results of this calculation also means that there are still 38.7% of other variables that can affect organizational citizenship behavior of the West Nusa Tenggara Provincial Election Commission employees outside the model not examined. For example, transactional leadership, compensation, organizational culture, work environment, and others.

**Path Coefficient Testing**

The results of testing the relationship between research variables can be seen from the value of the path coefficient and p-value that is significant at  $\alpha = 0.05$ . If the results of hypothesis testing on the outer model are significant, indicating that the indicator is seen to be used as an instrument to measure latent variables, whereas if the results of testing on the inner model are significant it means that there is a significant influence between the latent variables. Here is a picture of the value of bootstrapping results.

**Table 8. Relationship Between Variables**

No	Relationship Between Variables	Coefficient	T Statistics	P Values	Conclusion
1	Transformational Leadership (X) -> OCB (Y)	0,104	0,881	0,379	<b>Positive, not Significant</b>
2	Organizational Commitment (Z) -> OCB (Y)	0,817	11,031	0,000	<b>Positive Significant</b>
3	Transformational Leadership (X) -> Organizational Commitment (Z)	0,512	3,720	0,000	<b>Positive Significant</b>
4	Transformational Leadership(X) -> Organizational Commitment(Z) -> OCB (Y)	0,418	41,035	0,000	<b>Full Mediation</b>

The table above shows the 3 (three) relationships between variables, out of the 3 (three) relationships between variables there are 2 (two) significant variables and 1 (one) variable that is not significant. The explanation is as follows:

**a. Hypothesis 1 Testing: The Effect of Transformational Leadership on Organizational Citizenship Behavior**

Hypothesis 1 states that transformational leadership does not have a significant positive effect on organizational citizenship behavior. The test results on the parameter coefficient between transformational leadership on organizational citizenship behavior showed a positive influence with a coefficient value of 0.104 which means that the more effective transformational leadership would increase organizational citizenship behavior

on employees of the Nusa Tenggara Bara Province General Election Commission meaning that the ability of the transformational leadership variable explained organizational citizenship variables behavior by 10.4% and the rest is explained by other independent variables that do not exist in the model formulated in this study. T count value of  $0.881 < t$  table 1.674 and p-value of 0.379 indicate the effect is not significant. The p-value is above the value of  $\alpha = 0.05$ . Thus,  $H_a$  was rejected. This shows that transformational leadership has a positive effect on organizational citizenship behavior but the effect is not significant.

**b. Hypothesis 2 Testing: The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Hypothesis 2 states that organizational commitment has a significant positive effect on Organizational Citizenship Behavior. The test results on the parameter coefficient between organizational commitment to Organizational Citizenship Behavior indicate a positive influence with a coefficient value of 0.817 which means that the more effective organizational commitment will increase Organizational Citizenship Behavior on employees of the NTB Provincial Election Commission means the ability of organizational commitment variables explains Organizational Citizenship Behavior variables by 81.7% and the rest are explained by other independent variables that are not present in the model formulated in this study. The t value of 11.031 is greater than the t table of 1.674 and the value of p-value of 0.000 indicates a significant effect. The p-value is below the value of  $\alpha = 0.05$ . Thus,  $H_a$  was accepted. This shows that organizational commitment significantly positive effect on Organizational Citizenship Behavior.

**c. Hypothesis 3 Testing: The Effect of Transformational Leadership on Organizational Commitment**

Hypothesis 3 states that work transformational leadership has a significant negative effect on organizational commitment. Test results on the parameter coefficient between transformational leadership on organizational commitment show a positive influence with a coefficient value of 0.512 which means more effective transformational leadership will increase organizational commitment on the staff of the General Election Commission of West Nusa Tenggara Province means the ability of transformational leadership variables explain organizational commitment variable by 51, 2% and the rest are explained by other independent variables that are not present in the model formulated in this study. T count value of  $3.720 < t$  table 1.674 and p-value of 0.000 indicates a significant effect. The p-value is below the value of  $\alpha = 0.05$ . Thus,  $H_a$  was accepted. This shows that transformational leadership has a significant positive effect on organizational commitment.

**d. Hypothesis 4 Testing: The effect of *Work-Family Conflicton* Job Satisfaction Through Job Stress Mediation**

The magnitude of the indirect effect of transformational leadership variables on organizational citizenship behavior by mediating organizational commitment is obtained by multiplying the path coefficient (beta) between the direct influence of transformational leadership on organizational commitment with the direct effect of organizational commitment on organizational citizenship behavior on the employees of the Election Commission of West Nusa Tenggara Province. The magnitude of the value of the transformational leadership path coefficient on organizational citizenship behavior by mediating organizational commitment that is equal to  $0.512 \times 0.418 = 0.418$ .

According to Holmbeck (1997) in MacKinnon (2008), the findings indicate that the calculation of mediation can be significant even if there is no significant relationship between the independent variable and the dependent variable.

Thus, it is known that organizational commitment has a mediating effect on the effect of transformational leadership on organizational citizenship behavior on the staff of the Election Commission of West Nusa Tenggara Province with a path coefficient of 0.418. From these calculations, it means that there is an indirect effect between transformational leadership variables and organizational citizenship behavior through organizational commitment with a path coefficient of 0.418. Comparison of the indirect effect of transformational leadership with organizational citizenship behavior of employees of the West Nusa Tenggara Province General Election Commission through mediation with the direct effect of transformational leadership on organizational citizenship behavior of employees of the West Nusa Tenggara Provincial Election Commission results of  $0.418 > 0.104$  so that it can be stated that the organizational commitment functions as full mediation (full mediation) in the effect of transformational leadership on organizational citizenship behavior of the West Nusa Tenggara Provincial Election Commission employees, meaning that transformational leadership is not able to significantly influence organizational citizenship behavior without going through organizational commitment



#### **4.5. Interpretation of Research Results**

##### **4.5.1. The Effect of Transformational Leadership on Organizational Citizenship Behavior**

The results of the data analysis show that transformational leadership has a positive and not significant effect on organizational citizenship behavior. Transformational leadership has a positive effect on organizational citizenship behavior, meaning that transformational leadership has a direct effect on organizational citizenship behavior. This means that the more effective transformational leadership perceived by the staff of the Election Commission of West Nusa Tenggara Province, the higher the level of organizational citizenship behavior. And vice versa, the more ineffective transformational leadership conflict felt by the staff of the Election Commission of West Nusa Tenggara Province, the lower the level of organizational citizenship behavior. Transformational leadership does not have a significant effect on organizational citizenship behavior, meaning that the more effective level of transformational leadership perceived by employees in the organization where they work, the organizational citizenship behavior will not necessarily below. Vice versa. Related to the findings of this study there are several facts including:

First, related to the characteristics of the tenure of 56 respondents in which in this study the majority of the tenure of employees was 6-10 years 27 percent. Wherewith the working period that is classified as very long will provide experience in managing activities, employees already understand how to complete the work themselves so that the average employee can complete their respective duties. Then from the characteristics based on the level of education of this employee, the majority are undergraduate (S1) years which is equal to 46 percent, where based on the competence of employees, employees can complete their work without assistance from their coworkers.

Second, according to the employee's recognition of the NTB Provincial KPU, it has a workload that is following the position occupied and sufficient working hours to complete their work. NTB Provincial KPU uses 5 working days in 1 (one) week, namely from Monday to Friday with 8 working hours per day, from 8 am to 5 pm. These are the facts that can be the reason for the different theories and results of previous studies with the results of this study.

##### **4.5.2. The Effect of Transformational Leadership on Organizational Commitment**

The results of the data analysis show that transformational leadership has a positive and significant effect on organizational commitment. Transformational leadership has a positive effect on the organizational commitment that shows the relationship is unidirectional. This means that the more effective the transformational leadership of West Nusa Tenggara Provincial Election Commission employees, the higher the organizational commitment employees have. Vice versa, the more ineffective transformational leadership of the General Election Commission of West Nusa Tenggara Province, the lower organizational commitment employees have.

Limsili and Ogunlana (2008) in Bushra (2011) suggested that the transformational leadership style is the best leadership style to increase employee productivity and organizational commitment. Previously, Bass and Avolio (2004) in Nelwan (2008) asserted that the application of transformational leadership styles would be able to increase employee commitment to company goals.

The results of this study also reinforce the opinion of Bass and Avolio (2004) in Nelwan (2008) and Limsili and Ogunlana (2008) in Bushra et al (2011), that the application of transformational leadership style is an effort made by organizations to raise enthusiasm and hopes, spread vision, and increase employee organizational commitment. That is, the application of transformational leadership styles will be able to increase organizational commitment through raising employee morale and expectations as well as conveying a clear vision and mission. The transformational leadership style is the best leadership style to increase employee productivity and organizational commitment (Limsili and Ogunlana, 2008 in Bushra et al., 2011).

##### **4.5.3. The Effect of Organizational Commitment on Organizational Citizenship Behavior**

The results of the data analysis show that organizational commitment has a positive and significant effect on organizational citizenship behavior. Organizational commitment has a positive effect on organizational citizenship behavior which shows a direct relationship. This means that the higher organizational commitment of the staff of the Election Commission of West Nusa Tenggara Province, the higher the level of organizational citizenship behavior. Vice versa, the lower the organizational commitment of the staff of the Election Commission of West Nusa Tenggara Province, the level of organizational citizenship behavior will also be lower.

If seen from the responses of respondents also showed that organizational commitment in the NTB Provincial KPU is already good. Organizational commitment in its implementation is reflected in a sense of belonging or emotional attachment to the organization, loyalty, commitment to carry out the duties and responsibilities imposed by the organization, recommending positive things about the organization, and upholding the organization's vision and mission. With a high level of employee education, the average working period is

relatively long and the ability of employees to work adequately, the organizational commitment will be better too, so that the extra-role behavior (OCB) will run well without any pressure and coercion that binds it.

The results of this study are consistent with research conducted by Oemar (2011) examining Employees at BAPPEDA Pekanbaru City Wijaya and Sutanto (2014) examining employees at PT. XYZ Surabaya which states that organizational commitment has a positive effect on organizational citizenship behavior, meaning that the higher organizational commitment felt by employees will increase the organizational citizenship behavior of employees. Conversely, the lower the level of organizational commitment felt by employees, it will increase the organizational citizenship behavior of employees.

#### **4.5.4. The Effect of Transformational Leadership on Organizational Citizenship Behavior Through Organizational Commitment**

Based on the results shown, this study states that transformational leadership is influenced by organizational citizenship behavior by mediating organizational commitment. This finding provides guidelines for the management of the General Election Commission (KPU) of West Nusa Tenggara Province in enhancing transformational leadership and organizational commitment of the General Election Commission (KPU) of West Nusa Tenggara Province to improve organizational citizenship behavior among employees.

The results of data analysis show that transformational leadership has a positive and not significant effect on organizational commitment behavior so that there is a need to mediate organizational commitment so that transformational leadership can significantly influence organizational citizenship behavior. The results of this study indicate that transformational leadership has a significant positive effect on organizational citizenship behavior through mediating organizational commitment. This means that the higher the transformational leadership of employees in the NTB Provincial KPU will increase the organizational commitment of employees which will ultimately have an impact on increasing organizational citizenship behavior, or it can be interpreted that the effects of transformational leadership will have an impact on organizational commitment raised by employees after it will only lead to organizational citizenship behavior. The effect of transformational leadership does not directly affect organizational citizenship behavior because employees must have a good organizational commitment in advance with their work and only then it will bring up organizational citizenship behavior. This is also reinforced by Luthans' theory (2006: 654) which reveals that transformational leadership produces indirect effects on OCB. Therefore, it is also necessary to apply or use transactional leadership, namely leadership that motivates subordinates to work by providing rewards as rewards, considering that this hospital is a government-owned hospital where the rules imposed are standard and binding.

## **5. CONCLUSION**

Based on the results of research on 56 respondents regarding the influence of transformational leadership and organizational commitment to organizational citizenship of the General Election Commission (KPU) staff of the West Nusa Tenggara Province, it can be concluded as follows:

1. Transformational leadership has a positive but not significant effect on organizational citizenship behavior. This shows that the more effective transformational leadership does not guarantee a higher increase in organizational citizenship behavior in the staff of the General Election Commission (KPU) of West Nusa Tenggara Province.
2. Transformational leadership has a significant and positive effect on organizational commitment. This shows that the transformational leadership felt by employees of the General Election Commission (KPU) of West Nusa Tenggara Province has a significant positive effect on organizational commitment. This means that the higher the transformational leadership that occurs in employees, it will increase the organizational commitment of the West Nusa Tenggara Province General Election Commission (KPU) employee organization. Conversely, the lower transformational leadership that occurs in employees, will reduce the organizational commitment of the General Election Commission (KPU) staff of West Nusa Tenggara Province.
3. Organizational commitment has a significant and positive effect on organizational citizenship behavior. This means that the higher level of organizational commitment felt by the staff of the General Election Commission (KPU) of West Nusa Tenggara Province, the higher organizational citizenship behavior will be. Conversely, the lower the level of organizational commitment felt by the staff of the General Elections Commission (KPU) of West Nusa Tenggara Province, the lower organizational citizenship behavior will be.
4. Transformational leadership has a significant and positive effect on organizational citizenship behavior through mediating organizational commitment. This means that the more effective transformational leadership of the General Election Commission (KPU) of West Nusa Tenggara Province will increase the commitment of

employee organizations which will ultimately have an impact on increasing organizational citizenship behavior. Conversely, the more ineffective transformational leadership of the staff of the General Election Commission (KPU) of West Nusa Tenggara Province will reduce the commitment of employee organizations which will ultimately have an impact on decreasing organizational citizenship behavior.

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