

The Influence of Transactional Leadership Style and Organizational Commitment on Organizational Citizenship Behavior in PT. Merapi Utama Pharma Pekanbaru Branch

Cecep Yoto Haryoto

Management Study Program, Muhammadiyah University Jakarta

Corresponding Author: Cecep Yoto Haryoto cecep.haryoto@umj.ac.id

ARTICLE INFO

Keywords: Transactional Leadership, Organizational Commitment, Organizational Citizenship Behavior

Received : 25, November

Revised : 20, December

Accepted: 20, January

©2024 Haryoto: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research aims to determine the influence of transactional leadership style and organizational commitment on organizational citizenship behavior at PT. Merapi Utama Pharma Pekanbaru Branch. Data collection was carried out by distributing questionnaires with a Likert scale. The results of this research show that transactional leadership has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive but not significant effect on organizational citizenship behavior, transactional leadership and organizational commitment have a positive and significant effect on organizational citizenship behavior.

INTRODUCTION

An organization is founded because it has goals to achieve. Achieving organizational goals is influenced by the human resources contained in the organization. Human resources have an important role in determining whether or not organizational goals are achieved. Samsuni (2017) said that human resources as one of the resources in an organization play an important role in the success of achieving organizational goals, success or failure depends on the ability of human resources to carry out their duties and functions. Leaders must also be able to increase employee awareness in order to achieve organizational goals. In order to achieve this goal, strict rules and self-awareness are needed for each employee to work as optimally as possible in order to get satisfactory results. Employees are expected not only to work optimally on the tasks they have been given, but also to help each other in their work because this can be a very important role in order to achieve goals in an organization. Perdana (2010) said that one of the behaviors that can increase employee productivity in an organization is extra-role behavior or also called Organizational Citizenship Behavior (OCB).

OCB is a form of voluntary activity from organizational members that supports organizational functions so that this behavior is expressed in the form of actions that show selflessness and concern for the welfare of others. In carrying out a task or job, an employee is not always driven by the company and leadership but rather benefits himself, where employees need the ability to empathize in the work they do, an employee can understand other people in the environment where they work in order to align with their individual values. he adheres to the values held by his environment, so that good behavior emerges (Hardaningtyas, 2004).

Leadership style is a behavioral norm used by a leader to try to influence the behavior of other people or subordinates (Thoha, 2010; 49). The leadership style seen or applied by the company tends to apply a transactional leadership style. Transactional leadership is leadership that motivates subordinates or followers with their personal interests. Transactional leadership also involves values, but these values are relevant to the extent that the exchange process does not directly touch the substance of the desired change.

The transactional leadership style identifies and explains tasks to subordinates, and communicates how to carry out these tasks well in a way that can be accepted according to the wishes of the leader, characterized by reward and punishment. (Antonakis and House, 2002: 10). Transactional leadership is leadership that interacts with subordinates through a transaction process (Bass, 2009: 82).

Organizational commitment is an important concern in many studies because it has a significant impact on work behavior such as performance, job satisfaction, employee absenteeism and employee turnover. According to Bangun (2012; 312) Commitment is a condition that encourages other people to carry out their duties in accordance with their function in the organization. Commitment has long been a management issue, creating the most difficult

and important problems to solve. Management has used many methods to improve Commitment. A traditional approach is being adopted by many companies, such as increasing wages and improving benefits. Commitment to the organization will make workers give their best to the organization where they work. Working with high commitment will have a high commitment to the organization and will tend to be happy to help and work together.

LITERATURE REVIEW

Organizational Citizenship Behavior

Robbins and Judge (Robbins and Judge, 2016: 40) explain that Organizational Citizenship Behavior (OCB) is discretionary behavior that is not part of the employee's formal job requirements, but which promotes the effective functioning of the organization. "This opinion illustrates that OCB is voluntary (Discretionary) personnel behavior that is not part of the employee's formal job requirements, but that drives the effective functioning of the organization, which confirms that OCB reflects behavior outside the reasonable roles and responsibilities of members of the organization.

Organizational citizenship behavior (OCB) is a behavior and is a person's choice and desire and is not tied to a system of formal organizational rewards but can increase effectiveness in the organization. It is known that in organizations employees who have organizational citizenship behavior (OCB) are a form of their own awareness or the nature of a person's willingness to be able to behave socially and be able to work extra than what can be expected from fellow employee members or the organization itself. (Malik, 2016).

It can be concluded from the results of the understanding above that organizational citizenship behavior really helps increase the stability of organizational performance and has a positive impact on the company where the employee works. Because employees who have organizational citizenship behavior will be more aware and willing to carry out social activities and work more than what is determined by the company and are able to control their own behavior so they can have the best behavior for the company.

Transactional Leadership Style

According to (Jufrizen & Lubis, 2020) Transactional leadership is a leader who motivates employees through rewards and is done by employees so that they can achieve their own or organizational goals and helps employees gain confidence in doing their work. According to Rivai (2014), leadership style is a group of characteristics used by a leader to influence his employees to achieve goals within an organization.

In a transactional leadership style, leaders are more likely to use extrinsic motivation as an alternative way to improve the performance of their employees, such as salaries, bonuses, wages, social security, profit sharing, recognition and promotions (Kreitner and Kinicki in (Burhanudin, 2020).

Meanwhile, the opinion others say that transactional leadership can involve values, but these values are relevant to exchange processes such as honesty, responsibility and reciprocity (Yulk in (Sardi, 2017).

Based on the definition explained above, it can be concluded that transactional leadership is an important thing in organizations because leaders have an influence that can raise employee morale by providing reciprocity to employees in the form of rewards or punishments for the work that the employee has done.

Organizational Commitment

Organizational commitment is an employee's ability to identify the values, rules and goals of an organization or company, including elements of loyalty to the company and attachment to work with himself (Masruhin & Kaukab, 2019). According to (Adiyanti, 2015) defines organizational commitment as a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. Organizational Commitment is an employee's attitude of loyalty towards the organization by remaining in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason (Yusuf & Syarif, 2018).

Fanani et al (2016) define organizational commitment as an employee's attitude of loyalty to their organization, having good participation in the organization, and the desire to remain in the institution where they work. Saraswati & Hakim (2019) define organizational commitment as a form of an employee's trust in their organization which is able to trigger loyalty to the organization, and also the employee's participation in every activity within the organization.

Based on the definition, it can be concluded that organizational commitment is an employee's inner attachment to the organization which can be seen from the employee's loyalty, and commitment to the organization which refers to the individual's feelings towards the organization where he or she belongs, as well as being able to see the attitude of employee loyalty towards the organization which is fully committed to the organization.

METHODOLOGY

This type of research uses quantitative research, namely data in the form of numbers or quantitative data which is based on numerical data analysis (Sugiyono, 2016). This research uses primary data obtained from questionnaire results. The aim and object of this research is to determine the influence of transactional leadership style and organizational commitment on organizational citizenship behavior. The subjects studied in this research were employees of PT. Merapi Utama Pharma Pekanbaru Branch. The population in this study were employees of PT. Merapi Utama Pharma Pekanbaru Branch. Based on observations made by researchers to find out

the population, it was found that the number of employees consisted of 67 people. This research included the entire population as the research sample. Using a sampling technique, namely a census where all employees are used as research samples.

RESEARCH RESULT

Table 1. Results of Multiple Linear Regression Analysis

Model		Unstandar dized B	Coefficients Std. Error	Standardize Coefficient beta	t	Say
1	(Constant)	26.510	3.249		8.160	.000
	Transactional Leadership	.266	.104	.311	2.557	.013
	Organizational commitment	.085	.089	.116	.953	.344

Source: Processed Data

From the results of the SPSS version 25 analysis, it can be seen that the regression equation formed is as follows:

$$Y = 26.510 + 0,266X1 + 0,85X2 + e$$

Information:

- AND = OCB
- a = constant
- b1 = Internal Factor Regression coefficient
- b2 = External Factor Regression Coefficient
- X1 = Internal Factors
- X2 = External Factors
- It is = error

Table 2. F Test Results (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	55.356	2	27.678	4.773	.012 ^b
	Residual	371.121	64	5.799		
	Total	426.478	66			

Based on the table above, the significance value is 0.012% and is below 0.05%, which means that simultaneously, transactional leadership style and organizational commitment have a joint influence on organizational citizenship behavior.

Table 3. T Test Results (Partial)

Model		Unstandardized B	Coefficients Std. Error	Standardize Coefficient beta	t	Sig
1	(Constant)	26.510	3.249		8.160	.000
	Leadership Transactional	.266	.104	.311	2.557	.013
	Organizational commitment	.085	.089	.116	.953	.344

Based on the table above, the transactional leadership variable has a significance value of 0.013 and is below 0.05, which means that transactional leadership influences organizational citizenship behavior. Meanwhile, organizational commitment has a significance value of 0.344 and is above 0.05, which means that organizational commitment has no influence on organizational citizenship behavior.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.360 ^a	.130	.103	2.408

In the table above, the Adjusted R Square figure is 10.3%, which means that transactional leadership style and organizational commitment only have an influence of 10.3% on organizational citizenship behavior. Meanwhile, 89.7% was influenced by other variables that were not included in the assessment in this research.

DISCUSSION

The Influence of Transactional Leadership on Organizational Citizenship Behavior

Based on the results of statistical tests, it shows that transactional leadership has a positive and significant influence on organizational citizenship behavior. This means that when transactional leadership increases, organizational citizenship behavior will increase and vice versa, if transactional leadership decreases, organizational citizenship behavior will decrease. Apart from that, the regression results show that transactional leadership has an effective contribution of 10.6%, of the total regression for the two dependent variables of 13%. This shows that of the total influence, transactional leadership has a very large influence on organizational citizenship behavior.

These results are also supported and in line with the results of research conducted by Idris, B. A. I., Azis, A., & Kornelius, Y. (2016). Which shows that the transactional leadership style and job satisfaction simultaneously influence the Organizational Citizenship Behavior (OCB) variable, meaning that the transactional leadership style that is built within the leader can influence employees in carrying out their daily work so as to create employees who are competent with all their abilities. directions given by company leadership.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The results of the hypothesis test show that organizational commitment has a positive but not significant influence on organizational citizenship behavior. This means that organizational commitment, which consists of affective commitment, which we can see from happiness in the organization, pride in the organization, has a relationship to the organization.

Continuous commitment can be seen from dependence on the organization, attachment to the organization, ownership of the organization. Normative commitment by looking at responsibility to the organization, loyalty to the organization, feeling unethical if changing organizations is not able to influence OCB significantly. OCB which consists of Altruism which we can see is that employees are willing to spend time helping co-workers, employees are always ready to help co-workers. Conscientiousness can be seen from employees really following the rules, employees feel satisfied when work is completed on time. The sportsmanship that we can see from employees never complains about organizational duties/policies, employees easily adapt to change. Polite manners by looking at employees to avoid disputes between co-workers, employees always share with co-workers/superiors regarding obstacles in their duties. Civic virtue that we can see from employees who regularly participate in organizational activities, employees consider the best things for the progress of the organization.

The results of this research are different from the research results of Bogar, Jostanlie De Son, David PE Saerang, and Hendra N. Tawas (2018), namely that organizational commitment to organizational citizenship behavior is partially significant, meaning that there are dimensions that are still lacking in the results of this research which makes it insignificant. on the variable organizational commitment to organizational citizenship behavior. It can be concluded that organizational commitment is not able to influence OCB significantly. The results of this research are also supported by research by Sholikhah, Chusnul Izha Rahmatus, and Farianto (2022) which states that organizational commitment does not have a significant influence on OCB. For this reason, we can pay attention to the organizational commitment of employees so that employees feel part of the company, tend to stay with the company and feel responsible for the future fate of the company.

The Influence of Transactional Leadership and Organizational Commitment on Organizational Citizenship Behavior

Based on statistical tests, it shows that transactional leadership and organizational commitment have a positive but significant influence. This means that together transactional leadership and organizational commitment do not yet have a high level of transactional leadership and high commitment which can influence employee behavior.

Organizational citizenship behavior owned by employees refers that employee are capable of having OCB behavior but need factors and encouragement from various other indicators to influence employees to have OCB behavior. The great contribution of a leader is to be able to pressure each employee to be more able to demonstrate high OCB behavior.

Transactional leadership and organizational commitment are believed to have a significant positive influence on organizational citizenship behavior. Transactional leadership is believed to increase work achievement, employee views of the work environment, and organizational citizenship behavior. (Sungu, Weng & Xu, 2019; Nazarian, et al, 2022). Organizational commitment is believed to increase pride in being part of an organization and organizational citizenship behavior (Purwanto, Purba, Bernardo, and Sianggaran, 2021).

It can be interpreted that transactional leadership and organizational commitment together can improve organizational citizenship behavior. The existence of reward and punishment mechanisms in the transactional leadership supervision process combined with the employee's sense of commitment to the organization can increase the sense of organizational citizenship behavior.

CONCLUSIONS AND RECOMMENDATIONS

This research aims to determine the influence of transactional leadership and organizational commitment on organizational citizenship behavior at PT. Merapi Utama Pharma Pekanbaru Branch. This research was analyzed using IBM Statistics SPSS 25, based on the results of the analysis and previous discussion the following conclusions can be drawn:

1. Transactional leadership has a positive and significant effect on organizational citizenship behavior at PT. Merapi Utama Pharma Pekanbaru Branch. This means that when transactional leadership increases, organizational citizenship behavior will increase and vice versa. In other words, transactional leadership can directly influence employee organizational citizenship behavior.
2. Organizational commitment has no effect on organizational citizenship behavior at PT. Merapi Utama Pharma Pekanbaru Branch, meaning that to improve organizational citizenship behavior, organizational commitment is not enough, other aspects are needed because organizational commitment is not enough to influence organizational citizenship behavior significantly.

3. Transactional leadership and organizational commitment have a positive and significant effect on organizational citizenship behavior at PT. Merapi Utama Pharma Pekanbaru Branch, meaning that transactional leadership and organizational commitment increase, organizational citizenship behavior will also increase and vice versa. In other words, increasing transactional leadership and organizational commitment can directly influence organizational citizenship behavior.

ADVANCED RESEARCH

This research still has limitations, so further research needs to be carried out related to the topic "The Influence of Transactional Leadership Style and Organizational Commitment on Organizational Citizenship Behavior". Future research can use different Organizational Citizenship Behavior objects to increase insight for readers.

REFERENCES

- Abdillah, Muhammad Rasyid, and Fahmi Oemar. "The Influence of Transactional Leadership and Transformational Leadership on Employee Commitment and Motivation." *JOURNAL OF THE MANAGEMENT SCIENCE COMMUNITY* 1.2 (2022): 181-188.
- Arikunto, (2014). *Research procedure*. Rineka Cipta.
- Asgari, A., Mezginejad, S., & Taherpour, F. (2020). The Role of Leadership Styles in Organizational Citizenship Behavior through the Mediation of Perceived Organizational Support and Job Satisfaction. *Innovar*, 30(75), 87-98. <https://doi.org/10.15446/innovar.v30n75.83259>
- Azzahroh, Utin Devika. "The Influence of Transformational Leadership Style and Job Characteristics on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable (Study at PT Indonesia Comnets Plus Regional Kalimantan)."
- Bogar, Jostanlie De Son, David PE Saerang, and Hendra N. Tawas. "The influence of transactional leadership style and transformational leadership style on organizational commitment and organizational citizenship behavior (Study of Siau-Tagulandang-Baro District Council Secretariat Office Employees)." *EMBA Journal: Journal of Economics, Management, Business and Accounting Research* 6.1 (2018).
- Dr. Purnamie Titisari. S.E., M.Si. (2014). *The Role of Organizational Citizenship Behavior (OCB) in Improving Employee Performance*.

- Finthariasari, Meilaty, and Santi Anisa Putri. "The Influence of Transformational Leadership and Transactional Leadership on Organizational Citizenship Behavior." *ULIL ALBAB: Multidisciplinary Scientific Journal* 1.6 (2022): 1750-1762.
- Gholamzadeh, D., Haghshenase, F., & Mohammadkhani, F. (2015). The influence of leadership style on women's glass ceiling beliefs. *Women's Studies Sociological & Psychological*, 13(3), 197-275. <https://doi.org/10.22051/jwsps.2015.2156>
- Ghozali, I. (2015). *Partial Least Squares Concepts, Techniques and Applications Using the SmartPLS 3.0 Program*. Diponegoro University Publishing Agency.
- Harwanto, Budi. "Spiritual Maturity, Workplace Spirituality and Organizational Commitment: A Predictive MODEL." *Klabat Theological Review* 2.2 (2021): 42-52.