

The Effect of Transactional Leadership Style, Motivation, and Organizational Commitment on Organizational Citizenship Behavior

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Abstract: Human resources are a very important element in running a company. Even in today's digital era, the role of humans is irreplaceable. Humans, in an organization carry out their functions both as leaders and employees. This study aims to explain the influence of transactional leadership style, motivation, and organizational commitment to organizational citizenship behavior at PT. FIF.

This research was conducted at PT. FIF having its address at Jalan Mahendradata No. 701, Denpasar. Data collection was carried out through the distribution of questionnaires and the samples used in this study were 53 people. The determination of the sample of this study uses nonprobability sampling with the technique taken is saturation sampling. The analytical tool used in this study is Partial Least Square (PLS).

The results of this study indicate that the transactional leadership style, motivation, and organizational commitment have a positive and significant effect on organizational citizenship behavior. Based on the results of the study, it is suggested to companies to increase the average level of transactional leadership style, motivation and organizational commitment, the company PT.FIF Denpasar is expected to increase trust, with leaders and employees participating in consultations on problems faced by the company.

Keywords: Transactional Leadership Style, Motivation, Organizational Commitment, Organizational Citizenship Behavior.

I. INTRODUCTION

The company is an organization consisting of a group of people who work to achieve the goals of the company. Every company certainly requires resources to work to achieve its goals. There are several types of resources, namely human resources, natural resources, and capital resources. Human resources are a very important element in running a company. Even in today's digital era, the role of humans is irreplaceable. Humans, in an organization carry out their functions both as leaders and employees. Therefore, the role of human resources is no less important than other resources. Humans, as thinkers can not be separated from the ability to think. In various activities, humans will always use their minds and minds to respond to what they are going through, including doing work in the company. In companies, there is a term that is often referred to as Organizational Citizenship Behavior (OCB). According to Organ (1988), Organizational Citizenship Behavior is individual behavior that is free, directly or explicitly not recognized in a formal reward system, and which in the aggregate is able to increase the effectiveness of the functioning of the organization. In short, Organizational Citizenship Behavior can be interpreted as an employee's willingness to perform tasks outside of his main duties. If many are implementing Organizational Citizenship Behavior well, it is predicted that the company will experience progress, because most employees are able to work in totality.

Some cases in various companies, Organizational Citizenship Behavior is sometimes underdeveloped by employees. Data from PT. Federal International Finance (FIF) Denpasar branch for example. The results of observations from data on the responses of 20 employees who were randomly selected regarding their responses about doing work that was outside their

responsibilities. When it comes to accepting jobs outside of jobdescription, 7 people disagree and 4 strongly disagree. In addition, there were 7 people who expressed doubts, 6 people disagreed, and 4 people stated strongly disagree to help the work of their other colleagues. Other data also showed that there were 4 people who doubted, 7 people who did not agree, and 5 people who strongly disagreed to do overtime work. Seeing the responses of some of these employees, almost half more of the employees who became informants gave an unfavorable response in terms of implementing Organizational Citizenship Behavior or which was interpreted as the willingness of an employee to perform tasks outside his main task. It can be concluded that, the problem that occurs in the FIF company about Organizational Citizenship Behavior is the lack of willingness of employees to take jobs outside the assigned tasks.

Transactional leadership style is seen to be one of the factors that influence Organizational Citizenship Behavior. This statement is supported by research conducted by Rifqi (2018), which in his research entitled "The Effect of Leadership Style on Organizational Citizenship Behavior on the Employees of PT. Tirta Investama (AQUA) Pandaan "found that transactional leadership style is said to improve OCB because it is able to create a positive organizational environment and climate through interpersonal exchanges that occur between employees and their leaders. This finding implies that the better leadership in a company is carried out, it can result in the height of the Organizational Citizenship Behavior of the company's employees. This finding is consistent with research conducted by Kartini (2017) who found that leadership style had a positive and significant effect on Organizational Citizenship Behavior. Seeing similar research that found a relationship between leadership style with Organizational Citizenship Behavior, then leadership is expected to influence employee Organizational Citizenship Behavior. The better the leadership style is carried out, the Organizational Citizenship Behavior will be able to run well.

FIF Group is a finance company founded in 1989 by Astra that provides conventional and sharia financing facilities for consumers who want to buy Honda motorcycles. FIF as a finance company should have good consumer confidence. Many factors make consumers give confidence to a company, one of them through the track record of the company. Factors that can be taken into consideration are the many problems that have arisen from the company. FIF itself has been reported several times with problems. in May 2019 it was reported that four FIF employees embezzled consumer motorcycle installments (Radar Bali, 2019). News about problems experienced by FIF was also published on Poskota News (2019). The news published said that four FIF credit leasing employees were reported for allegedly embezzling company money using a fictitious credit mode. Looking at the three cases, we can say that the company's management has not been maximized. One of the reasons for this is that there is still a lack of leadership and oversight by company leaders. If left unchecked, it is not impossible that this can reduce consumer confidence, which in turn can result in a decrease in income earned. Based on this study, it is important for companies to pay attention to leadership and supervision.

The second factor that is considered to influence Organizational Citizenship Behavior is motivation. George and Jones (2005) say that motivation can be interpreted as a psychological boost to someone who determines the direction of one's behavior, level of effort and level of persistence in dealing with a problem. If someone has good motivation, then that person is also expected to have a good Organizational Citizenship Behavior. This opinion is supported by research by Nurnaningsih and Wahyono (2017). His findings found that motivation had a positive effect on Organizational Citizenship Behavior. The same finding was also found in research from Shaaban (2018), Santika *et al* (2017), and Sunandar *et al* (2017) which basically found a direct relationship between motivation, with Organizational Citizenship Behavior, which means that the higher the motivation of an employee, the better the employee's attitude in implementing the Organizational Citizenship Behavior. In FIF companies, most employees can not complete the tasks given in a timely manner, this is due to lack of motivation on these employees.

In addition to motivation and transactional leadership styles, Organizational Citizenship Behavior can be influenced by organizational commitment. Organizational commitment is defined as an attitude of employees to remain in the organization and involved in efforts to achieve the mission, values and goals of the company (Nothercraft, 1994). Opinions about Organizational Citizenship Behavior can be influenced by organizational commitment supported by various related research results. One of them was a study conducted by Saxena (2015) in her research entitled "Impact of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior". This study found that work involvement influences organizational commitment, and at the same time also affects Organizational Citizenship Behavior. These findings are consistent in the findings of other studies such as research conducted by Prasetyo *et al* (2017), Musringudin (2017), and Sunandar *et al* (2017). Based on the description, it can be said that organizational commitment has an influence on Organizational Citizenship Behavior. At the Denpasar FIF company there are some employees who are reluctant to attend meetings, this is a matter of organizational commitment to the company.

II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

The Effect of Transactional Leadership Style on Organizational Citizenship Behavior

Ardi's research (2013) in his research shows that transactional leadership has a significant and positive effect on organizational citizenship behavior at PT. Indofood Sukses Makmur Beji Pasuruan. Kartini's research (2017) in her thesis shows that there is a positive and significant influence of leadership on organizational citizenship behavior. Teridefira's (2017) research in his thesis shows that serving leadership owned by the Head of the Regional Office of DJKN Lampung and Bengkulu has a direct positive effect on organizational citizenship behavior. Rifqi's research (2018), in his thesis shows that transactional leadership style is said to improve organizational citizenship behavior because it is able to create a positive organizational environment and climate through interpersonal exchanges that occur between employees and their leaders. Research by Jostanlie, David, and Hendra (2018) in their research shows that the influence of transactional leadership styles on organizational citizenship behavior is partially significant. This result can be interpreted that variations in organizational citizenship behavior are significantly influenced due to the transactional leadership style of employees at the Sitaro District Council Secretariat Office.

H₁: Transactional Leadership Style Has Positive Impact on Organizational Citizenship Behavior

The Effect of Motivation on Organizational Citizenship Behavior

Kusuma's research (2014) in his thesis shows that motivation has a positive and significant effect on organizational citizenship behavior. Lingga's research (2014) in her thesis showed that motivation had a positive and significant effect on organizational citizenship behavior of RRI Yogyakarta employees. Febriani's research (2016) in her thesis shows that there is an influence of motivation on organizational citizenship behavior. Research by Angelia and Stevani (2016) shows that motivation influences organizational citizenship behavior at Halim Restaurant Surabaya. The research of Diah and Riana (2019) shows that motivation has a positive and significant influence on organizational citizenship behavior in the Secretariat of the Legislative Council in Badung Regency.

H₂: Motivation has a positive and partially significant effect on Organizational Citizenship Behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Wibowo's research (2015) shows that organizational commitment has a positive influence on organizational citizenship behavior (OCB) employees at BPAD DIY. Satria and Sudharma's research (2015) shows that organizational commitment has a positive and significant effect on organizational citizenship behavior on Warung Mina Peguyangan employees. Bagus and Mujiati's research (2016) shows that organizational commitment has a positive and significant effect on organizational citizenship behavior at PT. Harapan Baru Tirta Megah Jaya. Merta and Mujiati's research (2017) shows that organizational commitment has a positive and significant effect on organizational citizenship behavior in the Inspectorate of Badung Regency. Wijaya's research (2018) shows that organizational commitment has a positive effect on organizational citizenship behavior of nurses at Panembahan Senopati Hospital Bantul.

H₃: Organizational Commitment has a positive and partially significant effect on Organizational Citizenship Behavior.

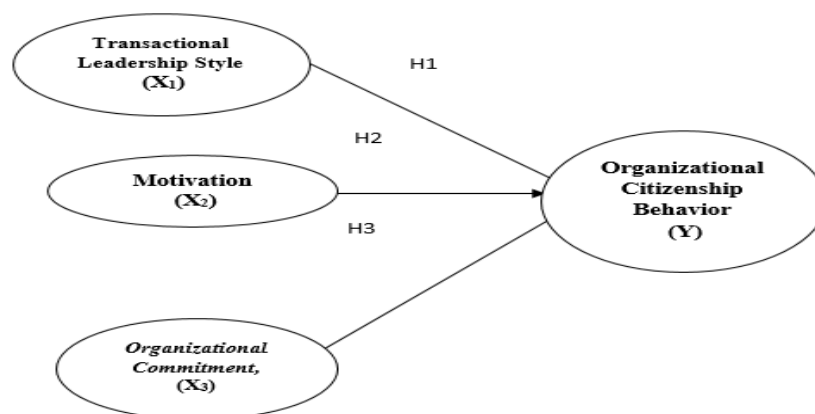


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

The approach used in this research is a quantitative approach that is associative. This research was conducted at PT. FIF having its address at Jalan Mahendradata No. 701, Denpasar. The choice of location for this research is based on the existence of interesting issues for further research related to leadership, motivation, organizational commitment, and organizational citizenship behavior. The population in this study were all employees of PT. FIF Mahendradata Denpasar Branch. The samples used in the study were 53 people on employees who were in the Collection Filed Division of PT. FIF. The method of determining the sample in this study is the sampling technique used is nonprobability sampling with the technique taken is saturated sampling (census). Data collection methods used in this study were interviews and questionnaires. The data analysis technique used in this study is multiple linear regression analysis.

IV. RESEARCH FINDING AND DISCUSSION

The characteristics of the respondents in this study were profiles of 53 respondents who participated in filling out the questionnaire. The profile of the respondents contained in the questionnaire consisted of four aspects, namely: gender, age, education, and tenure. The description of the characteristics of respondents can be seen in Table 1:

TABLE 1: CHARACTERISTICS OF RESPONDENT

Characteristic	Classification	Respondent	(%)
Gender	Male	31	58,5
	Female	22	41,5
	Total	53	100
Age	21 - 25 Years	14	26,4
	26 - 30 Years	31	58,5
	> 30 Years	8	15,1
	Total	53	100
Education	Senior High School	28	52,9
	Diploma	13	24,5
	Bachelor	12	22,6
	Total	53	100
Tenure	1 – 3 Years	31	58,5
	4 – 6 Years	17	32,1
	>6 Years	5	9,4
	Total	53	100

Source: Primary data processed, 2019

In Table 1 above, it can be seen that respondents with male gender, namely 31 people or 58.5%, are more dominant than respondents with female gender, namely 22 people or 41.5%. Can be seen by respondents aged 26-30 years most dominating among others, 31 respondents or 58.5%. While the lowest age is respondents with age > 30 years, 8 respondents or 15.1%. It can be seen that respondents with the most recent high school / K education dominated the 28 people or 52.8%. While the fewest respondents were respondents with a Bachelor's last education, 12 respondents or 22.6%. Respondents with 1 - 3 years of service who dominated the most were 31 respondents or 58.5%. Compared to respondents with > 6 years of service, the minimum is 5 respondents or 9.4%.

The results of the validity test show that all instruments of this study are valid and appropriate to be used as research instruments. Reliability test results show that all research instruments have Cronbach's Alpha coefficients of more than 0.60. So it can be stated that all variables have met the requirements of reliability or reliability so that they can be used to conduct research.

TABLE 2: THE RESULT OF MULTIPLE LINEAR REGRESSION ANALYSIS.

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T Sig.
1	(Constant)	-1.972	2.582		-.764 .449
	Transactional Leadership Style	.583	.168	.374	3.461 .001
	Motivation	.577	.181	.299	3.185 .003
	Organizational Commitment	.787	.219	.366	3.589 .001

a. Dependent Variable: Organizational Citizenship Behaviour

Source: Primary data processed, 2019

Based on Table 2 can be made the following multiple linear regression equation:

$$Y = -1,972 + 0,583X_1 + 0,577X_2 + 0,787X_3$$

- 1) Constants (α) equal to -1,972 means that if leadership, motivation, and commitment have a constant value at zero then the value of organizational citizenship behavior will be valued at -1.972.
- 2) The regression coefficient of positive transactional leadership variable means that if the transactional leadership is worth 1 unit then organizational citizenship behavior will also increase.
- 3) The variable regression coefficient of motivation shows that a positive value means that if motivation is worth 1 unit, organizational citizenship behavior will increase.
- 4) Organizational Commitment variable regression coefficient is positive, meaning that if the Transactional Leadership Style and motivation are worth 1 unit, organizational citizenship behavior will increase.

THE RESULT OF F Test

This test is used to test the significance of the regression coefficient so it is known whether the simultaneous influence between leadership, motivation, Organizational Commitment, and Organizational Citizenship Behavior (significant).

TABLE 3: THE RESULT OF F - TEST

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	270.064	3	90.021	27.406	.000 ^b
	Residual	160.955	49	3.285		
	Total	431.019	52			
a. Dependent Variable: Organizational Citizenship Behaviour						
b. Predictors: (Constant), Organizational Commitment , Motivation, Transactional Leadership Style						

Source: Primary data processed, 2019

Based on table 3 the results of the simultaneous significance test (Test F) obtained a significance value of F of 0,000. Significant value of 0,000 < 0.05 means that the Transactional Leadership Style, motivation, and commitment are thought to be significantly related to work productivity.

The Results of the Determination Coefficient Analysis

Determination analysis is a quantity that shows the amount of variation in the dependent variable that can be explained by the independent variable. With catalyst, this coefficient of determination is used to measure how far the independent

variables are in explaining the dependent variable. The coefficient of determination is determined by the adjusted R square value.

TABLE 4: THE RESULTS OF THE DETERMINATION COEFFICIENT ANALYSIS

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.604	1.812
a. Predictors: (Constant), Organizational Commitment, Motivation, Transactional Leadership Style				
b. Dependent Variable: Organizational Citizenship Behaviour				

Source: Primary data processed, 2019

Based on table 4, it can be observed that the adjusted R² value of 0.604 means 60.4% change (up and down) in organizational citizenship behavior influenced by the Transactional Leadership Style, motivation, and commitment, while the remaining 39.6% is influenced by other factors outside this research.

The Effect of Transactional Leadership Style on Organizational Citizenship Behavior

Based on the results of the t test the effect of Transactional Leadership Style on organizational citizenship behavior obtained a significance value of 0.001 with a regression coefficient of 0.583 positive value. Significance value of 0.001 <0.05 indicates that H1 was accepted. These results mean that the Transactional Leadership Style is thought to be significantly related to organizational citizenship behavior. This means that if the Transactional Leadership Style gets better, the organizational citizenship behavior gets better, on the contrary if the Transactional Leadership Style gets worse the organizational citizenship behavior will get worse too. Rifqi's research (2018), in his thesis shows that Transactional Leadership Style is said to be able to improve OCB because it is able to create a positive organizational environment and climate through interpersonal exchanges that occur between employees and their leaders. Kartini's research (2017) in her thesis shows that there is a positive and significant influence of leadership on organizational citizenship behavior. Teridefira's (2017) research in his thesis shows that serving leadership owned by the Head of the Regional Office of DJKN Lampung and Bengkulu has a direct positive effect on organizational citizenship behavior.

The Effect of Motivation on Organizational Citizenship Behavior

Based on the results of the t test the effect of motivation on organizational citizenship behavior obtained a significance value of 0.003 with a regression coefficient of 0.577 positive. Significance value of 0.003 <0.05 indicates that H1 was accepted. This result means that motivation is thought to be significantly related to organizational citizenship behavior. This means that if motivation gets better, organizational citizenship behavior gets better, on the contrary if motivation gets worse the Organizational Citizenship Behavior will get worse too. Kusuma's research (2014) in his thesis shows that motivation has a positive and significant effect on organizational citizenship behavior. Febriani's research (2016) in her thesis shows that there is an influence of motivation on Organizational Citizenship Behavior. Wijaya (2018) in his thesis shows that motivation has a positive effect on organizational citizenship behavior of nurses at Panembahan Senopati Hospital Bantul.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the t test the effect of Organizational Commitment on organizational citizenship behavior obtained a significance value of 0.001 with a regression coefficient of 0.787 positive value. Significance value of 0.001 <0.05 indicates that H1 was accepted. These results mean that Organizational Commitment is thought to be significantly related to organizational citizenship behavior. This means that if the Organizational Commitment gets better, the organizational citizenship behavior gets better, conversely if the Organizational Commitment gets worse the organizational citizenship behavior will get worse too. Wibowo (2015) in his thesis shows that organizational commitment has a positive influence on organizational citizenship behavior (OCB) employees at BPAD DIY. Wijaya (2018) in his thesis shows that organizational commitment positively influences organizational citizenship behavior of nurses at Panembahan Senopati Bantul Hospital.

Implications of Research Results

The implications of the results of this study include two things, namely theoretical and practical implications.

a) Theoretical Implications

Theoretical Implications in research on the development of employee behavior related to the Transactional Leadership Style, motivation and Organizational Commitment. This study enriches empirical evidence of the effect of Transactional Leadership Style, motivation and Organizational Commitment on organizational citizenship behavior. First the Transactional Leadership Style, the better the leader in providing rewards, the more employees will want to penetrate the targets that have been given. The results of this study reinforce the findings of Bass (1997). Second, the effect of motivation on organizational citizenship behavior, the better the motivation given by the leader to employees, the behavior, the level of effort and the level of persistence will increase. The results of this study confirm the findings of George and Jones (2005). Third, the effect of Organizational Commitment on organizational citizenship behavior, the better Organizational Commitment will lead to a close relationship between employees. The results of this study reinforce the findings of Northcraft (1994). Thus, the overall results of this study provide empirical support and can be stated to strengthen the results of previous studies. Transactional Leadership Style, motivation, and Organizational Commitment can provide a positive influence on organizational citizenship behavior

b) Practical implications

The implication of the results of the study shows that the Transactional Leadership Style significantly influences organizational citizenship behavior. This has implications for the application of leadership styles implemented by stakeholders. The better the quality of the Transactional Leadership Style will be proportional to the improvement in the quality of organizational citizenship behavior. In addition, motivation significantly influences organizational citizenship behavior. This implies that to improve organizational citizenship behavior, the management of PT. FIF should try to increase employee motivation both by holding activities and training related to strengthening character and motivation. Whereas Organizational Commitment significantly influences organizational citizenship behavior. These results imply that in order to maximize employee organizational citizenship behavior, PT.FIF must be able to optimize employee organizational commitment while working.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

- 1) Transactional Leadership Style significantly influences organizational citizenship behavior. This means that if the Transactional Leadership Style gets better, the organizational citizenship behavior gets better, on the contrary if the Transactional Leadership Style gets worse the organizational citizenship behavior will get worse too.
- 2) Motivation is significantly influential with organizational citizenship behavior. This means that if motivation gets better, organizational citizenship behavior gets better, on the contrary if motivation gets worse the organizational citizenship behavior will get worse.
- 3) Organizational Commitment significantly influences organizational citizenship behavior. This means that if organizational commitment is getting better, organizational citizenship behavior is getting better, conversely if Organizational Commitment is getting worse, organizational citizenship behavior will get worse.

Suggestions that can be given based on the results of the study are as follows:

- 1) To increase the average level of Transactional Leadership Style, motivation and Organizational Commitment, the company PT.FIF Denpasar is expected to increase trust, with leaders and employees being consulted for problems faced by the company.
- 2) To increase the average level of OCB, the company PT.FIF Denpasar is expected to increase the Transactional Leadership Style, motivation, and Organizational Commitment so that the competition can be even superior to other companies.
- 3) Further researchers are advised to use other variables that can be an OCB influence such as job satisfaction, organizational culture, and employee performance.

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