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## The Influence of Transactional Leadership, Self-Efficacy, and Organizational Commitment on Organizational Citizenship Behavior (OCB): (A Study on Employees at PT. Anugerah Mekanika Sukses Abadi)

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### ABSTRACT

*This study aims to analyze the influence of Transactional Leadership, Self-Efficacy, and Organizational Commitment on Organizational Citizenship Behavior (OCB) among employees of PT. Anugerah Mekanika Sukses Abadi. The research design adopts a quantitative causal approach. The population in this study consists of 66 permanent employees of PT. Anugerah Mekanika Sukses Abadi. The sampling method applied is the saturated sampling technique, where the entire population is selected as the sample. Data collection was conducted by distributing questionnaires via Google Forms. The approach used in this research is the Structural Equation Model (SEM), with Smart-PLS as the analysis tool. The study findings indicate that: (1) Transactional Leadership has a positive significant influence on OCB. (2) Self-Efficacy has a positive significant influence on OCB. (3) Organizational Commitment has a positive significant influence on OCB among employees at PT. AMSA.*

**Keywords:** Transactional Leadership; Self Efficacy; Organizational Commitment; Organizational Citizenship Behavior (OCB).

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## INTRODUCTION

Human Resource Management (HRM) is a branch of management science that focuses on the interaction and roles of individuals within an organizational or business context. It emphasizes how to guide individuals in an organization so they can carry out tasks using optimal strategies that combine effectiveness and efficiency to achieve organizational goals (Wardhana, 2024). Therefore, an ideal management concept must center on the human aspect to ensure individuals are more motivated and productive, which in turn will influence the progress of the organization (Sugiharjo, 2020).

Dwivina & Kustini (2024) state that individual performance in sustaining a company is determined by the quality and capability of its workforce. Hence, beyond fulfilling their primary responsibilities (in-role), it is important for employees to show initiative in completing additional tasks that may not be directly related to their core duties. Such actions are known as Organizational Citizenship Behavior (OCB). According to Sugiharjo (2020), OCB is a desirable trait that many companies seek in their employees because it provides benefits that cannot be achieved solely through formal role obligations or employment contracts.

Based on interviews conducted at PT. Anugerah Mekanika Sukses Abadi (AMSA), it was found that employees still complain about their work, show a lack of discipline, and demonstrate low loyalty, which is an indicator of low organizational citizenship behavior, particularly in the dimensions of sportsmanship, conscientiousness, and civic virtue.

Low levels of OCB in a company may cause employees to focus solely on personal tasks without taking initiative to assist colleagues or contribute beyond their formal roles. This results in weakened teamwork, decreased motivation, and reduced productivity. The work environment becomes less comfortable, job satisfaction declines, and employee turnover increases. The company also loses opportunities for innovation. Therefore, it is crucial for organizations to understand the factors that encourage the emergence of organizational citizenship behavior in order to foster a positive work culture and support growth.

One factor that can influence OCB is transactional leadership. According to Jufrizen & Lubis (2020), transactional leadership is a type of leadership where leaders motivate employees by offering rewards. This approach can build positive perceptions among employees regarding organizational care, encouraging them to continue contributing their best, which in turn positively impacts organizational efficiency and performance. Referring to research findings by Novianti & Herfianti (2024), there is a positive and significant correlation between transactional leadership and organizational citizenship behavior. However, Ainy (2022) found that transactional leadership does not affect OCB.

In addition to transactional leadership, self-efficacy also influences the enhancement of OCB within organizations. According to Prasetyo et al. (2022), individuals with high self-efficacy tend to have strong confidence in their abilities, demonstrate cooperative behavior, and perform their tasks with enthusiasm. Previous research by Dalimunthe & Zuanda (2020) found a positive and significant contribution of self-efficacy to organizational citizenship behavior. In contrast, Ferdiansyah & Safitri (2023) showed that an individual's self-confidence does not correlate with extra-role behavior in organizations.

Another factor is organizational commitment, which also affects OCB. According to Manihuruk & Kustini (2023), employees who exhibit strong loyalty to their institution are generally willing to make voluntary contributions for the betterment of their professional environment. These individuals identify themselves as essential elements of the organization,

are able to handle dissatisfaction wisely, and maintain long-term ties with the company. A previous study by Tompodung et al. (2024) demonstrated a positive and significant influence of organizational commitment on OCB. However, Liawati (2023) revealed that organizational citizenship behavior is not significantly affected by organizational commitment.

Therefore, based on the explanation above, it is deemed necessary to conduct research on how to improve organizational citizenship behavior through the influence of transactional leadership, self-efficacy, and organizational commitment among employees at PT. Anugerah Mekanika Sukses Abadi.

## **LITERATURE REVIEW**

### **Human Resource Management**

According to Dessler (2017), human resource management is a process that involves the policies and practices necessary to manage employees within an organization. It includes various aspects such as recruitment, training, performance evaluation, labor relations, health and safety, and fairness. According to Hasibuan (2017), human resource management is the science or art of managing the relationships and roles of the workforce to be effective and efficient in helping to achieve the company's goals.

### **Organizational Citizenship Behavior**

According to Robbins & Hakim (2018), organizational citizenship behavior is a discretionary behavior that is not part of formal job duties but supports the effective functioning of the organization. Maryam (2023) also states that if employees have OCB, they have control over their own behavior and can change it according to the interests of the organization.

### **Transactional Leadership**

According to Iswahyudi et al. (2023:34), transactional leadership is a style of leadership in which leaders use rewards and punishments to encourage compliance from subordinates. According to Purwanto et al. (2020), transactional leadership is considered a style of leadership that focuses on mutual benefits for both parties, namely the leader and the subordinates.

### **Self Efficacy**

According to Robbins & Judge (2018), self-efficacy refers to the self-belief in one's ability to motivate the cognitive resources and actions necessary to succeed in performing specific tasks. According to Sumartik et al. (2025), self-efficacy is the way employees view challenges and overcome obstacles in their work with full confidence.

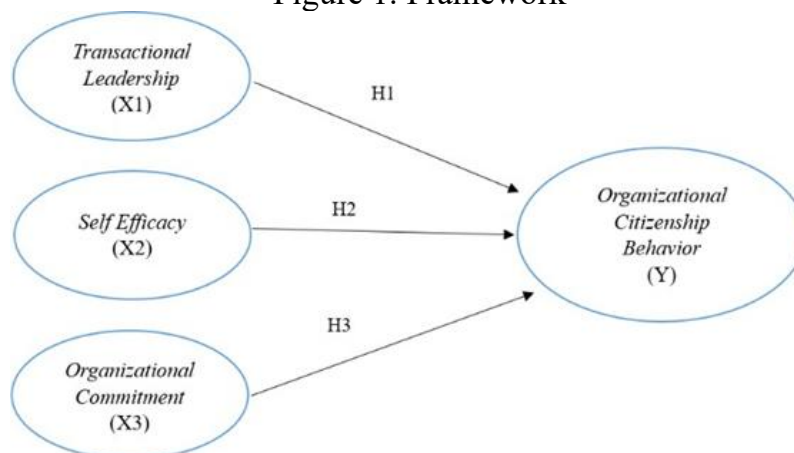
### **Organizational Commitment**

Herminingsih (2024:4) states that organizational commitment is a psychological condition that describes the relationship between employees and the organization and influences an employee's decision to stay or leave the organization. Robbins & Judge (2018) define commitment as a state where an individual is in favor of the organization as well as its goals and desires to maintain their membership in the organization.

### **Hypothesis and Conceptual Framework**

Based on the previous explanation, a conceptual framework is constructed as follows:

Figure 1. Framework



The development of the hypotheses used in this study is as follows:

1. H1: Transactional leadership has a significant positive influence on organizational citizenship behavior.
2. H2: Self-efficacy has a significant positive influence on organizational citizenship behavior.
3. H3: Organizational commitment has a significant positive influence on organizational citizenship behavior.

## METHOD

This study was conducted at PT. Anugerah Mekanika Sukses Abadi, West Jakarta, during the period from September 2024 to July 2025. The research employed a quantitative causal approach, aiming to examine cause and effect relationships between variables and their influence on the dependent variable (Sugiyono, 2019). The population consisted of all permanent employees, totaling 66 individuals, with the sampling technique using a saturated sampling method. Data collection was carried out through questionnaires distributed directly to respondents via Google Forms, utilizing primary data as the main source. The measurement scale used was a 1-5 Likert scale. Data analysis was performed using a component-based structural equation modeling approach (variance-based SEM), processed with the Smart-PLS software for result interpretation.

## RESULTS AND DISCUSSION

### Results

#### 1. Outer Model

##### a. Convergent Validity

The validity testing of the convergent measurement model with reflective indicators is conducted by assessing the correlation between item or component scores and the construct scores calculated using the PLS method. The indicators are considered valid if they show a correlation value greater than 0.70 (Ghozali, 2018). This validity can be further examined through the correlation results between the indicators and their constructs, as shown in the following tables and structural images:

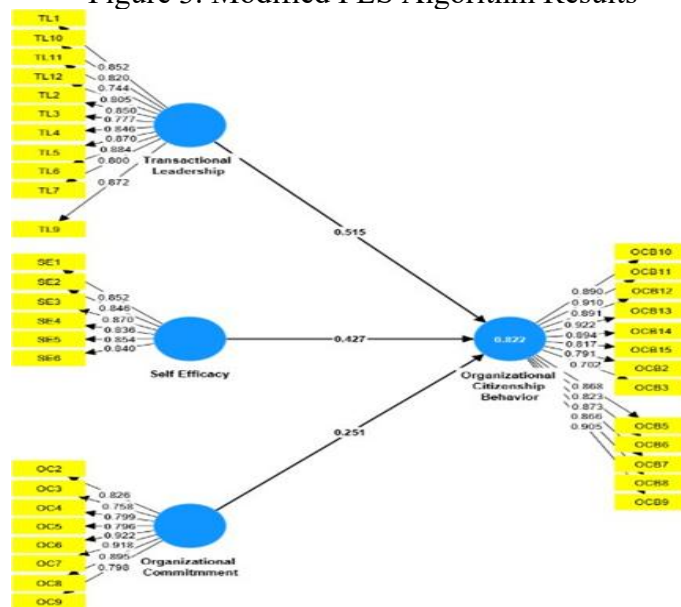
Figure 2. PLS Algorithm Results



Source: PLS Output 2025

From Figure 2, it is known that several indicators, such as OC1, OCB1, OCB4, SE7, SE8, SE9, and TL8, have a loading factor value  $\leq 0.70$ . Based on this, the relevant indicators were not included in the model analysis. The following are the results of the analysis after the elimination process and recalculation:

Figure 3. Modified PLS Algorithm Results



Source: PLS Output 2025

The results of the modified convergent validity test in Figure 3 above show that all indicators have met the convergent validity criteria, as they have a factor loading value greater than 0.70.

## B. Discriminant Validity

The validity testing of reflective indicators is conducted by analyzing the cross loadings between each indicator and the construct it represents. An indicator is considered valid if its factor loading value is the highest for a construct compared to its relationship with other constructs (Ghozali, 2018).

Table 1. Discriminant Validity Test Results (Cross Loadings)

	Organizational Citizenship Behaviors	Organizational Commitment	Self Efficacy	Transactiona l Leadership
OC2	0,533	0,826	0.504	0,429
OC3	0,531	0,758	0,549	0,527
OC4	0419	0,799	0,591	0,495
OC5	0,532	0,796	0,513	0,514
OC6	0,506	0,922	0,676	0,420
OC7	0,664	0,918	0,669	0,568
OC8	0,414	0,895	0,564	0,457
OC9	0,439	0,798	0,507	0,409
OCB2	0,791	0,540	0,630	0,655
OCB3	0,702	0,459	0,645	0,709
OCB5	0,868	0,563	0,773	0,750
OCB6	0,823	0,502	0,807	0,722
OCB7	0,873	0,647	0,725	0,815
OCB8	0,866	0,521	0,697	0,741
OCB9	0,905	0,464	0,742	0,780
OCB10	0,890	0,584	0,733	0,737
OCB11	0,910	0,577	0,785	0,759
OCB12	0,891	0,614	0,719	0,767
OCB13	0,892	0,577	0,787	0,777
OCB14	0,894	0,529	0,732	0,803
OCB15	0,817	0,609	0,709	0,7332
SE1	0,731	0,481	0,852	0,750
SE2	0,678	0,563	0,846	0,610
SE3	0,757	0,475	0,870	0,716
SE4	0,699	0,614	0,836	0,716
SE5	0,772	0,534	0,854	0,757
SE6	0,740	0,516	0,840	0,710
TL1	0,775	0,551	0,727	0,852
TL2	0,777	0,560	0,696	0,850
TL3	0,699	0,624	0,740	0,777
TL4	0,765	0,518	0,694	0,846
TL5	0,808	0,527	0,834	0,870
TL6	0,760	0,617	0,742	0,884
TL7	0,620	0,637	0,656	0,800
TL9	0,723	0,451	0,616	0,872
TL10	0,748	0,428	0,655	0,820
TL11	0,615	0,451	0,611	0,744
TL12	0,648	0,428	0,648	0,805

Source: PLS Output 2025

From Table 1, it can be seen that all indicators of each construct organizational commitment, organizational citizenship behavior, self-efficacy, and transactional leadership show correlation values that are higher against their own construct compared to other constructs.

Another method to assess discriminant validity is to observe the square root of the average variance extracted (AVE) value for each construct with the correlation between the construct and other constructs in the model, thus indicating a good level of discriminant validity.

**Table 2. Results of the AVE Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>
Organizational Citizenship Behavior	0.739
Organizational Commitment	0.708
Self Efficacy	0.722
Transactional Leadership	0.689

Source: PLS Output 2025

**Table 3. Results of Discriminant Validity Testing (Fornell Lacker Criterion)**

	<b>Organization al Citizenship Behavior</b>	<b>Organizational Commitment</b>	<b>Self Efficacy</b>	<b>Transactional Leadership</b>
Organizational Citizenship Behavior	0,860			
Organizational Commitment	0,595	0,841		
Self Efficacy	0,820	0,548	0,850	
Transactional Leadership	0,804	0,545	0,777	0,830

Source: PLS Output 2025

From Tables above, it is known that each construct in the model has a square root of average variance extracted ( $\sqrt{AVE}$ ) value greater than its correlation level with other constructs. This indicates that the estimated model meets the requirements for discriminant validity.

### **C. Composite Reliability and Cronbach’s Alpha**

Composite reliability tests and Cronbach's alpha tests were conducted to assess the reliability of the instruments in the research model. If each latent variable shows a value  $\geq 0.7$  for both indicators, the related construct is considered to have good reliability. Thus, the questionnaire used in this study can be said to be valid and consistent in measuring the desired dimensions.

Table 4. Results of Composite Reliability & Cronbach’s Alpha Testing

	Organizational Citizenship Behavior	Organizational Commitment	Keterangan
Organizational Citizenship Behavior	0,970	0,973	Reliabel
Organizational Commitment	0,948	0,951	Reliabel
Self Efficacy	0,923	0,940	Reliabel
Transactional Leadership	0,955	0,960	Reliabel

Source: PLS Output 2025

Referring to Table 4, the analysis results indicate that the composite reliability and Cronbach's alpha value are satisfactory, and all latent constructs have scores  $\geq 0.70$ . Therefore, it can be concluded that these constructs have a high level of reliability.

## 2. Inner model

The testing of the structural model (inner model) is a development step based on theoretical and conceptual approaches aimed at assessing the relationships between exogenous and endogenous variables according to the designed conceptual framework. The procedures or steps to evaluate the structural model (inner model) include:

### a. R-Square

Table 5.  $R^2$  Value of Endogenous Variables

Endogenous Variable	R-square
Organizational Citizenship Behavior	0,822

Source: PLS Output 2025

The structural model indicates that the construct of organizational citizenship behavior can be considered strong, evidenced by a value above 0.75. The influence of the independent latent variables (organizational commitment, self-efficacy, and transactional leadership) on organizational citizenship behavior results in an R-squared value of 0.822. This means that 82.2% of the variance in organizational citizenship behavior can be explained by these three constructs, while the remaining 17.8% is attributed to other factors not included in this research model.

### b. Q-square

If the  $Q^2$  value is greater than zero, the model is considered to have adequate predictive capability. The  $R^2$  value for each endogenous variable in this study can be calculated using the following formula:

$$Q^2 = 1 - (1 - R1)(1 - Rp)$$

$$Q^2 = 1 - (1 - 0.822)$$

$$Q^2 = 1 - (0.178)$$

$$Q^2 = 0.822$$

The calculation results show that the relevance predictor value is 0.822, indicating that there is a value above zero (0). This means that the independent variables included in the model account for 82.2% of the dependent variable of organizational citizenship behavior. Therefore, this model has adequate predictive relevance and is suitable for data interpretation.

**c. Hypothesis Testing Result**

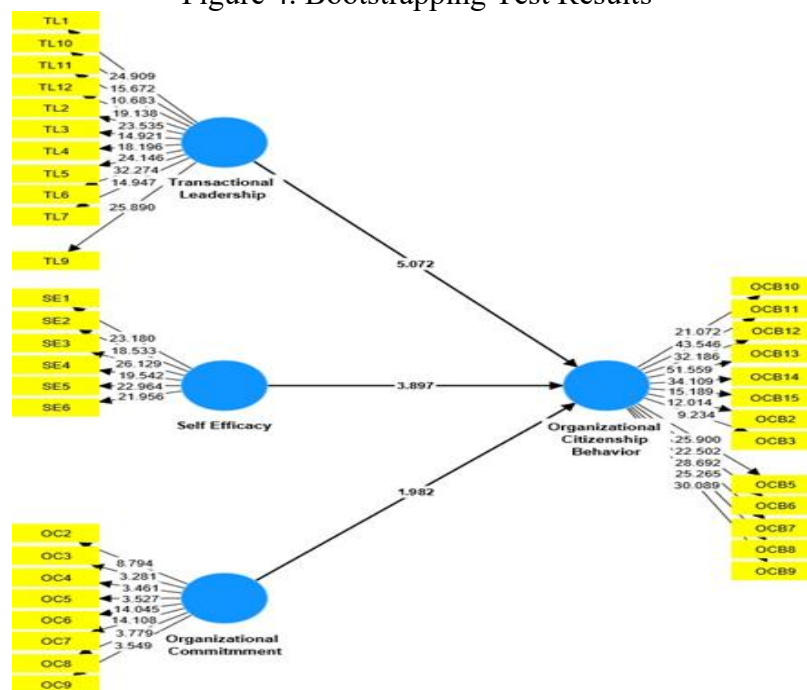
The significance level in this hypothesis testing is obtained through the bootstrapping technique, which allows for assessment based on the parameter coefficients and T-statistic values listed in the bootstrapping algorithm report. The determination of whether the results are significant or not is made by comparing the T-statistic value with the T-table at a significance level of 0.05 (5%), which is 1.96.

Table 6. Results of Hypothesis Testing

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Organizational Commitment à Organizational Citizenship Behavior	0,251	0,127	1,962	0,048	Positif - Signifikan
Self Efficacy à Organizational Citizenship Behavior	0,427	0,109	3,897	0,000	Positif - Signifikan
Transactional Leadership à Organizational Citizenship Behavior	0,515	0,101	5,072	0,000	Positif - Signifikan

Source: PLS Output 2025

Figure 4. Bootstrapping Test Results



Source: PLS Output 2025

**Discussion**

**1. The Influence of Transactional Leadership on Organizational Citizenship Behavior**

Based on the results of hypothesis testing in this study, a T-statistic value of 5.072 was obtained, with an original sample value of 0.515 and a P-value of 0.000. Since the T-statistic

exceeds the T-table value of 1.96, the original sample indicates a positive relationship, and the P-value is below the threshold of 0.05, it can be concluded that the transactional leadership style has a significant positive influence on Organizational Citizenship Behavior (OCB).

These findings are consistent with research conducted by Yapentra & Herman (2020), Prayekti et al. (2023), and Lasut et al. (2019), which also demonstrated a positive and significant relationship between transactional leadership and OCB. This is because leaders provide rewards for employees' achievements and intervene to address problems within the organization. Such conditions contribute to employees' motivated attitudes and their tendency to follow management decisions without much complaint.

## **2. The Influence of Self-Efficacy on Organizational Citizenship Behavior**

Through hypothesis testing in this study, a T-statistic value of 3.897 was obtained, with an original sample value of 0.427 and a P-value of 0.000. Since the T-statistic exceeds the T-table threshold of 1.96, the original sample indicates a positive direction, and the P-value is below the 0.05 threshold, it can be concluded that self-efficacy has a significant positive impact on Organizational Citizenship Behavior (OCB).

This is because employees remain committed to completing tasks despite encountering obstacles, maintaining an open attitude. As a result, they actively participate in teamwork to achieve shared goals and willingly assist colleagues facing difficulties without being asked. These findings are consistent with previous research conducted by Oktaviani & Arifin (2023) and Herawati et al. (2020), which also found a positive and significant influence of the self-efficacy variable on Organizational Citizenship Behavior.

## **3. The Influence of Organizational Commitment on Organizational Citizenship Behavior**

The results of hypothesis testing in this study show that the T-statistic value reached 1.962, with an original sample value of 0.251 and a P-value of 0.048. Since the T-statistic exceeds the T-table value of 1.96, the original sample indicates a positive direction, and the P-value is below the 0.05 threshold, it can be concluded that organizational commitment has a significant positive influence on Organizational Citizenship Behavior (OCB).

These findings are consistent with research conducted by Pujianto et al. (2022), Kurniawan (2020), Arbiyanti & Sudibjo (2020), and Soelton (2023), which concluded that organizational commitment has a significant positive effect on OCB. This is because employees tend to prioritize the interests of the company over personal interests and view career sustainability within the organization as a beneficial choice. As a result, they are encouraged to participate in building the organization's image and are willing to stay updated with the latest information related to the company.

## **CONCLUSION**

Based on the results of data analysis and discussion conducted in this study, it can be concluded that transactional leadership has a significant positive influence on Organizational Citizenship Behavior (OCB) among employees at PT. AMSA. Self-efficacy also has a significant positive impact on OCB among employees at PT. AMSA. Furthermore, organizational commitment significantly and positively affects OCB among employees at PT. AMSA.

## **Recommendations**

The following suggestions are worth considering as a basis for evaluation and development at PT. Anugerah Mekanika Sukses Abadi:

1. Management should establish clear and firm rules to support smooth work operations. For example, by installing information boards displaying company regulations and consistently enforcing sanctions for employees who violate them.
2. The company should support the development of employees' self-efficacy, such as by providing assistance or guidance to employees who face difficulties in completing their tasks. This support is essential to help employees feel capable of handling tasks with varying levels of difficulty.
3. The company should encourage employees to participate in internal events, corporate values training, or social activities that reflect the organizational culture. This will motivate employees to demonstrate loyalty through attitudes that uphold the company's core values.

For Future Researchers:

1. Re-examine the variables studied, as it is possible that some statements may not yet be fully relevant
2. Conduct research in different locations or sectors to gain a broader perspective.

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