

Examining the Contribution of Transformational Leadership Style and Affective Commitment to Organizational Citizenship Behavior (OCB)

Andis Febrian

Institut Agama Islam Negeri Bukittinggi, andisfebrian8927@yahoo.com



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Abstract

This study aims to determine the effect of the transformational leadership style on affective commitment, transformational leadership style on organizational citizenship behavior, affective commitment on organizational citizenship behavior, and transformational leadership style on organizational citizenship behavior mediated by employee's affective commitment in the Bank Muamalat Indonesia (BMI) Padang Branch. This research was conducted at Bank Muamalat Indonesia Padang Branch. The questionnaires were distributed to collect data and analyzed using Regression analysis. The result of the analysis showed that a significant influence of transformational leadership style on employee's affective commitment, transformational leadership style on employee's organizational citizenship behavior, affective commitment on organizational citizenship behavior, and transformational leadership style on organizational citizenship behavior mediated by employee's affective commitment in the BMI Padang Branch. Research findings contribute to the development of human resources to improve the performance of company employees.

Keywords: leadership, commitment, and organizational citizenship behavior

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan transformasional terhadap komitmen afektif, gaya kepemimpinan transformasional terhadap perilaku kewargaan organisasional, komitmen afektif terhadap perilaku kewargaan organisasional, dan gaya kepemimpinan transformasional terhadap perilaku kewargaan organisasional yang dimediasi oleh komitmen afektif pada karyawan Bank Muamalat Indonesia Cabang Padang. Penelitian ini dilakukan di Bank Muamalat Indonesia Cabang Padang, dengan sampel dalam penelitian ini berjumlah 60 orang. Pengumpulan data dilakukan melalui kuesioner dan teknik analisis data dalam penelitian ini yaitu analisa deskriptif dan uji analisis regresi. Hasil analisis menunjukkan bahwa terdapat pengaruh yang signifikan gaya kepemimpinan transformasional terhadap komitmen afektif, gaya kepemimpinan transformasional terhadap perilaku kewargaan organisasional, komitmen afektif terhadap perilaku kewargaan organisasional, dan gaya kepemimpinan transformasional terhadap perilaku kewargaan organisasional yang dimediasi oleh komitmen afektif pada karyawan bank muamalat indonesia cabang padang. Temuan penelitian berkontribusi pada pengembangan sumber daya manusia sehingga dapat meningkatkan kinerja karyawan perusahaan.

Kata Kunci: kepemimpinan, komitmen afektif, dan perilaku kewargaan organisasional

Introduction

Human resources are a very important asset owned by a company or organization, which is also an active and dominant actor, in every organizational activity, and humans, become planners, and determine the realization of organizational goals. To realize and create a balance between employee needs and organizational targets, companies must manage their human resources properly.¹

Business and organizational development depends on the productivity of the company's workforce. External changes must also be followed by internal changes to the company to adapt to its environment. Quality human resources usually do things out of the ordinary in winning the competition. The participation of all employees will be achieved if there is a will from every employee.

Organizational citizenship behavior (OCB) is an informal and mandatory behavior for an employee. This can support the function of the organization to be better and more effective. OCB is also employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system. For example, an employee can control his behavior to choose the best behavior for the benefit of his company or organization. Many facts show that companies that have employees with good OCB will have better performance than other companies.²

Extra-role behavior, commonly known as organizational citizenship behavior (OCB), becomes an important issue in the

formation of positive attitudes and behaviors of employees who are required to work beyond the formal aspects of work.³

At work, employees of Bank Muamalat Indonesia Padang Branch still have a low OCB appetite for the company. This problem can be viewed subjectively and objectively, such as the lack of coordination and cooperation between employees; there are still many employees who do not want to work more than hours without overtime pay or do not comply with company rules, difficulty in tracing evidence for employee violations, lack of information sharing with colleagues, and low employee interest in attending company events, which can improve relations between employees.

The low OCB of employees of Bank Muamalat Indonesia Padang Branch in carrying out their work is influenced by many factors. Based on the research, the influencing factors include mood and personality, perceived quality between leadership and staff, length of service, gender, educational background, organizational culture, commitment, leadership style, perceived company support, and age. The most dominant factors are transformational leadership style and affective commitment.⁴

¹ Melayu Sp. . Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara., 2014.

² 2002 : Pp 502-522. *Jurnal Mahasiswa Manajemen Bisnis 2 (1)*., 2002.
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³ Nicolas Raineri, Pascal Paillé, and Denis Morin, 'Organizational Citizenship Behavior: An Intergenerational Study', *Revue Internationale de Psychologie Sociale*, 25.3 (2012), 147-77; Hesi Eka Puteri and M Arifin, 'Exploring Personality, Grit and Organizational Citizenship Behavior at Higher Education: The Mediating Roles Of Job Involvement', *Journal of Physics: Conference Series*, 1471 (2020), 12025 <<https://doi.org/10.1088/1742-6596/1471/1/012025>>.

⁴ Mubasysyir Hasanbasri. . "Dana, Hubungan Kepuasan Kerja Dan Komitmen Organisasi Dengan Organizational Citizenship Behavior (OCB) Di Politeknik Kesehatan Banjarmasin" *Working Paper Series, No 2*, 2007.
Examining the Contribution of...

The leadership style used by the head of Bank Muamalat Indonesia Padang Branch is transformational. The transformational leadership style is a comprehensive and integrated leadership capability necessary for individuals, groups, and organizations to produce transformations characterized by changes at every stage of the activity.⁵ Thus transformational leadership is a process of inspiring and empowering individuals, groups, and organizations.

In the transformational leadership style at the bank, there are several problems that affect the low OCB of the employees. This can be seen in the lack of motivation, stimulation, ideal attention from leaders on staff, lack of two-way communication between leaders and staff, leaders still not providing input to their staff in carrying out their work, leaders paying less attention to outstanding staff, and leaders lacking able to give confidence to staff to carry out the work.

Another variable that can affect OCB is affective commitment, where an employee has a high commitment to the company or his job. Employees will be more likely to do anything to advance the company. As Organ said, commitment is one of the variables that has a close relationship with the development of OCB.⁶

The level of affective commitment of employees of Bank Muamalat Indonesia Padang Branch to their work is still low. The lack can be seen in employees' emotional

attachment to the company, the presence of unhappy employees spending the rest of their careers in the company. There is still a sense of lack of pride to be part of an organization, less accepting of organizational policies, still the desire of employees not to maintain membership in the organization and think about moving to another organization.

The transformational leadership style can increase the affective commitment of employees, by providing direction, motivation, and inspiration to them. If affective commitment increases, it will have an effect on increasing the Organizational Citizenship behavior (OCB) of employees at work.

Based on the observed phenomena and the search for literature and previous studies, there needs to be research to test "How the influence of transformational leadership style on organizational citizenship behavior (OCB) with affective commitment as a mediating variable in Bank employees' of Bank Muamalat Indonesia Padang Branch."

The purpose of this study was to examine and analyze the positive effect of transformational leadership style on affective commitment and organizational citizenship behavior. In addition, to see the positive effect of affective commitment on organizational citizenship behavior, and the mediating role of affective commitment to the positive influence of transformational leadership style on organizational citizenship behavior of Bank Muamalat Indonesia employees, Padang Branch. The findings of this study are also expected to contribute to policies in human resource development at Bank Muamalat Indonesia Padang Branch.

Theoretical Studies

Organizational citizenship behavior (OCB) is an unnecessary part of an employee's internal behavior but can support

⁵ Mohamed E. dan Ann O.Perez. Ibrahim, *Effects of Organizational Justice, Employee Satisfaction, and Gender on Employees' Commitment: Evidence From the Uae. International Journal of Business and Management*. Vol.9 No. 2.Pp.45-59., 2014.

⁶ Dennis W. Organ, Ph. M Podsakoff, and S. B MacKenzie, *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences* (Thousand OA: SAGE Publications., 2006).

the organization's functioning to be more effective.⁷ Organ says that OCB is an individual choice and initiative behavior and is not related to the organization's formal reward system, but in aggregate, improves the effectiveness of the organization. This can be interpreted that the behavior is not included in the work requirements so that it is not displayed, not even penalized.⁸ There are four indicators of OCB according to Organ such as:

- 1) Altruism is the willingness of employees to help colleagues when they have difficulty in carrying out their work.
- 2) Sportsmanship is a trait that does not like to create conflict with co-workers or can also be said to be with behavior that avoids conflict between the employees.
- 3) Civic virtue is the love and sensitivity of employees to the organization if outside criticism can affect the organization.
- 4) Consciousness is the behavior of workers who want to carry out work outside the provisions set by the organization.⁹

Leaders are needed by humans when carrying out work. Thoaha's said that a leader greatly influences the success and failure of an organization in carrying out its mission in achieving a predetermined goal.¹⁰ Leadership is considered as a way to influence employees to work according to the goals of the organization. Good leadership will be able to build the high commitment of employees on the job.¹¹

According to Rahmi, the transformational leadership style is a way to encourage and empower the employees to carry out more work than initially expected. A transformational leader must motivate them to perform better every time they carry out their work and put more effort into showing high commitment. In line with that, James in Rahmi defines the transformational leadership style as a leadership style in which the leaders strive to increase morality and higher motivation towards their employees to achieve an ideals and high morality towards success, togetherness, and humanity.¹²

Based on the above experts' opinions, a leader who has a transformational leadership style can make changes to his employees in a positive direction to improve performance for the advancement of the organization.

According to Colquitt "affective commitment is defined as a desire to remain a member of an organization due to an emotional attachment, and involvement with that organization."¹³ This opinion states an affective commitment is the desire to remain a member of the organization and engage with the organization due to emotional attachment. Mayer and Allen define that affective commitment as "an emotional bond, and identification, and an employee's involvement in the organization. Several variables can lead to the development of effective commitments, including the following:¹⁴

1) Organizational Characteristics

⁷ Robbins dan Judge.

⁸ Organ, Podsakoff, and MacKenzie.

⁹ Dennis W. Organ, *The Motivational Basis of Organizational Citizenship Behavior. Research in Organization Behavior, Vol 12, Pages 43 –72., 1990.*

¹⁰ Miftah. Thoaha, *Kepemimpinan Dalam Manajemen, Jakarta: PT Raja Grafindo Persada, 1993.*

¹¹ . Budiyanto dan HW. Oetomo., *The Effect of Job Motivation, Work Environment and Leadership on Organizational Citizenship Behavior, Job Satisfaction and Andis Febrian*

Public Service Quality in Magetan, East Java, Indonesia. World Academy of Science, 2011.

¹² Sri. . Rahmi, *Kepemimpinan Transformasional Dan Budaya Organisasi, Jakarta : Mitra Wacana Media., 2014.*

¹³ etal. Colquitt, *Organizational Behavior .USA:MC Graw Hill.*

¹⁴ Allen dan Meyer. 1997., *Commitment In The Workplace. United States of America: Sage Publication, 1997.*

It states that some studies are testing the relationship between organizational commitment and organizational structure. This research is very limited, but there is some evidence that affective commitment has to do with decision-making and rules and procedures within the organization.

2) Personal Characteristics

Personal characteristics consist of the need for achievement, affiliation, independence, and interest in work life related to organizational commitment. According to its characteristics, individuals who choose their jobs according to their characteristics will have a more positive work attitude than employees who do not have jobs based on these characteristics.

3) Work Experience

Work experience is a social motivation and presents a psychological attraction that is formed in an organization. Experienced employees are more likely to live up to expectations, and more easily develop an affective commitment to their organization.¹⁵

Meyer and Allen believe that work experience produces two categories of employee behavior: (1) satisfied employees will feel physically and physiologically comfortable in their organizations, and (2) employees who feel competent in their work.

The research that conducted by Nurcahyo stated that the influence of Leadership, Job Satisfaction and

Organizational Commitment to PKO Nurses RSD Panembahan Senopati Bantul. This study found that indirect effects level of leadership towards OCB through job satisfaction intermediaries and organizational commitments were stronger in effect by 0.109 compared to the level of indirect leadership effects on OCB through job satisfaction intermediaries of 0.074 and when compared to indirect leadership effects on organizations.¹⁶

Ismaya stated that the transformational leadership style has a significant effect on organizational citizenship behavior, transformational leadership has a significant effect on organizational commitment, organizational commitment has a significant influence on organizational citizenship behavior, and transformational leadership has a significant effect on organizational citizenship behavior of organizational commitment as an intervening variable (case study at MH Hospital. Thalib Kerinci Regency).¹⁷

Research Methods

This type of research is quantitative descriptive research. This study tested and analyzed the direct influence between transformational leadership styles on affective

¹⁵ Rahayu Ningsih, Asyari Asyari, and Iiz Izmuiddin, 'Pengaruh Islamic Human Capital Dan Pengembangan Karir Terhadap Kinerja Karyawan Bank Syariah', *EKONOMIKA SYARIAH: Journal of Economic Studies*, 4.2 (2020), 163–78.

¹⁶ Jati Nurcahyo. . R, *Pengaruh Kepemimpinan, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior (OCB) Perawat RSD Panembahan Senopati Bantul*, *Jurnal Bisnis Dan Manajemen*, Vol 13, No 1 Juni 2012: 41- 55: ISSN 1410-9018., 2012.

¹⁷ Dian . Ismaya, *Pengaruh Kepemimpinan Transformasional Dan Keadilan Prosedural Terhadap Perilaku Kewarganegaraan Organisasinal Dengan Komitmen Organisasi Sebagai Variabel Intervening*, *Tesis Manajemen Sumber Daya Manusia: Universitas Bung Hatta Padang*, 2014.

commitments, transformational leadership styles on organizational citizenship behavior, and affective commitments to organizational citizenship behavior. This study also tested and analyzed the indirect influence of transformational leadership styles on organizational citizenship behavior mediated by affective commitments.

The sample of this research are the employees of Bank Muamalat Indonesia Padang Branch, that have only 70 employees. So, the sampling technique is by cluster random sampling method. To determine the sample size of a population in this study used Slovin formula at α 5 %, with the formula:¹⁸

$$n = \frac{N}{1 + Ne^2} \frac{N}{1 + Ne^2}$$

Where :

n: Large sample

N: Large population

E: Critical value/desired accuracy limit (percentage of sampling research allowance in the study is 5%)

The data that used in this study are primary data, consisting of observations, interviews, and questionnaires distributed to Bank Muamalat Indonesia Padang Branch employees. To obtain secondary data, documentation techniques are done by obtaining data sourced to the writing, such as books, magazines, the internet, or websites, and other data related to this research that is useful to obtain a more complete and in-depth picture of the problem in research.

To produce accurate research, good measuring tools are needed; the data determine the results of the study. Meanwhile,

whether the data is correct or not, depends on the data collection instrument.¹⁹

Result and Discussion

Descriptive Variable. In the descriptive variable of organizational citizenship behavior, information is obtained that the average score of organizational citizenship behavior is 4.045 with the average level of achievement of respondents being 80.65%. This shows that the organizational citizenship behavior of the employees of Bank Muamalat Indonesia Padang Branch is in the good category.

while the description of the transformational leadership style variable owned by the leadership of Bank Muamalat Indonesia Padang Branch can be categorized in good condition. This can be seen in the average score of 4.125, with an average respondent's level of achievement of 82.44%.

In the description of the affective commitment variable, information is obtained that the average score of affective commitment is 4,013 with the average level of achievement of respondents being 80.37%. This shows that the affective commitment of the employees of Bank Muamalat Indonesia Padang Branch is on average good, although some of the indicator values are quite good.

Normality Test. In the normality test, it can be known that the significance value of the transformational leadership style variable (X1) is 0.190, the affective commitment variable (X2) is 0.319, and the organizational citizenship behavior variable (Y) is 0.783. All variable significance values are greater than alpha (= 0.05). Thus it can be said that the research variable data is normally distributed.

¹⁸ Riduwan., *Belajar Mudah Penelitian Untuk Guru-Karyawan Dan Peneliti Pemula, Cetakan Pertama*. Bandung: Penerbit Alfabeta., 2005.

¹⁹ Suharsimi. Arikunto, *Prosedur Penelitian Suatu Pendekatan Praktek. Edisi Revisi*. Jakarta: PT Raneka Cipta., 2002.

Heteroscedasticity Test. That in this study occurred symptoms of heteroscedasticity or similarity of regression of the relationship of each variable. This can be seen by the irregular and scattered residual spread not to form a specific pattern on the plot.

Linearity Test. That between independent and dependent variables has a linear relationship because each variable has a significance level of <0.05 . transformational leadership style (X1) to organizational citizenship behavior (Y) with a significant value of 0.003, affective commitment (X2) to organizational citizenship behavior (Y) with a significant value of 0.000, X1 to X2 with a significant value of 0.003.

Regression Analysis

Table 1. First Regression Analysis Results

Dependent Variable	Independent Variable	Coef ficient B	t test	Sig	Ket
Organizational Citizenship Behavior (Y)	Transformational leadership style (X1)	0,413	5,693	0,000	Sig

R Square = 0,394
F test = 18,554
Sig. = 0,000

Table 2. Second Regression Analysis Results

Dependent Variable	Independent Variable	Coef ficient B	t test	Sig	Ket
Affective Commitment (X2)	Transformational leadership style (X1)	0,495	3,036	0,004	Sig

R Square = 0,320
F -test = 13,409
Sig. = 0,000

Table 3. Third Regression Analysis Results

Dependent Variable	Independent Variable	Coefficient B	T test	Sig	Ket
Organizational Citizenship Behavior (Y)	Transformational leadership style (X1)	0,276	1,630	0,109	Sig
	Affective	0,276	2,159	0,035	Sig

commitmen
t (X2)
R Square = 0,441
F test = 14,718
Sig. = 0,000

The results of the first regression analysis found that transformational leadership styles had a significant effect on organizational citizenship behavior with a regression coefficient value (c)=0.413, T-test of 5.693, a value of f-test of 18.554 and a significance value of 0.000. Because the calculated t-test is greater than T-table (5,693>1,672) and the calculated F-test is greater than the F-table (18,554>2,777), while the significance value is less than alpha (0.000<0.05).

The results of the second regression analysis found that transformational leadership styles had a significant effect on affective commitment with a regression coefficient value (a)=0.495, t-test of 3.036, a value of F-test of 13.409, and a significance value of 0.004. Because the calculated t-test is greater than t-table (3,036>1,672) and the calculated F-test is greater than the F-table (13,409>2,777), while the significance value is less than alpha (0.004<0.05).

The results of the third regression analysis found that affective commitment significantly influenced organizational citizenship behavior after controlling transformational leadership style variables with a regression coefficient value (b)=0.276 and a significance value of 0.035<0.05. Furthermore, it found a direct effect c' of 0.276, which is smaller than the value $c=0,413$. The influence of transformational leadership style independent variables on dependent variables of organizational citizenship behavior is reduced and insignificant due top-value 0.109>0.05 after

controlling the mediator variable affective commitment.

Hypothesis Test. Data analysis for the first hypothesis of the research is a transformational leadership style significantly positively influenced affective commitment. Based on the data analysis for hypothesis testing, known regression coefficients affect the transformational leadership style to affective commitment (B) is 0.495. With a calculated t-test of 3,036, the value of F-test 13,409 and a significance value of 0.004. The calculated t-test is greater than t-table ($3,036 > 1,672$), and the calculated F-test is greater than the F-table ($13,409 > 2,777$), while the significance value is less than alpha ($0.004 < 0.05$). This means the first hypothesis is qualified and acceptable.

Data analysis for the second hypothesis of the research is that transformational leadership styles significantly positively affect organizational citizenship behavior. Based on data analysis for hypothesis testing, known regression coefficients affect transformational leadership style to organizational citizenship behavior (B) is 0.413. With a calculated t-test of 5,693, the value F-test 18,554, and the significance value is 0.000. The calculated t value is greater than t-table ($5,693 > 1,672$), and the calculated F-test is greater than the f-table ($18,554 > 2,777$), while the significance value is less than alpha ($0.000 < 0.05$). This means the third hypothesis is qualified and acceptable.

Data analysis for the third hypothesis of the research is that affective commitment has a significant positive effect on organizational citizenship behavior. Based on the data analysis for hypothesis testing, known regression coefficients affect affective commitment to organizational citizenship behavior (B) is 0.276. With a calculated t-test of 2,159, the F-test 14,718, and the significance value is 0.035. The calculated t-test is greater than t-table ($2,159 > 1,672$), and

the calculated F-test is greater than the f-table ($14,718 > 2,777$), while the significance value is less than alpha ($0.035 < 0.05$). This means the fifth hypothesis is qualified and acceptable.

Data analysis for the fourth hypothesis of the research is a transformational leadership style that has a significant positive effect on organizational citizenship behavior mediated by affective commitments to Bank Muamalat Indonesia Padang Branch employees. Based on the analysis of data for hypothesis testing, it is known that the regression coefficient directly influences the transformational leadership style of organizational citizenship behavior is 0.413 (value c), the regression coefficient directly influences the transformational leadership style against Affective commitment is 0.495 (value a). The coefficient of regression influence that affects affective commitment to organizational citizenship behavior after controlling the transformational leadership style variable is 0.276 (value b). Furthermore, the coefficient regression of the influence of transformational leadership style on organizational behavior found a direct effect value c' of 0.276, which is smaller than $c = 0.413$. The independent variables of transformational leadership style on dependent organizational behavior variables are less and insignificant due to top-value $0.109 > 0.05$ after controlling the mediator variable affective commitment. Based on Baron and Kenny's criteria, in this hypothesis, there is full mediation. Affective commitments fully mediate the influence of positive transformational leadership styles on organizational citizenship behavior. This means the sixth hypothesis is qualified and acceptable.²⁰

²⁰ D.A. Baron, R.M. & Kenny, *The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations*. *Journal of Personality and Social Psychology*, 51 (6): 1173-1182., 1986.

The influence of transformational leadership style on the affective commitment of Employees of Bank Muamalat Indonesia Padang Branch

The transformational leadership style has a significant positive effect on the affective commitment of the employees of Bank Muamalat Indonesia Padang Branch. If the transformational leadership style is getting better, it will result in an increase in the level of affective commitment of employees in carrying out their duties.

This includes how leaders align their goals with followers' values, leaders convey the organization's mission with enthusiasm, leaders always show certainty, and leaders help their staff to set achievable goals. Such leadership behavior will make employees happy to spend the rest of their careers, always make the company proud to others, and feel part of the family of Bank Muamalat Indonesia Padang Branch.

The findings of this study are supported by the opinion of Luthans that transformational leadership is very influential on employee commitment to work in the organization. Good transformational leadership will have a positive impact on increasing the affective commitment of employees in carrying out their work.²¹

The results of this study are also in line with Ismaya's previous research; her research found that the transformational leadership style has a significant positive impact on the commitment of nurse organizations in MH Hospital. Thalib Kerinci Regency.²² The results of this study are in line with Ye Hoon Lee's research, which proves that affective commitment has a positive and significant

²¹ Fred. . Luthans, *Perilaku Organisasi (Penerjemah Vivin Andhika Yuwono, Shekar Purwanti, Th.Arie P Dan Winong Rosari)*.Edisi Sepuluh. Yogyakarta: Penerbit Andi, 2006.

²² Ismaya.
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effect on organizational citizenship behavior.²³ The study results are also following Suryadinatha & Rahyuda's research, which found a significant positive influence of transformational leadership on affective commitment.²⁴

With the research, leaders will be able to make policies related to increasing the affective commitment of their employees to improve the company's performance.

The influence of transformational leadership style on the organizational citizenship behavior of Bank Muamalat Indonesia Padang Branch Employees

Transformational leadership style has a significant effect on organizational citizenship behavior (OCB) in Bank Muamalat Indonesia Padang Branch employees. This indicates that both forms of transformational leadership style given by the head of Bank Muamalat Indonesia Padang Branch to employees will also be higher in the organizational behavior of employees in carrying out their duties.

All of this can be seen when the leader matches his goals with the values of the followers, the leader conveys the mission of the organization enthusiastically, the leader always shows certainty, the leader helps the followers set achievable goals, the leader always matches his goals with the values of the followers, and the leader allows the followers to achieve things in their way. The leader's behavior will make employees not complain about something trivial, seriously follow the rules and procedures, take the time

²³ B. W. Ye Hoon Lee, *Transformational Leadership and Organizational Citizenship Behaviour: Mediating Role of Affective Commitment*.SAGE, 1-10.

²⁴ A. G. Suryadinatha & Rahyuda, *Pengaruh Kepemimpinan Transformasional Terhadap Komitmen Afektif Dengan Mediasi Perasaan Bangga Menjadi Pengikut*. E-JournalManajemen Unud, 3683-3710.

to help other employees, do not like to exaggerate the problem, and always follow the progress of the company at Bank Muamalat Indonesia Padang Branch, will increase.

The findings of this study are supported by Yukl's opinion that organizational citizenship behavior can be improved with a transformational leadership model is one of the many leadership models. Transformational leaders can improve the performance of their employees because they can provide support, excite and inspire followers, articulate the vision of the organization, give attention and encourage the maintenance of satisfactory working relationships.²⁵

The transformational leadership approach can encourage and influence employees through inspiration and leadership. Based on the research results conducted, Supartha showed that transformational leadership has a significant positive effect on organizational citizenship behavior, organizational commitment, and job satisfaction.²⁶ The ability of leaders in managing people is inseparable from their characteristics.²⁷

The effect of affective commitment to organizational citizenship behavior of Bank Muamalat Indonesia Padang Branch employees

²⁵ Gary.. Yukl, *Kepemimpinan Dalam Organisasi. Edisi Kelima. Jakarta: Indeks.*, 2010.

²⁶ I. G. 3677-3705 Supartha, *Pengaruh Kepemimpinan Transformasional Terhadap Komitmen Organisasi Dengan OCB Dan Kepuasan Kerja Sebagai Mediasi. E-Jurnal Manajemen Unud.*

²⁷ R (Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, *Transformasional Leader Behaviour and Their Effects on Followers Trust in Leader, Satisfaction, and Organizational Citizenship Behaviour. JAI Press Inc., Indiana*, 1990.

Affective commitment has a significant positive effect on organizational citizenship behavior in Bank Muamalat Indonesia Padang Branch employees. This indicates that Bank Muamalat Indonesia Padang Branch employees have a high affective commitment to their company because their employees have a good OCB when carrying out tasks for the sake of progress to be together.

In this study, the feeling of pride in being a member of the company and a sense of responsibility for the problems faced by the company was able to encourage Bank Muamalat Indonesia Padang Branch employees to have high OCB behavior. In addition, the willingness to help colleagues who have excessive workloads is very good for the effectiveness of the company in improving business productivity.

The results of this study are also in line with research conducted by Ratnaningsih, in his research found that commitment can have a positive influence on organizational citizenship behavior, this can be seen from the indication of loyalty and commitment possessed by employees who strive to the maximum to achieve the company's goals and are responsible for all work and strive to obtain information that can advance the organization. In addition, employees have also had an emotional attachment, so they willingly and sincerely do extra behaviors such as helping other colleagues in need without expecting a reward.²⁸

This research supports studies conducted by Tree & Suryoko, which ensure that affective commitment significantly influences organizational citizenship

²⁸ S.Y. Ratnaningsih, *Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior. Media Mahardika. Vol.11.No.2. Pp. 113-138.*, 2013.

behavior.²⁹ Then similar research conducted by Susilo supports the statement that affective commitment has a significant positive effect on organizational citizenship behavior.³⁰

The influence of transformational leadership style on organizational citizenship behavior with affective commitment as a mediation variable on employees of Bank Muamalat Indonesia Padang Branch

Transformational leadership style has a significant positive effect on organizational citizenship behavior after incorporating mediation variables, namely effective commitments. However, the influence of independent variables of transformational leadership style on dependent variables of organizational citizenship behavior is reduced and insignificant due to the value of sig t $0.109 > 0.05$ after controlling the mediator variable of affective commitment.

Based on Baron and Kenny's criteria, it can be concluded that the hypothesis occurs in full mediation. This means that organizational citizenship behavior is not influenced by transformational leadership style unless mediated by affective commitment; This is because Bank Muamalat Indonesia Padang Branch is a sharia bank so that employees who work there have a high level of responsibility and honesty towards the company in accordance with the teachings of the Ai-Quran and hadith so that the existing

²⁹ S. Tree, E., & Suryoko, *Pengaruh Komitmen Afektif, Komitmen Berkelanjutan, Komitmen Normatif* S. Tree, E., & Suryoko, *Pengaruh Komitmen Afektif, Komitmen Berkelanjutan, Komitmen Normatif Terhadap Kinerja Karyawan Melalui Variabel Organization Citizenship Behavior (Ocb) Sebagai Variabel Intervening Pada Pt. Temprina Media Grafika Semarang. Jurnal Ilmu Administrasi Bisnis.*

³⁰ M. M. Susilo, J. P., Minarsih, M. M., & Warso, (. *Pengaruh Komitmen Afektif, Komitmen Berkelanjutan Dan Komitmen Normatif Terhadap Organizational Citizenship Behaviour Pada Karyawan SPBU Semarang. Journal of Manajemen, 2(2), 1-11.*

leadership or not does not affect the OCB level of its employees. So that the higher the level of transformational leadership felt by the employees of Bank Muamalat Indonesia Padang Branch and supported by a new high affective commitment will improve the organizational citizenship behavior of Bank Muamalat Indonesia Padang Branch employees.

The findings of this study are supported by the opinion of Luthans, that the organization's commitment of employees to work is influenced by transformational leadership. A good leader in an organization will positively impact the organization's commitment to employees in carrying out their work.³¹ The results of this study are also in line with the previous research of Dian Ismaya with the results of transformational leadership research that has a significant positive impact on organizational citizenship behavior mediated by the affective commitment of nurses at MH Hospital. Thalib Kerinci Regency.³²

CONCLUSION

Based on the results of the study, can be given the conclusion that transformational leadership style has a significant effect on organizational citizenship behavior (OCB), Transformational leadership style has a significant positive effect on affective commitment, affective commitment has a significant positive effect on organizational citizenship behavior, and Transformational leadership style has a significant positive effect on organizational citizenship behavior after the inclusion of mediation variables, namely affective commitments to employees of Bank Muamalat Indonesia Padang Branch. The findings in the study have been tested using previous studies that have proven a significant influence between the variables of

³¹ Luthans.

³² Ismaya.

transformational leadership style and affective commitment to organizational citizenship behavior in employees of the Bank Muamalat Indonesia Padang branch. So that research can be used as a reference for Sharia banks in stabilizing policies related to human resources.

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