



## The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Organizational Commitment and Trust in Leaders as Mediation

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### Abstract

The purpose of this study to explain the influence of transformational leadership on organizational commitment OCB through commitment and trust in the leader. The population in this study were employees of the Office of the Regional Secretariat of Semarang City with a sample of 126 respondents. Sampling using proportional random sampling technique. Methods of data collection in this study using a questionnaire that measured using a scale linkert. Methods of data analysis used in this study using SmartPLS 3.0. Based on the results of the research, it was found that there was no influence of transformational leadership on OCB, there is influence between organizational commitment on OCB, there is no influence of trust on the leader of the OCB, organizational commitment mediates the relationship between transformational leadership on OCB, confidence in leaders did not mediate the relationship between transformational leadership on OCB. The conclusion by improving organizational commitment of employees, it can grow OCB employee. Suggestions for the organization to further improve the organizational commitment of every employee and pay more attention to the factors of transformational leadership.

## INTRODUCTION

Human resources are an important factor in achieving an organization in carrying out its duties. The human resources needed must have the appropriate competencies in order to provide optimal performance for the organization and must be able to improve each competency needed by each individual who can achieve the results that are expected. (Zefeiti, 2017).

One of the factors to improve quality and quantity is through human resources themselves (Martono, Wulansari & Khoirudin 2018). To be able to achieve the desired goals, it is not necessary only for employees who use the description needed by the organization, but also for employees who can do the work according to the description

needed by the organization to be able to support the effectiveness of the organization in accordance with the expected goals.

Organizational Citizenship Behavior (OCB) is as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization (Hidayah & Harnoto, 2018). This includes not only in-roles but also extra-roles that can benefit an organization called Organizational Citizenship Behavior or citizenship behavior in a (Novira & Martono, 2015). An organization that wants its employees to be able to do its work or other things that exceeds its job description is more proven to have advantages over other organizations with a lower level of organizational citizenship behavior (Li, Sajjad, Wang, Ali, Khaqan & Amina, 2019)

empowerment, and work engagement. Data were collected from 281 multinational organization employees in China. The Statistical Package for the Social Sciences (SPSS).

One of the factors that can influence the emergence of organizational citizenship behavior in employees is transformational leadership. Ismaelzadeh, Anjomshoa and Fard (2016) Transformational leadership can increase the role of additional behavior in subordinates and can also increase creativity and innovation in subordinates themselves in relation to organizational citizenship behavior within the organization.

Kresnandito (2012) transformational leadership can create an organizational environment that motivates employees with the aim of achieving organizational goals and developing employee interest in working.

Rejeki and Wulansari (2015) said that in order to achieve the desired work results organizational commitment is felt by employees. Commitment is a strong desire to remain as a member of a particular organization, a desire to strive according to the desires of the organization and a belief in acceptance of the values and goals of the organization (Chalimah & Sakhowi, 2014). Organizational commitment not only means passive loyalty, but also involves active relationships and the desire of employees to make a meaningful contribution to the organization (Fitriastuti, 2013).

Employees with high organizational commitment tend to be more involved in positive behaviors that can support the organization (Bottomley, Mostafa, Gould-Williams and León-Cázares, 2016). Organizational commitment is very closely related to the involvement of individuals with cognitive organizations that include individual responses to the organization, accepting the values, goals and objectives of the organization and affective involvement include the desire and willingness to provide the best for the organization and also loyalty to the organization (Maharani & Surachman, 2017).

Employees who are committed to their organizations are more likely to be better than employees who are less committed because they put more effort on behalf of the organization towards its success and strive to achieve its goals and mission (Jafri & Lhamo, 2013). Organizational commitment is felt to be very important for every individual in the organization because it reflects the involvement and loyalty of a person for the organization. With high organizational commitment, an individual will be more oriented towards his performance and happy to help each other and

provide the best for the organization.

Another factor that can improve organizational citizenship behavior is trust in leaders. Trust in leaders can be in the form of a confident and unquestioning attitude from employees to their leaders with policies that have been carried out by their leaders (Mahdi, 2008). With high trust in leaders, employees will tend to show more constructive behavior in carrying out their duties so as to encourage the emergence of organizational citizenship behavior such as employees who can more to listen to every command from the leader, help each other colleagues in completing work, and consider leaders as role models for each of them in carrying out their work (Amri & Ratnawati, 2013).

Semarang City Regional Secretariat has the duty to assist regional heads in terms of governance, administrative, and governance as well as administrative services to all regional apparatuses in Semarang City assisted by several assistants such as government administrative assistants, economic development assistants, general administrative assistants.

The phenomenon at the Semarang City Regional Secretariat Service is that the leaders of the organization have provided motivation and also set a good example for employees, but the organizational citizenship behavior of Semarang City Regional Secretariat employees is still not considered to be maximal. Based on this gap phenomenon, the researcher is interested in conducting research with the title "The Effect of Transformational Leadership on Organizational Citizenship Behavior through Organizational Commitment and Trust in Leaders as Mediation".

## Hypothesis Development

### Influence of Transformasinal Leadership on Organizational Citizenship Behavior (OCB)

Manik (2016) defines that transformational leadership as a leader who can help followers to be more confident in achieving goals and working according to direction and also better goals in the future with the charisma that is owned by the leader and provide intellectual inspiration and stimulation to his followers. Organizational citizenship behavior is the behavior of an employee who does work not because of the demands of his duties but rather is based on a sense of voluntary to help in the work environment (Brodoastuti & Rulijaji, 2016). Organizational citizenship behavior is an act of employees who do work in excess of the job description that should be done.

Transformational leadership motivates followers to prioritize the interests of the organization rather than their individual interests which can then direct the subordinates' willingness to contribute more to the goals of the organization without expecting direct rewards so as to foster extra-role behavior from followers (Nasra & Heilbrunn, 2015).

Research conducted by Khalili (2017) on employees in organizations in the banking, construction, electronic, computer and tourism sectors in Iran shows that transformational leadership can influence organizational citizenship behavior.

H1: Transformational Leadership influences Organizational Citizenship Behavior.

### **Influence of Transformational Leadership on organizational commitment**

Luthan (2006) revealed that organizational commitment is a behavior that shows the loyalty of an individual and is an ongoing process of expressing concern for the good of the organization. In organizational commitment there is an attitude of loyalty which is grouped in three ways as follows a very strong desire to stay afloat members of the organization, voluntarily giving their best efforts to the organization, Confidence and also a sense of acceptance of the values and goals of the organization. The role of transformational leadership in establishing good communication with employees will lead to loyalty and the desire to remain in the organization so that it will encourage organizational commitment (Aisyah & Wartini, 2016).

Research from Sartika (2014) states that transformational leadership has a direct influence on organizational commitment.

H2: Transformational Leadership influences Organizational Commitment.

### **The Effect of Transformational Leadership on Trust in Leaders**

Guinalú and Jordán (2016) states that trust is both a hope and a belief that a person can believe in the words and behavior of the leader that the leader will have good intentions in doing the job at any time. Amri and Ratnawati (2013) stated that leaders will establish forms of contact relations with their members and also fulfill their perceptions about organizational obligations and then with more frequent contact they will foster a strong sense of trust between subordinates and leaders.

Research conducted by Zaharia and Huțu

(2016) on SME employees in Romania states that transformational leadership influences trust in leaders.

H3: Transformational Leadership influences Trust in Leaders.

### **Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)**

Hadiyani, Karmiyati, and Ingarianti (2013) Organizational commitment is a desire from within someone who is aware of his existence within the organization who is always willing to carry out activities within the organization actively to achieve the goals of the organization, provide maximum contribution to the organization, have values in accordance with organizational values and have a desire to be loyal to the organization. Prasetyo, Siregar, and Luturlean (2015) organizational commitment has an important role in terms of improving organizational citizenship behavior employees in the organization. Oemar (2011) Someone with high organizational commitment will feel he has a great responsibility related to the vision and mission of the organization so that organizational commitment has a high influence on organizational citizenship behavior.

Research conducted by Buyukbese and Kefe (2013) states that organizational commitment influences organizational organizational behavior.

H4: Organizational Commitment influences Organizational Citizenship Behavior.

### **Influence of Trust in Leaders on Organizational Citizenship Behavior**

Mayer, Davis, Schoorman, Mayer, and Davis (2012) defines trust in leaders as a form of willingness from an individual who is vulnerable to actions taken from other individuals in the hope that others will trust each other, monitor and control each other.

Previous research conducted by Bagus and Juniarta (2016) which consisted of 175 employees. This research sample is equal to population. Furthermore, this study used internet survey method in collecting the data. A total 175 questionnaires were handed out with a total 148 valid questionnaires for a return rate of 85%. Data are analyzed by using Partial Least Square (PLS) states that trust in leaders positively influences organizational citizenship behavior. The study also revealed that a subordinate who believes in leaders with competence, integrity, attention to subordinates and consistent behavior

ior is able to foster extra role or organizational citizenship behavior from his subordinates. Research conducted by (Udiyana, Wignjohartoyo, & Sulasmi, 2015) states that commitment plays important role in increasing the behavior of organizational citizenship. Sjahrudin and Sudiro (2013) revealed that trust in managers can have a significant effect on Organizational Citizenship Behavior.

H5: Trust in Leaders influences Organizational Citizenship Behavior.

#### **Effects of Transformational Leadership on Organizational Citizenship with the mediating role of Organizational Commitment**

A leader with a transformational leadership style can increase the level of emotional attachment workers have with their organization so that it can create commitment in followers. Transformational leadership plays an important role in motivating and also inspiring subordinates to achieve the organization's vision and mission. With these capabilities, leaders can foster admiration and obedience from subordinates to leaders who can then increase the commitment of subordinates to be able to provide the best for the organization.

Bushra and Usman (2011) which states that transformational leadership is the most effective leadership style in determining how much commitment from employees. Previous research conducted by Aisyah and Wartini (2016) states that the role of organizational commitment can mediate the effect of the relationship of transformational leadership on organizational citizenship behavior.

H6: Organizational Commitment can mediate the Relationship between Transformational Leadership to Organizational Citizenship Behavior.

#### **Effects of Transformational Leadership on Organizational Citizenship with the mediating role of Trust in Leaders**

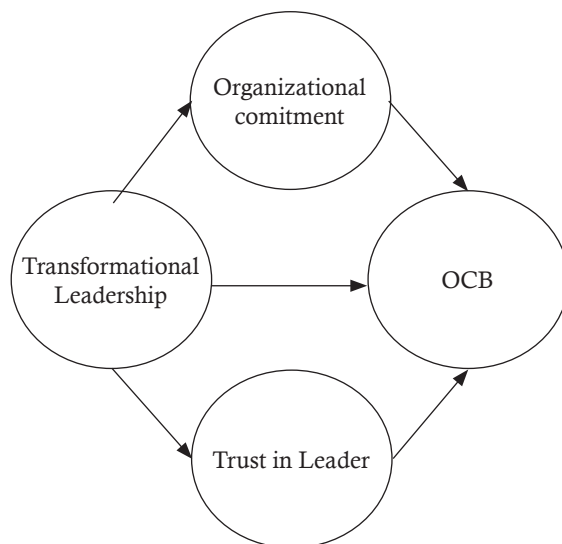
It is difficult to display leader's ability unless a leader gets member's trust even though a leader has professional capability and they who trust their leader tend to tell them the truth about the organization (Heru & Haryokusumo, 2018). Trust in leaders can be in the form of a confident and unquestioning attitude from employees to their leaders with policies that have been carried out by their leaders (Mahdi, 2008).

With high trust in leaders, employees will tend to show more constructive behavior in

carrying out their duties so as to encourage the emergence of organizational citizenship behavior such as employees who can more to listen to every command from the leader, help each other colleagues in completing work, and consider leaders as role models for each of them in carrying out their work (Amri & Ratnawati, 2013).

Previous research by Bagus and Juniarta (2016) which consisted of 175 employees. This research sample is equal to population. Furthermore, this study used internet survey method in collecting the data. A total 175 questionnaires were handed out with a total 148 valid questionnaires for a return rate of 85%. Data are analyzed by using PLS states that transformational leadership can influence the behavior of organizational citizenship through mediating trust in leaders.

H7: Trust in Leaders can mediate the Relationship between Transformational Leadership to Organizational Citizenship Behavior.



**Figure 1. Research Model**

#### **METHOD**

This type of research is a type of quantitative research because the research data in the form of numbers and analysis using statistics. The research design used is descriptive research, which is a research design organized in order to provide a systematic description of scientific information coming from the subject or object of research (Sanusi, 2011). The type of data in this study are primary and secondary data, primary data is data obtained directly from data sources, namely through the distribution of questionnaires.



res at the Semarang City Regional Secretariat Office.

The population in this study were employees in the Semarang City Regional Secretariat. The sample in this study were 126 respondents, the sampling technique that is using probability sampling is done by random sampling. Analysis of the data used in this research that is using Structural Equation Modeling (SEM) or structural equation models with analytical tools using SmartPLS 3.0.

## RESULTS AND DISCUSSIONS

### Validity Test

Convergent validity test is measured using the loading factor value. Convergent validity is said to be valid if the loading factor value > 0.50. Based on the test results, there are 1 question items on transformational leadership variables, 2 question items on organizational commitment variables and 3 variables on invalid OCB. Thus, the 6 items were removed and tested again. The test results show a factor loading value > 0.50, so that all items after retesting are declared valid. Convergent validity testing can also be assessed through the comparison of AVE and AVE square root. The calculation is said to be valid if the AVE square root value is greater than the AVE value.

**Table 1.** AVE and Square Root AVE

| Variabel                            | AVE   | Akar Kuadrat AVE |
|-------------------------------------|-------|------------------|
| Transformational Leadership         | 0.588 | 0.766            |
| Organizational Commitment           | 0.697 | 0.834            |
| Trust in Leader                     | 0.601 | 0.775            |
| Organizational Citizenship Behavior | 0.611 | 0.781            |

### Instrument Reliability Test

Reliability test can be seen from the value of Cronbach's Alpha from Composite reliability. The requirement to be said is reliable if the Cronbach's Alpha value must be > 0.7 and the Composite reliability value must be > 0.7 (Ghozali, 2014).

**Table 2.** Composite Reliability

| Variabel                            | Composite Reliability |
|-------------------------------------|-----------------------|
| Transformational Leadership         | 0.934                 |
| Organizational Commitment           | 0.941                 |
| Trust in Leader                     | 0.931                 |
| Organizational Citizenship Behavior | 0.945                 |

**Table 3.** Cronbach's Alpha

| Variabel                            | Cronbach's Alpha |
|-------------------------------------|------------------|
| Transformational Leadership         | 0.921            |
| Organizational Commitment           | 0.918            |
| Trust in Leader                     | 0.917            |
| Organizational Citizenship Behavior | 0.931            |

Based on tables 2 and 3 it can be seen that the composite reliability and Cronbach's alpha values for all variables have values above 0.7. It can be concluded that the instruments used in this study have consistency and accuracy to measure a construct or in other words have good reliability.

### Determination Coefficient Test ( $R^2$ )

Analysis of variance or determination test aims to find out how much influence the independent variable has on the dependent variable. The coefficient of determination from this study is shown in table 4:

**Table 4.** Determination Coefficient

| Variabel                            | $R^2$ |
|-------------------------------------|-------|
| Organizational Commitment           | 0.313 |
| Trust in Leader                     | 0.713 |
| Organizational Citizenship Behavior | 0.294 |

Based on the results of data processing presented in table 4, it can be seen that the transformational leadership variable can explain the organizational commitment variable by 31.3% and the other 68.7% is explained by other variables not used in this study. The transformational

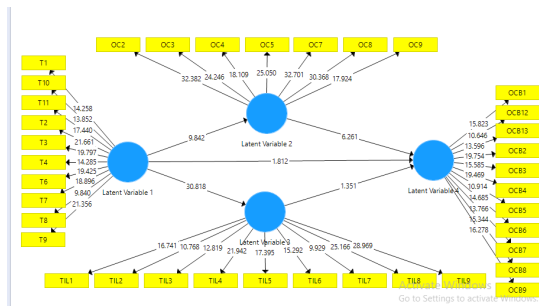
**Table 6.** Total Indirect Effect

|            | Original Sample (O) | Sample Mean (M) | Standard Error (STERR) | T Statistics (O/STERR) | P Value |
|------------|---------------------|-----------------|------------------------|------------------------|---------|
| TL→TIL→OCB | 0.192               | 0.208           | 0.136                  | 1.411                  | 0.159   |
| TL→OC→OCB  | 0.293               | 0.297           | 0.062                  | 4.717                  | 0.000   |

leadership variable, can explain the variable of trust in leaders by 71.3% and the other 28.7% explained by other variables not used in this study. The transformational leadership variable, organizational commitment, and organizational citizenship behavior can explain the OCB of 29.4% and the other 70.6 can be explained by other variables not used in this study.

### Hypothesis Test

Hypothesis testing in this study was conducted using the SmartPLS 3.0 application. Hypothesis testing can be done by taking into account the t-statistics and p-values of each variable. The rule of thumb used in this study is the beta coefficient value to determine the direction of the relationship, t-statistic value > 1.96 with a significance level of p-value 0.05 (5%). The results of hypothesis testing can be seen in Figure 1 of Table 5 and Table 6 below:


**Figure 2.** Path Diagram of Output Model PLS

### Effects of Transformational Leadership on Organizational Citizenship Behavior (OCB)

The results of testing using PLS show that transformational leadership has no effect on organizational citizenship behavior. This is indicated by the results of the transformational leadership test of organizational citizenship behavior which can be seen in the original sample (-0.239) and t-statistic (1.828) with a significance of p-value  $0.068 > 0.05$ . With these results it can be concluded that transformational leadership has no effect on organizational citizenship behavior

Organizational citizenship behavior of employees in the Semarang City Regional Secretariat Office is not based on the presence of leaders with transformational leadership characteristics. It also explains that organizational citizenship behavior in organizations arises not because of external factors but arises from individual factors themselves. So, from the results of the hypothesis test that has been done it can be concluded that the first hypothesis which states that transformational leadership influences organizational citizenship behavior is rejected. This does not support previous research by Tresna (2016) which states that transformational leadership can directly influence the behavior of organizational citizenship. On the contrary, this study actually supports the results of previous research from (Arifiani, Astuti, & Ruhana, 2016; Maharani & Surachman 2017) which states that transformational leadership has no direct relationship with organizational citizenship behavior.

**Table 5.** Path Coefficients

|           | Original Sample (O) | Sample Mean (M) | Standard Error (STERR) | T Statistics (O/STERR) | P Value |
|-----------|---------------------|-----------------|------------------------|------------------------|---------|
| TL → TIL  | 0.847               | 0.849           | 0.028                  | 30.369                 | 0.000   |
| TL → OC   | 0.560               | 0.566           | 0.059                  | 0.631                  | 0.000   |
| TL → OCB  | -0.239              | -0.246          | 0.131                  | 1.828                  | 0.068   |
| TIL → OCB | 0.226               | 0.244           | 0.158                  | 1.427                  | 0.154   |
| OC → OCB  | 0.524               | 0.523           | 0.088                  | 5.955                  | 0.000   |

### **The Absence of A Relationship between Transformational Leadership and Organizational Citizenship Behavior among Semarang City**

Regional Secretariat Office employees is based on the organizational environment at the Semarang City Regional Secretariat office, where every part of the organization has workspaces spread from the first floor to the sixth floor in Semarang City Hall. Transformational leadership has a greater influence on smaller groups of followers than on more complex organizations. Work carried out by employees has also been arranged in accordance with standard manuals in completing individual assignments. This is due to the fact that the Semarang City Regional Secretariat is a government sector organization in which the regulations and rules that are applied are in accordance with the standards and are binding.

### **Effects of Transformational Leadership on Organizational Commitment**

The results of testing using PLS show that transformational leadership has a significant effect on organizational commitment. This is demonstrated by the results of the transformational leadership test of organizational commitment which can be seen in the original sample (0.560) and t-statistics (9.631) with a significance of p-value  $0.000 < 0.05$ . With these results it can be concluded that transformational leadership influences organizational citizenship behavior.

Leaders who are able to foster pride, inspire and motivate their subordinates, are able to provide support to their subordinates, and are able to treat their subordinates individually fairly can foster a strong commitment from employees of the Semarang City Regional Secretariat Office towards their organizations. So, from the results of the hypothesis test that has been done it can be concluded that the second hypothesis which states that transformational leadership influences organizational commitment is accepted.

Employees at the Semarang City Regional Secretariat Office have felt they received fair treatment from their leaders at work for their work. This research shows that the Semarang City Regional Secretariat Department employees have received good treatment from the regional secretary for every activity carried out in the workplace. This can help every employee to increase loyalty and pride and have a high sense of ownership of their organization. The results of this study are in line with previous research which states that transformational leadership can influence organizational commitment (Erkutlu, 2014; Duggal, 2015; Al-Quraan, 2016).

### **Effects of Transformational Leadership on Trust in leaders**

The results of testing using PLS show that transformational leadership has a significant effect on trust in leaders. This is indicated by the results of the transformational leadership test of trust in leaders that can be seen in the value of the original sample (0.847) and t-statistics (30.396) with a significance of p-value  $0.000 < 0.05$ . With these results it can be concluded that transformational leadership influences trust in leaders.

Based on the above results, it can be interpreted that leaders with transformational leadership characteristics that are based on a leader's integrity, competence, and ability to create a sense of security and relationships in the workplace can foster employee trust in their leaders. So, from the results of the hypothesis test that has been done it can be concluded that the third hypothesis which states that transformational leadership influences trust in leaders is accepted.

Employees at the Semarang City Regional Secretariat have received good treatment from a leader with a transformational leadership trait for every activity carried out in the workplace. This can foster the trust of every employee towards their leader. Employees can have a sense of trust in their leaders when they know that their leaders have good integrity, behave wisely and also the ability to lead the organization well. The results of this study are in line with previous research which states that transformational leadership influences subordinates' trust in leaders (Zaharia & Huţu, 2016; Asrori, 2018; Li et al., 2019) empowerment, and work engagement. Data were collected from 281 multinational organization employees in China.

### **The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) is mediated by Organizational Commitment**

Test results using PLS show that organizational commitment can mediate the relationship of transformational leadership to OCB. This is indicated by the results of the bootstrapping test which shows that the original sample value is 0.293 and the t-statistic is 4.717 with a significance of p-value  $0.000 < 0.05$ . With these results it can be concluded that organizational commitment can mediate the relationship between transformational leadership and OCB.

The relationship between transformational leadership and organizational citizenship behavior can be created by mediating with organi-

zational commitment. This means that in order to foster OCB for employees at the Semarang City Regional Secretariat Office, the Regional Secretary must be able to foster a sense of commitment of employees to the organization first. When a leader can grow the commitment of every employee to the organization with the nature of the transformational leadership it has, it will bring up the organizational citizenship behavior at work by its followers.

The results of this study are in line with previous research which states that the relationship of transformational leadership to organizational citizenship behavior cannot influence directly, but that relationship can occur when organizational commitment variables are used as a mediation between the relationship of transformational leadership to organizational citizenship behavior (Lamidi, 2008; Purwaningsih & Lie Liana, 2015; Maharani & Surachman, 2017).

#### **The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) mediated Trust in Leaders**

Test results using PLS show that trust in leaders cannot mediate the relationship between transformational leadership and OCB. This is indicated by the results of the bootstrapping test which shows that the original sample value is 0.192 and the t-statistic is 1.411 with a significance of  $p\text{-value} > 0.05$ . With these results it can be concluded that trust in leaders in Semarang City Regional Secretariat Office employees cannot mediate the relationship between transformational leadership and organizational citizenship behavior.

The belief in leaders possessed by every employee cannot mediate the relationship between transformational leadership and organizational citizenship behavior. In this study found a relationship between transformational leadership on trust in leaders, but found no relationship between trust in leaders with organizational citizenship behavior. This proves that in previous research by Bagus and Juniarta (2016) which consisted of 175 employees. This research sample is equal to population. Furthermore, this study used internet survey method in collecting the data. A total 175 questionnaires were handed out with a total 148 valid questionnaires for a return rate of 85%. Data are analyzed by using PLS which states that trust in leaders can mediate the relationship between transformational leadership and OCB is not proven.

## **CONCLUSION AND RECOMMENDATION**

Transformational leadership does not affect the behavior of organizational citizenship at the Semarang City Regional Secretariat Office. This means that the nature of transformational leadership applied by the Semarang City Regional Secretary may not necessarily be able to foster organizational citizenship behavior to employees in the Semarang City Regional Secretariat Office directly.

Transformational leadership has a significant effect on organizational commitment. This means that the nature of transformational leadership applied by the Semarang City Regional Secretary to its employees in the workplace can foster organizational commitment held by every employee in the workplace. The transformational leadership style adopted by the Regional Secretary of the City of Semarang can increase the commitment of its employees.

Transformational leadership has a significant effect on trust in leaders. Trust in leaders in every employee can be based on the goodness of a leader, the ability or potential of the leader, and can create a sense of security within the organization. Organizational commitment has a significant effect on organizational citizenship behavior. This shows that with the organizational commitment of every employee at the Semarang City Regional Secretariat Office, it can foster organizational citizenship behavior for every employee in the workplace.

Trust in leaders has a significant effect on OCB. This means that the trust held by each employee in the Semarang City Regional Secretariat Office in the Regional Secretary or their leader cannot foster OCB for every employee in the workplace. Organizational commitment is able to mediate the relationship between transformational leadership and OCB. This shows that the organizational commitment of every employee at the Semarang City Regional Secretariat Office will foster OCB for employees at work.

Trust in leaders is not able to mediate the relationship between transformational leadership and OCB. This shows that the sense of trust in the leader grown by the Regional Secretary in the Semarang City Regional Secretariat Service has not been able to bring up the OCB of its employees in the workplace.

Suggestions for future research are expected for future researchers who will examine the OCB able to explore other variables that can affect OCB in addition to transformational leader-



ship and organizational commitment. For future research if you want to test the indirect effect between Transformational leadership towards OCB can try other variables besides organizational commitment and trust in leaders.

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