

Transformational Leadership on OCB with the Mediating Role of Organizational Culture

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Abstract. *This study aims to analyze the influence of transformational leadership on Organizational Citizenship Behavior (OCB) with the mediating role of organizational culture among employees of Hotel Daima Padang. The reason for conducting this study is the discovery of low levels of OCB through a pre-survey, as well as the importance of leadership and organizational culture in improving OCB in the hospitality industry. The method used in this study is a quantitative approach with a census technique involving 54 respondents. To analyze the data, Structural Equation Modeling-Partial Least Square (SEM-PLS) was used with the assistance of SmartPLS software. The findings of the study indicate that: (1) transformational leadership has a positive and significant influence on OCB ($\beta = 0.658$, $p = 0.000$), (2) transformational leadership has a positive and significant influence on organizational culture ($\beta = 0.634$, $p = 0.000$), (3) organizational culture positively and significantly influences OCB ($\beta = 0.567$, $p = 0.000$), and (4) organizational culture significantly mediates the relationship between transformational leadership and OCB ($\beta = 0.363$, $p = 0.000$). This study also confirms Social Exchange Theory (SET) as a theoretical foundation, which shows that the reciprocal relationship between leaders and employees results in additional work behavior. The results of this study provide practical contributions for the management of Hotel Daima Padang to strengthen the transformational leadership approach and create a collaborative work culture to support OCB in a sustainable manner.*

Keywords: Transformational Leadership, Organizational Citizenship Behavior (OCB), Organizational Culture

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INTRODUCTION

The complexity of modern business challenges such as the acceleration of digital transformation, global economic uncertainty, post-pandemic changes in work styles, as well as demands for sustainability and innovation, has forced companies to rethink the qualifications and characteristics of their workforce. In dealing with these dynamics, companies need employees who are not only able to meet expectations according to job descriptions, but also demonstrate positive behavior beyond their formal responsibilities, this is known as Organizational Citizenship Behavior / OCB (Nurjanah et al., 2020).

Hotel Daima Padang is a company engaged in hospitality and services, which directly involves intensive interaction between employees and guests from various backgrounds, both from within the country and abroad. As a company engaged in public services, Hotel Daima Padang requires employees who not only work according to job descriptions, but also have

behaviors that tend to be proactive and voluntarily work beyond the limits of their formal work. High OCB at Hotel Daima Padang will have a direct impact on service quality, innovation, and work productivity.

To see the OCB phenomenon at Hotel Daima Padang, the author conducted a pre-survey, to 10 employees on March 3, 2025. Based on the results of the pre-survey related to OCB at Hotel Daima Padang, there is a significant phenomenon in the form of the lack of voluntary participation of employees in activities outside their formal duties. Data was collected through 15 statement items, with the following conclusions;

Table 1. Pre-survey Results of Daima Padang Hotel

No	Component	Summary of Findings
1.	Dominant response	The majority of respondents chose to disagree at 69%.
2.	Level of OCB participation	Very low, only 5% of respondents showed OCB.
3.	Level of hesitation/neutral	Moderately high, 26% of respondents indicated hesitation or untapped OCB potential.
4.	Weak OCB	Loyalty, resilience, and initiative beyond primary duties are not yet evident.
5.	Slightly stronger OCB	Help towards coworkers is starting to show, although it is still limited.
6.	Conclusion	The majority of employees have not demonstrated OCB behaviors.

The phenomenon of low OCB among employees of Daima Padang Hotel reflects the gap between organizational expectations of voluntary contributions and the reality of employee behavior in the field. The importance of OCB needs to be a concern based on the factors that influence OCB which include transformational leadership and organizational culture, which play an important role in increasing OCB (Erkutlu, 2011; Aldrin & Yunanto, 2019; Widarko & Anwarodin, 2022).

The leadership style at Hotel Daima Padang, both the general manager and manager support employees' ideas, provide moral motivation, and become work models for their subordinates. But in reality, employees are rarely involved in decision-making. This makes the work climate rigid and not conducive to OCB growth. This phenomenon shows a clear discrepancy between what leaders say and their actual actions, and indicates that the elements of transformational leadership have not been fully implemented properly. Therefore, it is important to further examine how transformational leadership influences the creation of a work environment that supports voluntary behavior or OCB.

The author also found that there are several studies that show an inconsistent relationship between transformational leadership and OCB. As in the research of Nurjanah et al. (2020) shows the relationship between transformational leadership on OCB has a significant and positive effect, while in the research of Rohma & Rinaldi (2023) shows transformational leadership has no effect on OCB. This shows that it is necessary and important for the author to review these variables. This research will not only deepen the understanding of the relationship between transformational leadership and OCB, but can also provide strategic advice for hotel management to build a positive work culture. Hotel Daima Padang has emphasized corporate culture values such as helping colleagues when they need help. In reality, some employees when they finish doing their daily work do not help their coworkers and go straight home.

This illustrates that there is a lack of collaboration and concern for others, and there is a work culture but it is not in writing and is not used as a basis for the assessment and decision-making process. As a result, work culture is inconsistent and unable to shape sustainable OCB behavior. This phenomenon makes organizational culture important for further research. Based on the description and findings of the phenomena described above, the authors will conduct

research with the title “The Effect of Transformational Leadership on Organizational Citizenship Behaviour (OCB) with the Mediating Role of Organizational Culture in Daima Padang Hotel Employees.”

LITERATURE REVIEW

Social Exchange Theory (SET)

The grand theory used in this study is social exchange theory (SET). The initial concept of this theory was proposed by Li & Yu (2017); Walumbwa et al. 2011. Blau emphasized that social relationships involve elements of trust, commitment, and reciprocal norms that cannot be measured solely in economic terms. In this study, reciprocal norms play a central role in strengthening long-term social relationships. In an organizational context, the reciprocity norm explains why employees who feel treated fairly and valued will exhibit extra-role behaviors such as Organizational Citizenship Behavior (OCB) (Cropanzano & Mitchell, 2005).

Organizational Citizenship Behavior (OCB)

OCB is one of the important concepts in organizational behavior science that describes the voluntary contributions of employees beyond their formal roles in the organization (Vigoda-Gadot, 2007). According to Agarwal (2016), OCB is defined as individual behavior that involves freedom of choice, which is not directly or explicitly linked to the reward system, and contributes to the effectiveness and efficiency of organizational functions. It can be concluded that OCB is voluntary behavior that is not included in formal job descriptions and is not directly rewarded by formal organizational reward systems, but contributes significantly to the overall effectiveness, efficiency, and performance of the organization. According to Nanang et al. (2021), the factors that influence OCB are: job satisfaction, organizational justice, personality, organizational commitment, transformational leadership, organizational culture, and perceived organizational support. OCB has five main indicators that represent forms of prosocial behavior according to Organ in the study by Arina et al. (2021), namely: (1) Altruism; (2) Conscientiousness; (3) Sportsmanship; (4) Courtesy; (5) Civic Virtue.

Transformational Leadership

Transformational leadership is leadership that has a positive influence on subordinates by providing motivation, inspiration, and increasing individual awareness to achieve organizational goals (Rohma & Rinaldi, 2023). According to Purwanto et al. (2021), the concept of transformational leadership is described as a leadership style that can enhance motivation, morale, and performance of followers through various approaches such as inspiration, attention to individuals, intellectual stimulation, and ideal influence.

Meanwhile, according to Markiah et al. (2022), transformational leadership is a leadership style that can inspire, motivate, and encourage employees to work beyond organizational expectations. It can be concluded that, in general, transformational leadership is a leadership style in which leaders strive to inspire and motivate their followers to improve their morality, motivation, and individual and group performance. According to Markiah et al. (2022), there are four main indicators of transformational leadership developed by Hosna et al. (2021); Khan et al. (2022), namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational Culture

According to Pool (2000), organizational culture is the dominant values supported by an organization and serves as its philosophy in carrying out its activities. Hogan & Coote (2014), defines organizational culture as a pattern of basic assumptions discovered, created, or developed by a group of people as a way to address external adaptation and internal integration issues that have proven successful, and are taught to new members as the correct way to understand, think about, and feel about these issues. In general, organizational culture can be summarized as a set

of values, norms, beliefs, and behaviors that are embraced and applied collectively by organizational members as guidelines for acting, interacting, and making decisions to achieve organizational goals. According to the theory developed by Dasgupta & Gupta (2019), there are three main indicators of organizational culture, namely: Observable Artifacts, Espoused Values, Basic Underlying Assumptions.

From the background and literature review that have been explained previously, there are a number of hypotheses formulated in this study as follows: (1) The influence of transformational leadership on OCB, the Social Exchange Theory (SET) developed by Darmawan & Gani (2024), states that social interactions within organizations are shaped by the principle of reciprocal exchange. When employees feel supported, trusted, and appreciated by their leaders, they tend to respond with voluntary behavior that goes beyond their formal duties, namely OCB.

The results of a study conducted by Lee et al. (2024) indicate that transformational leadership has a positive effect on OCB. Based on the above statements, the following hypothesis is derived H1: Transformational leadership has a positive and significant influence on OCB; (2) The influence of transformational leadership on organizational culture. Relationships within an organization are formed by the principle of social reciprocity, whereby individuals respond positively to fair, respectful, and trusting treatment. In an organizational context, leadership that builds reciprocal relationships with employees influences the perceptions, values, and beliefs that develop within the organization, namely organizational culture.

The results of a study conducted by Veiseh et al. (2014) indicate that transformational leadership has a significant influence on organizational culture. Based on this statement, the following hypothesis is derived, Transformational leadership has a positive and significant influence on organizational culture; (3) The influence of organizational culture on OCB, social Exchange Theory (SET) proposed by Stamper et al. (2009) states that relationships between individuals in an organization are formed based on the principle of mutual exchange. In this context, when an organization creates a positive work culture characterized by values of trust, appreciation, openness, and cooperation, employees will feel valued and gain psychological and emotional benefits. As a form of reciprocity for this experience, employees are motivated to demonstrate additional contributions beyond their formal duties, such as helping colleagues, showing loyalty, and maintaining a conducive work environment.

All of these are forms of OCB. The findings of Rohma & Rinaldi (2023), indicate that organizational culture significantly influences OCB. Based on this reasoning, the following hypothesis can be formulated, H3: Organizational culture has a positive and significant influence on OCB; (4) The influence of organizational culture mediates the relationship between transformational leadership and OCB, Blau explains Social Exchange Theory, which states that social relationships are formed on the basis of psychological reciprocity.

When a leader provides support, trust, inspiration, and personal attention to employees (characteristics of transformational leadership), the leader creates a positive work experience that gives rise to feelings of social debt. The reciprocal response from employees is voluntary work behavior beyond formal duties, known as OCB. However, this relationship does not occur directly but through the creation of organizational culture, which serves as a vehicle for internalizing the leader's values.

Transformational leaders instill values such as fairness, innovation, responsibility, and commitment to shared goals. These values are internalized within the organizational culture and shape norms and expectations for positive behavior. A positive culture then acts as a psychosocial mediator that strengthens and channels the influence of transformational leadership into actual OCB practices. Organizational culture has a positive and significant mediating effect on the relationship between transformational leadership and OCB. Based on this reasoning, the following hypothesis can be formulated, H4: Organizational culture positively and significantly

mediates the relationship between transformational leadership and OCB. Researchers formulate a research framework:

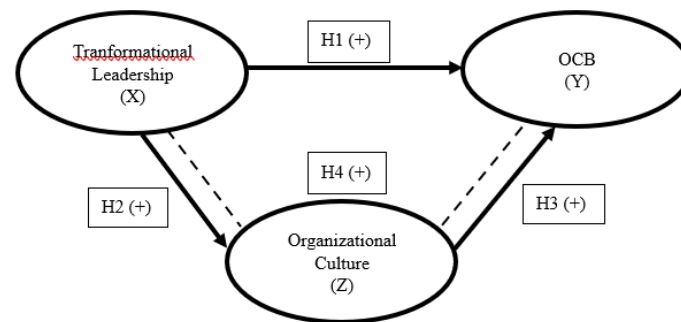


Figure 1. Framework

METHODS

Study Area, Population, Design, and Sampling Method

The research design used in this study employs a quantitative research method. Quantitative research is an approach that utilizes numerical data and statistical analysis (Sugiyono, 2019). The research location is at Hotel Daima Padang, conducted from February 2025 to June 2025. The population in this study consists of 54 employees working at Hotel Daima Padang. The total sample theory is a concept in statistics used to analyze and interpret data from a population based on a representative sample (Hermawan & Hariyanto, 2022). This concept is often applied to understand the structure and composition of a population based on the number of elements taken as samples. The sample used in this study consists of all 54 employees of Hotel Daima Padang. Total sampling is an efficient choice because the researcher can collect data from all individuals present, ensuring that the research results accurately reflect the actual conditions of the entire population.

Research Instrumens

The data collection techniques used in this study were primary and secondary data collection techniques. The tool used in primary data collection for this study was a survey method using a questionnaire, which was conducted by providing a number of written statements to respondents arranged on a Likert scale. The Likert scale is a scale used to measure a person's opinions, attitudes, or statements regarding a question using numbers from 1 to 5. Meanwhile, the secondary data collection technique in this study was obtained from the personnel division of Hotel Daima Padang. Each variable was measured using a 1-5 Likert scale questionnaire. There are five OCB indicators, namely: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Markiah et al. (2022) There are four main indicators of transformational leadership developed by Bass & Avolio namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Three Indicators of Organizational Culture according to the theory developed by Schein these are Observable Artifacts, Espoused Values, and Basic Underlying Assumptions.

Study Analysis

Data analysis in this study used descriptive statistics and inferential statistics. After the data was collected, a data verification stage was carried out to ensure the integrity of the completed questionnaires and to check whether all questions had been answered completely. To see how respondents answered the number of questions asked, the Total Respondent Achievement formula was used in descriptive statistical analysis. Meanwhile, for inferential statistical analysis, the researcher used Smart PLS4.0 software with the PLS-SEM (Partial Least Squares-Structural Equation Modeling) technique, which can test measurement models and structural models and simultaneously test hypotheses between variables Hypothesis testing was

(Sarstedt et al., 2020) conducted by running bootstrapping to see if there was a relationship between variables and whether the formulated hypotheses could be accepted.

RESULTS AND DISCUSSION

Descriptive Statistic

The total number of respondents in this study was 54, consisting of 22% women and 78% men, with 24% aged ≤ 30 years, 63% aged 31-40 years, and 13% aged 41-50 years. The dominant level of education was bachelor's degree (63%), high school (31%), and diploma (6%).

Description of Research Variables

Total respondent achievement (TRA) is used to determine each answer category of descriptive variables. TRA on the OCB variable was 80% with a good rating. Transformational leadership with a TRA percentage of 81% showed a good rating. Then, TRA on the organizational culture variable was 91%, showing a very good rating.

Outer Model

Validity Test

Validity testing is divided into two main components, namely convergent validity and discriminant validity. Convergent validity can be measured using outer loading values, where an indicator is considered valid if the outer loading value is greater than 0.7 (Sarstedt et al., 2020). Meanwhile, discriminant validity is assessed through cross loading, by comparing the correlation between the indicator and the original construct as well as other constructs. If the correlation of the indicator is higher with the original construct than with other constructs, then the indicator meets the criteria for discriminant validity.

Convergent Validity

Convergent validity has two evaluable criteria, namely using factor loading values or average variance extracted (AVE) values.

Table 2. Outer Model

	X	Y	Z		X	Y	Z
X1	0.884			Y15		0.811	
X10	0.924			Y2		0.857	
X11	0.943			Y3		0.861	
X12	0.815			Y4		0.925	
X2	0.956			Y5		0.815	
X3	0.858			Y6		0.797	
X4	0.914			Y7		0.903	
X5	0.914			Y8		0.900	
X6	0.947			Y9		0.829	
X7	0.908			Z1			0.819
X8	0.945			Z2			0.874
X9	0.949			Z3			0.927
Y1		0.819		Z4			0.822
Y10		0.760		Z5			0.909
Y11		0.908		Z6			0.933
Y12		0.897		Z7			0.843
Y13		0.837		Z8			0.909
Y14		0.772		Z9			0.912

Source: Data Processed by SmartPLS (2025)

Based on the data presented in the figure above, the convergent validity test by analyzing the outer loading test for each indicator in this study has an outer loading >0.7 , which means that each indicator can be said to meet the requirements. Average variance extracted (AVE) indicates the amount of variance from the indicators that can be explained by the construct when compared to the variance caused by measurement error. If an indicator is >0.5 , then the indicator is considered reliable (Sarstedt et al., 2020).

Table 3. Average Variance Extracted (AVE)

	Average variance extracted (AVE)
X	0.835
Y	0.718
Z	0.782

Source: Data Processed by SmartPLS (2025)

Based on tests conducted on average variance extracted (AVE), all constructs in this study showed AVE values higher than the minimum threshold of 0.50, indicating good convergent validity. The Transformational Leadership construct (X) obtained an AVE value of 0.835, indicating that 83.5% of the variance in the indicators in that construct can be explained by the construct itself. The Organizational Citizenship Behavior (OCB) construct (Y) has an AVE value of 0.718, while Organizational Culture (Z) achieves an AVE of 0.782. These values indicate that the variance explained by each construct far exceeds the variance associated with error. Therefore, it can be concluded that all constructs in this model meet the criteria for convergent validity and can be used for further structural analysis. These findings are consistent with the criteria proposed by (Sarstedt et al., 2020), who state that high AVE values indicate that indicators can efficiently represent constructs.

Discriminant Validity

Discriminant validity can be tested by applying the Fornell-Larcker method, cross loading, and heterotrait-monotrait ratio (HTMT) (Sarstedt et al., 2020). The validity of an indicator is determined if there is a higher correlation with the original construct than with other constructs.

Table 4. Fornell-Larcker

	X	Y	Z
X	0.914		
Y	0.658	0.848	
Z	0.634	0.756	0.884

Source: Data Processed by SmartPLS (2025)

Based on the table above, it can be seen that the values based on discriminant validity analysis using the Fornell-Larcker criteria show that the square root of AVE for each construct exceeds the correlation values between other constructs. The diagonal values representing the AVE root mean square values are 0.914 for Transformational Leadership (X), 0.848 for OCB (Y), and 0.884 for Organizational Culture (Z). On the other hand, the correlations between constructs show that the relationship between X and Y is 0.658, between X and Z is 0.634, and between Y and Z is 0.756.

Therefore, since each diagonal value is higher than the inter-construct relationships, this model meets the criteria for discriminant validity. These findings indicate that each construct in this study is clearly distinct from the others, so that each indicator within the construct truly reflects the original construct, not a different construct. These results are in line with the discriminant validity criteria outlined by (Sarstedt et al., 2020), which emphasize the importance of differences between constructs in structural models to ensure measurement accuracy.

Table 5. Cross Loading

	X	Y	Z
X1	0.884	0.443	0.551
X10	0.924	0.651	0.567
X11	0.943	0.614	0.523
X12	0.815	0.626	0.736
X2	0.956	0.649	0.529
X3	0.858	0.621	0.732
X4	0.914	0.509	0.611
X5	0.914	0.664	0.514
X6	0.947	0.638	0.506
X7	0.908	0.454	0.557
X8	0.945	0.626	0.523
X9	0.949	0.641	0.521
Y1	0.529	0.819	0.549
Y10	0.600	0.760	0.547
Y11	0.540	0.908	0.726
Y12	0.551	0.897	0.756
Y13	0.502	0.837	0.577
Y14	0.546	0.772	0.530
Y15	0.733	0.811	0.706
Y2	0.518	0.857	0.727
Y3	0.530	0.861	0.629
Y4	0.532	0.925	0.767
Y5	0.528	0.815	0.539
Y6	0.597	0.797	0.494
Y7	0.588	0.903	0.714
Y8	0.524	0.900	0.594
Y9	0.525	0.829	0.641
Z1	0.598	0.598	0.819
Z2	0.679	0.891	0.874
Z3	0.518	0.690	0.927
Z4	0.674	0.741	0.822
Z5	0.493	0.538	0.909
Z6	0.495	0.655	0.933
Z7	0.475	0.536	0.843
Z8	0.493	0.538	0.909
Z9	0.510	0.666	0.912

Source: Data Processed by SmartPLS (2025)

Based on the data presented in the table above regarding cross loading, all indicators related to the constructs of Transformational Leadership (X), OCB (Y), and Organizational Culture (Z) show satisfactory discriminant validity. This can be seen from the relationship pattern in which each indicator shows the highest level of correlation to its original construct compared to other constructs. This indicates that each indicator consistently represents the construct being measured without creating overlap in meaning with other constructs, thereby meeting the standards for discriminant validity. This aligns with the theory proposed by (Sarstedt et al., 2020), which states that cross-loading should demonstrate superior correlation with the target construct as evidence that the indicator clearly reflects its theoretical concept.

Therefore, these cross-loading results support the conclusion that the measurement tools in this study have achieved good measurement quality standards, especially in distinguishing between the constructs analyzed. The HTMT measures the average ratio of the relationship between indicators derived from different constructs (heterotrait) and the relationship between indicators within the same construct (monotrait). The HTMT value must be below 0.90 to indicate proper discriminant validity. A lower HTMT value indicates that the construct's ability to distinguish itself from other constructs is stronger.

Table 6. Heterotrait Monotrait Ratio (HTMT)

	X	Y	Z
X			
Y	0.666		
Z	0.630	0.751	

Source: Data Processed by SmartPLS (2025)

Based on the analysis of the relationship between constructs in the table above, it shows that there is a correlation between transformational leadership (X) and OCB (Y) with a correlation value of 0.666, while the relationship between transformational leadership (X) and organizational culture (Z) reaches 0.630. On the other hand, the relationship between OCB (Y) and organizational culture (Z) shows a higher value of 0.751. Although there is a significant relationship among the three constructs, the correlation values are still below 0.90, indicating that each construct retains clear conceptual differences without excessive multicollinearity. This finding confirms the positive relationship among the variables in the research model while maintaining the independence of each construct.

Reliability Test

The purpose of reliability testing is to ensure that the instrument can produce consistent and stable data when used in the same situation at different times or with different samples in the same population. Reliability testing is conducted by examining Cronbach's Alpha and Composite Reliability values. Cronbach's Alpha is used to assess internal consistency among items within a construct, while Composite Reliability provides a more comprehensive measure of reliability as it accounts for the weight of each indicator within the latent construct, with a recommended threshold value above 0.7 (Sugiyono, 2019).

Table 7. Cronbach's Alpha & Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X	0.982	0.984	0.984
Y	0.972	0.974	0.974
Z	0.965	0.972	0.970

Source: Data Processed by SmartPLS (2025)

Based on the data in the table above, all constructs tested, namely X, Y, and Z, demonstrate excellent reliability. Construct X obtained a Cronbach's Alpha value of 0.982, a rho_a value of 0.984, and a Composite Reliability (rho_c) value of 0.984. Construct Y obtained a Cronbach's Alpha of 0.972, a rho_a of 0.974, and a rho_c of 0.974. Meanwhile, construct Z obtained a Cronbach's Alpha of 0.965, a rho_a of 0.972, and a rho_c of 0.970. Overall, the Cronbach's Alpha and Composite Reliability reliability test results exceeded 0.7. Therefore, it can be concluded that all constructs in this study have very strong internal consistency and meet the recommended reliability criteria, so the instrument can be validated.

Inner Model

Inner models play an important role in this study because they can describe the causal relationships between the main latent variables in the conceptual framework of the study, as well

as measure the significance of these relationships and the coefficient of determination (R-Square) value, which shows the extent of the influence of one variable on another. The inner model is evaluated by examining the R-Square value for endogenous constructs, the t-test value, and the significance of structural path parameters. This process is conducted to measure the strength of interactions between variables in the model.

Table 8. Inner Model

	R-square	R-square adjusted
OCB (Y)	0.625	0.610
Budaya Organisasi(Z)	0.401	0.390

Source: Data Processed by SmartPLS (2025)

Based on the data in the table above, the R-square value for the OCB variable is 0.625 and the adjusted R-square value is 0.610, indicating that 62.5% of the variation in OCB can be explained by transformational leadership and organizational culture. Meanwhile, the R-square value for organizational culture is 0.401 and the adjusted R-square value is 0.390, indicating that 40.1% of the variation in organizational culture can be interpreted through transformational leadership as an exogenous variable. This figure reflects the moderate level of influence of transformational leadership on organizational culture. The difference between R-square and adjusted R-square, which appears small for both variables, indicates that this research model does not experience overfitting and that the model components are relevant to the research data, meaning that the model has a good level of accuracy and stability.

Hypothesis Development

The determination of hypothesis results is based on path coefficient values, with a p-value threshold below 0.05 or a t-statistic value exceeding 1.97.

Direct Effect Hypothesis

Table 9. Direct Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hipotesis
X -> Y	0.658	0.665	0.088	7.507	0.000	Accepted
X -> Z	0.634	0.638	0.095	6.697	0.000	
Z -> Y	0.567	0.560	0.120	4.714	0.000	

Source: Data Processed by SmartPLS (2025)

Transformational Leadership Has a Positive and Significant Effect on OCB

Based on the analysis of the hypothesis, the correlation between transformational leadership (X) and OCB (Y) shows a positive and significant impact. The path coefficient value is 0.658, with a t-statistic of 7.507 and a p-value of 0.000. This indicates that the first hypothesis (H1) can be accepted, meaning that the higher the application of transformational leadership, the more OCB behavior is exhibited by employees. Leaders who can provide inspiration and encouragement will also motivate employees to contribute more to the organization voluntarily.

Transformational Leadership Has a Positive and Significant Effect on Organizational Culture

There is clear evidence that transformational leadership (X) has a positive and significant impact on organizational culture (Z), with a path coefficient of 0.634, a t-statistic of 6.697, and a p-value of 0.000. Therefore, the second hypothesis (H2) is accepted. This finding indicates that transformational leadership has a direct influence in shaping a positive organizational culture. Transformational leaders play a key role in instilling values, norms, and work behaviors that are integral elements of organizational culture.

Organizational Culture Has a Positive and Significant Effect on OCB

The results of the analysis showing the influence of organizational culture (Z) on OCB (Y) reveal a path coefficient of 0.567, a t-statistic of 4.714, and a p-value of 0.000, indicating that the third hypothesis (H3) is also accepted. This means that a strong and supportive organizational culture significantly encourages OCB behavior among employees. An organizational culture that facilitates collaboration, initiative, and concern among colleagues will enhance commitment and positive behavior that goes beyond their primary duties

Indirect Effect Hypothesis

Table 10. Indirect Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hipotesis
X -> Z -> Y	0.363	0.360	0.091	3.992	0.000	Accepted

Source: Data Processed by SmartPLS (2025)

Organizational Culture Positively and Significantly Mediates the Relationship Between Transformational Leadership and OCB

From the results of the indirect path analysis using SmartPLS, the original sample (O) value was 0.363, the sample mean (M) was 0.360, and the STDEV was 0.091 with a t-statistic of 3.992 and a p-value of 0.000. Based on statistical testing criteria, these results demonstrate that the mediation path is significant, as the t-statistic exceeds the minimum threshold of 1.96 and the p-value is less than 0.05. Therefore, the hypothesis that organizational culture acts as a mediator can be accepted, indicating that organizational culture plays a significant role in mediating the relationship between transformational leadership (X) and OCB (Y). These findings indicate that organizational culture functions as a mediating variable that strengthens the impact of transformational leadership on OCB.

Transformational leadership not only directly influences OCB, but also creates a positive cultural atmosphere, which ultimately encourages employees to voluntarily engage in work behaviors that exceed their official responsibilities. These results emphasize the importance of organizational culture as a psychological and social mechanism that connects leadership style with positive work behavior. The results also show that the indirect effect of transformational leadership on OCB through organizational culture is significant, and the mediating function of organizational culture must be considered when formulating leadership strategies and creating a productive work atmosphere.

Based on the results of a comprehensive data analysis using SmartPLS, statistical outputs were obtained which were used as the basis for testing the hypotheses in this study. To provide a deeper understanding of the influence of transformational leadership on OCB with the mediating role of organizational culture, the following is explained:

The Influence of Transformational Leadership on OCB

The results of the path coefficient analysis show that transformational leadership has a positive and significant impact on OCB, with a path coefficient value of 0.658, a t-statistic of 7.507, and a p-value of 0.000, which exceeds the significance threshold of $t > 1.96$ and $p < 0.05$. These findings indicate that the greater the perceived application of transformational leadership by employees, the higher their tendency to exhibit extra-role behavior or OCB. These findings are in line with the transformational leadership theory proposed by Bass and Avolio (1994), in which leaders who have vision, are inspiring, and give individual attention are able to increase employees' internal motivation so that they are encouraged to take actions beyond their formal responsibilities. The results of this study are also consistent with the research by Nurjanah et al.

(2020), which states that transformational leadership has a positive influence on employees' pro-social behavior.

This relationship can also be explained through social exchange theory, as proposed by Blau. This theory states that interactions within an organization are influenced by the principle of social reciprocity; if employees receive good treatment, they will be motivated to respond with positive behavior as well. In a transformational leadership environment, a leader not only functions as a guide but also acts as a connector in building valuable social and psychological relationships. When employees feel appreciated, empowered, and actively involved by their leaders, a sense of social responsibility emerges to contribute more than what is formally expected, namely in the form of OCB. Therefore, the results of this study not only reinforce the validity of the empirical model, but also confirm that the success of an organization in creating highly committed and proactive employees depends heavily on how effective transformational leadership is in building good and mutually beneficial social relationships.

The Influence of Transformational Leadership on Organizational Culture

The findings of this study indicate that transformational leadership has a positive and significant influence on organizational culture. The path coefficient is 0.364, the t-statistic is 6.697, and the p-value is 0.000. These values explain that transformational leadership has a real contribution to the formation and strengthening of organizational culture. From the perspective of social exchange theory (SET) proposed by Blau interactions between leaders and staff are mutually beneficial. When a leader demonstrates dedication, trust, and support for the team, employees tend to respond with behavior that shows engagement and acceptance of the values brought by the leader. In this situation, values such as cooperation, responsibility, and professionalism applied by transformational leaders will be accepted, integrated, and in turn become part of the collective work culture.

The results of this study are in line with research conducted by organization (Vigoda-Gadot, 2007), which states that transformational leaders play a role as both guides and shapers of organizational culture through the instillation of values, empowerment of individuals, and the formation of collective norms. They not only focus on outcomes but also on the process of creating an inclusive, communicative, and supportive work environment that fosters collective growth. Therefore, transformational leaders act as cultural agents, not only managing human resources but also actively shaping values and identity within the organization. Therefore, it can be concluded that transformational leadership not only directly influences individual behavior but also builds a foundation of values and norms that function as a cultural system within the company. This culture then acts as a guide for behavior, a shaper of shared identity, and a bond between company employees, all of which contribute to the company's long-term effectiveness and sustainability.

The Influence of Organizational Culture on OCB

The results of this study indicate that organizational culture has a positive and significant impact on OCB, with a path coefficient of 0.567, a t-statistic of 4.714, and a p-value of 0.000. This shows that the stronger the organizational culture formed in the workplace, the greater the tendency for employees to exhibit work behaviors that exceed their responsibilities. From the perspective of social exchange theory (SET) proposed by Blau when an organization builds a positive work environment characterized by principles of trust, appreciation, openness, and collaboration, employees will feel valued and gain psychological and emotional benefits.

In response to this experience, employees are motivated to contribute more beyond their official responsibilities, such as helping colleagues, demonstrating commitment, and creating a beneficial work atmosphere. All of these are manifestations of OCB. The results of this study are also supported by research conducted by Rohma & Rinaldi (2023), which states that organizational culture has a significant influence on OCB. It can be concluded that organizational

culture plays a key role as a catalyst for the emergence of OCB, through the process of internalizing shared values and creating a work climate that fosters loyalty, active participation, and emotional attachment of employees to the organization.

The Influence of Organizational Culture Mediates the Relationship Between Transformational Leadership And OCB

The results of this study indicate that organizational culture plays a significant mediating role in the relationship between transformational leadership and OCB. The results of the indirect path analysis show a coefficient of 0.363, a t-statistic of 3.992, and a p-value of 0.000, indicating that the mediating effect is statistically significant ($t > 1.96$ and $p < 0.05$). This means that transformational leadership on OCB is not only directly correlated, but also through the creation of a positive and cohesive organizational culture. Organizational culture acts as the primary means of converting leadership values such as vision, empathy, and behavioral examples into voluntary actions that support effectiveness and collaboration in the workplace.

From the perspective of social exchange theory (SET) proposed by Blau social relationships are formed based on psychological reciprocity. Transformational leaders instill values such as fairness, innovation, responsibility, and commitment to shared goals. These values are internalized within organizational culture and shape norms and expectations for positive behavior. A positive culture then acts as a psychosocial mediator that strengthens and channels the influence of transformational leadership into actual OCB practices.

The results of this study are reinforced by the findings of organization (Vigoda-Gadot, 2007), which show that organizational culture has a positive and significant mediating effect on transformational leadership toward OCB. Organizational culture functions as a psychosocial background that not only receives the impact of leadership but also reinforces that impact through voluntary, loyal, and participatory work behavior. This indicates the importance of a leadership approach that not only emphasizes interpersonal relationships but also the development of a supportive organizational culture.

CONCLUSION

This study aims to determine the effect of transformational leadership on organizational citizenship behavior (OCB) with the mediating role of organizational culture, both directly and indirectly, on employees of Hotel Daima Padang. Based on the data and discussions conducted, 1) Transformational leadership has been shown to have a positive and significant influence on OCB. The results of this study indicate that employees who encounter a leadership style that motivates, encourages, and pays attention to personal needs are more likely to exhibit voluntary work behaviors, such as helping colleagues, being loyal to the company, and actively participating beyond their official responsibilities. 2) Transformational leadership has been proven to have a positive and significant impact on organizational culture. The results of this study confirm that transformational leadership styles can strongly shape and guide corporate values, work norms, and identity. Transformational leadership plays an important role in building a transparent, collaborative, and creative organizational culture. 3) Organizational culture has been proven to have a positive and significant influence on OCB. These findings indicate that a positive corporate environment will encourage employees to voluntarily exhibit work behaviors that exceed expectations, as a manifestation of the application of existing values and norms within the company. A solid culture facilitates a sense of ownership and high commitment from employees toward the company. 4) Organizational culture has been proven to have a positive and significant mediating effect on the relationship between transformational leadership and OCB. The results of this study confirm that corporate culture plays a crucial role in enhancing the impact of leadership on voluntary work behavior. This mediation process is partial, given the direct and indirect influences, both of which are important for voluntary behavior or OCB. From the findings of this study, it can be concluded that the development of transformational leadership and the

strengthening of organizational culture are effective approaches in shaping loyal, proactive, and innovative employees, which are essential inservice sectors such as hospitality.

SUGGESTION

Based on the findings and conclusions obtained from this study, there are several suggestions, both in practical and academic fields. For the management of Hotel Daima Padang, it is recommended to continue strengthening transformational leadership practices, especially in providing motivation, inspiration, and personal attention to each team member. In addition, it is important to build, manage, and maintain an organizational culture in a structured manner. A good work culture not only strengthens the company's collective identity but also encourages proactive work behavior that supports OCB. For future researchers, it is recommended to expand the scope of research, both in terms of research subjects, industrial sectors, and geographical areas, so that the results obtained are more diverse and can be applied more widely.

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