

The Effect Of Transformational Leadership Style, Transactional Leadership And Charismatic Leadership On Organizational Citizenship Behavior (Ocb) with Working Culture as an Intervening Variable

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Abstract

This study aims to determine the effect of transformational leadership style and transactional leadership style on extra-role behavior or often called Organizational Citizenship Behavior (OCB) in the Regional Government Secretariat of Karimun Regency. Extra role behavior performed by civil servants cannot be separated from the patterns and abilities of each employee's character. This character can be called the work culture of each of these employees. Are the two leadership styles namely the Transformational leadership style, Transactional leadership and Charismatic leadership can increase extra-role behavior or often called Organizational Citizenship Behavior (OCB) where work culture is an intervening variable. This research was conducted at the Secretariat of the Regional Government of Karimun Regency, Riau Islands. The population in this study was 50 employees. By using the census method where the number of research samples will be taken as a whole from members of the population. Data were analyzed using Structural Equation Modeling (SEM).

Keywords: Transformational Leadership, Transactional Leadership, Charismatic Leadership, Organizational Citizenship Behavior (OCB), Work Culture.

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1. Introduction

Leadership is an important factor in building an organization. An organization can not be separated from the leadership model that will be run by a leader. Successful leadership will pay attention to the suitability between the leadership style of the boss and his subordinates. The factor of the success of an organization lies in the leadership style used in the organization [1]. Leadership style of a leader who will be emulated by his subordinates, therefore success in carrying out the vision and mission really needs to be improved through the formation of quality human resources. The success of leadership will have a positive effect on subordinates including loyalty and dedication which will manifest an extra role behavior or often called Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is very important in building and increasing the success of an organization [2].

Human resource management will not be separated from the factors of employees who are expected to perform as well as possible in achieving the objectives of government organizations. This will not be separated from the work culture of the employees in carrying out their duties. Work culture is one of the key elements of human resource management that determines the success of an organization. In line with that, the Ministry of Administrative Reform has developed a program concerning the work culture of the apparatus as stipulated in Decree of the Minister of Administrative Reform No [3]. 25/KEP/M.PAN/4/2002 concerning Guidelines for the Development of the Culture of State Apparatus Work, which contains 17 (seventeen) pairs of basic values of work culture, all of which are directed at the realization of good governance. The state apparatus that is able to understand and have the spirit and work ethic that is responsible, moral, disciplined, professional, and productive will accelerate the realization of good governance [4].

1.1 Formulation of the Problem

1. Is there a significant influence between the variables X1 to Y1?
2. Is there a significant influence between the variables X1 to Y2?
3. Is there a significant influence between the variables X2 to Y1?
4. Is there a significant influence between the variables X2 to Y2?
5. Is there a significant influence between variables X3 to Y1?
6. Is there a significant influence between variables X3 to Y2?
7. Is there a significant influence between the variables Y1 to Y2?

1 Totok Sudiyanto, 'Pengaruh Disiplin, Budaya Kerja, Dan Motivasi Terhadap Kepuasan Kerja Pegawai Pada Fakultas Ekonomi Universitas PGRI Palembang', Jurnal Media Wahana Ekonomika, 12.1 (2019), 14–29 <<https://doi.org/http://dx.doi.org/10.31851/jmwe.v12i1.3302>>.

8. Is there a significant indirect effect between the X1 variables on Y2 to Y1?
9. Is there a significant indirect effect between the X2 variables on Y2 to Y1?
10. Is there a significant indirect effect between the X3 variables on Y2 to Y1?

1.2 Objective of Research

1. To identify a significant effect between variables X1 to Y1.
2. To identify a significant effect between variables X1 to Y2.
3. To identify a significant effect between variables X2 to Y1.
4. To identify a significant effect between variables X2 to Y2.
5. To identify a significant effect between variables X3 to Y1.
6. To identify a significant effect between variables X3 to Y2.
7. To identify a significant effect between the variables Y1 to Y2.
8. To identify significant indirect effects between variables X1 at Y2 to Y1.
9. To identify significant indirect effects between variables X2 on Y2 to Y1.
10. To identify significant indirect effects between variables X3 on Y2 to Y1.

2. Literature Review.**2.1 Transformational Leadership**

Transformational leaders motivate their followers to relook their job by elevating the status of the job from being boring, repetitive and menial into something more meaningful and significant. This ascendance of an employee's job as something important and its contribution to overall organizational vision is what prompts them to engage in innovative work behaviour [5]. Therefore, it would be interesting to test the indirect effect of transformational leadership on followers' innovative work behaviour as mediated through followers' perception of meaningful work. Transformational leaders offer an appealing vision to the followers and stimulate their intellect by urging them to challenge the existing mental models and to innovate better solutions to bring about positive change [6].

Transformational leaders also lead by example; they practice what they preach by taking calculated risk and by engaging in creative and nonconventional behaviours that stimulate innovation among the followers. Transformational leaders boost the intrinsic motivation of their followers and encourage them to question the status quo or the old ways of doing things in organizations. In a laboratory study of student samples, found that transformational leadership is positively related to employee's innovation [7]. Transformational leadership is a unique leadership style, which is theorized to have the ability to influence employees' moral values and ethics in such a way that they tend to perform better than expected. Transformational leadership extensively focuses on the consideration, intellectual stimulation, and inspirational motivation of the individuals. Moreover, transformational leaders are considered more trustworthy, realistic, and practical, which could help them to accomplish their tasks and also has the potential to stimulate innovative work behavior [8].

2.2 Transactional Leadership

The definition of transactional leadership cannot be separated from Burn, namely leadership related to followers who motivate by calling for their personal interests. According to transactional leadership can involve values, but those values are relevant to exchange processes such as honesty, responsibility, and reciprocity. Bass argues that the transactional leader's relationship with his subordinates is reflected in three things, the Leader knows what subordinates want and will explain what subordinates will get if the job is in line with expectations [9]. The leader exchanges the efforts made by subordinates in return. The leader is responsive to the subordinate's personal interests as long as the interests are proportionate to the value of the work done by the subordinate. The characteristics of transactional leadership consist of two aspects, contingent rewards are leaders informing their subordinates about what their subordinates must do if they want to get a certain gift and guarantee that subordinates will get what they want in lieu of the efforts made [10].

Transactional leaders are leaders who guide or motivate their followers towards the goals set by meme focusing more on the leader-subordinate relationship without any effort to create change for subordinates. There are four characteristics of transactional leaders:

1. Contingent reward: A contract for the exchange of rewards for an effort made, promising reward for good performance, recognizing achievement.
2. Management by exception (active): Seeing and searching deviations from the rules and standards, take corrective action.
3. Exclusion-based management: Intervenes only if standards are not met.
4. Laissez-Faire: letting go of responsibility, avoiding decision making.

According to states that transactional leadership is a model of leadership style by focusing on achieving goals or objectives, but does not seek to develop the responsibilities and authority of subordinates for the advancement of subordinates [11].

2.3 Charismatic Leadership (CL)

Charismatic leadership is an ability to influence the thoughts, behavior, and feelings of others because it has a special ability or talent. Because the leader has admirable and authoritative personality traits that can lead to positive characters in employees, the leader is seen as special and also influences the charisma of a leadership style. controlling subordinates with ease. Not everyone can be born with the soul of a leader who is inherent in his nature, that ability is mostly obtained from experience, learning, and work processes [12].

The charismatic style has a deep influence on subordinates, some subordinates feel the leader's beliefs are true, and they are willing to obey the leader, there is a sense of affection they feel from a leader, and also emotionally they also participate in group or organizational missions, they also have goals high performance and confidence that they can contribute to the success of that mission. Charismatic souls can be seen not only when someone is in an important position as well as leaders, but the birth of a charismatic soul can be seen and felt because of one's authority, one's spiritual way of worship, and when the firmness of one's principles can be seen. Leaders are seen as special because of their amazing and authoritative personality traits [13].

This charismatic style of leadership relies on quality characteristics and special personality so that it can create participation in leadership as a role model, which has a very riveting appeal, by gaining a large (very large) number of followers. Charismatic leadership can also be interpreted as leadership that has strong power and remains and is trusted by its followers [14]. Special personality qualities that can create participation in leadership as a role model, which has a very riveting appeal, by gaining a large number of followers³ (very large) in number. Charismatic leadership can be interpreted as the ability to influence others by utilizing privileges or strengths in the personality traits/characteristics of leaders, giving rise to respect, respect and high adherence to their followers [15].

2.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is defined as individual behavior that is recognized as a formal reward system explicitly and will encourage organizational functions in a more effective direction. The success of an organization depends on the willingness of employees to work beyond the responsibilities of their duties and provide time and energy for the successful implementation of tasks voluntarily [16]. According to, Organizational Citizenship Behavior (OCB) is an individual voluntary behavior (in this case employees) that is not directly related to the rewarding system but contributes to the effectiveness of the organization. In other words, Organizational Citizenship Behavior (OCB) is the behavior of an employee not because of the demands of his task but rather based on volunteerism. According to there are five dimensions of Organizational Citizenship Behavior, among others:

1. Altruism. Employee behavior in helping coworkers who experience difficulties in the current situation both regarding tasks in the organization and other people's problems. This dimension leads to giving help that is not an obligation that is borne.
2. Conscientiousness. The behavior is shown by trying to exceed what is expected by the company. Voluntary behavior that is not an employee's obligation or duty. This dimension reaches far above and far ahead of the call of duty.
3. Sportsmanship. Behavior that tolerates less than ideal conditions in an organization without raising objections. Someone who has a high level of sportsmanship will promote a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment.
4. Courtesy. Maintaining good relations with coworkers to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for others.
5. Civic Virtue. Behavior that indicates responsibility for organizational life (following changes in the organization, taking initiatives to recommend how the organization's operations or procedures can be improved, and protecting resources owned by the organization). This dimension refers to the responsibility given by the organization to a person to improve the quality of the work that is occupied.

With the development of OCB literature, researchers have increasingly recognized that OCB is mul Tifosi – organizational OCB (OCBO) and interpersonal OCB (OCBI) – which calls for further research more rigorously and advocated different mechanisms leading to OCBO and OCBI. Organizational citizenship behavior (OCB) has long been a phenomenon of interest for managers and researchers in various fields [17]. Given that OCB is a source of many positive employee and organizational outcomes, scholarly work has examined various antecedents of OCB. Among these antecedents, positive performance feedback has also gained researchers' attention. Most previous research has suggested a significant positive relationship between feedback and OCB. However, less attention has been paid to examine the mechanisms through which positive feedback affects employees' citizenship behaviors [18].

2.5 Work Culture (WC)

Initially, the term culture was known in the discipline of anthropology. The word culture has the word meaning that is mind or reason. Budi or reason comes from Sanskrit namely "Buddhayah". The word culture means to work, derived from the word "Colere". The term culture develops so that it has meaning as all forms of human power and effort in changing nature. Culture according to Schein (2010) is a form or pattern learned by certain groups to solve and solve problems related to adaptation to the outside environment and official internal integration and has been going well [19].

Work culture is important in achieving organizational goals because it is a quality way of working and is based on meaningful values, provides motivation and inspiration to work better which is shown in the form of work seriously and responsibly and has a commitment to producing productive work. Strong work culture will have a positive effect on work behavior because it can encourage employees to achieve maximum work productivity [20]. Strong work culture is also very influential in increasing one's consistency in behavior. In other words, work culture becomes an important factor in increasing one's work productivity in the organization. Stated that the quality of Indonesian human resources was unable to compete with human resources from other countries, this was caused by work culture factors which were also still weak and uneven [21].

2.6 Conceptual Framework

Based on the background and theoretical basis mentioned above which consists of Transformational Leadership Style, Transactional Leadership Style, Organizational Citizenship Behavior (OCB), and Work Culture as intervening variables. A review of the four variables will be clearer through the research framework which can be described as follows:

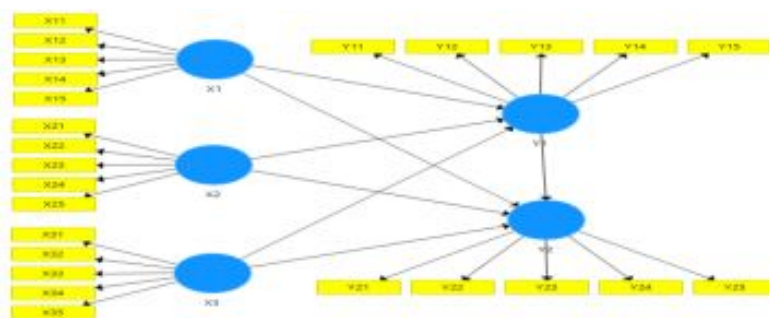


Figure 1. Research Model with a research framework consisting of Transformational Leadership, Transactional Leadership, Charismatic Leadership, Organizational Citizenship Behavior (OCB) variables, Work Culture.

2.7 Hypothesis.

The connections between factors that should be tried for truth or speculative (brief) explanation, which is suppositions on what the analysts saw in the push to get it. A speculation must show a reasonable structure so natural to decide the variable kind and course of the connection between factors from, regardless of whether positive or negative [22]. From the definition of the issue saw with the hypotheses set forward so it very well may be caused a reasonable model of research to can be figured as follows from the theoretical foundation and framework of thought above, the following hypotheses can be formulated:

1. There is a significant effect between the variables X1 to Y1
2. There is a significant effect between the variables X1 to Y2
3. There is a significant effect between the variables X2 to Y1
4. There is a significant effect between the variables X2 to Y2
5. There is a significant effect between the variable X3 to Y1
6. There is a significant effect between the variable X3 to Y2
7. There is a significant effect between the variables Y1 to Y2
8. There is a significant indirect effect between variables X1 on Y2 through Y1
9. There is a significant indirect effect between variables X2 on Y2 through Y1
10. There is a significant indirect effect between variables X3 on Y2 through Y1

3. Methodology/Materials.

The research methodology is a scientific way to obtain valid data with the aim that it can be found, proven, and developed knowledge so that it can in turn be used to understand, solve and classify problems.¹⁶ The method used in this study consisted of population, samples, sampling techniques, data collection techniques, and data analysis techniques [23].

3.1 Population And Samples

The definition of the population according to states that population is the totality of all possible values, both calculation and quantitative and qualitative measurements rather than certain characteristics regarding a complete set of objects. Sugiyono gives the sense that the population is a generalization area consisting of objects or subjects which become certain quantities and characteristics determined by researchers to be studied and then conclusions drawn [24].

The population in this study was all staff in the Regional Secretariat of Karimun Regency, amounting to 328. Due to time constraints and communication with respondents who would be sampled during the Covid-19 pandemic, the researchers determined the sample using Probability Sampling sampling techniques with the Simple sample method Random Sampling, where researchers provide equal opportunities for population members to be used as research samples. The number of samples in this study was 50 respondents [25].

3.2 Sampling Techniques

This research uses primary data, namely using a questionnaire method, through a questionnaire. The questionnaire was distributed to all employees of both Civil Servants who were in the Regional Secretariat of Karimun Regency, Riau Islands Province, totaling 50 employees or respondents [26].

3.3 Data Collection Techniques

Documentation, which is a record of important and useful things in the preparation of this research. Literary Research, which is conducting research/investigation through literature or using literature relating to the problem of this research. This study used five items Likert scale models, the test of validity using the product-moment correlation while calculating the reliability coefficient of the instrument by using Cronbach's alpha. Data analyzed by descriptive statistics technique for the percentage of research data [27].

3.4 Data Analysis Techniques

The stage of analyzing data is the most important and decisive in a study. The data obtained is then analyzed to simplify the data into a form that is easier to read and interpret. Also, data is deployed and utilized so that it can be used to answer the problems raised in research. This research uses a quantitative research approach using Smart PLS 3.0 as an analysis tool. Data collection techniques using a questionnaire using Likert scale as a variable measuring tool in the structure of the model.²⁰ The data obtained by researchers from the results of filling out the questionnaire were then interpreted from the quantitative data obtained scores [28].

The interpretation is by the real conditions at the study site. Furthermore, the data obtained were then analyzed using SEM (Structural Equation Modeling) data analysis. SEM can be used in research models with complex hypotheses and many variables. The analysis technique used is PLS (Partial Least Square) as an alternative model of covariance-based SEM. Research on the variable Transformational Leadership Style, Transactional Leadership Style, Organizational Citizenship Behavior (OCB), Work Culture has been conducted and is intended to confirm the hypothesis through empirical data models. The hypothetical model is shown in the framework. Meanwhile, the observed data were obtained by 50 sample respondents [29].

Each respondent was asked to answer the questionnaire through the questions presented. After collecting data through a questionnaire, the questionnaire will then be tested through validity and reliability. Data from the questionnaire was then processed by the PLS (Partial Least Square) program for Windows version 3.0 through SEM (Structural Equation Modeling) testing. SEM (Structural Equation Modeling) analysis is preceded by the evaluation of data normality and CFA. Analysis of normality data is to determine whether or not the normal data distribution for each indicator, while the confirmatory factor analysis (CFA) is used to test unidimensional dimensions that describe latent variables in the model [30].

4. Results and Findings

4.1 Effect Analysis by SEM.

Respondent's answer score data for further processing with Full Model Structural Equation Modeling (SEM) statistical indicators using PLS software for windows version 3.0 obtained a display such as the following Structural Equation Modeling (SEM) image processing:

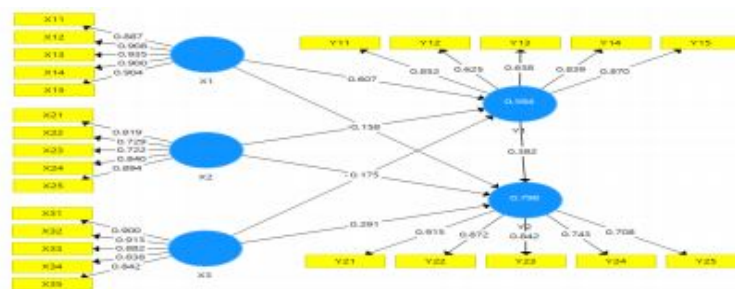


Figure 2. Complete research model with a research framework consisting of Transformational Leadership, Transactional Leadership, Charismatic Leadership, Organizational Citizenship Behavior (OCB) Work Culture as an intervening variable.

For testing the Reliability and Validity Constraints can be seen from the image below:

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted ...
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.946	0.949	0.959	0.823
X2	0.872	0.926	0.980	0.646
X3	0.925	0.938	0.943	0.767
Y1	0.827	0.854	0.879	0.597
Y2	0.875	0.883	0.910	0.672

Figure 3. Results of the Reliability Test and Validity Test.

From (Figure 3) above in carrying out the Reliability test, values obtained above 0.7 are a prerequisite which has values:

1. Transformational Leadership (X1): $0.946 > 0.7$ (Reliability)
2. Transactional Leadership (X2): $0.872 > 0.7$ (Reliability)
3. Charismatic Leadership (X3): $0.925 > 0.7$ (Reliability)
4. Work Culture (Y1): $0.827 > 0.7$ (Reliability)
5. Organizational Citizenship Behavior (OCB) (Y2): $0.875 > 0.7$ (Reliability).

As for testing Validity (AVE) has a condition testing the value must be above 0.5, namely:

1. Transformational Leadership (X1): $0.823 > 0.5$ (Valid)
2. Transactional Leadership (X2): $0.646 > 0.5$ (Valid)
3. Charismatic Leadership (X3): $0.767 > 0.5$ (Valid)
4. Work Culture (Y1): $0.597 > 0.5$ (Valid)
5. Organizational Citizenship Behavior (OCB) (Y2): $0.672 > 0.5$ (Valid).

Analysis of structural models or (inner models) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis. The value used to analyze it is by looking at the value of the Variance Inflation Factor (VIF). If the VIF value is greater than 5.00, it means that there is a colinearity problem, and in contrast, there is no colinearity problem if the VIF value < 5.00 [31].

Analysis of structural models or (inner models) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis. Colinearity testing is to prove the correlation between latent / construct variables is strong or not. If there is a strong correlation it means that the model contains problems when viewed from a methodological point of view, because it has an impact on the statistical estimation. This problem is called colinearity. The value used to analyze it is by looking at the value of the Variance Inflation Factor (VIF) [32]. For the value of Colinearity Statistics (VIF) can be seen from (Figure 4) below:

Collinearity Statistics (VIF)

	X1	X2	X3	Y1	Y2
X1				3.448	4.357
X2				5.199	5.364
X3				3.267	3.285
Y1					2.465
Y2					

Figure 4. Collinearity Statistics Table (Inner VIF Value)

From the above data it can be described as follows:

1. The VIF for Transformational Leadership (X1) and Organizational Citizenship Behavior (OCB) (Y2) correlations is $4,357 < 5.00$ (there is no collinearity problem)
2. The VIF for Transactional Leadership (X2) correlation with Organizational Citizenship Behavior (OCB) (Y2) is $5.364 > 5.00$ (collinearity problems occur)
3. The VIF for Charismatic Leadership (X3) correlation with Organizational Citizenship Behavior (OCB) (Y2) is $3285 < 5.00$ (there is no collinearity problem)
4. The VIF for Work Culture (Y1) and Organizational Citizenship Behavior (OCB) (Y2) correlations is $2,465 < 5.00$ (there is no collinearity problem).

To see the influence of the variables Transformational Leadership (X1), Transactional Leadership (X2), and Charismatic Leadership (X3) on Work Culture (Y1) and Organizational Citizenship Behavior (OCB) (Y2) can be seen in the picture below:

R Square

	R Square	R Square Adjusted
Y1	0.594	0.568
Y2	0.798	0.780

Figure 5. R Square table

(Figure 5) above can be represented as follows:

1. The magnitude of the effect of Transformational Leadership (X1), Transactional Leadership (X2), and Charismatic Leadership (X3) on Work Culture (Y1) is 0.594.
2. While the magnitude of the influence of Transformational Leadership (X1), Transactional Leadership (X2), and Charismatic Leadership (X3) on Organizational Citizenship Behavior (OCB) (Y2) is 0.798

To see the effect of the Indirect Effect of the variables X1, X2, and X3 on Y2 through Y1 can be seen in (Figure 6) and (Figure 7) below:

Indirect Effects

	Total Indirect Effects	Specific Indirect Effects
X1		0.232
X2		0.098
X3		-0.032
Y1		
Y2		

Figure 6. Indirect Effect table

Indirect Effects

	Total Indirect Effects	Specific Indirect Effects
X1 → Y1 → Y2		0.232
X2 → Y1 → Y2		0.098
X3 → Y1 → Y2		-0.032

Figure 7. Indirect Effect pattern table

Figure 6 and 7 above can be represented as follows:

- a. The magnitude of the effect of Transformational Leadership (X1) on Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) is 0.232 (23.2%)
- b. The magnitude of the effect of Transactional Leadership (X2) on Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) is 0.098 (9.8%)
- c. The magnitude of the effect of Charismatic Leadership (X3) on Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) is -0.032 (-32%).

The inferential descriptive by using path analysis techniques, and checking the path coefficient of direct effect, and indirectly, as well as the total impact for analysis hypotheses [33]. The data were analyzed using Structural Equation Model (SEM) [33]. To find out the relationship between variables can be seen in (Figure 8) below:

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → Y1	0.607	0.671	0.263	2.311	0.023
X1 → Y2	0.150	0.148	0.162	0.865	0.387
X2 → Y1	0.255	0.170	0.360	0.702	0.483
X2 → Y2	0.175	0.221	0.168	1.048	0.298
X3 → Y1	-0.084	-0.048	0.207	0.407	0.688
X3 → Y2	0.291	0.290	0.154	1.889	0.060
Y1 → Y2	0.382	0.353	0.196	2.442	0.015

Figure 8. Path Coefficient between variables

(Figure 8) above can be represented as follows:

- Variable Transformational Leadership (X1) to Work Culture (Y1) has a significant value of $0.021 < 0.05$ (has to influence)
- Variable Transformational Leadership (X1) to Organizational Citizenship Behavior (OCB) (Y2) has a significant value of $0.387 > 0.05$ (does not affect)
- Variable Transactional Leadership (X2) to Work Culture (Y1) has a significant value of $0.483 > 0.05$ (does not affect)
- Variable Transactional Leadership (X2) to Organizational Citizenship Behavior (OCB) (Y2) has a significant value of $0.286 > 0.05$ (no influence)
- Variable Charismatic Leadership (X3) to Work Culture (Y1) has a significant value of $0.684 > 0.05$ (does not affect)
- Variable Charismatic Leadership (X3) to Organizational Citizenship Behavior (OCB) (Y2) has a significant value of $0.060 > 0.05$ (does not affect)
- Variable Work Culture (Y1) to Organizational Citizenship Behavior (OCB) (Y2) has a significant value of $0.015 < 0.05$ (has to influence)

To find out the value of the Total Indirect Effect, see (Figure 9) below:

	Mean	STDEV	T-Values	P-Value	Confidence Intervals	Confidence Intervals Bias C...	Sampled	Copy to Cl...
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values			
X1 → Y1								
X1 → Y2	0.232	0.240	0.196	1.496	0.138			
X2 → Y1								
X2 → Y2	0.268	0.263	0.188	0.996	0.331			
X3 → Y1								
X3 → Y2	-0.032	-0.029	0.082	0.331	0.726			
Y1 → Y2								

Figure 9. Total Indirect Effect value table

(Figure 9) above can be represented as follows:

- Variable Transformational Leadership (X1) to Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) has a significant value of $0.138 > 0.05$ (has no indirect effect)
- Variable Transactional Leadership (X2) to Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) has a significant value of $0.551 > 0.05$ (has no indirect effect)
- Variable Charismatic Leadership (X3) to Organizational Citizenship Behavior (OCB) (Y2) through Work Culture (Y1) has a significant value of $0.726 > 0.05$ (has no indirect effect)

5. Conclusion

Based on the research object that there is a gap between theory and empirical facts, the research results can be concluded as follows:

- The direct effect of the Transformational Leadership (X1) variable on Work Culture (Y1) has a path coefficient of 2,311 (positive), so an increase in the value of the Transformational Leadership variable (X1) will be followed by an increase in the Work Culture (Y1) variable. The influence of the Transformational Leadership (X1) variable on the Work Culture (Y1) variable has a P-Value of $0.021 < 0.05$ so it can be stated that the influence of the Transformational Leadership (X1) on Work Culture (Y1) is significant.
- The direct effect of the Transformational Leadership (X1) variable on Organizational Citizenship Behavior (OCB) (Y2) has a path coefficient of 0.866 (negative), so the increase in the value of the Transformational Leadership (X1) variable is not followed by the Organizational Citizenship Behavior (OCB) (Y2) variable. The influence of the Transformational Leadership (X1) variable on the Organizational Citizenship Behavior (OCB) (Y2) variable has a P-Value of $0.387 > 0.05$ so that it can be stated that the influence of the Transformational Leadership (X1) variable on Organizational Citizenship Behavior (OCB) (Y2) is not significant.

- c. The direct effect of the Transactional Leadership (X2) variable on Work Culture (Y1) has a path coefficient of 0.702 (negative), so an increase in the value of the Transactional Leadership (X2) variable is not followed by the Work Culture (Y1) variable. The influence of Transactional Leadership (X2) on the Work Culture (Y1) variable has a P-Value of $0.483 > 0.05$ so it can be stated that the influence between the Transactional Leadership (X2) variable on Work Culture (Y1) is not significant.
- d. The direct effect of the Transactional Leadership (X2) variable on Organizational Citizenship Behavior (OCB) (Y2) has a path coefficient of 1,068 (negative), so an increase in the value of the Transactional Leadership (X2) variable is not followed by the Organizational Citizenship Behavior (OCB) (Y2) variable. The effect of Transactional Leadership (X2) on Organizational Citizenship Behavior (OCB) (Y2) variables has a P-Value of $0.286 > 0.05$ so that it can be stated that the influence between the Transactional Leadership (X2) variable on Organizational Citizenship Behavior (OCB) (Y2) is not significant.
- e. The direct effect of the Charismatic Leadership variable (X3) on Work Culture (Y1) has a path coefficient of 0.407 (negative), so an increase in the value of the Charismatic Leadership variable (X3) is not followed by the Work Culture variable (Y1). The influence of Charismatic Leadership (X3) on the Work Culture variable (Y1) has a P-Value of $0.684 > 0.05$ so it can be stated that the influence between the Charismatic Leadership variable (X3) on Work Culture (Y1) is not significant.
- f. The direct effect of the Charismatic Leadership (X3) variable on Citizenship Behavior (OCB) (Y2) has a path coefficient of 1,889 (negative), so an increase in the value of the Charismatic Leadership (X3) variable is not followed by the Citizenship Behavior (OCB) (Y2) variable. The influence of Charismatic Leadership 10 (X3) on the variable Citizenship Behavior (OCB) (Y2) has a P-Value of $0.060 > 0.05$ so that it can be stated that the influence of the Charismatic Leadership (X3) variable on Citizenship Behavior (OCB) (Y2) is not significant.
- g. The direct effect of the Work Culture (Y1) variable on Organizational Citizenship Behavior (OCB) (Y2) has a path coefficient of 2.442 (positive), so an increase in the value of the Work Culture variable (Y1) will be followed by an increase in Organizational Citizenship Behavior (OCB) (Y2). The influence of Work Culture (Y1) variable on Organizational Citizenship Behavior (OCB) (Y2) variable has a P-Value of $0.015 < 0.05$ so it can be stated that the influence of Work Culture (Y1) on Organizational Citizenship Behavior (OCB) (Y2) is significant.

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