DID TRANSFORMATIONAL, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT INFLUENCE ORGANIZATIONAL CITIZHENSHIP BEHAVIOUR ?: EVIDENCE FROM RELIGIOUS TRAINING CENTER IN SEMARANG

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Abstract: Organizations such as the Semarang Religious Training Center are under constant pressure from the need to compete, not just the need to respond quickly to changes in data and information needs. Organizations such as the Semarang Religious Training Center should also inspire employees to do their best and encourage employees to fulfill performance by bringing up Organizational Citizhensip Behavior (OCB). This study examines how organizational employees can influence them in the behavior of transformational leadership, organizational culture, organizational commitment and OCB. A total of 66 employees of Semarang Religious Training Center participated in the research. The data were analyzed through deriftive statistics, confirmation factor analysis and structural equation modeling. The results showed that transformational leadership and organizational culture positively influenced the organization's commitment. transformational leadership, organizational culture, and organizational commitment positively influence OCB. The organization's commitment does not act as a mediator between transformational leadership and OCB. The organization's commitment acts as a partial mediator between the culture of the organization and OCB.

Keywords: Transformational Leadership, Organizational Culture, Organizational Commitment CitizhenshipBehaviour

1. Introduction

Semarang Religious Training Center is an institution under the auspices of the Ministry of Religious Affairs one of the institutions in the government. The increasing need for data and information in the development of today, for that requires diligent employees and employees who are willing to sacrifice for the organization. The attitude of employee work and service performance is very important to achieve business goals as well as maintain competitive advantage and performance efficiency (Karatepe and Sokmen, 2006). Continuing

to train employees to improve performance, organizations should encourage certain behaviors outside of ordinary work functions, such as helping other employees solve problems, working with colleagues, preventing unexpectedincidents, and extra attention to the organization (Chiang and Hsieh, 2012; Minh, 2019; Number, 2019; Garcia-Ceberino et al., 2019).

Organizational   CitizhenshipBehavior is   to assist colleagues in their duties, devote time to helping newcomers to the organization, maintain the reputation of their organization or even voluntary salary cuts to support the organization (Nguyen, Chang, Rowley, and Japutra 2016). The problems that arise in the Semarang Religious Training Center many people ignorance about what and the function of the Institution of Semarang Religious Training Center. It takes employees who actively participate in terms of activation what statistics are.Employees go beyond organizational requirements, not only completing their obligations and duties but also initiating voluntary actions outside of their work roles, making sacrifices, helping others, and offering advice (Organ, 1990)

According to Khan and Rashid (2015) that the organization's commitment has to do with OCB behavior. Similarly, Leephaijaroen (2016) states that every indicator in the organization's commitment affects every indicator on OCB. Organizational commitment is belief in and acceptance of organizational goals and values, such as as the desire to maintain status as a member of the organization (Mowday, Porter, and Steers, 1982). The problem that arises in Semarang Religious Training Center related to commitment is related to their commitment to administrative completeness. Many employees who violate the completeness of administration, one of which is the completeness of the license.

Yun, Cox, Sims and Salam (2007) research to see and prove that transformational leadership can empower OCB in the team. Lian and Tui (2012) show that transformational leadership has a significant positive relationship with OCB behavior. Transformational leadership is defined as a process in which leaders inspire their followers to perform at a higher level than expected and potentially exceed the self-interest of their own followers for a vision along with maximum achievement (Han, Seo, Yoon, Yoon, 2016). Leaders can provide a new breakthrough on how employees can introduce the functions and objectives of the Semarang Religious Training Center. This has not been done by the Semarang Religious Training Center on how to mobilize the masses and motivate them.

Supriyadi, Sanusi and Manan (2017) showed that organizational culture affects OCB. The benefits of implementing a good organizational culture are to increase the spirit of mutual cooperation, increase togetherness and openness, build better communication, increase work productivity, increase responsiveness to world development, and so on, mostly part of OCB (Oemar, 2013). Robbins and Judge (2008) organizational culture is a value, a principle, a tradition and how we work that is jointly embraced by the members of the organization and influences their acting and behaving. One of the attitudes in Semarang Religious Training Center is to show the spirit of professionalism in working, this has not been fulfilled by statistics officers.

Thus, this research focuses on employees of a Semarang Religious Training Center to explore transformational leadership relationships, organizational culture, organizational commitment and OCB. The purpose of this study   is (1) examining the influence of transformational leadership on organizational commitment (2) investigating the influence of organizational culture on organizational commitment (3) examining the influence of transformational leadership on OCB (4) investigating the influence of organizational culture on OCB (5) examining the effect of organization commitment on OCB (6) exploring themediation effect oforganizationalcommitment between transformational leadership with OCB as well as organizational culture and OCB.

2. REVIEW LIBRARIES AND HYPOTHESES
Organizational CitizhenshipBehaviour

Organ, Podsakof, and Mackenzie (2006) OCB is defined as a form of worker contribution that is not measured before, in the sense that it is an employee behavior that is expected by the management of the organization without expecting rewards or rewards and has awareness in working on it. Greenberg and Baron (2008) defined OCB as a form of informal behavior in which the individual contributes beyond the wages expected by the organization. Organ (1988) classifies OCB into the following dimensions: (1) Altruism: taking initiatives to help organization members solve problems; (2) Conscientiousness: in addition to complying with organizational rules, exceeding minimum requirements through hard work; (3) Sportsmanship: complying with organizational regulations, tolering imperfect situations without complaint; (4) Courtesy: to avoid work problems, alert and inform other co-workers in advance; (5) Civic Virtue: remain attentive and proactive when participating in organizational activities

Organizational Commitment

The organization's commitment is how employees strive to maintain their membership and partiality to an organization. (Robbins & Judge, 2008). Mcshane and Glinow (2010) define organizational commitment as employee emotion, attachment to identification with and involvement in a particular organization, specifically addressing affective commitments, which is one of the organization's commitments. Luthans (2006) said as a gesture, the commitment of the organization is most often demonstrated a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, certain beliefs, and acceptance of the value and objectives of the organization. Thus, organizational commitment is divided into three categories: 1) affective commitment and aspiration to continue working for the organization as a vision aligned with the goals of the organization, which produces will and happiness in the workplace to make performance a success; 2) the ongoing commitment and aspiration to continue working for the organization as a continuation with the organization will be beneficial to themselves, or because people do not want to lose what the organization has contributed over a period of time; and 3) normative commitment and aspiration to continue working for the organization as appropriate to do so or there is a reluctance to remain as a result of pressure or opinions of others on that person if he or she leaves the organization (Meyer & Allen, 1991; Abbas et al., 2020; Ashraf et al., 2020)

Transformational Leadership

According to Ivancevich (2006), Bernand and Bass stated transformational leadership, which is a leader that motivates his followers to work to achieve a goal, not forshort-term personal gain, and to achieve achievement and   self-actualization, notfor the sake of feeling safe. MacKenzie, Podsakoff, and Rich (2001) summed up how transformational leadership is First, that forms of transformational leadership behavior involve far more than just reward and punishment. Second, transformational leadership involves changing the values, goals, and aspirations of followers, so they do their job because it is consistent with their values, as opposed to the expectation that they will be rewarded for their efforts. Avolio, Bass and Jung (1999) then there are 3 dimensions used to see Transformational Leadership (1) *Idealized influence*/Charisma, namely: providing vision and mission, bringing out pride, gaining respect and trust. The extent to which a leader becomes a role model for his employees and how a leader can inspire his environment includes practices that aim to create the vision of the future and the goals of the organization optimistically.   (2)   *Intellectual*

*Stimulation,*namely: showing intelligence, rational, problem solving carefully. Leaders are able to practice it to their employees, giving a real example. Leaders can pay special attention to employees who need it. Leaders can give tasks that can make their employees develop and continue to innovate (3) Individual *Consideration/ Paying* attention toindividuals, namely: showing personal attention, treating employees individually, training, advising.

Organizational Culture

Sari, Rusdaryi and Suparjo (2013) stated that organizational culture is a characteristic that distinguishes an organization from other organizations, affects the individuals in it, and relatively persists for a certain period of time. The essence of the culture of the organization itself is the characteristic of the organization itself whether it is values, norms, rules, attitudes and others.

Brahmasari (2008) defines the culture of organanization as values, a guide to the belief in things and habits shared within the organization, interacting with formal structures in order to produce various norms of behavior that distinguish the organization from other organizations. Park and Kim (2009) explain the cultural dimension of the organization, namely based on competing values approach (CVA) produces four types of culture: consensual culture, developmental culture, hierarchical culture, and rational culture. First, consensual culture focuses on caring for people, and thus, respecting teamwork, participation, and loyalty. Under this culture, organizations can be a welcoming place to work where people share more of themselves and leaders are considered mentors, even parent figures. Second, rational culture emphasizes results and getting the job done. People are competitive and goal-oriented. Leaders are powerful drivers, producers and competitors and demand their staff.

The organization is united by an emphasis on winning and increasing market share and penetration. Third, a culture of development can be described as a dynamic, entrepreneurial, and creative place to work. People are encouraged to take risks and focus on innovation as well as initiative and individual freedom. Leaders are considered innovators and risk-takers. Commitment to experimentation and innovation brings organizations together. Hierarchical culture is a formal and structured place to work. The procedure regulates what people do. Leaders are good organizers and coordinators and care about efficiency. Formal rules and policies unite the organization. Success is defined in terms of reliable delivery, seamless scheduling, and low cost.

Previous research by Khan and Rasyid (2015) entitled "The Mediating Effect of Organization Commitment in the Organization Culture, Leadership and Organization Justice Relationship with Organization Citizenship Behaviour: A study of Academics in Private Higher Learning Institutions in Malaysia". The study found that organizational commitment is mediated a factor among organizational culture, leadership, organizational fairness to influence the behavior of civic organizations. Organizational culture, leadership and organizational fairness are related to the organization's commitment. The study also concluded that the organization's commitment is related to OCB.

Then a study by Kim (2012) titled "Transformational Leadership andOrganisationalCitizenship Behavior in the Public Sector in South Korea: The Mediating Role of Affective Commitment" The results showed a positive relationship between TL and AC; not a significant relationship between TL and OCB; and a significant positive relationship between AC and OCB. Thus, the results clearly show that air conditioning fully mediates the relationship between TL and OCB. And most recently by Supriyadi, Sanusi and Abdul (2017) with the title "A Study on the Performance of Manufacturing Employees: Organizational Culture, Compensation, Organizational Commitment, and

Organizational Citizenship Behavior" The results show that (1) organizational culture, compensation, and organizational commitment influence   OCB behavior;(2) organizational culture, compensation, and organizational commitment affect employee performance; (3) OCB behavior affects employee performance; and (4) organizational culture, compensation, and organizational commitment affect employee performance through OCB behavior.

3. RESEARCH METHODS

Population and Sample

The population   of this study used all employees of Semarang Religious Training Center in Central Java Provinceof 66 people, so the sample in this study used the method in sekaran book (2006). Based on the table if the population is 66. In Sekaran (2006) sampling techniques there are several kinds of one of them is *proposionatestratified randamsampling,*namely the sample is determined based on stratanya.

Data Collection Techniques

Data and information collection techniques used in   this study were conducted using online questionnaires https://docs.google.com/forms with likert scale instruments   that use five levels of answers, namely "Strongly Disagree, Disagree, Disagree, Agree, and Strongly Agree".

Operational Variables

Variable operaisonalresearch   consists of Organizational *CitizhenshipBehaviour,* Organizational Commitment, Organizational Culture, Transformal Leadership.

Data Analysis Tools

This research data is processed *with* Smart PLS software (Partial*Least Square).* Analytical techniques in the testing of hypotheses used SEM (*Structural Equation Model*). *Smart PLS* is an application that will be able to test 2 models, namely measurement models and structural models.
 1. Measurement Model (outer model)
 a. Validity Test
 b. Reliability Test
 2. Structural Model (inner model)
 a. R-Square
 b. Test T
 c. VAF Analysis

Based on the explanation above, hypotheses obtained in this research are:
H1 = Transformational leadership has a significant and positive effect on the organization's commitment
H2 = Organizational culture has a significant and positive effect on the organization's commitment
H3 = Transformational leadership has a significant and positive effect on OCB
H4 = Organizational culture has a significant and positive effect on OCB
H5 = Organizational commitment is significant and   positive to OCB
H6 = Transformational   Leadership relates significantly and positively to OCB with organizational commitment as mediation variable
H7 = Organizational culture relates positively and significantly to OCB with organizational commitment as mediation variable.
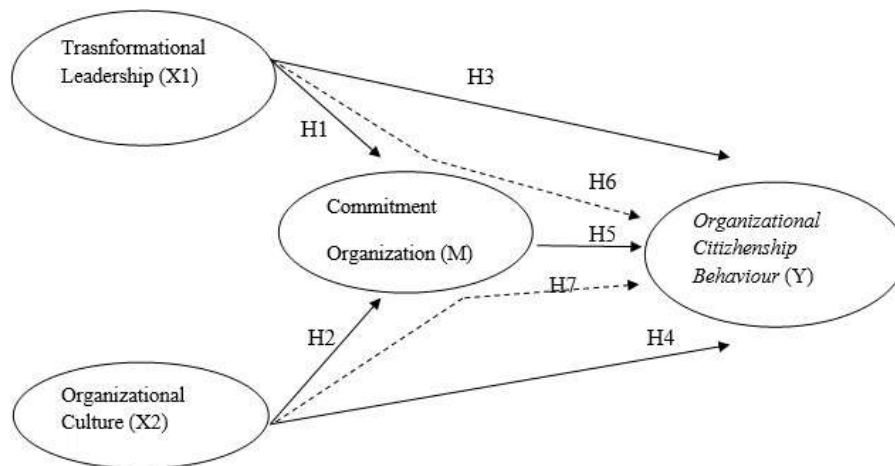
Figure 1. Research Framework Model

4. RESULTS AND DISCUSSIONS

Reliability and Validity Test

The reliability test used is Cronbach's Alpha technique, where variables or constructs are said to be reliable if alpha cronbach> value is 0.70. As for testing validity, the *Average Variance Extracted* (AVE) value is used with a value limit of > 0.50.Reliabilityand validity test results can be seen in Table 4. The output data above shows that all variables or constructs have Alpha Cronbach >0.70 and Average Variance Extracted (AVE)> 0.50 values. This means that all variables meet internal consistency criteria and testing has been met

Structural Model

Testing *of the inner model* or structural model is carried out to see the relationship between the construct, the value of significance and the *R-square* of the research model. This table shows that the first hypothesis was accepted by showing that leadership had a significant influence on the commitment of organizations with a p value of 0.002 (< 0.05) and was positive with an original sample value of 0.119. The second hypothesis is accepted by showing that organizational culture has a significant influence on organizational commitment with a p value of 0.000 (< 0.05) and is positive with the original value of the sample of 0.823.

Table 4 : Reliability and Validity

	Cronbach's Alpha	Average Variance Extracted (AVE)
Bo	0.967	0.770
Ko	0.915	0.509
Kt	0.927	0.607
OCB	0.987	0.780

Source : Output Report PLS

Table 5: Inner Model Analysis Results. Path Coefficients (Mean, STDEV, T-Values)

Hypothesis		Original Sample (O)	Sampl ample Mean M)	Standard Deviation (STDEV)	T Statistics (| O/STDE V|)	Q Values	Hypothetical Conclusion
H1 KT -> KO	Significant and positive	0,191	0.112	0.083	3.150	0,002	Accepted

H2	BO -> KO	Significant and positive	0.832	0.823	0.083	21.155	0.000	Accepted
H3	KT -> OCB	Significant and positive	0.226	0.207	0.046	4.069	0.000	Accepted
H4	BO -> OCB	Significant and positive	0.532	0.541	0.028	6.335	0.000	Accepted
H5	KO -> OCB	Significant and positive	0.234	0.233	0.044	5.507	0.000	Accepted
H6	-> KO -> OCB	Mediating			9%			Rejected
H7	-> KO -> OCB	Mediating			27%			Accepted

Source: PLS Data Processing Results, 2018
Note: This test is performed at a one-way significance level
*) Significant at p<0.05

The third hypothesis is accepted by showing that transformational leadership has a significant effect on OCB with a p value of 0.000 (< 0.05) and is positive with an original value of 0.262. The fourth hypothesis was acceptedby showing that organizational culture had a significant influence on OCB with a p value of 0.000 (<0.05) and was positive with the original value of the sample of 0.523. The fifth hypothesis is accepted by showing that the organization's commitment is significantly related to OCB with a p value of 0.000 (< 0.05) and positive with an original value of 0.243

The VAF formula, with the formula from Hair et al, (2010) is used to look at the mediation role of the variables of the organization's commitment to the impact of transformational leadership and organizational culture on OCB. The mediation variable test can also be seen in the VAF value of each mediation variable. If the VAF value is above 80% then the role of the mediation variable is classified as a category of "Full*Mediation"*. If the VAF value is between 20% and 80% then it is classified as a category of*"PartialMediation"*and if the VAF value is below 20% then it can be concluded that there is little or no mediation effect.

Table 6 :*R-square Analysis*Results

	R Square
Ko	0.881
OCB	0.819

Source:output Report PLS, 2018

With the VAF formula, the result is shown in the table, hypothesis 6 indicates the VAF value is 9%, then hypothesis   6 is rejected. Hypothesis 7 indicates a VAF value of 27%, mediation is partial.The table shows the R- Square variable value of organizational commitment obtained by 0.818 this result shows 81 percent of the organizational commitment variables are influenced by transformational leadership and organizational culture. The OCB variable obtained by 0.891 means that 89 percent of OCBs are influenced by transformational leadership, organizational culture, and organizational commitment.

5. CONCLUSION
Based on the results of analysis and discussion obtained several conclusions as follows:
The results of this study stated that the first hypothesis accepted, namely the positive and significant relationship between   transformational leadership and commitment that is the

organizational culture has a positive and significant effect on the commitment of the organization. The organization's commitment will increase when the organization's culture on statistics is well run, both by employees and the organization as a whole.In the second hypothesis accepted, the culture of the organization has a positive and significant effect on the commitment of the organization. The organization's commitment will increase when the organization's culture on statistics is well run, both by employees and the organization as a whole.The third hypothesis is accepted, namely that transformational leadership has a positive and significant effect on OCB. Transformational leadership is good, ocbemployee behavior will also be good.The fourth hypothesis accepted is that organizational culture has a positive and significant effect on OCB. The increasing behavior of OCB statistics employees is when the culture of the organization is also well applied by the organization.The fifth hypothesis accepted is that the organization's commitment is positive and significant to OCB. The organization's commitment will improve the behavior of OCB employees with both well-lived by the organization.The sixth hypothesis rejected is that transformational leadership relates positively and significantly to OCB with the organization's commitment as a mediation variable.The seventh hypothesis rejected is that organizational culture is positively and significantly related to OCB with the organization's commitment as a mediation variable.

In order for this research to have implications for policy makers, it is recommended that Keep an eye on the progress of the employees.Employees of Semarang Religious Training Center are among the employees who have high loyalty seeing from the results of respondents' answers to the variables of organizational commitment.It is necessary to pay attention to the development of employees to see whether or not it is necessary to be given a promotion or to move employees in accordance with their growing knowledge.Discuss the biggest pressures employees face in the workplace and challenge them to find solutions. This is worth noting because considering the considerable workload of employees of the Semarang Religious TrainingCenter.Semarang Religious Training Center conducts its own survey to be able to produce data and information needed by the government and the public. It is also considering the unbalanced number of employees with the need for labor that wasbuthka by the Semarang Religious Training Center.Make sure the atmosphere of the workplace is good. The good atmosphere isbuthkan by the Semarang Religious Training Center because of the frequent employees of Semarang Religious Training Center overtime because of the deadline for work that is sooncompleted.Provide feedback regularly. The employee feedback of Semarang Religious Training Center is no longer just a large extrinsic compensation but it is worth noting the intrinsic compensation more deeply. employees of Semarang Religious Training Center need to be considered about making them comfortable with being employees of the Semarang Religious Training Center. Given that trust as well as appreciation for the atacapability of their work.The need to increase cooperation among employees of the Semarang Religious Training Center with the holding of training or holidays together or competitions that make employees cooperate.Training on leadership is also needed in order to improve the leadership spirit among employees of Semarang Religious Training Center. In Semarang Religious Training Center, not only the head and kasi must have a leadership spirit but must be all employees because the SemarangReligious Training Center cooperates with partners.Based on the above conclusions suggested further research, namely:Judging from the results of the research, with direct influence that has a positive and significant relationship, for the Semarang Religious Training Center can maintain the four variables, namelytransformational leadership, organizational culture, organizational commitment andOCB.Against the object and the larger scale that is the Semarang Religious Training Center regionallybecause it is related to the policy of the Semarang Religious Training Centerinternally.Research related to the behavior of millennials does affect OCB satisfaction,and measures the extent to which millennials can apply OCB considering that

Semarang Religious Training Center has its own Semarang Religious Training Center school that is directly appointed as employees withyoung age. How this young age can contribute more to the organization, especially the Semarang Religious Training Center which has a lot of work agenda.It is expected that in the next research can dig more into the variables of transformational leadership, organizational culture, organizational commitment, and OCB.

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