

Transformational leadership, organizational culture, and OCB: The mediating role of commitment in high-pressure service environments

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Abstract

This study examined the influence of transformational leadership and organizational culture on Organizational Citizenship Behavior (OCB) within digitally integrated food and beverage service environments in DKI Jakarta. The study also investigated the mediating role of organizational commitment in explaining employee discretionary behavior. A quantitative explanatory approach was employed using survey data collected from 216 employees through structured questionnaires distributed via digital communication channels. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed that transformational leadership and organizational culture significantly influenced organizational commitment and OCB. Organizational culture demonstrated a stronger effect on OCB than transformational leadership, indicating that digitally coordinated work systems and institutionalized organizational values functioned as stable drivers of employee behavior. Organizational commitment also significantly mediated the relationship between leadership, culture, and OCB.

Keywords: Organizational Citizenship Behavior, Transformational Leadership, Organizational Culture, Organizational Commitment, Food and Beverage Industry

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh kepemimpinan transformasional dan budaya organisasi terhadap Organizational Citizenship Behavior (OCB) dalam lingkungan layanan food and beverage yang terintegrasi secara digital di DKI Jakarta. Penelitian ini juga menganalisis peran mediasi komitmen organisasi dalam menjelaskan perilaku discretionary karyawan. Pendekatan kuantitatif eksplanatori digunakan dengan memanfaatkan data survei yang dikumpulkan dari 216 karyawan melalui kuesioner terstruktur yang didistribusikan melalui saluran komunikasi digital. Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan budaya organisasi berpengaruh signifikan terhadap komitmen organisasi dan OCB. Budaya organisasi menunjukkan pengaruh yang lebih kuat terhadap OCB dibandingkan kepemimpinan transformasional, yang mengindikasikan bahwa sistem kerja yang terkoordinasi secara digital dan nilai-nilai organisasi yang terinstitusionalisasi berfungsi sebagai pendorong yang stabil terhadap perilaku karyawan. Komitmen organisasi juga terbukti secara signifikan memediasi hubungan antara kepemimpinan, budaya organisasi, dan OCB.

Kata Kunci: Organizational Citizenship Behavior, Kepemimpinan Transformasional, Budaya Organisasi, Komitmen Organisasi, Industri Food and Beverage

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1. Introduction

Effective human resource management plays an important role in supporting operational sustainability and competitive advantage in the modern Food and Beverage (F&B) sector. In highly competitive metropolitan environments such as Jakarta, maintaining service quality and operational efficiency has become a central organizational concern (Sundari & Achmad, 2023). At the same time, global developments in the hospitality industry indicate increasing pressure for organizations to rely on innovation, adaptability, and employee creativity to sustain performance (Kumar et al., 2023). Under these conditions, Organizational Citizenship Behavior (OCB), defined as discretionary employee actions beyond formal job requirements, becomes essential for ensuring service continuity during peak operational periods and maintaining consistent customer satisfaction (Widhi & Desiana, 2023). Recent empirical evidence further suggests that OCB plays a strategic role in strengthening organizational resilience and service effectiveness, particularly in high-intensity service industries where teamwork and responsiveness are critical (Qalati et al., 2022).

Despite its importance, many F&B companies continue to encounter challenges in fostering voluntary extra-role behavior among employees. Prior research suggests that when such behavior is perceived as an obligation rather than a voluntary initiative, employee engagement may decline, potentially weakening performance quality (Kim & Hwang, 2020). Leadership practices and organizational culture are widely regarded as key determinants of employee performance; however, variations in service quality and discretionary behavior across outlets indicate that these factors alone do not fully explain observed outcomes. Such inconsistencies point to the potential role of psychological mechanisms, particularly Organizational Commitment, in translating organizational conditions into observable employee behavior (Jehanzeb & Mohanty, 2019).

Scholarly discussions increasingly address the relative influence of leadership and institutionalized organizational values in fast-paced service environments. Transformational leadership is commonly viewed as an important mechanism for motivating employees through inspiration and intellectual stimulation (Bass & Avolio, 1994). Nevertheless, findings from comparable high-pressure sectors suggest that leadership effects may weaken when organizational culture is examined simultaneously, indicating that embedded values and shared norms can provide a more stable foundation for behavioral consistency than leader-dependent influence alone (Althnayan et al., 2022; Azmy et al., 2023). Within Indonesian organizations, research also highlights that human capital development and innovative behavior play significant roles in shaping performance outcomes (Haizah et al., 2026; Taqiyyuddin & Arifin, 2026). In digitally oriented work environments, organizational culture functions as a mechanism that aligns individual values with organizational goals and supports the internalization of norms required for autonomous motivation (Khansa & Raharjo, 2025; Tian et al., 2020).

In the contemporary Jakarta F&B industry, operational activities are increasingly supported by digital systems such as online delivery platforms, digital scheduling applications, HRIS-based attendance systems, and platform-mediated communication channels. These digitally integrated environments reshape employee interaction patterns, coordination mechanisms, and service responsiveness. Consequently, transformational leadership and organizational culture are no longer exercised solely through conventional face-to-face interactions, but also through digital communication intensity, technological adaptability, and platform-based coordination processes. This condition creates new behavioral dynamics that may influence organizational commitment and Organizational Citizenship Behavior in high-pressure service environments.

Although prior studies have examined leadership, culture, and employee behavior, empirical research that simultaneously analyzes Organizational Commitment as a mediating mechanism between Transformational Leadership, Organizational Culture, and OCB remains limited, particularly in the F&B sector within the Jakarta setting. Existing studies often examine these variables separately or focus only on direct relationships, leaving the integrated mechanism linking leadership, culture, and discretionary behavior insufficiently explained. This gap indicates the need for further investigation into how leadership practices and cultural systems interact to influence employee behavior through internal psychological processes. Therefore, this study aims to analyze the relationships among Transformational Leadership, Organizational Culture, Organizational Commitment, and Organizational Citizenship Behavior using a quantitative approach based on Partial Least Squares Structural Equation Modeling. The objective is to provide empirical evidence explaining how organizational factors shape discretionary employee behavior and to offer a clearer analytical framework for understanding behavioral dynamics in high-intensity service environments.

Based on the theoretical framework and empirical findings from previous studies, this research proposes that transformational leadership and organizational culture positively influence Organizational Citizenship Behavior both directly and indirectly through organizational commitment. Transformational leadership is expected to stimulate discretionary employee behavior through motivational and relational mechanisms, while organizational culture is predicted to provide a more stable structural foundation for sustaining behavioral consistency in digitally integrated service environments. Organizational commitment is therefore positioned as a mediating mechanism that translates organizational conditions into proactive employee behavior.

2. Literature Review

This section discusses three main components, namely the theoretical foundations, prior empirical studies, and the development of hypotheses derived from previous findings. These components are presented to establish a conceptual basis for understanding the relationships among leadership, organizational culture, commitment, and discretionary employee behavior in service-oriented organizations.

Theoretical Foundations

Social Exchange Theory explains that organizational relationships develop through individuals' evaluation of perceived costs and benefits in social interactions. When employees receive support and fair treatment from leaders and their work environment, they tend to reciprocate through constructive attitudes and behaviors (Blau, 1964; Cropanzano & Mitchell, 2005). In organizational settings, this reciprocity mechanism functions as a behavioral regulator that motivates employees to contribute beyond formal role expectations. In modern F&B organizations, supportive environments can encourage employees to prioritize collective interests as a form of reciprocation for organizational support. Empirical evidence indicates that perceived organizational support is positively associated with extra-role behavior, suggesting that reciprocity processes play an important role in aligning employee actions with organizational objectives (Qalati et al., 2022).

Self-Determination Theory states that motivation develops when three basic psychological needs autonomy, competence, and relatedness are fulfilled (Ryan & Deci, 2020). In service management environments, satisfying these needs allows employees to maintain high performance standards without depending solely on strict external supervision. Transformational leadership may function as a supportive social environment that facilitates the fulfillment of these needs and encourages employees to internalize organizational values, thereby strengthening autonomous motivation and behavioral engagement (Gagné & Deci, 2005; Tian et al., 2020). Empirical findings show that intrinsic motivation and psychological well-being significantly contribute to voluntary employee behavior and proactive work attitudes (Widhi & Desiana, 2023). In addition, inclusive organizational cultures reinforce employees' sense of connection and belonging, which supports engagement, internalization of norms, and discretionary participation (Althnayan et al., 2022; Khansa & Raharjo, 2025).

Within digitally oriented service environments, transformational leadership and organizational culture are increasingly shaped by technology-mediated interaction patterns. In Jakarta's modern F&B sector, employees frequently rely on digital coordination systems, online ordering platforms, mobile communication applications, and HRIS-based operational monitoring to maintain service continuity during peak operational periods. Under these conditions, transformational leadership extends beyond traditional face-to-face supervision and includes leaders' ability to maintain communication responsiveness, provide digital feedback, and support employee adaptability toward technology-driven operational systems. Similarly, organizational culture in digitally integrated service environments functions not only as a shared value system but also as a mechanism that supports technological adaptability, collaborative online communication, and rapid operational coordination. A digitally adaptive culture encourages employees to internalize organizational norms while simultaneously maintaining flexibility in responding to rapidly changing customer demands and platform-based service expectations. This condition is particularly relevant in Jakarta's modern F&B industry, where operational effectiveness increasingly depends on the

integration of physical customer service and digitally mediated ordering systems such as GoFood and GrabFood.

Organizational Citizenship Behavior refers to employees' discretionary willingness to contribute beyond formal job requirements in ways that support organizational effectiveness. This construct is commonly assessed through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988). From a social exchange perspective, OCB reflects employees' sense of responsibility toward shared organizational goals. In high-pressure service industries, such behaviors are particularly important for maintaining operational continuity during peak service periods, when performance depends not only on financial incentives but also on employees' motivation to provide consistent service quality. Empirical studies confirm that leadership style, organizational climate, and psychological attachment are key predictors of OCB across organizational settings (Lee et al., 2018; Taqiyyuddin & Arifin, 2026; Widhi & Desiana, 2023). The integration of Social Exchange Theory and Self-Determination Theory also strengthens the analytical precision of this study by explaining how organizational support, digital communication intensity, and psychological attachment influence OCB in technology-mediated service environments. These theoretical perspectives provide a stronger foundation for understanding discretionary employee behavior within high-intensity operational settings characterized by digital coordination systems and continuous customer interaction.

Organizational commitment represents a psychological bond that connects individuals to organizational goals through affective, continuance, and normative dimensions (Meyer & Allen, 1991). As a mediating mechanism, commitment helps explain how external organizational factors, such as leadership and culture, are translated into internal motivation that encourages extra-role behavior. This attachment strengthens the relationship between organizational conditions and behavioral consistency and serves as a psychological pathway linking managerial practices to employee outcomes (Firdaus & Fadili, 2025; Jehanzeb & Mohanty, 2019). Evidence also suggests that institutionalized cultural values may provide a more stable basis for sustaining commitment than leadership influence alone, since cultural norms tend to persist over time and shape behavioral expectations beyond individual managerial tenure (Althnayan et al., 2022; Trenggono et al., 2023).

In addition to operational pressures, Jakarta's service organizations also face socio-cultural challenges that may influence the effectiveness of transformational leadership and OCB formation. Collective cultural orientations and interpersonal sensitivity patterns, including the tendency toward "ewuh pakewuh" behavior, may reduce employees' willingness to openly communicate dissatisfaction or operational difficulties. Under digitally coordinated work systems, these cultural tendencies create additional managerial challenges because employees are expected to maintain rapid communication responsiveness, collaborative coordination, and proactive service behavior simultaneously.

Previous Study and Hypothesis

Previous studies indicate that leadership and organizational culture are important determinants of employee attitudes and behavior. Transformational leadership has been consistently shown to strengthen organizational commitment by fostering trust, motivation, and emotional attachment between employees and organizations (Bass & Avolio, 1994; Haizah et al., 2026; Tian et al., 2020). Empirical findings further demonstrate that leaders who display inspirational motivation and individualized consideration tend to cultivate stronger psychological bonds between employees and their organizations, which subsequently enhance behavioral engagement and loyalty (Jehanzeb & Mohanty, 2019). Organizational culture also plays a central role in shaping commitment because shared values and norms help align individual goals with organizational objectives and reinforce internal motivation structures (Althnayan et al., 2022; Firdaus & Fadili, 2025; Khansa & Raharjo, 2025).

Recent empirical research suggests that both leadership and organizational culture influence Organizational Citizenship Behavior not only directly but also indirectly through psychological mechanisms such as commitment and engagement, indicating that behavioral outcomes are often produced through internal attitudinal processes rather than solely through managerial control (Qalati et al., 2022; Taqiyyuddin & Arifin, 2026). Studies examining mediated behavioral models also confirm that commitment functions as a key explanatory pathway linking organizational conditions to discretionary employee performance, especially in service-oriented environments characterized by high interaction intensity (Lee et al., 2018; Tian et al., 2020).

Building on these findings, the present study proposes that transformational leadership and organizational culture influence OCB both directly and indirectly through organizational commitment. Leadership primarily functions as a motivational trigger that stimulates employee initiative, emotional attachment, and proactive engagement through interpersonal interaction and communication support. In contrast, organizational culture serves as a long-term normative structure that stabilizes employee behavior through institutionalized values, operational standards, and digitally coordinated work practices. Organizational commitment is therefore expected to operate as an explanatory mechanism that translates motivational and structural organizational conditions into discretionary employee behavior. Based on these theoretical and empirical considerations, the following hypotheses are formulated:

- H1: Transformational Leadership positively affects Organizational Commitment.
- H2: Organizational Culture positively affects Organizational Commitment.
- H3: Transformational Leadership positively affects Organizational Citizenship Behavior.
- H4: Organizational Culture positively affects Organizational Citizenship Behavior.
- H5: Organizational Commitment positively affects Organizational Citizenship Behavior.
- H6: Organizational Commitment mediates the effect of Transformational Leadership on Organizational Citizenship Behavior.

H7: Organizational Commitment mediates the effect of Organizational Culture on Organizational Citizenship Behavior.

3. Research Method

This study employed a quantitative explanatory research design to examine the structural relationships among Transformational Leadership, Organizational Culture, Organizational Commitment, and Organizational Citizenship Behavior (OCB). The research was conducted in a modern Food and Beverage (F&B) company operating in the DKI Jakarta region. The selected research setting represented a high-intensity service environment characterized by rapid operational coordination, customer interaction intensity, and technology-supported service systems requiring strong employee collaboration and behavioral consistency.

Table 1. Respondent Demographic Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	98	45.4
	Female	118	54.6
Age	18–25 years	142	65.7
	26–35 years	56	25.9
	>35 years	18	8.3
Work Tenure	<2 years	121	56.0
	2–5 years	71	32.9
	>5 years	24	11.1
Total		216	100

The demographic profile indicates that most respondents belong to the Gen Z workforce category, which is highly relevant to digitally mediated service operations in Jakarta's modern F&B sector.

The population of this study consisted of operational employees working across multiple outlets of the company. The sample included 216 store-level employees selected using purposive sampling techniques. Purposive sampling was employed because the study specifically required respondents who had direct exposure to digitally coordinated operational systems, leadership interaction patterns, and organizational cultural practices within high-intensity service environments. Employees with less than six months of work experience were excluded because they were considered not to have sufficient exposure to organizational behavioral systems and digitally integrated operational routines. To reduce potential selection bias, respondents were selected across multiple outlets and work shifts to ensure variability in operational experiences and organizational interaction patterns.

Data were collected using structured questionnaires distributed through official organizational communication channels and employee networks. The questionnaires were disseminated through digital communication platforms utilized by the organization, including WhatsApp coordination groups, internal employee communication systems, and online survey forms. The use of digital distribution methods was considered appropriate because employees operated within technology-supported service systems characterized by rapid communication, platform-based coordination, and

digitally integrated operational processes. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree in order to capture variations in employee perceptions while maintaining response efficiency during operational work shifts. Prior to data collection, respondents were informed about the purpose of the study and assured that all responses would remain confidential and used solely for academic purposes.

The measurement instruments were adapted from established organizational behavior scales to ensure construct validity and reliability. Transformational Leadership was measured through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Organizational Culture was assessed using indicators of involvement, consistency, adaptability, and mission. Organizational Commitment was evaluated through affective, continuance, and normative commitment dimensions. Organizational Citizenship Behavior (OCB) was measured using indicators of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

The operationalization of these constructs is summarized in Table 2. Although the measurement instruments were adapted from established organizational behavior scales, all indicators were interpreted within the context of digitally integrated F&B operations in Jakarta. Transformational leadership indicators reflected leaders' responsiveness in digital communication, online operational coordination, and technology-supported supervision practices. Organizational culture indicators captured employees' adaptability toward digital workflows, collaborative online communication, and platform-based operational systems. Similarly, Organizational Citizenship Behavior indicators represented employees' willingness to maintain proactive, cooperative, and service-oriented behavior within high-intensity digitally coordinated work environments.

Table 2. Measurement of Variables

Variable	Indicators	Reference
Transformational Leadership (TL)	Idealized influence; inspirational motivation; intellectual stimulation; individualized consideration.	(Bass & Avolio, 1994; Haizah et al., 2026; Van der Heijde & Van der Heijden, 2014)
Organizational Culture (OC)	Involvement; consistency; adaptability; mission.	(Denison, 1990; Khansa & Raharjo, 2025)
Organizational Commitment (COM)	Affective commitment; continuance commitment; normative commitment.	(Firdaus & Fadili, 2025; Meyer & Allen, 1991)
Organizational Citizenship Behavior (OCB)	Altruism; conscientiousness; sportsmanship; courtesy; civic virtue.	(Organ, 1988; Taqiyyuddin & Arifin, 2026; Widhi & Desiana, 2023)

Source: Primary data

Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SmartPLS 4 software. This analytical technique was selected because it is appropriate for examining complex mediation models involving latent constructs and does not require strict distributional

assumptions, making it suitable for behavioral research data (Hair et al., 2022; Henseler et al., 2015).

The analysis followed a two-stage evaluation procedure. The first stage assessed the measurement model by examining convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated using Average Variance Extracted (AVE) values above 0.50, while discriminant validity was assessed using Heterotrait–Monotrait (HTMT) ratios below 0.85. Construct reliability was examined through Composite Reliability and Cronbach's Alpha values exceeding 0.70 (Hair et al., 2022). The second stage evaluated the structural model by examining path coefficients, coefficients of determination (R^2), and predictive relevance (Q^2) to assess the explanatory and predictive capabilities of the model (Hair et al., 2022; Sarstedt et al., 2020). Mediation effects were tested using the bootstrapping procedure with 5,000 subsamples and bias-corrected confidence intervals to ensure the stability and precision of indirect effect estimation. This procedure is widely recommended in variance-based SEM analysis for evaluating mediation effects and improving statistical reliability. All data used in this study were obtained with respondent consent and processed anonymously to ensure compliance with research ethics principles.

4. Results and Discussion

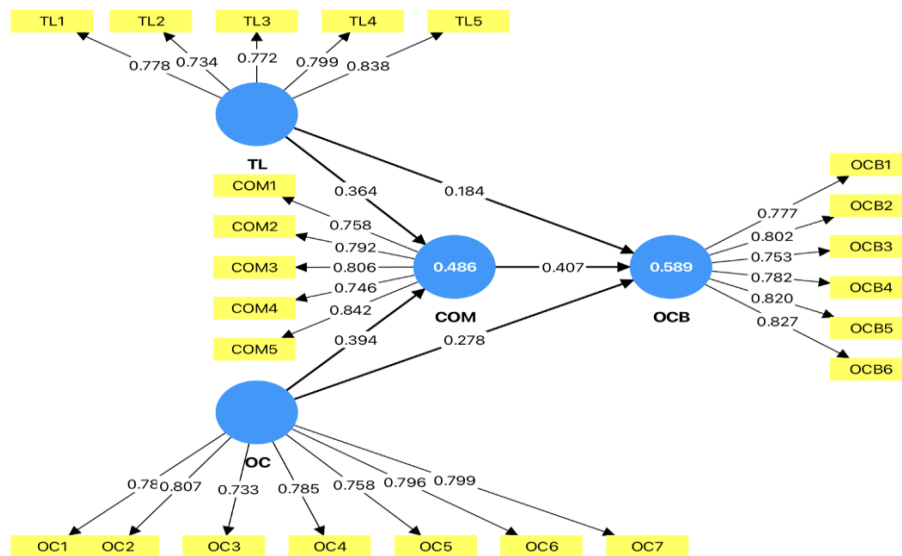
4.1. Results

The measurement model assessment indicates that all instruments meet accepted standards of validity and reliability. Convergent validity is demonstrated by outer loading values ranging from 0.733 to 0.842, exceeding the recommended threshold of 0.70. These results indicate that each indicator adequately represents its corresponding latent construct.

Table 3. Initial Outer Loadings

COM		OC		OCB		TL	
Indicator	Loadings	Indicator	Loadings	Indicator	Loadings	Indicator	Loadings
COM1	0.758	OC1	0.783	OCB1	0.777	TL1	0.778
COM2	0.792	OC2	0.807	OCB2	0.802	TL2	0.734
COM3	0.806	OC3	0.733	OCB3	0.753	TL3	0.772
COM4	0.746	OC4	0.785	OCB4	0.782	TL4	0.799
COM5	0.842	OC5	0.758	OCB5	0.820	TL5	0.838
		OC6	0.796	OCB6	0.827		
		OC7	0.799				

The structural model shows adequate explanatory power (Figure 1). The R^2 value for Organizational Commitment (0.486) indicates that Transformational Leadership and Organizational Culture jointly explain a substantial proportion of variance in commitment. Likewise, the R^2 value for OCB (0.589) suggests strong explanatory capability in predicting extra-role behavior.



Source: SmartPLS 4 Output
Figure 1. Path Diagram

All indicators display loading values above 0.70. Cronbach's Alpha and Composite Reliability exceed 0.70, while AVE values are above 0.50. These results confirm internal consistency, convergent validity, and construct reliability across all variables.

Table 4. Reliability and Convergent Validity

Construct	Indicator	Loadings	Cronbach's Alpha	Composite Reliability	AVE
TL	TL1–TL5	0.734–0.838	0.844	0.889	0.616
OC	OC1–OC7	0.733–0.807	0.893	0.916	0.609
COM	COM1–COM5	0.746–0.842	0.848	0.892	0.623
OCB	OCB1–OCB6	0.753–0.827	0.882	0.911	0.630

Discriminant validity was assessed using HTMT ratios, and all values are below the threshold of 0.85. This indicates that each construct is empirically distinct and measures a different conceptual domain.

Table 5. Discriminant Validity (HTMT)

	COM	OC	OCB	TL
COM	—			
OC	0.742	—		
OCB	0.811	0.751	—	
TL	0.750	0.797	0.732	—

All structural paths show positive relationships (Table 7). Organizational Culture has a stronger effect on Organizational Commitment ($\beta = 0.394$) than Transformational Leadership ($\beta = 0.364$). Organizational Commitment, in turn, is the strongest predictor of OCB ($\beta = 0.407$), indicating its central role within the model. The model demonstrates strong predictive capacity (Table 6). Transformational Leadership, Organizational Culture, and Organizational Commitment together explain 58.9% of the variance in OCB. Q^2 values for Commitment (0.472) and OCB (0.489) are both greater than zero, indicating satisfactory predictive relevance.

Table 6. Structural Model Results

Endogenous Variable	R ²	Adjusted R ²	Q ² Predict
COM	0.486	0.481	0.472
OCB	0.589	0.583	0.489

Table 7. Direct Hypothesis Testing Results

Hypothesis	Relationship	β	T	P	Result
H1	TL $\rightarrow$ COM	0.364	4.738	0.000	Supported
H2	OC $\rightarrow$ COM	0.394	5.621	0.000	Supported
H3	TL $\rightarrow$ OCB	0.184	2.728	0.006	Supported
H4	OC $\rightarrow$ OCB	0.278	4.297	0.000	Supported
H5	COM $\rightarrow$ OCB	0.407	6.627	0.000	Supported

All proposed direct relationships are positive and statistically significant. Transformational Leadership significantly influences Organizational Commitment ($\beta = 0.364$, $p < 0.001$), supporting H1. Organizational Culture also shows a significant effect on Commitment ($\beta = 0.394$, $p < 0.001$), supporting H2. Transformational Leadership has a direct effect on OCB ($\beta = 0.184$, $p = 0.006$), supporting H3, while Organizational Culture exerts a stronger direct effect on OCB ($\beta = 0.278$, $p < 0.001$), supporting H4. Organizational Commitment has the largest effect on OCB ($\beta = 0.407$, $p < 0.001$), supporting H5. This pattern indicates that commitment plays a central explanatory role in predicting extra-role behavior.

Table 8. Indirect Effects Analysis

Hypothesis	Relationship	β	T	P	Conclusion
H6	TL $\rightarrow$ COM $\rightarrow$ OCB	0.148	3.732	0.000	Mediated
H7	OC $\rightarrow$ COM $\rightarrow$ OCB	0.160	4.343	0.000	Mediated

The mediation analysis shows that Organizational Commitment significantly transmits the effects of Transformational Leadership and Organizational Culture on OCB. The indirect effect of leadership through commitment ($\beta = 0.148$, $p < 0.001$) supports H6, while the indirect effect of culture through commitment ($\beta = 0.160$, $p < 0.001$) supports H7. The slightly larger coefficient for the culture pathway suggests that institutionalized organizational values may provide a more stable basis for sustaining citizenship behavior than leadership influence alone. These results indicate that leadership and culture are more effective in promoting OCB when employees first develop strong emotional attachment to their organization.

4.2. Discussion

Transformational Leadership and Organizational Commitment

The results show that Transformational Leadership has a positive and significant effect on Organizational Commitment among employees in modern F&B companies, supporting H1. This finding indicates that leadership behaviors characterized by inspiration, individualized consideration, and motivational support contribute to strengthening employees' emotional attachment to the organization. Leaders who demonstrate these qualities tend to foster trust and loyalty, which encourage employees to develop stronger commitment (Bass & Avolio, 1994; Bass & Riggio, 2006). From a social exchange perspective, employees respond to supportive leadership by reciprocating through greater dedication and organizational attachment

(Van der Heijde & Van der Heijden, 2014). This result aligns with recent empirical evidence showing that transformational leadership enhances organizational commitment by strengthening psychological engagement and relational trust between employees and leaders (Jehanzeb & Mohanty, 2019; Tian et al., 2020). It also supports findings indicating that people-oriented leadership contributes significantly to human capital development and affective commitment formation (Haizah et al., 2026).

In digitally integrated service environments, transformational leadership may also depend on leaders' ability to maintain communication responsiveness through technology-mediated platforms such as WhatsApp coordination groups, HRIS systems, digital scheduling applications, and online operational monitoring tools. These digital communication mechanisms enable leaders to provide more immediate feedback, operational guidance, and individualized consideration despite the high operational intensity of Jakarta's modern F&B industry. Consequently, transformational leadership in digitally coordinated workplaces extends beyond conventional face-to-face interaction and increasingly involves leaders' capacity to support employee adaptability, communication clarity, and collaborative problem-solving through digital platforms.

Organizational Culture and Organizational Commitment

Organizational Culture was also found to significantly influence Organizational Commitment, supporting H2. The magnitude of this coefficient suggests that culture serves as a structural foundation shaping employees' attitudes toward their organization. A supportive culture aligns individual values with organizational goals and reinforces psychological attachment. Empirical studies indicate that positive cultural environments strengthen employees' willingness to remain committed to organizational objectives (Firdaus & Fadili, 2025; Khansa & Raharjo, 2025). Collaborative cultures further support the internalization of shared norms and behavioral expectations (Denison, 1990). Recent international research also confirms that institutionalized organizational values promote commitment stability because they create consistent behavioral standards that persist beyond leadership changes (Althnayan et al., 2022). Consistent with Self-Determination Theory, environments that fulfill relational needs tend to foster voluntary attachment and intrinsic motivation, thereby strengthening commitment formation (Widhi & Desiana, 2023).

The stronger influence of organizational culture may also indicate the importance of digitally adaptive cultural systems in maintaining behavioral consistency within Jakarta's modern F&B sector. In technology-supported service environments, employees are required to respond quickly to digital ordering systems, online customer requests, and platform-based operational coordination. Under these conditions, organizational culture functions not only as a shared value system but also as a stabilizing mechanism that supports technology adaptability, collaborative online communication, and rapid operational responsiveness. A digitally adaptive organizational culture may therefore strengthen employee commitment and sustain proactive organizational behavior despite the operational pressure associated with high-intensity service environments.

Transformational Leadership and Organizational Citizenship Behavior

Transformational Leadership shows a positive and significant effect on Organizational Citizenship Behavior, confirming H3. Although this coefficient is smaller than other direct effects, the result indicates that leadership still plays a meaningful role in encouraging discretionary employee behavior. Leaders who provide intellectual stimulation can stimulate creativity and proactive service actions (Munawar et al., 2023). Such leadership also strengthens employees' sense of belonging, which motivates them to contribute beyond formal job expectations for collective success (Haizah et al., 2026; Van der Heijde & Van der Heijden, 2014). Empirical evidence from recent studies likewise demonstrates that transformational leadership positively predicts citizenship behavior through motivational activation and psychological empowerment mechanisms (Qalati et al., 2022; Tian et al., 2020). This suggests that leadership influence may operate more effectively as a motivational trigger than as a dominant structural determinant of behavior.

Organizational Culture and Organizational Citizenship Behavior

Organizational Culture has a positive and significant effect on OCB, supporting H4. This result indicates that shared organizational values function as behavioral guidelines shaping employees' daily actions. Cultures emphasizing performance, cooperation, and shared responsibility tend to encourage employees to contribute beyond formal requirements (Khansa & Raharjo, 2025). In service environments such as F&B outlets, collaborative cultures often promote spontaneous helping behavior among employees without direct managerial instruction (Sundari & Achmad, 2023). International findings similarly show that supportive cultural climates increase prosocial behavior and cooperative performance because they strengthen collective identity and normative alignment (Althnayan et al., 2022). This evidence supports previous conclusions that OCB is more likely to develop in environments that promote innovation, cooperation, and prosocial interaction (Taqiyyuddin & Arifin, 2026).

Organizational Commitment and Organizational Citizenship Behavior

Organizational Commitment emerges as the strongest predictor of OCB, confirming H5. This indicates that employees' psychological attachment plays a central role in explaining discretionary work behavior. From a stewardship perspective, committed employees tend to prioritize organizational interests and demonstrate responsibility toward collective outcomes. Empirical studies similarly show that strong commitment provides the motivational foundation necessary for consistent citizenship behavior (Firdaus & Fadili, 2025; Taqiyyuddin & Arifin, 2026). International research further confirms that affective commitment acts as a key driver of OCB because emotional attachment increases employees' willingness to invest effort beyond formal job requirements (Jehanzeb & Mohanty, 2019; Lee et al., 2018). In particular, affective commitment appears to supply the psychological energy required for employees to maintain performance even under demanding operational conditions (Widhi & Desiana, 2023).

The Mediating Role of Organizational Commitment

The mediation analysis indicates that Organizational Commitment significantly transmits the effects of Transformational Leadership and Organizational Culture on OCB. The indirect pathway TL → COM → OCB supports H6, while the pathway OC → COM → OCB supports H7. These findings indicate partial mediation, meaning that leadership and culture influence OCB both directly and indirectly through commitment. The slightly larger indirect coefficient for culture suggests that institutionalized organizational values may provide a more stable basis for sustaining citizenship behavior than leadership influence alone. This pattern is consistent with empirical studies identifying commitment as a central psychological mechanism linking organizational conditions with behavioral outcomes (Firdaus & Fadili, 2025; Qalati et al., 2022). Recent studies published in the same journal also highlight the critical role of mediating mechanisms in explaining behavioral and organizational outcomes, showing that variables such as organizational commitment, job satisfaction, financial literacy, and citizenship behavior function as key transmission pathways connecting antecedent factors with performance and decision-making results (Aulia et al., 2024; Hananto, 2025; Melvina et al., 2024; Wibowo et al., 2025). Leadership may initiate behavioral change, but cultural systems appear more effective in sustaining it over time because they function as normative structures that regulate employee conduct (Althnayan et al., 2022; Trenggono et al., 2023). These findings extend Social Exchange and Self-Determination perspectives by demonstrating that cultural systems may function as more stable behavioral regulators than leadership influence in standardized service environments.

The mediation findings suggest that organizational commitment functions as a psychological mechanism translating digitally coordinated organizational conditions into discretionary employee behavior. Within Jakarta's modern F&B industry, employees operate in environments characterized by rapid digital coordination, online service systems, and continuous customer interaction. Under these conditions, leadership may stimulate employee motivation through communication support and interpersonal engagement, whereas organizational culture provides a more stable behavioral framework through institutionalized digital work practices and shared operational norms. This distinction may explain why organizational culture demonstrated a stronger stabilizing influence on OCB compared to transformational leadership alone.

5. Conclusion

This study concludes that the interaction between Transformational Leadership and Organizational Culture plays a significant role in shaping Organizational Citizenship Behavior (OCB) within the modern F&B industry in DKI Jakarta. The empirical results show that all proposed hypotheses are supported, confirming that Organizational Commitment functions as a mediating mechanism linking leadership and culture to employee discretionary behavior. Among the tested relationships, Organizational Culture demonstrates a stronger influence on the formation of commitment than

leadership, indicating that institutionalized values and supportive work environments provide a more stable foundation for employee attachment than approaches centered primarily on individual managerial influence. The findings also show that although leadership can initiate extra-role behavior through inspiration and role modeling, such behavior becomes more consistent when employees develop strong emotional attachment to their organization. This pattern represents an important empirical insight by showing that behavioral sustainability is more strongly associated with structural cultural systems than with leadership influence alone.

From a practical perspective, organizations particularly those operating in high-intensity service sectors and employing large numbers of Gen Z workers should prioritize strengthening collaborative and inclusive cultural environments as a foundation for employee commitment. Aligning supportive leadership practices with cohesive organizational culture can help managers cultivate proactive employee behavior that enhances operational effectiveness and supports long-term performance stability. However, several limitations should be considered. The research was conducted only within the DKI Jakarta region and focused exclusively on the modern F&B sector, which may limit the generalizability of the findings to other settings or industries. In addition, the cross-sectional design captures relationships at a single point in time and therefore does not reflect behavioral changes over longer periods. Future studies are recommended to extend this model across different sectors, apply longitudinal designs, and incorporate multi-level analytical approaches to examine interactions between individual and organizational factors more comprehensively.

The findings suggest that digitally supported organizational systems, including automated scheduling, digital performance monitoring, and platform-based communication, may strengthen organizational culture and sustain employee commitment within technology-intensive service environments. Therefore, organizations should integrate digital operational systems with supportive leadership practices to maintain proactive employee behavior and organizational effectiveness.

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