

## **CHAPTER 5 CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusions**

Based on the results and discussion as described in chapter 4, the conclusions in this study are as follows:

1. Transformational leadership has significant and positive effect on organizational citizenship behavior (OCB) to the employees. That is the leadership style of transformational leadership that is used by leaders to contribute significantly in improving organizational citizenship behavior (OCB) to the employees. These results support the first hypothesis (H1) in this study which states that "there is a relationship between transformational leadership and organizational citizenship behavior".
2. Organizational Commitment has a positive and significant impact on organizational citizenship behavior (OCB) to the employees. This means that organizational commitment owned by the employees make a significant contribution in improving organizational citizenship behavior (OCB) on the employee. These results support the hypothesis in this study (H2) which states that "there is a relationship between organizational commitment and organizational citizenship behavior".
3. Transformational leadership has a positive and significant impact on organizational citizenship behavior (OCB) through mediation of organizational committment to the employees. This means that transformational leadership that is used by the leaders to contribute significantly im improving organizational citizenship behavior with or without organizational committment to the employees. The result support the hypothesis in this study (H3) which states that "there is a

relationship between transformational leadership and organizational citizenship behavior through organizational commitment”

## 5.2 Suggestions

Suggestions put forward for the management of PT. Anindita Multiniaga to cause organizational citizenship behavior of employees are:

1. a. According to transformational leadership descriptive statistic variable table, the lowest mean showed up in the statement “My supervisor inspires others with his/her plans for the future”. This statement produce the mean equal to neutral. The employees in PT. Anindita Multiniaga think that their supervisors have not been enough inspired them. The suggestion for this indicator is the supervisor should applied and inspired the employees for the future plan according to the vision and mission of the company.
- b. According to organizational commitment descriptive statistic variable table, the lowest mean showed up in the statement “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”. This statement produce the mean equal to neutral. The employees in PT. Anindita Multiniaga has not willing to put a great deal effort to help this organization be successful enough. The suggestion for this indicator is the employees should put more commitment for this company and believe that this company would treat paid them off greatly as big as their effort to make this company be successful in the future.
2. This study has also many limitation of research. The employees limited only in one company, therefore the model that tested in this research need to be tested for the employees in the other companies where the industrial context is different and could also produce the different

result. For further research, need to think about to add another variable, especially on the relationship between transformational leadership variable or other leadership styles and OCB. This is because there is a possibility that the variable of transformational leadership requires a different kind of variables such as the type of transactional leadership to affect organizational citizenship behavior variables (OCB).

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