# The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Group Cohesiveness in Employees of PT Pema Global Energy

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## A R T I C L E I N F O

## A B S T R A C T

This study aims to examine the effect of transformational leadership on organizational citizenship behavior (OCB) by considering group cohesiveness as a mediating variable. This study is motivated by the important role of leadership and work group dynamics in encouraging employee contributions that go beyond formal duties. The research method used is quantitative with a survey approach to 278 employees of PT Pema Global Energi. Data collection instruments include transformational leadership scale, group cohesiveness scale, and OCB scale which have been tested for validity and reliability. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The results showed that transformational leadership has a positive and significant effect on OCB, both directly and through group cohesiveness as a partial mediator. In addition, it was found that group cohesiveness significantly strengthened the relationship between transformational leadership and OCB. These findings confirm the importance of developing an inspirational leadership style and creating a cohesive work environment to encourage employees' prosocial behavior. This study provides theoretical contributions in the development of organizational behavior models, as well as practical implications for management in improving effectiveness and productivity through leadership interventions and strengthening work group ties.

## INTRODUCTION

Human resources (HR) are the main asset in an organization that plays an important role in achieving the company's strategic goals. (Sivanissa et al., 2022). HR includes all individuals who work within an organization and contribute through their knowledge, skills and abilities. (Susan, 2019). In the context of globalization and rapid technological development today, the role of HR is becoming increasingly vital. Effective HR management can increase productivity, efficiency, and innovation in an organization. This involves various aspects such as recruitment, training and development, performance management, and employee retention. (Nurramadhania, 2023). By maximizing the potential of human resources, organizations can create sustainable competitive advantages.

Employees as the main component of HR play a key role in the daily operations and long-term success of the company. Employee satisfaction and engagement have a direct impact on organizational performance. (Suryani, 2022). Therefore, it is important for companies to create a conducive work environment and support employee welfare. Understanding the importance of the role of HR and employees in the organization, one aspect of employee behavior that has a significant impact on the effectiveness and culture of the organization and needs to be explored further is Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior(OCB) or organizational citizenship behavior is a concept in organizational behavior science that includes voluntary actions to help coworkers in a company.(Charli & Sopali, 2022). OCB describes an individual's contributions that go beyond their formal responsibilities at work. These behaviors include actions such as helping coworkers, volunteering for extra tasks, and following organizational rules and procedures. These actions reflect the added value that employees provide through prosocial behavior, which is a positive, constructive, and meaningful social action aimed at helping others. (Charli & Mahzum, 2023).

OCB is important for employees to have because it contributes significantly to performance and the work atmosphere in the organization. (Kaligis et al., 2022). OCB behavior not only helps in completing daily tasks more efficiently, but also creates a more harmonious work environment. With OCB, employees tend to support each other and work together so that it can reduce conflict and increase team productivity. (Suwandi & Erdi, 2023). In addition, OCB can also increase employee job satisfaction and loyalty, because it makes individuals feel more involved and appreciated in the organization. (Yusanrinofitri et al., 2024).

Based on the results of field observations, it was found that the level of OCB among employees was relatively low. This can be seen from the lack of mutual assistance behavior between employees and between divisions, as well as the lack of employee concern for the overall performance of the organization and the performance of the team specifically. In addition, there are still some employees who often complain about their work and various other behaviors that indicate that OCB behavior among employees is not optimal. On the other hand, OCB needs to be owned by employees because it not only increases job

satisfaction, but also improves individual performance, so it is necessary to form a work culture that involves OCB to improve overall organizational performance. (Ramos & Ellitan, 2023).

Factors that influence OCB can be divided into two main categories: internal factors and external factors. Internal factors include job satisfaction, organizational commitment, employee morale, work motivation, and group cohesion, while external factors include leadership style and organizational culture. (Fathiyah & Pasla, 2021; Maksum et al., 2020). In addition, transformational leadership and organizational communication are also factors that can influence OCB in employees. (Nurjanah et al., 2020; Soelton et al., 2023). Overall, both internal and external factors play an important role in increasing OCB in employees.

Among the factors that influence OCB, transformational leadership and group cohesiveness are two aspects that require further study. This needs to be done because transformational leadership can directly and indirectly influence employee behavior through inspiration, motivation, and individual attention that can increase employee commitment and performance. (Khan et al., 2020). Meanwhile, group cohesiveness is also needed because it can influence work dynamics and relationships between members. (Abdullah et al., 2019). Further examining these two factors can provide deeper insights into how to improve OCB in organizations, leading to increased overall organizational performance and effectiveness.

Transformational leadership is an approach that emphasizes the importance of positive leadership in influencing the emotions, cognitions, and behaviors of employees in a company. (Kim & Cruz, 2022). Transformational leadership motivates employees to achieve company tasks and goals through empowerment and individual attention, thus having a positive impact on employee trust, values, and perceptions. (Lin et al., 2020). Transformational leadership plays an important role in encouraging OCB in employees. (Lee et al., 2024). When leaders show individual attention and inspire through a clear vision and mission, employees tend to feel more appreciated and motivated. This increases the potential for employees to have OCB behavior, because they feel they are an important part of the organization's success and have a strong relationship with their leader or superior.

The Last Supper (2020) found a positive correlation between transformational leadership and organizational citizenship behavior (OCB) in production employees. Similar results were also found bySarwadhamana et al., (2021) which found a positive relationship between transformational leadership and OCB. The findings of both studies strengthen the conclusion that transformational leadership can significantly improve organizational citizenship behavior in employees.

In addition to transformational leadership, group cohesiveness can also be a potential mediating variable to measure OCB in employees. Group cohesiveness refers to the extent to which group members feel attracted to the group and are motivated to remain part of the group. (Geresom, 2019). This cohesiveness includes group behavior, group support, and group attraction, all

of which play an important role in creating a safe psychological environment in which team members feel free to explore new ways of doing things. (Mutonyi et al., 2020).

Transformational leadership has a significant impact on group cohesion in an organization. Transformational leaders not only motivate and empower employees individually, but also create a supportive environment and pay attention to the emotional and cognitive needs of team members (Khan et al., 2020). By emphasizing positive values and strengthening trust between members, transformational leadership encourages a stronger sense of belonging within the group (Lai et al., 2020). Leaders who apply this leadership style are able to create a psychologically safe atmosphere, where each member feels valued and supported. This increases the motivation of members to contribute optimally and maintain commitment to common goals, ultimately strengthening group cohesion. (Bojovic & Jovanovic, 2020; Indriasari et al., 2023). With high cohesiveness, the group becomes more solid, supportive of each other, and effective in achieving organizational goals.

There are several studies that show that transformational leadership has a significant positive impact on group cohesiveness. The study conducted byShedow & George (2021) explained that transformational leadership positively increases group cohesiveness, which in turn leads to increased overall team performance. Another study by Callow et al., (2009) revealed that a transformational leadership style that encourages acceptance of group goals, teamwork, high performance expectations, and attention to individuals significantly increases group cohesiveness.

Furthermore, high group cohesiveness makes each member feel like an integral part of the group, thereby increasing the sense of belonging and commitment to the group. (Abdullah et al., 2019). This will lead to increased OCB because members of a bonded group will be more likely to demonstrate proactive behavior and help each other in achieving common goals. (Maksum et al., 2020). Strong social support and feelings of belonging in a group also encourage employees to participate more actively in organizational activities, increase cooperation, and reduce internal conflict. (Hey, 2023). Therefore, group cohesiveness can also play an important role in encouraging OCB among employees as it can contribute to improved performance and overall organizational success. (Mahfudz et al., 2021).

Research byJohnson (2019) and the Snail (2018) also supports this argument by showing that group cohesiveness has a significant correlation and direct influence on OCB. Johnson's study found a significant correlation between group cohesiveness and OCB, while Tupamahu's study, which is an explanatory study, also found that group cohesiveness has a direct effect on OCB. The findings of these two studies strengthen the argument that group cohesiveness can encourage OCB in employees which ultimately affects effective and efficient organizational performance.

Transformational leadership can mediate the increase in group cohesiveness, which then acts as a mediator in increasing OCB. Effective transformational leaders are able to direct and empower employees to innovate

by creating an attractive and inspiring vision. This encourages employees to work beyond formal task boundaries which is reflected in organizational citizenship behavior. (Sarmawa, 2020). High group cohesiveness ensures that interactions between employees run smoothly, creates strong social support, and reduces internal conflict. (Cai, 2023).

Transformational leadership facilitates group cohesiveness through an approach that emphasizes inspirational and empowering values, thereby effectively increasing trust between team members (Mutonyi et al., 2020; Wang & Huang, 2009). Leaders who are able to unite a common vision and goals make employees more involved and motivated to support each other in achieving organizational goals (Al-Baidhani & Alsaqqaf, 2023). This strong group cohesiveness serves as a foundation for the creation of OCB, where employees tend to show more initiative, help coworkers, and participate in activities outside their formal job descriptions (Maksum, 2020). With increasing group cohesiveness, social support and internal cooperation become more solid, and can reduce conflict in the work environment (Lamanepa et al., 2021). Thus, transformational leadership not only influences group cohesiveness but also plays a significant role in encouraging OCB.

This study has a novelty by combining two variables that are rarely studied in the context of OCB, namely transformational leadership and group cohesiveness as mediating variables. Although each variable has been studied frequently, studies that examine the influence on OCB through mediating variables are still minimal. This study can provide an important contribution by exploring how the combination of these two variables, with group cohesiveness as a mediator, can increase employee OCB. As far as researchers have searched, this topic has not been widely discussed in previous literature.

This is also a research gap where there is a lack of studies that simultaneously examine the influence of transformational leadership on OCB with group cohesiveness as a mediator. Most previous studies only focus on one factor or look at the effects of both separately. Thus, this study provides a new and more comprehensive perspective on the variables that can influence OCB in employees with the role of group cohesiveness as a mediating variable.

The urgency of this research lies in the importance of creating a conducive and supportive work environment to increase OCB, so that it can increase organizational productivity and effectiveness. Currently, the ability to motivate and support employees through transformational leadership and strengthen group cohesiveness is becoming increasingly important. This is relevant for companies that want to improve overall organizational performance through employee proactive behavior by utilizing group cohesiveness as a mediator. (don't change this again, sis)

This study departs from a theoretical approach that examines the influence of transformational leadership and group cohesiveness on OCB in an organizational context. The main focus of this study is to explore the dynamics of the relationship between the three variables based on existing theories, without referring to specific phenomena or single case studies. PT Pema Global

Energi in this case is only used as a location to empirically test the relationship between variables built from previous theories.

Group cohesiveness is positioned as a mediating variable because it plays a role in bridging the influence of transformational leadership style on increasing OCB. Cohesive relationships in work groups can strengthen the positive impact of leadership style on employee prosocial behavior.

In the context of the oil and gas industry such as PT Pema Global Energi, it is necessary to provide a clear boundary between Organizational Citizenship Behavior and compliance with occupational safety regulations. Not all actions that are seen as voluntary initiatives can be categorized as OCB if they violate safety standards and operational procedures in high-risk work environments such as oil and gas (Hien et al., 2024; Khan & Shrivastava, 2024). Therefore, the measurement of OCB in this study considers the limitations of voluntary actions that remain within the corridor of the company's occupational safety regulations.

## LITERATURE REVIEW
### *Organizational Citizenship Behavior*

Organizational Citizenship Behavior (OCB) is defined as, "individual behavior that is voluntary, not directly or explicitly recognized by the formal reward system, and that overall enhances the effective functioning of the organization" (Organ, 1997).

### *Transformational Leadership*

Transformational leadership theory is based on Weber's research on charismatic leaders, who are known for their extraordinary qualities as leaders (Elya et al., 2024). This concept was later popularized by political scientist James McGregor Burns who identified two types of leadership: transactional, where there is an exchange of rewards between the leader and followers, and transformational, which is more inspiring to followers. (Harsoyo, 2022).

### *Group Cohesiveness*

Group cohesiveness is defined as a dynamic process that reflects the tendency of a group to remain together and united in achieving goals and meeting the affective needs of its members. (Lieb et al., 2024).
Group cohesiveness is also defined as the degree to which group members feel bound to one another, experiencing feelings of solidarity, harmony, and commitment. (Mutonyi et al., 2020). Group cohesiveness refers to the strength or intensity of each member's intention to remain in the team, which includes the social and task forces that unite and maintain individuals in the team. (Ganotice et al., 2022).

Based on the explanation and research framework that has been described previously, here are several hypotheses that can be proposed in this research:

a. H1: Transformational leadership has a positive influence on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees.

b. H2: Transformational leadership has a positive effect on group cohesiveness among PT Pema Global Energi employees.

c. H3: Group cohesiveness has a positive effect on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees.
d. H4: Group cohesiveness mediates the influence of transformational leadership on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees.

**METHODOLOGY**

This study examines the relationship between transformational leadership, group cohesiveness, and Organizational Citizenship Behavior (OCB) in employees of PT Pema Global Energi. The independent variable in this study is transformational leadership, the dependent variable in this study is Organizational Citizenship Behavior (OCB), and this study also involves group cohesiveness as a mediating variable. The population in this study was all employees of PT Pema Global Energi, totaling 554 people. This population includes employees from various divisions and job levels, who are directly or indirectly under the influence of transformational leadership in the company. This study uses the Structural Equation Modeling - Partial Least Squares (SEM-PLS) data analysis method with SmartPLS software. SEM-PLS is a multivariate statistical technique that combines factor analysis, path analysis, and regression analysis to evaluate the relationship between variables in a research model.
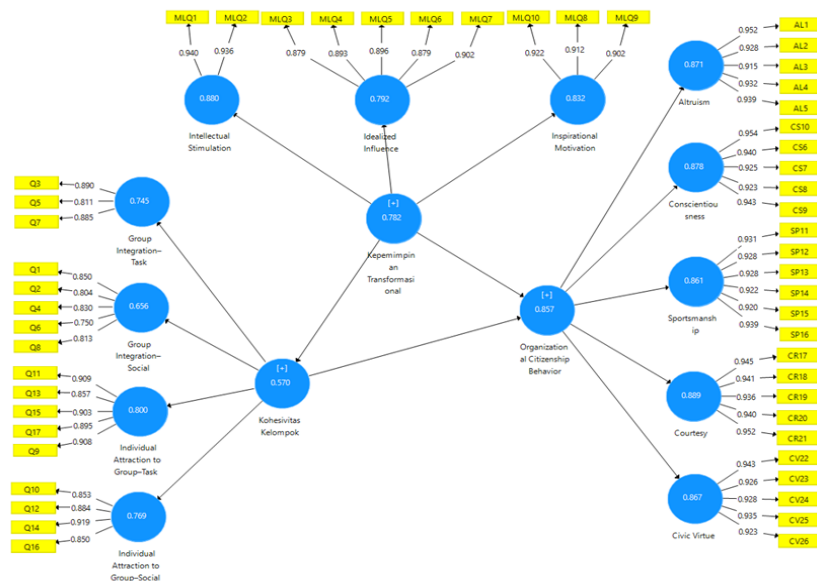
**RESULTS AND DISCUSSION**



Figure 1. Validity Testing based on Factor Loading

Table 1. Validity Testing based on Outer Loading and Average Variance Extracted (AVE); Reliability based on Composite Reliability (CR) and Cronbach's Alpha (CA) (Second Order)

| Variables | Dimensions | Indicator | Outer Loading | Cronbach's Alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|---|
| *Organizational Citizenship Behavior* | *Altruism* | AL1 | 0.952 | 0.963 | 0.971 | 0.871 |
| | | AL2 | 0.928 | | | |
| | | AL3 | 0.915 | | | |
| | | AL4 | 0.932 | | | |
| | | AL5 | 0.939 | | | |
| | *Conscientiousness* | CS6 | 0.940 | 0.965 | 0.973 | 0.878 |
| | | CS7 | 0.925 | | | |
| | | CS8 | 0.923 | | | |
| | | CS9 | 0.943 | | | |
| | | CS10 | 0.954 | | | |
| | *Sportsmanship* | SP11 | 0.931 | 0.968 | 0.974 | 0.861 |
| | | SP12 | 0.928 | | | |
| | | SP13 | 0.928 | | | |
| | | SP14 | 0.922 | | | |
| | | SP15 | 0.920 | | | |
| | | SP16 | 0.939 | | | |
| | *Courtesy* | CR17 | 0.945 | 0.969 | 0.976 | 0.889 |
| | | CR18 | 0.941 | | | |
| | | CR19 | 0.936 | | | |
| | | CR20 | 0.940 | | | |
| | | CR21 | 0.952 | | | |
| | *Civic Virtue* | CV22 | 0.943 | 0.962 | 0.970 | 0.867 |
| | | CV23 | 0.926 | | | |
| | | CV24 | 0.928 | | | |
| | | CV25 | 0.935 | | | |
| | | CV26 | 0.923 | | | |
| Transformational Leadership | *Intellectual Stimulation* | MLQ1 | 0.940 | 0.863 | 0.936 | 0.880 |
| | | MLQ2 | 0.936 | | | |
| | *Idealized Influence* | MLQ3 | 0.879 | 0.934 | 0.950 | 0.792 |
| | | MLQ4 | 0.893 | | | |
| | | MLQ5 | 0.896 | | | |
| | | MLQ6 | 0.879 | | | |
| | *Inspirational Motivation* | MLQ7 | 0.902 | 0.899 | 0.937 | 0.832 |
| | | MLQ8 | 0.912 | | | |
| | | MLQ9 | 0.902 | | | |

| | | MLQ10 | 0.922 | | | |
|---|---|---|---|---|---|---|
| Group Cohesiveness | *Group Integration– Task* | Q3 | 0.890 | 0.827 | 0.897 | 0.745 |
| | | Q5 | 0.811 | | | |
| | | Q7 | 0.885 | | | |
| | *Group Integration– Social* | Q1 | 0.850 | 0.869 | 0.905 | 0.656 |
| | | Q2 | 0.804 | | | |
| | | Q4 | 0.830 | | | |
| | | Q6 | 0.750 | | | |
| | | Q8 | 0.813 | | | |
| | *Individual Attraction to Group– Task* | Q9 | 0.908 | 0.938 | 0.952 | 0.800 |
| | | Q11 | 0.909 | | | |
| | | Q13 | 0.857 | | | |
| | | Q15 | 0.903 | | | |
| | | Q17 | 0.895 | | | |
| | *Individual Attraction to Group– Social* | Q10 | 0.853 | 0.899 | 0.930 | 0.769 |
| | | Q12 | 0.884 | | | |
| | | Q14 | 0.919 | | | |
| | | Q16 | 0.850 | | | |

Based on Table 1, it is known that all outer loading values are > 0.7, which means that they have met the validity requirements based on the outer loading values. The recommended AVE value is above 0.5. It is known that all AVE values are > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing is carried out based on the composite reliability (CR) value. The recommended CR value is above 0.7. It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Furthermore, reliability testing is carried out based on the cronbach's alpha (CA) value. The recommended CA value is above 0.7. It is known that all CA values are > 0.7, which means that they have met the reliability requirements based on cronbach's alpha.

Table 2. Significance Test of Influence (Direct Effect)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| Transformational Leadership -> | 0.971 | 0.972 | 0.004 | 6,678 | 0.000 |

| Organizational Citizenship Behavior | | | | | |
|---|---|---|---|---|---|
| Transformational Leadership -> Group Cohesiveness | 0.866 | 0.867 | 0.013 | 4.168 | 0.000 |
| Group Cohesiveness -> Organizational Citizenship Behavior | 0.859 | 0.858 | 0.020 | 3.626 | 0.000 |

*Transformational leadership has a positive influence on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees.*

The results of the study indicate that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees. This is indicated by the original sample value of 0.971, the t-statistic value of 6.678, and the p-value of 0.000. Because the p-value is smaller than the significance level of 0.05, the H1 hypothesis is accepted. A very high path coefficient value indicates that the higher the employee's perception of transformational leadership, the higher their tendency to demonstrate voluntary behavior outside of formal duties.

This finding is in line with recent studies that show the consistency of the influence of transformational leadership on positive employee behavior. Research conducted by Hoch, Bommer, Dulebohn, and Wu (2018) in the Academy of Management Annals confirmed that transformational leadership has a significant effect on OCB in various organizational contexts, including the energy and manufacturing sectors. In the study, leaders who are able to provide inspirational motivation, individual attention, and encourage innovation tend to form affective commitment that gives rise to voluntary behavior.

In addition, these results are supported by recent research by Pradhan and Jena (2019) which explains that transformational leadership increases OCB through increased work engagement. Transformational leaders create an environment that facilitates a sense of belonging and meaning to work, so that employees are encouraged to proactively engage in activities that support the organization. Similar findings were presented by Khan et al. (2020) in a study published in the Leadership & Organization Development Journal, which found that transformational leadership not only contributes to OCB but also increases job satisfaction and organizational commitment. In the context of modern organizations facing rapid change, this leadership style is one of the effective approaches in maintaining positive work behavior.

Furthermore, research conducted by Elsharnouby and Elbanna (2021) in the service sector in the Middle East also proved that transformational leadership has a significant effect on OCB components such as altruism and civic virtue. Leaders who are able to demonstrate ideal influence and provide clear direction will foster voluntary behavior in supporting collective goals. In the context of PT Pema Global Energi, these findings indicate that employees feel a positive influence from transformational leadership practices demonstrated by superiors. Leaders who

inspire, demonstrate commitment to organizational values, and provide space for employee participation are able to create a work atmosphere that motivates sustainable OCB behavior.

In addition, these findings support the Self-Determination theory (Deci & Ryan, 2018) which explains that basic psychological needs for relatedness, competence, and autonomy are the basis for the emergence of intrinsic motivation. Transformational leaders play an important role in meeting these needs through communication of vision, recognition of contributions, and empowerment of employees. Thus, it can be concluded that transformational leadership has a real contribution in creating positive work behavior that goes beyond the formal role of employees, while also being one of the important pillars for increasing organizational effectiveness in the long term.

*Transformational Leadership Has a Positive Influence on Group Cohesiveness of PT Pema Global Energi Employees*

The results of the study indicate that transformational leadership has a positive and significant effect on group cohesiveness in PT Pema Global Energi employees. This is evidenced by the original sample value of 0.866, t-statistic of 4.168, and p-value of 0.000. Because the p-value is smaller than the significance level of 0.05, the H2 hypothesis can be accepted. This high path coefficient value indicates that the stronger the transformational leadership felt by employees, the higher the group cohesiveness formed in the organization.

This finding is consistent with recent research showing that transformational leadership plays a significant role in enhancing social bonds and teamwork. According to research by Lee, Hwang, and Choi (2018) in the Journal of Business and Psychology, transformational leaders are able to create a shared vision, increase mutual trust, and foster group commitment through consistent positive interactions. Leaders who demonstrate idealized influence and inspirational motivation will be more effective in building a strong sense of togetherness among group members.

In addition, research conducted by Braun et al. (2018) shows that the individualized consideration dimension in transformational leadership has a significant influence on group cohesion. Leaders who understand individual needs and show personal concern will create an environment that supports positive social interactions, so that team members find it easier to feel emotional attachment to each other.

This finding is also supported by the results of a study conducted by Salas-Vallina and Alegre (2018) which found that transformational leadership is positively correlated with the formation of group cohesion through increased interpersonal trust. This trust is the foundation for creating effective coordination, mutual respect, and openness in team communication.

Recent research by Kundi, Quratulain, Khan, and Khan (2022) shows that in organizations that consistently implement transformational leadership, the level of group cohesion is higher than in organizations with a transactional leadership style. This is because transformational leaders not only focus on achieving work targets but also emphasize the importance of harmonious social relationships and emotional support within the team.

In the context of PT Pema Global Energi, the results of this study indicate that employees feel the positive influence of leadership demonstrated through clear vision communication, empowerment, and appreciation for individual contributions. The inclusive and supportive work environment encourages employees to support each other, strengthen solidarity, and maintain positive working relationships.

This finding also supports the Social Identity theory explained by Haslam (2020), which states that effective leaders contribute to building a strong group identity. Transformational leaders are able to instill a sense of collective pride and increase the perception of shared goals, so that team members feel more easily bound to a social unit.

Thus, it can be concluded that transformational leadership has a significant contribution in creating high group cohesiveness. This cohesiveness becomes an important social capital to support the effectiveness of teamwork, increase collaboration, and prevent destructive conflicts in the organizational environment.

*Group Cohesiveness Has a Positive Influence on Organizational Citizenship Behavior (OCB) on PT Pema Global Energi Employees*

The results of the study indicate that group cohesiveness has a positive and significant effect on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees. This is evidenced by the original sample value of 0.859, t-statistic of 3.626, and p-value of 0.000. Because the p-value is smaller than the significance level of 0.05, the H3 hypothesis is accepted. This high path coefficient indicates that the stronger the group cohesiveness perceived by employees, the higher their tendency to demonstrate voluntary behavior that supports the organization.

This finding is relevant to recent research showing that group cohesiveness is an important predictor of OCB. Lin and Lin's (2019) research in the Journal of Business Research shows that group cohesiveness creates a sense of togetherness that encourages team members to help each other, work more proactively, and prioritize collective interests over individual interests. Cohesiveness creates a strong emotional bond so that team members feel compelled to make extra contributions without coercion.

In addition, research by Huang, Zhang, and Bramble (2021) found that group cohesiveness increases employee affective commitment, namely emotional attachment to the group and organization. This affective commitment mediates the relationship between group cohesiveness and OCB, so that employees who feel close to their team are more likely to be altruistic, tolerant, and actively participate in supporting organizational goals.

Another finding that supports the results of this study comes from the study of Dirican and Erdil (2020), which examined the relationship between group cohesiveness and prosocial behavior in organizations. The study showed that high cohesiveness strengthens positive work norms, increases a sense of shared responsibility, and motivates individuals to maintain the group's reputation through OCB behavior. In the modern work context that demands cross-functional collaboration, group cohesiveness is an important foundation for organizational success.

Recent research by Fatima, Bilal, and Ali (2022) also supports this finding, with the results that group cohesiveness is positively correlated with OCB dimensions, especially civic virtue and conscientiousness. Employees who feel part of a cohesive group are more likely to engage in volunteer activities and proactively contribute to maintaining a positive work environment.

In the context of PT Pema Global Energi, these findings indicate that a working atmosphere full of togetherness and support between team members has created a strong drive to help coworkers, complete tasks beyond obligations, and actively participate in organizational efforts. This is in line with the Social Exchange theory put forward by Blau (2017), which explains that working relationships based on mutual trust and reciprocity norms will increase voluntary behavior as a form of positive reciprocity.

In addition, the Social Identity Theory perspective (Haslam, 2020) states that when individuals feel they have a strong collective identity with their group, they are motivated to engage in positive behavior to maintain the group's image and strengthen solidarity. Group cohesiveness not only improves the quality of social interactions but also drives intrinsic motivation for employees to work beyond formal roles.

Thus, it can be concluded that group cohesiveness plays an important role in shaping OCB behavior in PT Pema Global Energi employees. High cohesiveness not only creates a harmonious work environment, but also increases the productivity and effectiveness of the organization as a whole.

*Group Cohesiveness Mediates the Influence of LeadershipTransformational to Organizational Citizenship Behavior (OCB) of PT Pema Global Energi Employees*

The results of the study indicate that group cohesiveness mediates the effect of transformational leadership on Organizational Citizenship Behavior (OCB). This is evidenced by the original sample value of 0.265, the t-statistic value of 2.598, and the p-value of 0.000. Because the p-value is smaller than the significance level of 0.05, the hypothesis regarding the mediation effect is accepted. This finding indicates that transformational leadership not only affects OCB directly, but also indirectly through increasing group cohesiveness.

This finding is in line with recent research findings that confirm the mediating role of group cohesiveness in the relationship between leadership style and positive work behavior. For example, a study conducted by Khan et al. (2020) in the Leadership & Organization Development Journal explains that transformational leadership creates a supportive and visionary work environment, which significantly increases group cohesiveness. This cohesiveness then encourages team members to demonstrate OCB behavior more consistently.

In addition, research conducted by Lin and Lin (2019) shows that group cohesiveness has a strong mediating role in bridging the influence of leadership on affective commitment and employee prosocial behavior. Transformational leaders are able to foster a sense of togetherness, trust, and collective commitment that encourages individuals to make voluntary contributions to the organization.

This finding is also in line with the Social Identity theory (Haslam, 2020), which states that transformational leaders can strengthen group identity. When employees feel part of a cohesive group and have a common goal, there is an

internal drive to maintain a positive group image through OCB behavior. In the context of PT Pema Global Energi, the success of leaders in creating a collective vision and harmonious interpersonal relationships is the key to forming high team cohesiveness.

Another study by Fatima et al. (2022) also found that group cohesiveness plays an important role as a mediator between transformational leadership and OCB. A cohesive work environment creates positive social norms that encourage individuals to work beyond their formal roles, help coworkers, and be proactive in supporting organizational goals.

In practice, these results indicate that the success of employee OCB development depends not only on the quality of transformational leadership directly, but also on the organization's ability to facilitate group cohesion. Leaders who are able to integrate shared values, communicate visions, and provide individual attention will create an inclusive work climate that strengthens group bonds. This cohesion is what in turn motivates employees to demonstrate voluntary behavior consistently.

This finding supports the Multilevel Model of Leadership perspective proposed by Wang et al. (2018), which explains that the influence of transformational leadership occurs at two levels: the individual level (direct effect on motivation) and the group level (indirect effect through cohesiveness). This model is relevant in explaining how cohesiveness becomes an important mechanism in mediating the influence of leadership on positive work behavior.

Thus, it can be concluded that group cohesiveness has an important contribution in strengthening the positive effect of transformational leadership on employee OCB. The practical implication of the results of this study is the need to strengthen a collaborative work culture and develop programs that support team solidarity, so that the influence of transformational leadership can be optimized to increase voluntary behavior that supports organizational effectiveness.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the data analysis and discussion that has been carried out, the following conclusions were obtained:

Transformational leadership has a positive effect on Organizational Citizenship Behavior (OCB) of PT Pema Global Energi employees. This shows that the higher the employee's perception of transformational leadership practices demonstrated by superiors, the higher the employee's tendency to demonstrate voluntary work behavior that supports the organization.

Transformational leadership has a positive effect on group cohesion. This means that inspiring and supportive leaders are able to create a work climate that encourages engagement and solidarity among members of the work group. Group cohesiveness has a positive effect on OCB. This shows that work groups that have strong bonds and a high sense of togetherness tend to encourage voluntary and proactive behavior among employees. Group cohesiveness significantly mediates the effect of transformational leadership on OCB. This means that transformational leadership not only influences OCB directly but also indirectly through increasing group cohesiveness.

Based on the R² value, it is known that transformational leadership is able to explain the variation in group cohesiveness by 11.1%, while the remaining 88.9% is influenced by other factors not examined in this study. Meanwhile, transformational leadership and group cohesiveness together are able to explain the variation in OCB by 94.4%, while the remaining 5.6% is influenced by other variables outside the research model. Based on the results of the descriptive analysis of the variables, it is known that employee perceptions of transformational leadership, group cohesiveness, and the level of OCB that are generally owned are in the high category. This indicates that employees feel inspired by being led, have positive social ties with coworkers, and demonstrate voluntary work behavior that supports organizational goals.

**FURTHER STUDY**

Further researchers are advised to add other relevant variables, considering that there are still other factors that have not been explained in this model, especially in explaining group cohesiveness which is only covered by 11.1%. Variables such as organizational climate, interindividual trust, organizational culture, and perception of organizational support can be interesting alternatives to study. For researchers who will use the same instrument, it is recommended to conduct further construct validation through confirmatory factor analysis to ensure the quality of the measuring instrument is appropriate to different organizational contexts. In addition, researchers can also consider additional mediating or moderating variables, such as job embeddedness, collectivity in groups, or job satisfaction, to see more deeply the path of influence of transformational leadership on OCB.

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