The Influence of Transformational Leadership, Career Development, and Work Motivation on Employee OCB at PT Tanjung Priok Cirebon

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ABSTRACT

Purpose: The aim of this study is to explore how work motivation, opportunities for career growth, and transformational leadership affect the organizational citizenship behavior (OCB) of employees at PT Tanjung Priok Cirebon.

Methodology: This research employs a quantitative approach, engaging 100 employees as subjects. A census sampling technique is utilized, ensuring that every individual within the population is included. The results reveal a connection between work motivation, career advancement, and transformational leadership with the voluntary behaviors exhibited by employees in the workplace.

Findings: This investigation primarily focuses on how these three factors impact employees' readiness to exceed their official job duties.

Limitations/ Implications of the study: From a practical standpoint, the findings suggest that employees' inclination to contribute beyond their designated roles is positively linked to transformational leadership, career advancement, and work motivation.

Practical Implications: This research offers a unique analysis, adding to the current body of knowledge.

Originality/value: This paper is original

Paper type: a Research Paper

Keyword: Transformational Leadership, Career Development, Work Motivation, Employee

I. INTRODUCTION

Strong leadership is a key factor in driving an organization toward success, influencing both group dynamics and individual performance. A transformational leadership style, which focuses on inspiring, motivating, and guiding team members to reach higher levels of achievement, has been proven to positively impact multiple aspects of an organization.

Additionally, career growth and workplace motivation contribute significantly to enhancing employee performance. Companies that offer career advancement opportunities often see increased job satisfaction and motivation among their workforce. When workers feel valued and have well-defined opportunities for career advancement, they are generally more dedicated and inclined to perform at their best. This positively affects their behavior in the workplace, including Organizational Citizenship Behavior (OCB), which refers to voluntary actions that support the organization beyond assigned duties.

PT Pelabuhan Tanjung Priok (PTP Nonpetikemas) is a non-packaging terminal operator in Indonesia that is experienced in handling loading and unloading activities of liquid bulk cargo, dry bulk, general cargo and others. PTP Nonpetikemas has operated in 11 Port branches spread throughout the strategic region of Indonesia, namely DKI Jakarta - Tanjung Priok Port Branch, Banten - Banten Port Branch, West Java - Cirebon Branch, Lampung -

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Panjang Branch, Bengkulu - Bengkulu Branch, South Sumatra - Palembang Branch, Jambi - Jambi Branch, West Sumatra - Teluk Bayur Branch, Kep. Bangka Belitung - Tanjung Pandan Branch and Pangkal Balam Branch and West Kalimantan - Pontianak Branch.

Human resources (HR) play a direct role in executing organizational activities to achieve established objectives. An organization with a strong reputation in society will always prioritize enhancing the quality of its workforce. For this reason, HR is responsible for fostering career growth and boosting employee motivation to ensure optimal job satisfaction. Transformational leadership has the ability to encourage individuals to set aside personal interests for the organization's benefit while exerting a profound influence on its members (Bahri, 2020, in Darmawan, 2023).

Transformational leadership also has an important role in creating employee commitment because it can provide direction for better change. The role of a leader is to be able to direct its members in organizational activities where if a leader can nurture his subordinates, the subordinates will have the enthusiasm to be able to work seriously. This is because transformational leadership will provide encouragement and enthusiasm to subordinates to achieve goals, leaders who are committed to paying attention to the problems faced by their followers and the development of the needs of each follower (Jamilatul Hasanah, M. Zainal Alim, Vicky Febriansyah, & Mochammad Isa Anshori, 2023).

According to Handoko (2014), career development refers to the personal enhancements an individual can pursue to realize a pre-established career plan, as noted by Muna and Isnowati (2022).

Work motivation refers to a mindset or perspective shaped by both internal and external influences that drive a person to stay eager, determined, and committed to completing tasks in pursuit of company or organizational objectives. A leader should be capable of inspiring and fostering enthusiasm among employees, ensuring they remain motivated in their work, which ultimately enhances their performance and productivity. Work motivation is a mindset or outlook influenced by both personal drive and external circumstances, encouraging an individual to stay passionate, resilient, and focused on accomplishing tasks to support the success of a business or organization. It is essential for a leader to uplift and instill motivation in employees, helping them sustain their enthusiasm at work, leading to improved efficiency and output.

The sustainability of the organization is influenced by the OCB of its employees in (Darmawati & Indartono, 2015). If there are enough employees who have high OCB, they will always help their colleagues, be willing to go home after office hours if the work is not finished and have a sense of being part of the organization. Several studies on OCB reveal that the impact of OCB can increase organizational effectiveness and success, for example low operational costs, faster job completion time, and optimal use of resources (Ismaillah & Prasetyono, 2021).

Expanding on the explanation provided earlier, this study explores the subject of "The Effect of Transformational Leadership, Career Development, and Work Motivation on OCB Employees of PT Tanjung Priok Cirebon." The purpose of this study is to investigate these aspects in greater depth by analyzing actual workplace situations. The goal is to assess how employees' OCB at PT Tanjung Priok Cirebon is shaped by leadership approach, career progression, and motivational factors. This study is anticipated to provide meaningful insights for the company and contribute to creating a positive and encouraging work atmosphere for all employees.

A. Theoretical Studies
1. Transformational Leadership
Winardi (2012), as cited in Rivai (2020), describes leadership as a key factor in motivating and guiding individuals to work with enthusiasm toward achieving predetermined objectives, ultimately contributing to an organization's success.

Robbins and Judge, as cited in Rivai (2020), describe leadership as the ability to guide and motivate a group in order to achieve its objectives.

Bass, as noted by Riwukore, Alie, and Habaora (2021), states that among the various characteristics of transformational leadership, charisma stands out as the most prominent and influential trait.

2. Career Development
Siagian (2011: 98) in arguing that career development is an employee wants to work in the organization, precisely working for a long time until retirement age (Yolinza & Marlius, 2023).

By having good and appropriate career planning for employees, employees will not see positions in other companies (Al Hakim et al., 2019). (Muna & Isnowati, 2022a)

A different explanation of work motivation describes it as a factor that drives employees to take initiative and give their best effort in their roles. This happens when they fully utilize their abilities to help the company achieve its objectives. (Brilliantia & Swasti, 2023).

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3. Work Motivation

Motivation is something that drives individuals to engage in specific actions, which is why it is often described as a factor that influences a person's behavior (Hustia, 2020). It serves as an internal or external force that pushes someone to reach predetermined objectives (Suciningrum, Rhamanda, & Handayani, 2021).

4. Organizational Citizenship Behavior

Organizational Citizenship Behavior refers to an individual's voluntary actions that go beyond assigned duties and are not directly linked to the organization's formal compensation system. However, collectively, these behaviors enhance overall organizational performance. (Hesty Dwi Febriani, 2016)

This concept represents employees' willingness to contribute beyond their official job responsibilities, encompassing various actions such as assisting colleagues, taking on additional tasks voluntarily, and adhering to workplace rules and policies.

Organizational Citizenship Behavior (OCB) refers to an employee's voluntary efforts that go beyond their official job responsibilities. This encompasses various actions, such as assisting colleagues, willingly taking on additional tasks, and adhering to workplace guidelines and protocols. (Putra, 2021)

II. METHODS

Quantitative research applies a deductive reasoning approach, utilizing a rational-empirical or top-down perspective to interpret phenomena. It seeks to explain specific occurrences through broad concepts and logical analysis. This type of research follows a structured scientific process to examine various components and their interconnections. The primary aim is to develop and utilize mathematical frameworks, concepts, or propositions to illustrate and examine phenomena in nature.
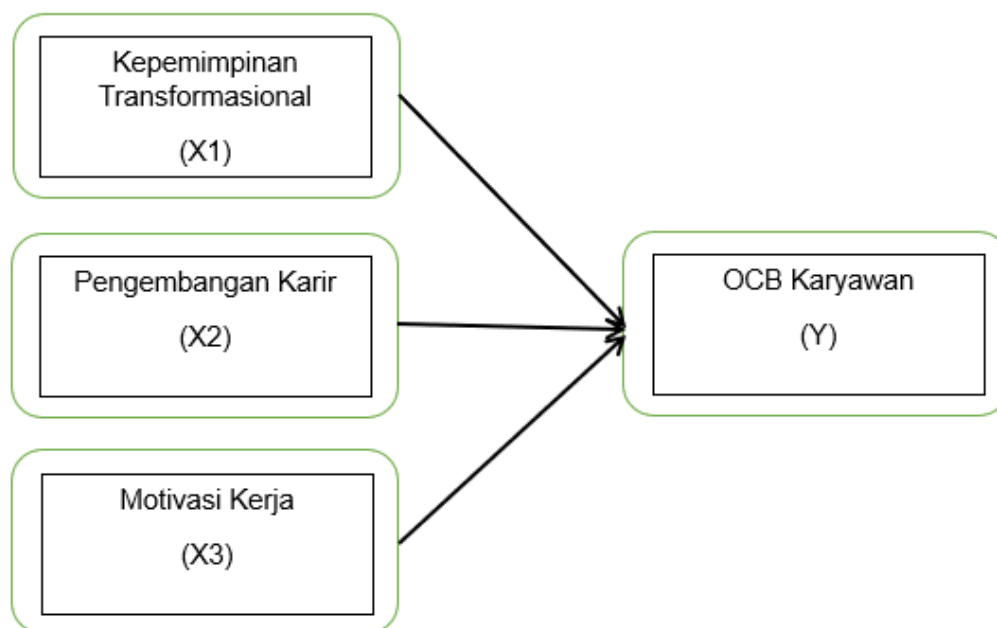
Figure 1 Framework of Thought

A. Population and Sample

The participants in this research comprised 100 employees from PT TANJUNG PRIOK Cirebon. A saturated sampling method was employed, meaning that all individuals within the population were selected as respondents.

B. Data Collection Instruments

The instrument used in this research is a questionnaire specifically crafted to assess each variable. It includes a set of questions designed to evaluate the variables, which were developed based on a theoretical framework derived from reliable literature sources.

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C. Data Analysis

Appropriate statistical methods, such as assessing validity, evaluating reliability, conducting multiple regression analysis, examining the coefficient of determination, and performing hypothesis testing, are utilized to explore the relationship between transformational leadership, career progression, and work motivation, with organizational citizenship behavior serving as the dependent variable.

III. RESULTS AND DISCUSSION

1. Validity Test
a. Validity Test X1

Table 1. Validity Test

Correlations

		X11	X12	X13	X14	X15	Total_X1
X11	Pearson Correlation	1	.532**	.405**	.238*	.215*	.732**
	Sig. (2-tailed)		.000	.000	.017	.032	.000
	N	100	100	100	100	100	100
X12	Pearson Correlation	.532**	1	.531**	.223*	.276**	.747**
	Sig. (2-tailed)	.000		.000	.026	.005	.000
	N	100	100	100	100	100	100
X13	Pearson Correlation	.405**	.531**	1	.350**	.164	.724**
	Sig. (2-tailed)	.000	.000		.000	.103	.000
	N	100	100	100	100	100	100
X14	Pearson Correlation	.238*	.223*	.350**	1	.252*	.626**
	Sig. (2-tailed)	.017	.026	.000		.011	.000
	N	100	100	100	100	100	100
X15	Pearson Correlation	.215*	.276**	.164	.252*	1	.539**
	Sig. (2-tailed)	.032	.005	.103	.011		.000

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	N	*100*	*100*	*100*	*100*	*100*	*100*
Total_X1	*Pearson Correlation*	*.732***	*.747***	*.724***	*.626***	*.539***	*1*
	Sig. (2-tailed)	*.000*	*.000*	*.000*	*.000*	*.000*	
	N	*100*	*100*	*100*	*100*	*100*	*100*

All X1 items (X11, X12, X13, X14, X15) have a significant correlation with Total_X1 at the $p < 0.05$ level. Pearson Correlation values range from 0.539 to 0.747, indicating that each item has a fairly strong relationship with the total variable. Conclusion: All items on variable X1 are valid.

b. Test Variable X2

Table 2. Test Variable X2

Correlations

		X21	*X22*	*X23*	*X24*	*X25*	*Total_X2*
X21	*Pearson Correlation*	*1*	*.663***	*.369***	*.336***	*.333***	*.714***
	Sig. (2-tailed)		*.000*	*.000*	*.001*	*.001*	*.000*
	N	*100*	*100*	*100*	*100*	*100*	*100*
X22	*Pearson Correlation*	*.663***	*1*	*.532***	*.495***	*.258***	*.789***
	Sig. (2-tailed)	*.000*		*.000*	*.000*	*.010*	*.000*
	N	*100*	*100*	*100*	*100*	*100*	*100*
X23	*Pearson Correlation*	*.369***	*.532***	*1*	*.456***	*.353***	*.744***
	Sig. (2-tailed)	*.000*	*.000*		*.000*	*.000*	*.000*
	N	*100*	*100*	*100*	*100*	*100*	*100*
X24	*Pearson Correlation*	*.336***	*.495***	*.456***	*1*	*.525***	*.769***
	Sig. (2-tailed)	*.001*	*.000*	*.000*		*.000*	*.000*
	N	*100*	*100*	*100*	*100*	*100*	*100*

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X25	Pearson Correlation	.333**	.258**	.353**	.525**	1	.675**
	Sig. (2-tailed)	.001	.010	.000	.000		.000
	N	100	100	100	100	100	100
Total_X2	Pearson Correlation	.714**	.789**	.744**	.769**	.675**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

All X2 items (X21, X22, X23, X24, X25) have a significant correlation with Total_X2 at the $p < 0.05$ level. The Pearson Correlation values range from 0.675 to 0.789, which means that the items have a strong relationship with the total variable. Conclusion: All items on variable X2 are valid.

c. Validity Test X3

Table 3. Validity Test X3

Correlations

		X31	X32	X33	X34	X35	Total_X3
X31	Pearson Correlation	1	.529**	.413**	.364**	.232*	.692**
	Sig. (2-tailed)		.000	.000	.000	.020	.000
	N	100	100	100	100	100	100
X32	Pearson Correlation	.529**	1	.514**	.363**	.502**	.792**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
X33	Pearson Correlation	.413**	.514**	1	.481**	.450**	.773**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
X34	Pearson Correlation	.364**	.363**	.481**	1	.487**	.728**

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	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
X35	Pearson Correlation	.232*	.502**	.450**	.487**	1	.712**
	Sig. (2-tailed)	.020	.000	.000	.000		.000
	N	100	100	100	100	100	100
Total_X3	Pearson Correlation	.692**	.792**	.773**	.728**	.712**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

All X3 items (X31, X32, X33, X34, X35) have a significant correlation with Total_X3 at the $p < 0.05$ level. Pearson Correlation values range from 0.692 to 0.792, indicating a strong relationship with the total variable. Conclusion: All items on variable X3 are valid.

d. Y Validity Test

Table 4. Y Validity Test

Correlations

		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Total_Y
Y1	Pearson Correlation	1	.407**	.261**	.329**	.377**	.189	.359**	.622**
	Sig. (2-tailed)		.000	.009	.001	.000	.059	.000	.000
	N	100	100	100	100	100	100	100	100
Y2	Pearson Correlation	.407**	1	.583**	.367**	.206*	.306**	.494**	.689**
	Sig. (2-tailed)	.000		.000	.000	.040	.002	.000	.000
	N	100	100	100	100	100	100	100	100
Y3	Pearson Correlation	.261**	.583**	1	.635**	.533**	.345**	.347**	.758**
	Sig. (2-tailed)	.009	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100

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Y4	Pearson Correlation	.329**	.367**	.635**	1	.782**	.436**	.349**	.806**
	Sig. (2-tailed)	.001	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100
Y5	Pearson Correlation	.377**	.206*	.533**	.782**	1	.394**	.094	.710**
	Sig. (2-tailed)	.000	.040	.000	.000		.000	.351	.000
	N	100	100	100	100	100	100	100	100
Y6	Pearson Correlation	.189	.306**	.345**	.436**	.394**	1	.535**	.643**
	Sig. (2-tailed)	.059	.002	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100	100
Y7	Pearson Correlation	.359**	.494**	.347**	.349**	.094	.535**	1	.633**
	Sig. (2-tailed)	.000	.000	.000	.000	.351	.000		.000
	N	100	100	100	100	100	100	100	100
Total_Y	Pearson Correlation	.622**	.689**	.758**	.806**	.710**	.643**	.633**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100

All Y items (Y1 to Y7) have a significant correlation with Total_Y except Y6 and Y7 which have a significance higher than 0.05. Pearson Correlation values range from 0.622 to 0.806, with some indicators having weaker relationships such as Y6 and Y7. Conclusion: Most items on variable Y are valid, but Y6 and Y7 need to be further evaluated.

2. Reabillity Test
a. X1 Reability Test

Table 5. X1 Reability Test

Case Processing Summary

		N	%
Cases	Valid	100	100.0

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Excludedª		0	.0
Total		100	100.0

a. Listwise deletion based on all variables in the procedure.

Table 6. Reliability Statistics

Cronbach's Alpha	*N of Items*
.698	*5*

Table 7. Item-Total Statistics

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
X11	*16.12*	*7.238*	*.499*	*.629*
X12	*15.86*	*7.859*	*.584*	*.599*
X13	*15.83*	*7.799*	*.534*	*.615*
X14	*15.93*	*8.248*	*.368*	*.687*
X15	*15.78*	*9.204*	*.310*	*.702*

Cronbach's Alpha = **0.698**, This value is close to 0.7, which indicates the reliability is quite good, but still needs improvement. If item X15 is removed, the Cronbach's Alpha increases to **0.702**, indicating that this item might reduce the overall reliability.

b. X2 Test

Table 8. Case Processing Summary

		N	*%*
Cases	*Valid*	*100*	*100.0*
	Excludedª	*0*	*.0*
	Total	*100*	*100.0*

a. Listwise deletion based on all variables in the procedure.

Table 9. Reliability Statistics

Cronbach's Alpha	*N of Items*

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.790	5

Table 10. Item-Total Statistics

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
X21	*15.73*	*9.613*	*.553*	*.756*
X22	*15.74*	*8.962*	*.652*	*.724*
X23	*15.80*	*8.909*	*.563*	*.753*
X24	*15.85*	*8.816*	*.608*	*.737*
X25	*15.72*	*9.577*	*.476*	*.781*

Cronbach's Alpha = **0.790**, This value indicates that this variable has good reliability. All items have a fairly good correlation with the total score, and there are no items that significantly decrease reliability.

c. Test Variable X3

Table 11. Case Processing Summary

		N	*%*
Cases	*Valid*	*100*	*100.0*
	Excluded^a	*0*	*.0*
	Total	*100*	*100.0*

a. Listwise deletion based on all variables in the procedure.

Table 12. Reliability Statistics

Cronbach's Alpha	*N of Items*
.793	*5*

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Table 13. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X31	*15.88*	*9.460*	*.502*	*.776*
X32	*15.61*	*8.564*	*.640*	*.731*
X33	*15.61*	*8.887*	*.622*	*.738*
X34	*15.62*	*9.167*	*.553*	*.760*
X35	*15.56*	*9.562*	*.548*	*.762*

Cronbach's Alpha = **0.793**, reliability is good. There are no items that significantly decrease the Alpha value if removed.

d. Y Analysis Test

Table 14. Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Table 15. Reliability Statistics

Cronbach's Alpha	N of Items
.819	*7*

Table 16. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1	*25.33*	*16.728*	*.444*	*.818*
Y2	*25.38*	*16.541*	*.552*	*.796*

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Y3	25.33	16.203	.652	.780
Y4	25.33	15.435	.709	.768
Y5	25.34	16.186	.574	.792
Y6	25.26	17.245	.506	.804
Y7	25.21	17.622	.505	.804

Cronbach's Alpha = **0.819**, This value indicates excellent reliability. There were no items that significantly decreased reliability.

3. Multicollinearity

Table 17. Collinearity Diagnosticsa

				Variance Proportions			
Model	Dimension	Eigenvalue	Condition Index	(Constant)	Total_X1	Total_X2	Total_X3
1	1	3.957	1.000	.00	.00	.00	.00
	2	.018	14.721	.94	.01	.12	.13
	3	.014	16.822	.00	.04	.44	.82
	4	.010	19.485	.05	.94	.43	.05

a. Dependent Variable: Total_Y

The findings indicate that the highest Condition Index recorded is 19.485, suggesting that multicollinearity does not pose a significant issue in the regression model. When multicollinearity is present, it can reduce the reliability of regression outcomes by making it challenging to separate the influence of each predictor variable on the response variable. However, in statistical assessments, a Condition Index below 30 is generally regarded as acceptable, implying that this model maintains a reasonable level of stability. This indicates that transformational leadership, career development, and work motivation have a fairly independent relationship, allowing for a more accurate analysis of their influence on employee OCB. Although multicollinearity is not a major problem, additional analysis such as Variance Inflation Factor (VIF) can still be performed to ensure the accuracy of the results. If future indications of a significant increase in the Condition Index are found, solutions such as combining highly correlated variables, eliminating less relevant variables, or using alternative regression methods such as ridge regression can be considered to improve the reliability of the regression model.

4. Multiple Regression

Table 18. Multiple Regression

Coefficientsa

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

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		B	Std. Error	Beta		
1	*(Constant)*	*8.760*	*2.164*		*4.049*	*.000*
	Transformational Leadership	*.218*	*.138*	*.159*	*1.574*	*.119*
	Career Development	*.500*	*.126*	*.394*	*3.955*	*.000*
	Work Motivation	*.337*	*.121*	*.265*	*2.779*	*.007*

a. Dependent Variable: Employee OCB

From the findings of the multiple regression analysis, the resulting regression formula has been derived.
$$Y = 8.760 + 0.218X1 + 0.500X2 + 0.337X3$$

The findings indicate that employees' OCB (Y) is affected by transformational leadership (X1), career advancement (X2), and work motivation (X3). The regression model's significance value (F Sig. = 0.000) confirms that these three factors collectively exert a substantial impact on employees' OCB. Among them, career advancement (X2) exerts the strongest effect, with a coefficient of 0.500 and a t-value of 3.955 (p = 0.000), followed by work motivation (X3), which has a coefficient of 0.337 and a t-value of 2.779 (p = 0.007). However, transformational leadership (X1) had no significant effect on employee OCB in the multiple regression model (p = 0.119), indicating that other factors such as company policy, organizational culture, or incentives may be more dominant in influencing employee OCB. Therefore, organizations should focus more on career development and increasing work motivation to optimally encourage employees' extra-role behaviors.

5. Coefficient of determination

Table 19 Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	*.713[a]*	*.508*	*.492*	*3.333*

The R² value of 0.508 signifies that 50.8% of the variations in employees' OCB can be accounted for by three independent factors: transformational leadership, career growth, and work motivation. This means that the combination of these three variables has a considerable contribution in influencing employees' extra-role work behavior. However, there is still 49.2% variation in employee OCB that is not explained by this model, which indicates that there are other factors beyond transformational leadership, career development, and work motivation that influence employee OCB behavior.

a. T-test of Transformational Leadership on Employee OCB

Table 20. T-test of Transformational Leadership on Employee OCB

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		*B*	*Std. Error*	*Beta*	*t*	*Sig.*
1	*(Constant)*	*13.850*	*2.273*		*6.092*	*.000*

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Transformational Leadership	*.789*	*.113*	*.577*	*6.998*	*.000*

a. Dependent Variable: Employee OCB

The findings from the straightforward regression analysis indicate that the regression coefficient for the transformational leadership variable concerning employee OCB is 0.789. This suggests that an increase of one unit in transformational leadership is associated with a rise of 0.789 units in employee OCB, provided that all other factors remain unchanged. The significance value obtained is 0.000 ($p < 0.05$), which points to a statistically significant relationship, further corroborated by a t-count of 6.998, surpassing the critical t-value at a 5% significance level. These results confirm that transformational leadership significantly affects employee OCB.

b. T Test of Career Development on Employee OCB

Table 21. T Test of Career Development on Employee OCB

Coefficientsa

Model		*Unstandardized Coefficients*		*Standardized Coefficients*		
		B	*Std. Error*	*Beta*	*t*	*Sig.*
1	*(Constant)*	*13.170*	*1.940*		*6.788*	*.000*
	Career Development	*.830*	*.097*	*.655*	*8.577*	*.000*

a. Dependent Variable: Employee OCB

The findings from the straightforward regression analysis indicate that the regression coefficient for career advancement in relation to employee organizational citizenship behavior (OCB) is 0.830. This suggests that for every additional unit of career development, there is an associated increase of 0.830 units in employee OCB, provided that other factors remain constant. The significance level of 0.000 ($p < 0.05$) demonstrates a statistically meaningful connection, which is further corroborated by a substantial t-value of 8.577. These results affirm that career advancement significantly influences employee OCB.

c. T Test of Work Motivation on OCB

Table 22. T Test of Work Motivation on OCB

Coefficients^a

Model		*Unstandardized Coefficients*		*Standardized Coefficients*		
		B	*Std. Error*	*Beta*	*t*	*Sig.*
1	*(Constant)*	*14.737*	*2.054*		*7.176*	*.000*
	Work Motivation	*.756*	*.103*	*.595*	*7.328*	*.000*

a. Dependent Variable: Employee OCB

The results obtained from the straightforward regression analysis reveal that the regression coefficient reflecting the influence of work motivation on employee organizational citizenship behavior (OCB) is 0.756. This indicates that with each unit increase in work motivation, there is a corresponding rise of 0.756 units in employee

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OCB, provided that other variables remain constant. The significance level of 0.000 (p < 0.05) validates that this relationship is statistically meaningful. Furthermore, the t-value of 7.328, which is notably high, underscores the substantial effect of work motivation on employee OCB. Employees who exhibit higher work motivation levels are typically more involved, dedicated, and inclined to exceed their basic job duties. They also tend to assist their peers and foster a positive and collaborative work environment. Consequently, organizations should adopt effective measures, such as offering equitable rewards, establishing a supportive work atmosphere, and providing opportunities for personal growth, to enhance overall employee engagement, satisfaction, and contributions.

Table 23. Employee OCB

ANOVAª

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1100.510	3	366.837	33.024	.000ᵇ
	Residuals	1066.400	96	11.108		
	Total	2166.910	99			

a. Dependent Variable: Employee OCB
b. Predictors: (Constant), Transformational Leadership, Career Development and Work Motivation

IV. CONCLUSION

The findings of this research confirm that transformational leadership significantly influences employees' organizational citizenship behavior (OCB). The leadership style adopted acts as a motivator, inspiring employees to enhance their commitment and strive for greater achievements.

In the company PT Tanjung Priok Cirebon, transformational leadership style, career development, and work motivation are important elements that affect employee OCB. These three components are interconnected and support each other. Therefore, to improve employee OCB at PT Tanjung Priok Cirebon, it is important to take steps to improve these three aspects: increasing job training for employees, promoting positions for qualified employees, and increasing employee morale through various initiatives and regulations.

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