

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE AND EMPLOYMENT MOTIVATION ON THE MANAGERIAL PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The purpose of this study is to analyze the influence of transformational leadership, organizational culture and work motivation on organizational citizenship behavior and managerial performance at PT. Cobra Direct Sale Indonesia. Analyzing the influence of organizational citizenship behavior on managerial performance at PT. Cobra Direct Sale Indonesia and analyzed the influence of transformational leadership, organizational culture and work motivation on managerial performance through organizational citizenship behavior at PT. Cobra Direct Sale Indonesia. Population in this research is manager of PT. Cobra Direct Sale Indonesia in all over 24 provinces that consist of 150 people. Sampling method used in this study using census. The analysis method used is descriptive analysis and Structural Equation Modeling (SEM). The results of the study show that transformational leadership, organizational culture and work motivation influence organizational citizenship behavior. Transformational leadership and work motivation give influence to managerial performance of PT. Cobra Direct Sale Indonesia, while organizational culture has no effect. Organizational citizenship behavior gives influence to managerial performance of PT. Cobra Direct Sale Indonesia. Transformational leadership, organizational culture and work motivation have an effect on managerial performance through organizational citizenship behavior in PT. Cobra Direct Sale Indonesia.

Keywords: Transformational Leadership, Organizational Culture, Work Motivation, Organizational Citizenship Behavior and Managerial Performance

1. INTRODUCTION

The recent economic development in Indonesia has boosted development in all fields, especially in the field of industry and national trade that produce various variations of goods and services. Globalization and free trade supported by advances in telecommunications and informatics technologies have broadened the flow of goods and service transactions across national boundaries, so that the goods and services offered vary, both foreign and domestic. Such conditions on one hand have benefits for consumers because the needs of consumers will need the desired goods and services can be fulfilled, the more open the freedom to choose various types and quality of

goods and services in accordance with the desires of the consumer's ability, Sutedi (2008: 1).

One of the ways that is done by business actors in meeting the needs of consumers and simultaneously developing the company's marketing system is to use direct selling system. PT Cobra Direct Sale Indonesia is located at Wisma Aldiron 1st floor suite 107-109 Jl. General Gatot Subroto Kav.72 South Jakarta 12780 that is one of the leading direct selling companies in Indonesia. With more than 20 years of experience and supported by more than 6000 sales force spread all over Indonesia, they would like to continue to prove themselves to be the largest direct selling company in Indonesia. The company moves with the spirit of "Work Smart, Play Hard".

Realizing the spirit of Work Smart, Play Hard, companies must dare to face change and win the competition. The success of PT Cobra Direct Sale Indonesia in achieving its goals largely depends on managerial performance. Managerial performance can be explained as a form of manager's existence (leadership) in completing work as effectively as possible (Soobaroyen and Poorundersing, 2008).

The great responsibility of the profession of a manager depends on the role of the leader in an organization and the leader who is able to motivate and encourage to do the job well is transformational leadership. Luthans (2006: 653) states that transformational leadership leads to high performance in organizations that face reform demands. Mondiani (2012: 87). Stated that transformational leadership, which is an extension of charismatic leadership, is expected to improve employee performance. The results of Bycio (1995), Purvanova (2006), and Ahn and Kwon (2005) show a strong positive relationship between transformational leadership variables and performance. Different results are shown by Awamleh and Dmour (2004); Insan, et al. (2013) suggest that transformational leadership does not affect employee performance.

Organizational culture is able to contribute to the performance of employees. Organizational culture is a 289). Luthans (2006: 278) reveals that organizational culture is the norms and values that direct the behavior of members of the organization. Schein (2009: 27) reveals that organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which has worked well enough to be considered truthful, therefore, to be taught to new members as a good way to see, think, and feel connected with the problems that exist. Sambasivan and Johari (2003) indicate that organizational culture that develops well and regularly in organization will influence improve employee performance. Koesmono (2005) concluded that the organizational culture affect the performance of employees in sub sector of wood processing industry on intermediate scale in East Java. Nurjanah (2008) concluded that organizational culture has a positive effect on employee performance on the scope of the

department of agriculture. Different results are shown by Pangestuti (2009) that the organizational culture partially has no effect on employee performance.

Another factor that affects performance is work motivation. Robbins (2006: 213) defined that motivation as a willingness to make a high effort toward organizational goals, conditioned by the ability of the effort to meet an individual's needs. Noegroho (2002: 84) suggested that the motivation of work is something that gives rise to encouragement or morale or in other words motivation is an impulse that someone wants to take action to meet their needs. Koesmono (2005) in his study found evidence that motivation had an effect on the performance of production employees in the wood processing industry sub-sector in East Java. Suprayitno and Sukir (2007) found evidence that there is a positive and significant effect of work motivation on the performance of employees of Sub Department of Hygiene and City Planning DPULLAJ Karanganyar District. Ekaningsih, (2012) indicated that the motivation of work has a significant effect on the performance of personnel of the Police Unit of Surakarta City Civil Service. Different results are indicated by Brahmasari and Suprayetno, (2008) that motivation has no effect on employee performance.

The study result of transformational leadership influence, organizational culture and work motivation on employee performance showed inconsistent result or existence of research gap so it needs to do re-study and add mediation variable that is OCB as intermediary variable of influence of transformational leadership, organizational culture and work motivation toward managerial performance.

Robbins (2006: 31) argued that OCB is an optional behavior that is not part of the employee's obligation but it supports the effective functioning of the organization. OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Or in other words, OCB is an employee behavior that exceeds the required role, which is not directly or explicitly acknowledged by a formal reward system (Bolino, Turnley and Bloodgood, 2002: 505).

The magnitude of a manager's managerial responsibilities makes him possible for a behavior to emerge beyond work. The profession of a manager demands not only mastery of science alone, but also other special skills such as interpersonal skills and good communication. The flexibility of a manager's working hours reinforces the reason for the need for OCB. Robbins and Judge (2008: 40), suggests that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) in his study found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma and Ketut (2011), Yusuf and Mardiana (2012) conclude that OCB affects employee performance.

A manager with a high OCB is influenced by a leader's model of leadership. A leader must be able to feel what the subordinates feel, understand

the needs and desires of subordinates that are implemented in everyday attitudes and behaviors. Luthans (2006: 653) stated that transformational leadership leads to high performance in organizations in facing reform demands. Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicate that transformational leadership affects the OCB.

An employee has a high OCB influenced by the organizational culture. Organizational culture is an important element in the company that will determine the behavior of employees within the company. The company's success in implementing organizational culture among employees will affect every employee's positive actions and behaviors, either in-role behavior or extra-role behavior. Mohanty, Rath (2012), Puspita Rini, et al (2013) and Hardaningtyas (2004) stated that organizational culture has a significant positive relationship to organizational citizenship behavior.

OCB which is the behavior of workers who exceed formal tasks and contribute to the effectiveness of the organization will be successful with the work motivation. The results of the study on the effect of work motivation on OCB conducted by David J. Houston (2000) and Adam G. Alotaibi (2001) reveals the positive influence of work motivation on OCB.

Looking at the existing phenomenon and the results of earlier empirical studies, ideally OCB can mediate the influence of transformational leadership, organizational culture and work motivation on managerial performance in PT Cobra Direct Sale Indonesia.

2. THEORITICAL FRAMEWORK

2.1 Managerial Performance

The success of an organization in achieving its goals depends largely on the performance of managers. The manager is someone who is responsible for the organization or unit being led. The manager's job can be described in terms of various "roles" or set of organized behaviors identified by a position (Mitzberg 1988: 295).

Managerial performance according to Mahoney, et al. (1963: 106-107) is the performance of individual members of the organization in managerial activities including planning, investigation, coordination, supervision, staffing, negotiation and representation. Evaluation of the performance performed by multiple managers depends on the culture developed by each company. The performance of this research is manager's perception of managerial activity, consisting of nine activity dimensions, namely planning, investigation, selection of staff, coordination, direction, negotiation, representation, control and evaluation (Mahoney, et al.1963).

2.2 Transformational leadership

Transformational leadership, which is an extension of charismatic leadership, leaders create a vision and environment that motivates employees to achieve beyond expectations. With transformational leadership, employees will feel trust, admiration, loyalty and respect for the leader so that employees will be motivated to do more than what is expected. In fact, it is not uncommon for employees to go beyond what they expect to do.

Transformational leadership by Bass and Avolio (1994: 84) is a leadership that is able to change the behavior of subordinates into someone who feels capable and highly motivated and strives to achieve high performance and quality in the workplace. Transformational leadership is the antithesis of a leadership model that wants to maintain the status quo, so transformational leadership can be defined as a leadership that includes organizational change efforts. A leader can transform subordinates through four ways Bass and Avolio (1994: 85) that is idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

2.3 Organizational Culture

Organizational culture is a perception shared by all members or systems of shared meanings. A shared system of meaning is itself a set of key characteristics held by a company (Robbins, 2006: 289). Luthans (2006: 278) that organizational culture is the norms and values that direct the behavior of members of the organization.

Organizational culture is the way of thinking or tradition shared by all members of the company and new members must learn or at least accept it so that they can be accepted as part of the organization. Schein (2009: 27) defined culture as the basic assumptions and beliefs of an organization. These assumptions and beliefs concern the group's view of the world and its position, in the world, the nature of the scope, human nature and human relations.

Robbins (2006: 311) revealed seven main elements or characteristics of organizational culture in the company that is: 1) innovation and risk taking that is: the extent to which employees are encouraged to be innovative and taking a risk; 2) detailed attention: employees are expected to pay attention to the process, analytical and attention to details; 3) orientation of results: the extent to which the management orientation of the results, not the techniques and processes used to achieve these results; 4) the orientation of people: the extent to which management decisions in calculating the effect of results on people within the company; 5) team orientation: the extent to which work activities within the company are coordinated in teams, not individual work activities; 6) aggressiveness: the extent to which the members of the company and their competitiveness, rather than relax and 7) ability: the extent to which the company's activities emphasize the preservation of the status quo as a contrast to growth.

2.4 Work Motivation

Robbins (2006: 213) defined motivation as a willingness to make a high effort toward organizational goals, conditioned by the ability of the effort to meet an individual's needs. Noegroho (2002: 84) Job motivation is something that gives rise to encouragement or morale or in other words motivation is a motivation that a person wants to take action to meet their needs.

Work motivation is a willingness to make a high effort toward the goals of the organization, which is conditioned by the ability of the effort to meet an individual's needs. The measurement of work motivation refers to Maslow's concept of fulfilling physiological needs, security needs, social needs, esteem needs and self actualization needs (Robbins, 2006: 213).

2.5 Organizational Citizenship Behavior

OCB by Organ (1987: 120) is meant to be individual voluntary behavior (in this case an employee) that is not directly related to the advisory system but contributes to the effectiveness of the organization. OCB is a term used to identify individual behavior as a good member (Sloat, 1999: 20). This behavior tends to see a person as a social being (being a member of the organization), rather than as a selfish individual being.

Organ and Konovsky (1989: 298) the OCB is built from five dimensions each of which is unique: Altruism, willingness to help co-workers in completing work in unusual situations. Civic virtue, concerning workers' support for administrative functions within the organization. Conscientiousness, describes workers who perform tasks and responsibilities more than what is expected. Courtesy, the behavior of alleviating the problems associated with the work faced by others. Sportsmanship describes workers who are more focused on looking at positive aspects than negative aspects of the organization, sportsmanship describes a worker's sportsmanship towards the organization.

3. Hypothesis Development

Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicated that transformational leadership affects the OCB. Mohanty, Rath (2012), Puspita Rini, et al (2013) and Hardaningtyas (2004) stated that organizational culture has a significant positive relationship to organizational citizenship behavior. David J. Houston (2000) and Adam G. Alotaibi (2001) revealed a positive influence of work motivation on OCB. Based on result of empirical study hence this research hypothesis put forward as follows:

H₁: Transformational leadership, organizational culture and work motivation significantly influence OCB PT Cobra Direct Sale Indonesia

Bycio (1995), Purvanova (2006), and Ahn and Kwon (2005) showed a strong positive relationship between transformational leadership variables and performance. Sambasivan and Johari (2003), Koesmono (2005) and Nurjanah (2008) indicated that organizational culture that develops well and regularly in organization will influence improve employee performance. Koesmono (2005), Suprayitno and Sukir (2007) and Ekaningsih (2012) in his study found evidence that motivation had an effect on employee performance. Based on the result of empirical study hence this research hypothesis put forward as follows:

H₂: Transformational leadership, organizational culture and work motivation have a significant effect on managerial performance of PT Cobra Direct Sale Indonesia.

Robbins and Judge (2008: 40) suggested that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) in his study found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma and Ketut (2011), Yusuf and Mardiana (2012) conclude that OCB affects employee performance. Based on the result of empirical study, hence this research hypothesis put forward as follows:

H₃: OCB has significant effect on managerial of PT Cobra Direct Sale Indonesia

H₄: Transformational leadership, organizational culture and work motivation have a significant effect on managerial performance in mediation of COB PT Cobra Direct Sale Indonesia.

4. METHOD

This research falls under the category of explanatory research with a survey approach with the population of this study is the manager of PT Cobra Direct Sale Indonesia scattered in 24 provinces, amounting to 150 people. While the sampling method used in this study using the census that is the technique of determining the sample when all members of the population used as a sample, thus the samples taken in this study amounted to 150 managers of PT Cobra Direct Sale Indonesia.

Managerial performance is measured by indicators: planning, investigation, selection of staff, coordination, direction, negotiation, representation, control and evaluation. Transformational leadership is measured by indicators of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Organizational culture is measured by innovation and risk-taking indicators, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and ability. Work motivation is measured by the indicators of physiological needs (physical needs), security needs, social needs, esteem needs and self actualization needs. OCB is measured by indicators: altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

With respect to hypothesis research, the data analysis used in research with Structural Equation Modeling (SEM). Hypothesis testing using coefficient CR (critical ratio) analogous to t-test that is with prob. (P) and If $p > 0.05$ then H_0 is accepted, if $p \leq 0.05$ then H_0 is rejected. To test the OCB hypothesis mediates the influence of transformational leadership influences, organizational commitment, empowerment of managerial performance by comparing total influence with direct influence. If the total effect is greater than the direct effect, then the hypothesis is accepted, so the OCB variable as a variable mediates the influence of transformational leadership influence, organizational commitment, empowerment of managerial performance.

5. RESULTS AND DISCUSSION

Structural Equation Model (SEM) analysis is done by using AMOS 6.0 in order to test the hypothesis proposed by the researcher. As a basis to test the hypothesis used Critical ratio (Cr) from the output regression weight. The research hypothesis will be accepted if p value <of is significance of 5%, then the null hypothesis is rejected. The results of hypothesis testing are presented in Table 1 below.

Table 1. Analysis Result of Regression Weight

	Variable	Path Coefficient	C.R.	Sig
OCB	<--- Transformational Leadership	0.277	2.110	0.035
OCB	<--- Organizational Culture	0.247	2.050	0.040
OCB	<--- Work Motivation	0.303	2.201	0.028
Managerial Performance	<--- Transformational Leadership	0.269	3.175	0.001
Managerial Performance	<--- Transformational Leadership	0.029	0.424	0.672
Managerial Performance	<--- Work Motivation	0.475	4.343	0.000
Managerial Performance	<--- OCB	0.279	3.328	0.000

Transformational leadership gives influence to OCB manager of PT Cobra Direct Sale Indonesia with coefficient value of 0.277 and significance at 5% level. It can be explained that the success of PT Cobra Direct Sale Indonesia managers in achieving goals largely depends on the managerial role. The role of leader who is able to make managers of PT Cobra Direct Sale Indonesia has OCB is transformational leadership. Transformational leadership is a leadership model for a leader who tends to motivate subordinates to work better and focuses on behavior to aid the transformation between individuals and organizations, Bass and Avolio (1994: 85). Transformational leadership is expected to make managers of PT Cobra Direct Sale Indonesia have OCB that is a leader who makes managers as a symbol of success and achievement in running the organization, has an innovative in thinking and acting, always learn to discover new things and always find out the wishes and expectations of subordinates . The results of this study reinforce previous research by

Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicate that transformational leadership influences OCB.

Organizational culture gives influence to OCB manager of PT Cobra Direct Sale Indonesia with coefficient value of 0.247 and significance at level 5%. It can be explained that the organizational culture developed by the manager of PT Cobra Direct Sale Indonesia affects the behavior of workers who exceed formal tasks and contribute to organizational effectiveness by helping others volunteerily, keeping company reputation, always arriving early, Work on schedule, consider criticism used to evaluate improvements and refrain from complaining. The results of the study reinforce the review proposed by Mohanty, Rath (2012), Puspita Rini, et al (2013) and Hardaningtyas (2004) states that organizational culture has a significant positive relationship to organizational citizenship behavior.

Work motivation effect on OCB with coefficient value of 0.303 and significance at level 5%. It can be explained that the motivation of PT Cobra Direct Sale Indonesia manager is more emphasized on the fulfillment of physiological needs (physiological needs), security needs, social needs, esteem needs and self actualization needs (Self actualization needs), at the time the need is fulfilled, the manager has OCB applied to the behavior that exceeds the formal task by assisting colleagues voluntarily, can keep the company's reputation, always arrive early, so do the work on schedule, consider the criticism used for evaluation Repair and refrain from complaining. The study results corroborate the study presented by David J. Houston (2000) and Adam G. Alotaibi (2001) revealed the positive influence of work motivation on OCB.

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Work motivation effect on OCB with coefficient value of 0.303 and significance at level 5%. It can be explained that the motivation of PT Cobra Direct Sale Indonesia manager is more emphasized on the fulfillment of physiological needs, security needs, social needs, esteem needs and self actualization needs (self actualization needs). When the needs are met the manager has an OCB applied to behaviors that exceed formal tasks by assisting co-workers voluntarily, can keep the company's reputation, always arriving early, so doing work on schedule, taking criticisms for evaluation evaluation and refraining from complain. The study results corroborate the study presented by David J. Houston (2000) and Adam G. Alotaibi (2001) revealed the positive influence of work motivation on OCB.

PT Cobra Direct Sale Indonesia will succeed and develop highly depends on the leaders. If the leader is able to perform the function well, it is very possible that the organization will be able to achieve the target. Based on the result of empirical study, transformational leadership significantly influence the performance of manager of PT Cobra Direct Sale Indonesia with coefficient value of 0.269 and significance at level 5% It can be said that managerial PT Cobra Direct Sale Indonesia will have a good performance if the leader is able to run the role as a leader. The results of work activities achieved by a manager of PT Cobra Direct Sale Indonesia in carrying out his duties in accordance with the responsibilities given to him because of leadership factors that use transformational leadership approach that applied as a symbol of success and achievement in running the organization, has an innovative in thinking and acting, always learning to discover new things and always find out desires and expectations of subordinates. The review results corroborate the study conducted by Bycio (1995), Purvanova, et al. (2006), Ahn and Kwon (2005) show a strong positive relationship between transformational leadership variables and performance.

Organizational culture has no influence on the performance of managers of PT Cobra Direct Sale Indonesia with coefficient value of 0.029 and significance at level 5%. This study can be interpreted that the work quality and quantity achieved by the manager of PT Cobra Direct Sale Indonesia in

performing the task is not due to cultural factors. The condition is due to PT Cobra Direct Sale Indonesia as the largest direct selling company in Indonesia and has a spirit of "Work Smart, Play Hard" in running the job. Cultural dimensions such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and ability are already part of the manager's morale so managers do not feel overwhelmed by the conditions. The results of this study support the study presented by Pangestuti (2009) that the organizational culture partially has no effect on employee performance.

Work motivation affects the performance of managers PT Cobra Direct Sale Indonesia with coefficient value of 0.475 and significance at level 5%. This study can be interpreted that the attitude and the work achieved by the manager of PT Cobra Direct Sale Indonesia is influenced by work motivation. Managers of PT Cobra Direct Sale Indonesia will perform well if physiological needs, security needs, social needs, esteem needs and self actualization needs, Fulfilled. The results of this study support the study presented by Koesmono (2005), Suprayitno and Sukir (2007) and Ekaningsih, (2012) in his study found evidence that motivation has an effect on employee performance.

OCB effects on the performance of managers of PT Cobra Direct Sale Indonesia with coefficient value of 0.279 and significance at the 5% level. This study can be interpreted that the attitudes and work achieved by the manager of PT Cobra Direct Sale Indonesia are influenced by OCB. The results can be interpreted that the manager of PT Cobra Direct Sale Indonesia will perform better if the manager has a good OCB applied to help co-workers voluntarily, can keep the company's reputation, always arrives early, so do work on schedule, Evaluation of improvements and refrain from complaining. The results corroborate the review put forward by Robbins and Judge (2008: 40), that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma (2011), Yusuf, et al. (2012) concludes that OCB affects employee performance.

Testing indirect effects is used from some direct impact test results. The complete results of the direct impact test are presented in the table below.

Table 2. Hypothesis Testing Result of Indirect Effect

The Effect between Variable	Direct Effect	Indirect Effect through Y_1	Total Effect
X_1 on Y_1	0.277	-	0.277
X_2 on Y_1	0.247	-	0.247
X_3 on Y_1	0.303	-	0.208
X_1 on Y_2	0.269	$0.277 \times 0.279 = 0.077$	0.346
X_2 on Y_2	0.029	$0.247 \times 0.279 = 0.069$	0.098
X_3 on Y_2	0.475	$0.303 \times 0.279 = 0.085$	0.560
Y_1 on Y_2	0.279	-	0.279

OCB mediates the influence of transformational leadership on the performance of managers of PT Cobra Direct Sale Indonesia. The manager of PT Cobra Direct Sale Indonesia has a better performance because of the transformational leadership role that can make managers have behaviors that exceed the mandatory role (OCB). The results show that the application of transformational leadership such as leadership as a symbol of success and achievement in running the organization, the leader has an innovative in thinking and acting, leaders always learn to find new things and leaders always find out the wishes and expectations of subordinates can create managers have a better OCB with Assisting colleagues on a voluntary basis, keeping the company's reputation, always arriving early so doing the work on schedule, taking criticism for the evaluation of improvements and refraining from complaining. These conditions have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better.

OCB mediates the influence of organizational culture on the performance of managers of PT Cobra Direct Sale Indonesia. The performance of managers of PT Cobra Direct Sale Indonesia is better if PT Cobra Direct Sale Indonesia implements a strong organizational culture that enables managers to have behaviors that exceed the required role (OCB). The results show that the application of organizational culture such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and the ability to make managers have mandatory roles (OCB) by assisting co-workers voluntarily, Arrive early so do the work on schedule, consider criticism used to evaluate the improvement and refrain from complaining. The manager has a mandatory role (OCB) will have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better.

OCB mediates the influence of work motivation on the performance of managers of PT Cobra Direct Sale Indonesia. The high motivation in the manager of PT Cobra Direct Sale Indonesia is able to make the manager has behavior that exceeds the obligatory role (OCB) and has an impact on the improvement of manager performance of PT Cobra Direct Sale Indonesia. The results show that the fulfillment of physiological needs (physiological needs), security needs, social needs, esteem needs and self actualization needs make

managers have behaviors that exceed the mandatory role (OCB) by assisting colleagues on a voluntary basis, keeping the company's reputation, always arriving early so that it does the work on schedule, considers the criticism used to evaluate improvements and refrain from complaining. The manager has a mandatory role (OCB) will have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better.

6. CONCLUSION

Transformational leadership, organizational culture and work motivation has an effect on OCB. Transformational leadership, and work motivation affect the managerial performance of PT Cobra Direct Sale Indonesia, while organizational culture has no influence on managerial performance. OCB effects on managerial performance of PT Cobra Direct Sale Indonesia. OCB mediates the influence of transformational leadership, organizational culture and work motivation on managerial performance on PT Cobra Direct Sale Indonesia.

The leader of PT Cobra Direct Sale Indonesia, in improving the managerial performance needs to run transformational leadership, able to develop a strong organizational culture and able to motivate the manager's work. In addition, the Leader of PT Cobra Direct Sale Indonesia should pay attention to the OCB's behavior on the courtesy elements of the managers, such as being reluctant to provide explanations regarding tasks to colleagues, always helping to organize togetherness, accept criticism and criticism used to evaluate improvements

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