THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH WORK DISCIPLINE OF CIVIL SERVANTS AT THE REGIONAL SECRETARIAT OF TANAH DATAR REGENCY

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ABSTRACT

The problem that occurs in the Tanah Datar Regency Regional Secretariat office is the low organizational citizenship behavior which is seen from the lack of efficient and effective use of working time, during working hours there are still employees who play online games and chat with other colleagues during working hours, this behavior will certainly trigger conflict or poor relationships between employees, because employees who are working will feel disturbed by the attitudes or actions of other employees. This problem will also create a bad working atmosphere in the work unit because of the attitude of not respecting fellow employees. The purpose of this study was to analyze the effect of transformational leadership style and work culture on organizational citizenship behavior through the work discipline of Civil Servants at the Tanah Datar Regency Regional Secretariat. The method used is quantitative associative. The population is 92 samples using probability random sampling techniques taken from PNS Tanah Datar Regional Secretariat and the path analysis test is used with SPSS Version 22.0 program data processing. The results of the data analysis show that there is a significant influence between transformational leadership style and work culture on organizational citizenship behavior through work discipline of Civil Servants at the Regional Secretariat of Tanah Datar Regency.

Keywords: transformational leadership style; work culture; work discipline; organizational citizenship behavior

INTRODUCTION

According to Robbins (2018) organizational citizenship behavior is behavior that is not a formal work obligation for an employee, but can support the function of the organization effectively. Employee OCB behavior is not an obligation for an employee in an organization, but OCB in employees can support the function of the organization effectively in achieving goals. Furthermore (Podsakoff, & MacKenzie, 2016) states that organizational citizenship behavior is individual or group behavior that is carried out independently and is not directly controlled in formal work details, thereby increasing work effectiveness. Behavior that goes beyond official duties and beyond the job description of the related person set in the company. The success of the organization cannot be separated from human resources, which are one of the most important assets and drivers owned by government agencies. Therefore, it is

important to manage human resources as effectively as possible to ensure that human resources have quality and capacity, especially with the role of a leader. With the transformational leadership style as intended to inspire followers who put aside personal interests for the good of the organization. If the leader is able to apply a transformational leadership style, employee performance will improve and what is needed to contribute more to an organization. The contribution in question is that organizational employees are able to provide additional roles to achieve goals. This behavior will certainly benefit both individuals and the organization as a whole because it can improve the work culture in the organization. Work Culture is the values, characteristics, and attributes or facilities to policies owned by the agency to be implemented by employees in order to achieve the effectiveness of an organization in employee performance Organizational Citizenship Behavior.

Organizational Citizenship Behavior (OCB) is an individual's behavior that deviates from the formal task specifications set by the workplace system. This behavior may be voluntary and beneficial to the organization without being subject to formal punishment or rewards. The idea of OCB highlights the importance of individual contributions to successfully achieving goals. Employee job happiness has a significant impact on OCB behavior because happy people are more likely to volunteer and make beneficial contributions to an organization. Employees who engage in OCB behavior often report feeling happier and performing better at work. And employees are better prepared to handle the difficulties that come with the workplace. The problem that occurred at the Tanah Datar Regency Regional Secretariat office is the low organizational citizenship behavior of employees which can be seen from not utilizing working time efficiently and effectively, during working hours there are still employees who play online games and chat with other colleagues during working hours, this behavior will certainly be able to trigger conflict or poor relationships between employees, because employees who are working will feel disturbed by the attitudes or actions of other employees, of course this will also create a bad working atmosphere in the work unit because of the attitude of not respecting fellow employees. In addition, there is still employee behavior that likes to complain about the tasks they do, they think that the tasks they do are considered as hard work for them and there are still employees who do not care about the activities held by their work units.

On the other hand, MacKenzie, et al (2016) said that the formation of OCB in an organization is influenced by leadership style. The leadership style used by leaders is influenced by their nature and characteristics. Managers act as leaders, directing their employees to act in accordance with organizational goals. The leadership style that is considered appropriate and applicable is the transformational leadership style. It focuses on motivating and inspiring employees to achieve their best potential and personal growth. In addition, Benjamin in Gunawan (2016) stated that transformational leadership is the ability of a leader to inspire others to see the future optimistically, describe the vision clearly and be able to communicate with his subordinates to achieve the vision and mission. Leaders with a transformational style are able to evaluate the abilities and potential of each of their subordinates in carrying out a job/task, and can see the possibility of their subordinates to

expand their responsibilities and authority in the future. Coinciding with this, Rostiawati (2020) explained that government institutions should implement a mechanism in maintaining human resources by paying attention to OCB, OCB is needed to increase organizational effectiveness because it can affect social aspects in government such as teamwork, communication and interpersonal skills.

According to Anggaraeni & Santosa (2013), transformational leadership is a leadership model by a leader who provides more motivation to his subordinates to work better and prioritizes behavior to help transformation between individuals and organizations. Leaders with a transformational leadership style will be social, they will put aside their own interests for the good of the organization or others. The characteristics of transformational leadership according to Assingkily & Mesiono (2019) are as follows:

1. A leader who has a whole and independent soul in realizing the organization's vision.
2. Subordinates must be aware of the importance of togetherness in achieving goals and be given motivation and support from the leader.
3. All members of the organization must be willing and ready to make sacrifices for the interests of the organization without expecting anything in return.

The next problem that occurs is the lack of attention given by the leadership to the employees, the attention given so far tends to be favoritism, which means that the leader only pays attention to certain employees, so this will make other employees feel left out and will have an impact on employee performance. The next problem is that the leader works based on letters that come into the organization or is commonly referred to as waiting for work, the application of this system in work will make the abilities or skills possessed by employees disappear. In relation to the above problems, (Frinaldi, 2014) stated that work culture gives meaning to how members of an organization perceive the values in the organization that determine how its members act and behave. Work culture can actively encourage or weaken depending on the meaning of values, beliefs and norms. The purpose of implementing work culture according to Puspita is to maintain harmony and compatibility in the work environment, create a safe and orderly work environment, ensure work rights and obligations, create high and dynamic work enthusiasm, and create worker welfare and prosperity.

Furthermore, according to Frinaldi (2017), work culture is a basis in a person that can be seen or not seen from the perspective of values, understanding of how to work, norms, ways of thinking, and behavior of individuals or groups that can help achieve organizational goals through good leadership, smooth communication, understanding time, fair rewards and punishments. This perspective is obtained and influenced by the values that exist in society as a form of interaction between individuals and their environment. This can be seen from the response to the work done by someone. When working, an employee is directly or indirectly influenced by his work environment. Work culture indicators according to Frinaldi (2017) state that there are several indicators that can be used to measure work culture, namely:

1. Leadership, leadership in question is the ability of a leader to influence his subordinates in achieving organizational goals.

2. Appearance, appearance is part of identity in working is a form of work culture that is well embedded. A person when in a public space will create a physical character appearance, a complete reflection of the competence possessed, has integrity and accountability in carrying out work.

3. Time awareness, employees who are aware of time can be seen from their actions which do not delay their work.

4. Communication, the ability to interact in conveying information or messages in order to have the same understanding of something in working, so that there is a common ground in achieving organizational goals.

5. Awards and recognition are tangible manifestations of appreciation for achievements given to individuals or groups. Meanwhile, sanctions can be given to employees if the targets that have been set cannot be achieved.

6. Values that are believed in are beliefs or guidelines for employees in carrying out their work.

The implementation of work culture in public sector organizations / government agencies is still considered weak and uneven, this assumption arises because there are still public sector organization employees who do not understand work culture, based on the results of observations that the author conducted at the Tanah Datar Regency Regional Secretariat that the work culture implemented is not good, because the distance between leaders and employees still exists so that leaders cannot influence their employees as a whole in achieving organizational goals. The next problem is awareness of time, there are still many employees who go to breakfast during working hours in the morning, employees who leave the office during working hours for personal needs, such employee behavior will have an impact on delays in completing work and hampered communication between employees and leaders or with other agencies, of course this will hinder performance and the achievement of organizational goals effectively and efficiently. Furthermore, the problem related to work culture is the lack of appreciation and recognition for employees who are competent, so they are lazy and procrastinate and will consider a job to be just a routine.

In addition to work culture, according to (Haryanti et al, 2014) work discipline is also an important thing in working and forming OCB. An employee who has a disciplined attitude in working will create extra role behavior or organizational citizenship behavior (OCB) which will improve the performance of quality employees. According to Rivai (2011), work discipline is a tool used to communicate with employees so that they are willing to change their behavior and an effort to increase employees' awareness and willingness to obey the rules and social norms within an organization. In addition, according to Sutrisno (2011), work discipline is a voluntary attitude and willingness of employees in an organization to obey and follow all regulations in the organization. Furthermore, the indicators of work discipline according to Sutrisno (2011) are as follows:

1. Obey the time rules. Obedience to the time rules can be seen from the working hours set by the agency such as the time of entry, break time and going home time.

2. Obey the agency rules. Obedience to agency rules can be seen from the way you dress and act at work.

3. Comply with the rules of behavior at work. Compliance with these rules can be seen from the way of doing work according to the position, duties and responsibilities related to the agency.

4. Comply with other agency regulations. Adhering to these rules regulates what employees in the agency can and cannot do.

Regarding the work discipline of civil servants at the Tanah Datar Regency Regional Secretariat, based on the results of observations, it can be seen that the level of work discipline of civil servants regarding obedience to time is still low, this can be seen from the implementation of the morning roll call, where the level of civil servant attendance is always a concern of the leadership during the implementation of the morning roll call, as conveyed by several leaders as follows: (1) The implementation of the morning roll call on Monday, March 27, 2023, was led by the Head of the Legal Section. (2) The implementation of the morning roll call on Wednesday, April 5, 2023, was led by the Regional Secretary. (3) the implementation of the morning roll call on Wednesday, May 2, 2023, led by the Head of the Leadership Communication Protocol Section. The gist of the leader's delivery was that during the roll call, there were still many civil servants who did not attend the morning roll call, for this reason it was necessary to remind these civil servants to improve the discipline of civil servants at the Regional Secretariat. The next problem is that there are still civil servants who carry out break hours beyond the specified time. The low level of employee discipline will certainly affect organizational citizenship behavior because if discipline problems are left alone, other employees will be reluctant to replace their friends' jobs because one of the benefits of OCB employees who help their coworkers will speed up the completion of their coworkers' tasks.

Based on this background, the researcher conducted a study entitled The Influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Civil Servant Work Discipline at the Tanah Datar Regency Regional Secretariat.

RESEARCH METHOD

This type of research uses a quantitative method with an associative type. According to Sugiyono (2019) quantitative research is defined as a research method based on the philosophy of positivism used for research on certain populations or samples, instruments are used to collect research data, data analysis is quantitative/statistical for the purpose of testing the established hypothesis. This study is divided into three groups of variables, namely exogenous variables consisting of transformational leadership style (X1) and work culture (X2), intervening variables consisting of work discipline (Z) and endogenous variables consisting of organizational citizenship behavior (Y). This study aims to gain a deeper understanding between the variables studied in the work environment of the Tanah Datar Regency Regional Secretariat. For the sampling technique used in this study, namely census

or total sampling. The number of population in this study was 92 samples using the probability random sampling technique on civil servants at the Tanah Datar Regency Regional Secretariat. The research data were collected through a questionnaire using a Likert scale measurement and using 5 answer options (strongly disagree, disagree, less agree, agree, strongly agree). The research data analysis was carried out by validity and reliability tests, T-test, F-test, R^2 Value (Coefficient of Determination), path analysis with data processing using the SPSS Version 22.0 program. In addition, to get a general overview of the two variables, frequency, mean, and TCR (Respondent Achievement Level) were also used.

RESULT AND DISCUSSION

1. Normality Test

The normality test was conducted to determine whether or not the data originated from a normally distributed population. The Kolmogorov-Smirnov test was used to determine the level of normalcy. If the Asymp. Sig (2-tailed) is more significant than or equal to > 0.05, then the data are typically distributed. For additional information, please refer to the table below:

Table 1. Normality Test for Substructure I

No	Variabel	Sig.	Alpha	Distribution
1	Transformational Leadership Style (X1)	.047	0,05	Normal
2	Work Culture (X2)	.047	0,05	Normal
3	Work Discipline (Z)	.030	0,05	Normal

Table 2. Normality Test for Substructure II

No	Variabel	Sig.	Alpha	Distribution
1	Transformational Leadership Style (X1)	.048	0,05	Normal
2	Work Culture (X2)	.048	0,05	Normal
3	Organizational Citizenship Behavior (Y)	.046	0,05	Normal

2. Multicollinearity Test

This multicollinearity test is used to determine whether there is a correlation between independent variables in the regression model. A good regression model should not have a correlation between independent variables. A regression model that is free from multicollinearity can be identified by looking at the VIF value <10.00 or tolerance value> 0.10. This multicollinearity test uses the help of the SPSS Version 22.00 program which can be seen in the following table:

Table 3. Results of Multicollinearity Test for Substructure I

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		Information
	B	Std. Error	Beta			Tolerance	VIF	

| Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	Information
1 (Constant)	15.336	3.259		4.706	.000			
GKT	.213	.079	.274	2.690	.009	.693	1.443	There is no multicollinearity
BK	.198	.078	.266	2.543	.013	.655	1.526	
DK	.209	.097	.213	2.149	.034	.728	1.373	

a. Dependent Variable: Organizational Citizenship Behaviour

Table 4. Results of Multicollinearity Test for Substructure II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Information
	B	Std. Error	Beta			Tolerance	VIF	
1 (Constant)	14.301	3.203		4.465				
GKT	.196	.084	.248	2.349	.001	.736	1.359	There is no multicollinearity
BK	.265	.080	.349	3.307		.736	1.359	

a. Dependent Variable: Work Discipline

Based on the results of table 3 and table 4 above, it is known that the output of substructure I can be seen that the VIF value of each variable is <10.00, namely the Transformational Leadership variable (X1) is 1.443<10.00 with a tolerance value of 0.693> 0.10, the Work Culture variable (X2) is 1.526<10.00 with a tolerance value of 0.655> 0.10, and the Work Discipline variable (Z) is 1.373 <10.00 with a tolerance value of 0.728> 0.10 against the organizational citizenship behavior variable, so it can be concluded that there is no multicollinearity between variables. While the output of substructure II can be seen that the VIF value of each variable <10.00, namely the Transformational Leadership variable (X1) of 1.359<10.00 with a tolerance value of 0.736> 0.10 and the Work Culture variable (X2) of 1.359<10.00 with a tolerance value of 0.376> 0.10 against the work discipline variable. Based on the test results above, we can conclude that the variables in this study are free from multicollinearity.

3. Heteroscedasticity Test

The Heteroscedasticity test aims to test whether in a research model there is inequality of variance from the residual of one observation to another. A good research model is if there is no heteroscedasticity, to detect the presence of heteroscedasticity can be seen in the scatterplot graph, if there are points that form a certain and regular pattern then heteroscedasticity has occurred and vice versa if the points are spread above and below the number 0 on the y-axis, then there is no heteroscedasticity.

Figure 1. Results of Heteroscedasticity Test of Sub Structure I
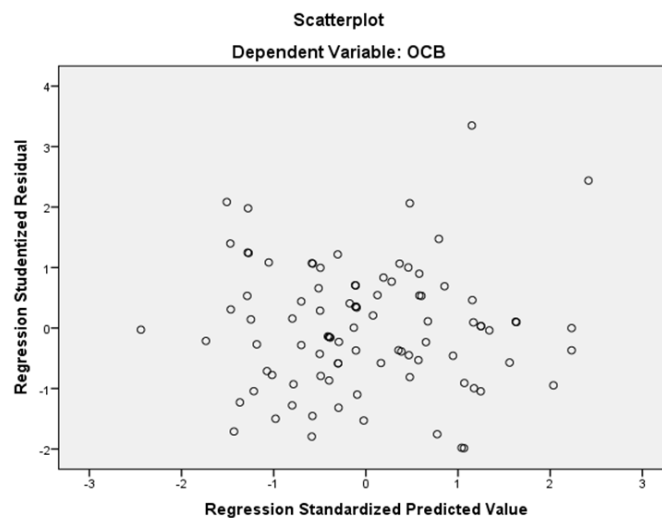
Figure 2. Results of Heteroscedasticity Test of Substructure II
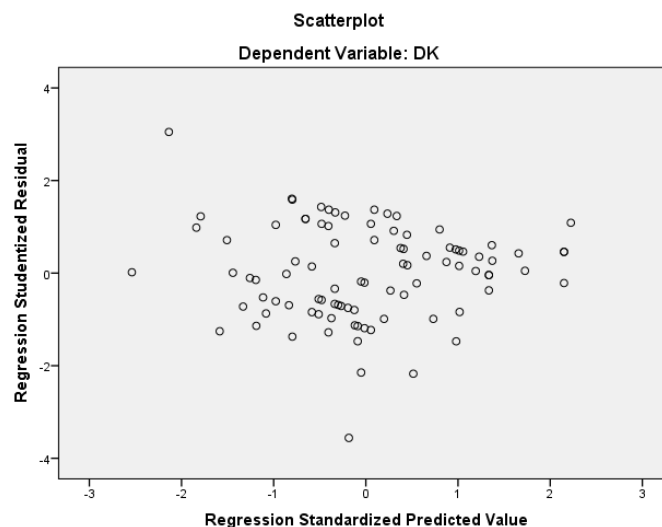
Based on Figure 1 and Figure 2 above, it can be seen that the points are spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in regression models I and II. Thus, the heteroscedasticity test has been fulfilled, so the data can be continued with regression analysis processing.

4. Path Analysis Test

a. Multiple Linear Regression Analysis Sub Structure I

Based on the results of the analysis using the assistance of the SPSS Version 22.00 program, the regression results between the variables of transformational leadership style (X1), work culture (X2) and work discipline (Z) on organizational citizenship behavior (Y) are as follows:

Table 5. Multiple Linear Regression Sub Structure I

| No	Variabel	Sig.	Alpha	Information
1	Transformational Leadership Style (X1)	.274	0,05	Linear
2	Work Culture (X2)	.266	0,05	Linear
3	Work Discipline (Z)	.213	0,05	Linear

b. Multiple Linear Regression Analysis Sub Structure II

Based on the results of the analysis using the assistance of the SPSS Version 22.00 program, the regression results between the variables of transformational leadership style (X1) and work culture (X2) on work discipline (Z) are as follows:

Table 6. Multiple Linear Regression Sub Structure II

No	Variabel	Sig.	Alpha	Information
1	Transformational Leadership Style (X1) and Work Culture (X2)	.248	0,05	Linear
2	Work Discipline (Z)	.349	0,05	Linear

From the results of the linearity test that has been carried out it looks significantly greater than 0.05 which means the relationship is linear. This shows that leadership and work environment have a linear pattern of work spirit in the Civil Servants at the Regional Secretariat of Tanah Datar Regency. Based on the summary results of the direct and indirect influence of the variables of transformational leadership style (X1) and work culture (X2) on organizational citizenship behavior (Y) through work discipline (Z), a path diagram can be made as follows:
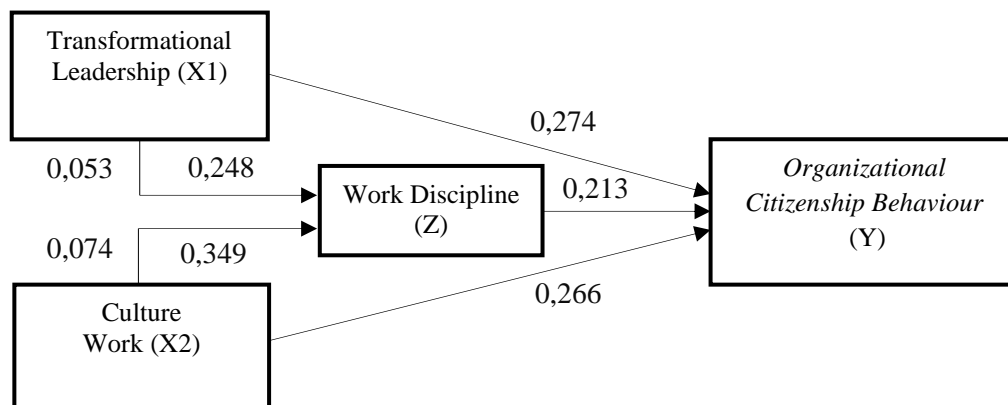
To see the indirect effect of transformational leadership style (X1) on organizational citizenship behavior (Y) through work discipline (Z) by multiplying the beta value of transformational leadership (X1) on work discipline (Z) with the beta value of work discipline (Z) on organizational citizenship behavior (Y), namely: 0.248 X 0.213 = 0.053, then the total effect of transformational leadership style (X1) on organizational citizenship behavior (Y) through work discipline (Z) is the direct effect plus the indirect effect: 0.274 + 0.053 = 0.327 or 32.7%. The indirect effect of work culture (X2) on organizational citizenship

behavior (Y) through work discipline (Z) by multiplying the beta value of work culture (X2) on work discipline (Z) with the beta value of work discipline (Z) on organizational citizenship behavior (Y), namely: 0.349 X 0.213 = 0.074. then the total influence of work culture (X2) on organizational citizenship behavior (Y) through work discipline (Z) is the direct influence plus the indirect influence: 0.266 + 0.074 = 0.340 or 34%.

5. Autocorrelation Test

The autocorrelation test was carried out by determining dU, dL, 4-dU, 4-dL, and Durbin Watson values. The dU and dL values can be obtained from the Durbin-Watson statistical table with n=104, k=4. Durbin Watson value= 1.951 obtained from the table below: Based on the results of the analysis using the assistance of the SPSS Version 22.00 program, the regression results between the variables of transformational leadership style (X1), work culture (X2) and work discipline (Z) on organizational citizenship behavior (Y) are as follows:

Table 7. Results of Multiple Linear Regression Analysis of Sub Structure I
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608[a]	.369	.348	2.822

Predictors: (Constant), Work Discipline, Transformational Leadership Style, Work Culture

Based on the results of the analysis using the assistance of the SPSS Version 22.00 program, the regression results between the variables of transformational leadership style (X1) and work culture (X2) on work discipline (Z) were obtained as follows:

Table 8. Results of Multiple Linear Regression Analysis Sub Structure II
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521[a]	.272	.255	3.069

a. Predictors: (Constant), Work Culture, Transformationa Leadership Style

6. Multiple Regression Analysis

The coefficient of determination (R2) is used to measure the extent to which the independent variable is able to describe its dependent variable. The value of the coefficient of determination (R2) is between 0 (zero) and 1 (one). The results of the coefficient of determination (R2) between the variables of transformational leadership style (X1), work culture (X2) and work discipline (Z) on organizational citizenship behavior (Y) can be seen in the following table:

Table 9. Results of the Determination Coefficient (R2) Test for Sub-Structure Regression Model I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608ᵃ	.369	.348	2.822

a. Predictors: (Constant), Work Discipline, Transformational Leadership Style, Work Culture

Furthermore, the results of the determination coefficient (R2) between the variables of transformational leadership style (X1), work culture (X2) and work discipline (Z) can be seen in the following table:

Table 10. Results of the Determination Coefficient (R2) Test for Sub-Structure Regression Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521ᵃ	.272	.255	3.069

a. Predictors: (Constant), Work Culture, Transformational Leadership Style

Based on the description that has been explained previously, it is proven that the significance number of the influence of The Influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Work Discipline of Civil Servants at the Regional Secretariat of Tanah Datar Regency is 0.000. The significance value obtained from testing this hypothesis shows <0.05. This means that Ha is accepted and Ho is rejected. From these results, it can be stated that The Influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Work Discipline of Civil Servants at the Regional Secretariat of Tanah Datar Regency. This is evidenced by the results of the influence of the work environment on employee morale in Sijunjung Regency having a significance of 0.000 and an Adjusted R Square value of 0.348. Thus, it can be said that the contribution of the influence of The Influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Work Discipline of Civil Servants at the Regional Secretariat of Tanah Datar Regency is 34.8%. While the remaining 65.2% is influenced by other variables not examined in this study. Furthermore, the R value is 0.521 or 52.1%, which means that in the Regional Secretariat of Tanah Datar Regency, Organizational Citizenship Behavior has contributed or been beneficial by 52.1%. The significance of its influence is 0.000 so that the truth of this conclusion can be trusted up to 100%.

This finding strengthens previous findings, including; The results of a study conducted by Ikhsani Novella (2023) showed that leadership style has a positive and significant effect on the organizational citizenship behavior of Civil Servants in the city of Payakumbuh with a T-value of 3.500 and a significance of 0.001. In addition, a study conducted by Hogi Krisna Putri (2021) concluded that partially the work culture variable has a positive and significant effect on OCB, person job fit and work culture simultaneously have

a significant effect on organizational citizenship behavior. This is in line with research conducted by Pratama & Mujiati (2019), Lasut et al (2019) and Hendrawan et al (2020) that transformational leadership has a positive and significant effect on organizational citizenship behavior. Research conducted by Ali et al (2022), Alfani & Hadini (2017) and Mahayasa et al (2018) stated that there is a significant influence of organizational culture on organizational citizenship behavior. Work culture is a motivation or motive for someone to want additional roles or OCB behavior in their work (Putra & Fitri, 2021).

Furthermore, research conducted by Kirana & Lukitaningsih (2021), Setyowati et al (2023), Kurnianto & Kharisudin (2022) and Barza & Arianti (2019) stated that work discipline has an effect on organizational citizenship behavior. Research conducted by Rahmah et al (2019) and Putra et al (2019) stated that there is a transformational leadership style that has an effect on work discipline. In line with research conducted by Puspita and Sudrijati (2018), Pakaya (2020) and Cahyantara (2015) that work culture has an effect on work discipline. Wisnawa & Dewi (2020) revealed that transformational leadership style can also increase employee OCB. Azri & Yidiarso (2022) explained that the leadership style that is considered to have a role in increasing employee OCB is transformational leadership style. In addition to transformational leadership style, work discipline can also increase employees' OCB as research conducted by Kirana & Lukitaningsih (2021) shows that work discipline has a significant and positive effect on OCB. The implementation of a positive corporate culture in an organization will change the attitudes of employees in the organization and will increase employee work productivity in achieving organizational goals, research conducted by Setyawan et al (2023) that work culture has a significant and positive effect on OCB.

The implementation of work discipline for an organization is among others to create a regular, smooth and orderly work atmosphere and will benefit the organization. Research conducted by Azhar Karin (2008) found that there is a positive effect of work discipline on OCB. In addition, according to Baron (2013), an employee's ability can be seen from his/her performance in carrying out his/her duties in accordance with his/her job responsibilities as stated in the job description. Carrying out work in accordance with the main tasks stated in the job description is called in-role behavior. However, if the contribution given by the employee exceeds the formal job description that has been set, then it is called organizational citizenship behavior. Organizational citizenship behavior basically has specific characteristics, namely behavior that is carried out beyond the formal role that is the main task in the organization, behavior carried out at work is voluntary, full of responsibility and has full awareness for the interests of the organization.

CONCLUSION

The level of transformational leadership style in the Tanah Datar Regency Regional Secretariat is included in the "Medium" category or is at an average achievement level (TCR) of 78.60%. The work culture at the Tanah Datar Regency Regional Secretariat is in the "High" category or is at an average achievement level (TCR) of 80.63%. Work Discipline at

the Tanah Datar Regency Regional Secretariat is in the "High" category or is at an average achievement level (TCR) of 86.47%.

The results of the influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Civil Servant Work Discipline at the Tanah Datar Regency Regional Secretariat have a significance of 0.000 and an Adjusted R Square value of 0.348. Thus, it can be said that the contribution of the influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Civil Servant Work Discipline at the Tanah Datar Regency Regional Secretariat is 34.8%. While the remaining 65.2% is influenced by other variables not examined in this study. Furthermore, the R value is 0.521 or 52.1%, which means that in the Tanah Datar Regency Regional Secretariat, Organizational Citizenship Behavior has contributed or been beneficial by 52.1%. The significance of its influence is 0.000 so that the truth of this conclusion can be trusted up to 100%.

The results of the study indicate that the contribution of the influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Civil Servant Work Discipline at the Tanah Datar Regency Regional Secretariat is 34.8%. This means that the remaining 65.2% has not been maximized. Thus, it is recommended that every employee at the Tanah Datar Regency Regional Secretariat can improve their Organizational Citizenship Behavior in order to create a good working atmosphere. For academics, the results of this study are only part of additional information, theory development. So it needs more comprehensive research. For further researchers, it is recommended to conduct further research regarding work enthusiasm by adding new theories and examining other factors that influence work enthusiasm and work discipline.

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