

The Effect Of Transformational Leadership And Work Engagement On Organizational Citizenship Behavior Of Perumda Tirtanadi Employees

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Abstract – This study aims to determine the effect of transformational leadership and work engagement on organizational citizenship behavior of Perumda Tirtanadi Head Office Employees North Sumatera Province. This research uses quantitative methods. The subjects of this research consisted of 218 employees. The data of this research were collected using organizational citizenship behavior scale, transformational leadership scale and work engagement scale. Based on multiple regression analysis, it was found: 1) There is an effect of transformational leadership and work engagement on organizational citizenship behavior ($R^2 = .737$, $p < .000$, and correlation value $R = .858$) ; 2) There is an effect of transformational leadership on organizational citizenship behavior ($r\text{-partial} = .327$, $p = .000$) ; 3) There is an effect of work engagement on organizational citizenship behavior ($r\text{-partial} = .623$). In general, employees have organizational citizenship behavior in the high category with a percentage of 85.78% or 187 respondents, the leaders have transformational leadership in the high category with the percentage of 86.70% or 189 respondents, and employees have work engagement in the high category with the percentage of 88.53% or 193 respondents. This research showed that transformational leadership and work engagement have the important role in increasing organizational citizenship behavior. Companies should realize how important it is to improve organizational citizenship behavior in employees to be able to have more optimal employees performance.

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Keywords – organizational citizenship behavior, transformational leadership, work engagement

I. INTRODUCTION

Organizationsuccessness will depend on the employees in it [10]. Organization effectiveness can be seen by the employees who have organizational citizenship behavior [7]. Based on researcher’s observation, there were employees in Perumda Tirtanadi that have OCB behavior. This can be seen from the employees who able to help worl colleagues outside their job description. There are also some employees who want to replace the colleagues’s work when they are not present.

Organizational Citizenship Behavior (OCB) is individual behavior outside the role that is indirectly or explicitly identifiable in a formal work system and in aggregate is able to increase organizational effectiveness. OCB behavior by employees are voluntary, not related directly on indirectly to the reward system and as a whole can support organizational effectiveness and efficiency [5]. The behavioral basis for OCB reflects the characteristics of employees who are cooperative, helpful, considerate and earnest [4]. Contributions made by employees in an organization are behaviors that are carried out voluntarily, sincerely, and happily without having to be ordered, influenced, or controlled by compensation, as well as behaviors that can support the performance of an organization [6]. The existence of OCB behavior can improve organizational performance.

This is because OCB behavior affect the smooth social interaction between members within the organization and reduces the occurrence of disputes [3].

Extra behavior or OCB that shown by employees will appear if there is the effectiveness of role of a leader. An effective leader must be able to influence all the employees tha they leads in positive ways to achieve organizational goals [9]. Transformational leadership is a leadership style that can inspire employees to be able to prioritize the interest of the organization and have a great influence on their employees. Transformational leadership can influence employees work harder and want to work more that what they supposed to do. This kind of leadership style can also make employees more involved and care about their work [2].

Ocb can also appear if employees have an emotional attachment to the job or organization wgere they work (source). Employees who have high work engagement will have a good quality work and satisfaction in completing their work. Work engagement is a positive attitude such as doing work with vigor, dedication, and absorption. These characteristics can create a personal work engagement for employees [8].

II. PURPOSE AND METHODS

This study aims to determine the effects of transformational leadership and work engagement on organizational citizenship behavior of Perumda Tirtanadi Head Office Employees North Sumatera Province. This research uses quantitative methods. The subjects of this research consisted of 218 employees. The data of this research were collected using organizational citizenship behavior scale, transformational leadership scale and work engagement scale. The scale of this research instrument uses a Likert scale with favorable and unfavorable items consisting of five answer choices, namely "Very Does Not Describe Myself", "Does Not Describe Myself", "Rather Describes Myself", "Describes Myself" and "Highly Describes Myself" I" with a score of 1 to 5.

The validity of the scale that used in this research are content validity and construct validity. Content validity is the validity assessed from the presentation of the test content by rational analysis or through professional judgement [1]. Meanwhile, the construct validity in this research was tested using confirmatory factor analysis. The item discrimination test was carried out using Pearson Product Moment correlation coefficient which was analyzed using JASP 0.16.4 for windows. The reliability test of the measuring instrument was carried out using the Alpha Chronbach reliabilit technique in Jasp 0.16.4 for windows.

III. RESULT AND DISCUSSION

Reliability and Validity Test

The rebility test used is the Chronbach's Alpha technique and the Vlidity of the factor construct analysis is by looking at the factor loading value by Confirmatory Factor Analysis. After testing, the result shows that organizational citizenship behavior variable has a loading factor value from 0.740 until 0.910, and then Chronbach's Alpha value with 0.992. Transformational leadership variable has a loading factor value from 0.742 until 0.933 and Cronbach's Alpha value with 0.979. Work engagement variable has a loading factor value from 0.750 until 0.900 and Chronbach's Alpha value with 0.990.

Table 1. Reliability and Validity Test

	Chronbach's Alpha	Pearson Product Moment correlation	Loading Factor	Description
Organizational Citizenship Behavior	0.990	0.869 – 0.992	0.740 – 0.910	Reliable and Valid
Transformational Leadership	0.979	0.764 – 0.935	0.742 – 0.933	Reliable and Valid
Work Engagement	0.990	0.808 – 0.982	0.750 – 0.900	Reliable and Valid

Hypothesis Test

Table 2. ANOVA test result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13794.599	2	6897.300	300.547	.000 ^b
	Residual	4934.066	215	22.949		
	Total	18728.665	217			
a. Dependent Variable: Total OCB						
b. Predictors: (Constant), Total ENG, Total TRAN						

Based on the results of multiple regression analysis, the ANOVA test found that the influence of transformational leadership and work engagement on organizational citizenship behavior was significant. This can be seen from the significance value obtained of 0.000 ($p < 0.05$) or the calculated of F value = 300.547. In other words, transformational leadership and work engagement are simultaneously positive and significant effect to organizational citizenship behavior.

Table 3. Partial Test Result

		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig	Partial	Part
H ₀	(intercept)	82.592	.629		131.263	<.001		
H ₁	(intercept)	4.191	3.216		1.303	.194		
	Transformational Leadership	.262	.052	.274	5.074	<.001	.327	.178
	Work Engagement	.757	.065	.631	11.672	<.001	.623	.409

Based on the results of multiple regression analysis, the partial test obtained the partial correlation value of transformational leadership and organizational citizenship behavior is 0.327 with a significance < 0.001 ($p < 0.05$), meaning that transformational leadership influences organizational citizenship behavior positively and significantly. The partial correlation value between work engagement and organizational citizenship behavior is 0.623 with a significance value < 0.001 ($p < 0.05$), meaning that work engagement influence organizational citizenship behavior positively and significantly.

Table 4. Organizational citizenship behavior categorization

Value Range	Categorization	Total	Percentage (%)
$X < 46.7$	Low	0	0
$46.7 \leq X \leq 73.3$	Moderate	31	14.22
$73.3 < X$	High	187	85.78
Total		218	100

In the organizational citizenship behavior variable, it can be seen that Perumda Tirtanadi employees have organizational citizenship behavior in high category with 85.78% or 187 employees.

Table 5. Transformational leadership categorization

Value Range	Categorization	Total	Percentage (%)
$X < 46.7$	Rendah	1	0.46
$46.7 \leq X \leq 73.3$	Sedang	28	12.84
$73.3 < X$	Tinggi	189	86.70
Total		218	100

In the transformational leadership variable, it can be seen that the employees have perception that the leaders in Perumda Tirtanadi have transformational leadership in high category with 86.70% or 189 employees.

Table 6. Work engagement categorization

Value Range	Categorization	Total	Percentage (%)
$X < 42$	Rendah	0	0
$42 \leq X \leq 66$	Sedang	25	11.47
$66 < X$	Tinggi	193	88.53
Total		218	100

In the work engagement, it can be seen that the employees in Perumda Tirtanadi have work engagement in high category with 88.53% or 193 employees.

IV. CONCLUSION

Transformational leadership and work engagement have a positive and significant influence on organizational citizenship behavior. The higher transformational leadership possessed by the leaders in Perumda Tirtanadi, the higher the organizational citizenship behavior displayed by Perumda Tirtanadi employees. The higher work engagement possessed by the employees, the higher the organizational citizenship behavior displayed by Perumda Tirtanadi employees. In general, Perumda Tirtanadi employees have organizational citizenship behavior and work engagement in the high category and the leaders at Perumda Tirtanadi have transformational leadership which is also in the high category.

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