

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND COMPETENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract

This study aims to analyze how organizational citizenship behavior (OCB) is affected by transformational leadership (TL) and competence (CO). The sample of this research is 44 employees at the PT X Units Y. This research uses a multiple regression test. The result showed that transformational leadership (TL) and competence (CO) has a positive significant influence on Organizational Citizenship Behavior (OCB) and also together affect Organizational Citizenship Behavior (OCB). For managerial implications, human competence could be optimized by several programs like reward and recognition programs for inspiring employees PT. X.

Keywords: *Competence; Transformational Leadership; Organizational Citizenship Behavior.*

Introduction

PT X is one of the subsidiaries of PT Z which is engaged in power generation. Changes in the business environment lead to increasingly fierce business competition. In 2021, PT X launched a business transformation by carrying the tagline "Let's Jump to New S Curve". Sales from the core business are already in a reclining position, so there is no other choice but to jump on the next "S" curve through business transformation to support sustainability. Optimization of business functions PT X is with assign Unit Y to obtain other sources for PT X. Training and certificate can increase the target revenue of the company.

Unit Y was founded in 2016 with the concept of a Corporate University and has the main task of managing internal learning for PT X. Unit Y with 47 organic employees has its head office in Surabaya and has six campuses spread across several locations, namely three in East Java province, two in West Java province & one campus in Jakarta. In line with the business transformation launched by the corporation, Unit Y was also given a training monetization target to serve external customers. Unit Y plays a role in all business processes starting from value chain marketing. Unit Y does not have a formally written job description, so the organization cannot reach the big monetization target.

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In 2022, Unit Y gets a big target of 30 billion from the training and certification business, where this target is far above the achievement in 2021 which is 1.5 billion. The existence of this big target certainly requires great efforts from Unit Y. All members of Unit Y must be able to contribute beyond their assigned roles in the job description.

Kinicki and Williams (2008) suggest that OCB is the employee's behavior of employees who indirectly do more work than is required. One of the factors that have a positive effect on OCB is competence as the results of research from IWG Sarmawa, NK Suryani and I Gede Riana in 2015. Based on research by Gunawan, et al. (2019) and Kinicki and Williams (2008) examine that organizational goals could be achieved by TL and OCB.

According to Organ (2005), OCB could provide good service and it can be summarized as a human attitude that is carried out voluntarily and happily. Lepine (2002) revealed several characteristics of OCB, namely: (a) Behavior is voluntary and is not included in the job description. (b) Behavior that is spontaneous in the sense of not being ordered or suggested by others. (c) Behavior is a contribution to organizational effectiveness, namely behavior to feel responsible for the continuity of the organization. (d) Behaviors that are not easily picked up and rewarded through performance evaluations because these behaviors are not listed in the job description.

Thus, OCB can be interpreted as an employee's behavior attitude sincerely and voluntarily to provide good service even though it is not related to the reward and job description. According to Organ (2005), OCB has 5 dimensions, namely: (a) Altruism is an initiative behavior from employees to help co-workers voluntarily even though it is not asked. (b) Courtesy is proactive behavior to maintain good relations between employees to avoid problems between employees and avoid potential problems that arise within the organization. (c) Sportsmanship is the employee's behavior that not giving complaints or objections in the organization. (d) Conscientiousness is behavior that shows high dedication to the organization and a desire to achieve targets that exceed those set by the organization. (e) Civic virtue is behavior responsible in organizational activities such as involve, participation, and care.

Crawford, (2007) defines competence with the expected standardization such as knowledge, skills, and work attitudes. The dimensions of competence that must be possessed by each individual according to Jałocha, (2014) are about tasks such as skills, task management, contingency management, job role environment, and transfer.

Transformational leadership according to Yulk (1981) is the behavior of leaders who change employee norms and values, where leaders motivate employees to do something beyond their expectations. According to Bass & Riggio (2004), there are 4 important dimensions in transformational leadership, namely:

1. Ideal Effect (Conscientiousness)

Leaders can translate the vision and mission of the organization, and provide examples and role models for their followers through ethical and moral behavior. This creates pride and trust in the eyes of followers so that they are moved to do the same thing as exemplified by the leader.

2. Inspirational motivation

Leaders can display optimism that can generate enthusiasm & enthusiasm for followers. The leader can invite and communicate ideal conditions for the future. Including setting targets and opportunities in the future so that followers can focus on trying to achieve the vision of the organization.

3. Intellectual stimulation

According to Bass (1985) that a new perspective can be stimulated with intellectual stimulation and influence followers. Followers will feel that transformational leaders encourage them to think about the way work has been done so far, look for new ways of working, and get new ways of perceiving their tasks (B. J. Avolio & Bass, 1995). New approaches encourage by followers and criticized for differing from the leader's (B. Avolio & Bass, 2004).

4. Individualized consideration.

Transformational leaders pay special attention to the needs of their followers and provide more support by providing experiences of self-development and experiences of facing difficulties (Bass & Bass Bernard, 1985). In the individualized consideration dimension, transformational leaders are willing to listen attentively to input from their followers. They also specifically pay attention to the needs of each individual to excel and develop. Leaders act as mentors as well as colleagues to assist employees in completing their tasks.

H1: CO has a significant effect on OCB.

H2: TL has a significant effect on OCB

H3: CO and TL jointly influence OCB

Research Methods

This study uses a quantitative method with survey techniques by distributing questionnaires via Google Forms to obtain primary data, while secondary data is obtained through library research. The sample of this study was all 44 employees using the saturated sampling method. The data analysis used validity and reliability test, descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple regression (t-test and f-test).

Variable operationalization is made to make it easier to create behavioral indicators based on the dimensions of each research variable. OCB's indicators are made and developed from 6 dimensions namely altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. CO's indicators are created and developed from 6 dimensions, namely task skills, task management skills, contingency management skills, job role environment skills, and transfer skills. TL's indicators are created and developed from 6 dimensions, namely conscientiousness, inspirational motivation, intellectual stimulation, and individualized consideration.

Behavioral indicators are used as statement items chosen by the research respondents. Statement items are made in 2 versions, namely favorable and unfavorable to see the consistency of respondents' answers. The answer choices use a Likert scale with a score range of 1 (Strongly Disagree) to a score of 5 (Strongly Agree) for items favorable.

Results and Discussion

Validity and reliability tests were carried out as a reference for the quality of data collected from research results. With 31 respondents to the validity test, the table set was 0.335. Items are declared valid if $r_{count} > t_{table}$, while the questionnaire is declared reliable if Cronbach's Alpha value is > 0.60 . Testing the validity and reliability of the Organizational Behavior Citizenship (OCB) aspect questionnaire shows that all r counts are greater than r tables of 0.335, while the Cronbach alpha value of 0.834 is greater than 0.60.

The results of testing the validity and reliability of the Competency aspect questionnaire showed that all r counts were greater than r tables of 0.335, while the Cronbach alpha value of 0.872 was greater than 0.60. Testing the validity and reliability of the Transformational Leadership aspect questionnaire shows that all r counts are greater than r tables of 0.335, while the Cronbach alpha value of 0.956 is greater than 0.60.

The results of the mean category analysis on the Organizational Behavior Citizenship (OCB) variable yield a score of 3.81 which is included in the High category. This shows that the responses to the statements of PJB Academy employees regarding the attitude of employees' behavior sincerely and voluntarily to provide good performance and service even though it is not related to rewards and job descriptions, are already good.

The mean value of the Transformational Leadership variable shows a score of 3.37 which is included in the Enough category. This shows that the responses to Unit Y employees' statements regarding the behavior of leaders who can influence employee norms and values as well as provide motivation and inspire followers to be able to do something beyond the targets or expectations that have been set are quite good.

The mean value of 3.97 is shown in the Competency variable which is included in the high category. This shows that the responses to Unit Y employees' statements regarding the level of workability of each employee which includes aspects of knowledge, skills, and work attitudes to carry out work assignments as well as possible are good.

Based on the classical assumption test (normality, multicollinearity, and heteroscedasticity), all the tests are met and the regression model can be used. The formula for the multiple regression equation is

$$Y = 9,276 + 0,497X1 + 0,357X2$$

Furthermore, from the above equation, it can be explained that: (a) Constant value OCB = 9,276 meaning if value $X1$ (Competence) dan $X2$ (Transformational leadership) is zero then the value of OCB is 9,276. (b) Value of $\beta_1 = 0,497$ meaning if the

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Competency value increases by 1%, so value of OCB will increase to 0,497 (49,7%). And vice versa if there is a decrease in the value of competence by 1% so the value of OCB will decrease to 0,497 (49,7%). (c) The value of $\beta_2 = 0,357$ meaning Transformational Leadership increases by 1% so the value of OCB will increase by 0,357 (35,7%).

Conversely, if there is a decrease in the value of TL, it will decrease by 1% so the value of OCB will decrease by 0,357 (35,7%). (d) From the results, it can be seen that the level of significance X1 ($0,01 < 0,05$ and arithmetic t value $(5,757) > t$ table (1,683)). So that the first hypothesis which reads CO has a significant effect on OCB is declared accepted. (e) From the results, it can also be seen that the level of significance X2 ($0,01 < 0,05$ and arithmetic t value $(4,860) > t$ table (1,683)). So that the second hypothesis which reads that TL has a significant effect on OCB is declared accepted.

Furthermore, from the data in the table above it can be explained that from the results of the f test, it can be seen that the value of f count $(54,645) > f$ tabel (3,226). So that the third hypothesis which reads Competence and Transformational Leadership jointly influence Organizational Citizenship Behavior (OCB) is declared accepted. The results show that competence has a significant effect on OCB in PT X Unit Y employees. This is based on the results of the t-test where the calculated value is $(5.757) > t$ table (1.683), so that the first hypothesis which reads that CO has a significant effect on OCB is accepted.

The regression test shows that competence contributes to an increase or decrease in OCB by 0.497 (49.7%). This can be interpreted that if CO increases or is increased, the OCB of Unit Y employees will increase significantly. This study is appropriate to Spencer & Spencer (1993); Sarwana (2015), and Rijanti (2019) that competence and motivation are in-line to increase knowledge and skills and impact self-efficacy, namely confidence in their ability to carry out their duties (Sigit, 2003). Job description and behavior are urgent issues for the OCB's dimension (Organ et al., 2005).

The overall average on the Competency indicator is included in the High category. This shows that the responses to the statements of Unit Y employees regarding the level of workability of each employee which includes aspects of knowledge, skills, and work attitudes to carry out work assignments as well as possible are good.

The lowest mean value (3.42) on the competency indicator is found in the statement "I need more time to solve if problems arise suddenly". This shows that when faced with a sudden problem, Unit Y employees need a little time to learn and solve it, even though the category is still in the High category. The results of the study also show that TL influences OCB in PT X Unit Y employees.

This is based on the results of the t-test where the value of t table t count $(4.860) > t$ table (1.683) so that the second hypothesis which says TL has a significant effect on OCB is declared accepted. This is the same result with Gunawan, (2019);(Novianti, 2021);(Nunung & Hakim, 2020). The results of the linear regression test show that competence contributes to an increase or decrease in OCB by 0.357 (35.7%). If Transformational Leadership increases or improves, the Organizational Citizenship Behavior (OCB) of Unit Y employees will increase significantly. This shows that leaders

have an important role in increasing employee willingness to do additional work for their organization (Novianti, 2021).

The stronger the sense of obligation and readiness to work outside the main tasks or working hours, the greater the transformational leadership style possessed by the leader. The overall average on the Transformational Leadership indicator is in the Fair category (3.37). This shows that the response to statements by Unit Y employees regarding the level of leadership ability in terms of influencing employee norms and values as well as providing motivation and inspiring followers to be able to do something beyond predetermined targets or expectations is included in the pretty good category.

The lowest mean value (3.16, Adequate category) on the Transformational Leadership indicator is found in 2 statements in the questionnaire namely "My Unit's top leader does not know the needs of employees to be able to achieve and develop", and "My Unit's top leader helps employees to find ways to the new way of working. This shows that the leadership of Unit Y still needs to increase efforts to understand the needs of employee development and inspire the discovery of new ways of working.

The results of the f test from the study show that competence and transformational leadership jointly affect the OCB of PT X Unit Y employees. This is based on the f test where the value of f counts (54.645) > f table (3.226), so the third hypothesis which reads that competence and transformational leadership have a joint effect on Organizational Citizenship Behavior (OCB) is declared accepted.

If competence and transformational leadership are improved together, it will increase the Organizational Citizenship Behavior (OCB) of Unit Y employees. Continuous competency development programs are implemented and the presence of leaders who can provide inspiration, role models and direction will be able to generate motivation and a sense of volunteerism to make a positive contribution. more on employees and can lead to confidence that they are capable of doing work that exceeds the targets set by the company.

Conclusion

From the research results it can be concluded that the three research hypotheses can be accepted. This research produces 2 practical implications for companies. (1) The average score of Competency and OCB variables is in the High category, therefore Unit Y management needs to continue to maintain and improve this by optimizing competency development programs and reward and recognition programs for employees. (2) The average score of Transformational Leadership is in the Fair category. Leadership development programs are related to increasing influence and providing inspiration for employees.

This study only examines the effect of CO and TL on OCB, while many other factors can influence OCB. For further research, can add other variables related to OCB for providing wider results.

This study uses primary data collection methods with a Google form filled out by respondents so that the data and conclusions drawn are the perceptions of the respondents.

In addition, it could be that the answer given by the respondent is not the actual condition. For further research, it can be developed by adding interview methods or using secondary data to confirm and or provide reinforcement of the results of data collection through questionnaires.

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