
Measurement Of Organizational Citizenship Behavior (OCB): Transformational Leadership Style, Organizational Culture And Work Motivation

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ABSTRACT

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Organizational Citizenship Behavior (OCB) is proven to have a significant effect on organizational performance and productivity. Because of that there is a lot of research on OCB including what variables contribute to the development of OCB. This study focuses on 3 variables that influence OCB. This study uses a descriptive qualitative research method with a literature study approach where the results show that there is an influence of Transformative Leadership Style, Organizational Culture and Work Motivation on OCB.

Keywords: Organizational Citizenship Behavior (OCB), Transformational Leadership Style, Organizational Culture and Work Motivation

1. Introduction

Various studies show that organizational HR, especially in the business sector, shows that employees who have OCB intelligence are easier to work with others and achieve more at their jobs. OCB is also proven to increase their work productivity. Therefore, employee OCB must be increased strictly by Dian Anggraini (2014), if a company or institution wants to get employees who have high OCB and always pay attention to the factors that influence the employee's OCB.

Why does OCB not only have to be grown, but also must be cared for, nurtured and transmitted to new employees through appropriate organizational culture and leadership? The answer is proven that there are not a few new employees who initially have high OCB intelligence, but are then contaminated and even change jobs because they do not get support from superiors and do not grow in a conducive organizational culture. Therefore, in addition to improving employee OCB, it is also necessary to find the right leadership style to ensure that employee OCB is a gift for the company that must be supported and appreciated.

Leaders are also required to understand well their human resources internally and employee human resources as well as the culture of the community where the company is located. Understanding of the organization's human resources properly, in detail and intact, is very important to respond to rapid changes. "Understanding of all human resources regarding the functions, roles, skills, activities, and approaches in carrying out management has an important meaning for achieving organizational goals, especially in ever-changing environmental conditions (Wibowo, 2011)".

Almost all successful organizations are influenced by their leaders who are smart in mobilizing organizational resources to achieve their goals, including growing volunteerism (OCB). To create OCB in employees is influenced by the attitude of their leaders (Handoko, 2009). Suparmi (2010) states that leadership is the biggest factor influencing employees. Leaders are required to have the right leadership style to drive the performance of subordinates in the organization. According to Burns in Dewi (2012: 15) transformational leadership style is the right leadership style model to drive the performance and participation of subordinates. That is, one of the leadership styles that is considered capable of increasing employee performance is the transformational leadership style, which is also considered capable of stimulating the formation of OCB within the organization.

The state of the art of this research is trying to improve previous research, namely: simultaneously four variables as one model, namely: Transformational Leadership, Organizational Culture and Work Motivation as independent variables associated with the dependent variable Organizational Citizenship Behavior (OCB) which has not been studied much relationship.

Based on the description of the problem above, this research is, Analysis of the Influence of leadership style, organizational culture, and motivation on Organizational Citizenship Behavior, With the formulation of the problem as follows:

1. Does the Transformational Leadership Style affect Organizational Citizenship Behavior (OCB) ?
2. Does Organizational Culture affect Organizational Citizenship Behavior (OCB)?
3. Does Work Motivation affect Organizational Citizenship Behavior (OCB)?

2. LITERATURE REVIEWS

a. Organizational Citizenship Behavior (OCB),

Organizational Citizenship Behavior (hereinafter abbreviated as OCB), which if translated is Organizational Citizenship Behavior (PKO), namely individual contributions that exceed the demands of roles in the workplace. The concept of OCB was first used in the organizational research literature in the early 1980s. (Bateman and Organ, 1983). In, (Dennis W. Organ, Philip M. Podsakoff, and Scott B. McKenzie, 2006:8) defines OCB as "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. Means; "Individual behavior is discretionary, not directly or explicitly recognized by a formal reward system, and as a whole promotes the efficient and effective functioning of the organization. This means that an employee volunteers to help other employees who are very useful for the company but have not been recognized in the formal reward system at the company.

Internal organs (Jason A. Colquitt, Jeffery Lepine and Michael W. Wesson, (38-39), states that there are 5 primary dimensions of OCB: namely:

- 1) Interpersonal citizenship behavior, namely interpersonal citizenship behavior. Such behavior benefits co-workers and colleagues and involves helping, supporting, and developing other members of the organization in ways that go beyond normal job expectations. For example, helping out involves helping coworkers who have heavy workloads, helping them with personal problems, and showing employees the ropes when they first arrive on the job. Rating feature to see how helpful you really are. Politeness refers to informing colleagues about matters that are relevant to them. Some employees have a tendency to withhold relevant facts and events. Good citizens do the opposite; they keep other people in the loop because they never know what information might be useful to someone else. Sportsmanship involves maintaining a good attitude with colleagues, even if they have done something upsetting or when the unit is going through hard times. Whining and complaining are contagious; good citizens avoid becoming the wheel that often makes mountains out of molehills. While interpersonal citizenship behavior is important

in many different work contexts, it may be even more important when employees work in groups or small teams. A team with members who tend to be helpful, respectful, and courteous also tends to have a positive team atmosphere where members trust one another. This type of situation is critical to cultivating team members' willingness to work towards shared team goals rather than goals that may be more self-serving. In fact, if you think about the behaviors that commonly fall under the heading "teamwork," you'd probably agree that most are examples of interpersonal citizenship behaviors.

- 2) The second category of citizenship behavior is organizational citizenship behavior or organizational citizenship behavior. This behavior benefits the larger organization by supporting and defending the company, working to improve its operations, and being extremely loyal to it. For example, voice involves speaking up and offering constructive suggestions for change. Good citizens react to bad rules or policies by trying to change them constructively, not passively complaining. Then, civic virtue- that is civic virtue refers to participating in company operations at a deeper level than usual by attending voluntary meetings and functions, reading and following organizational announcements, and following business news that affects the company. Boosterism means representing the organization in a positive way while out in public, away from the office, and away from work. Think about your friends who have worked in a restaurant. Do they always say nice things about restaurants when they talk to you and keep those "kitchen horror stories" to themselves? If so, they make good citizens by exercising a high degree of boosterism.

A similar view is conveyed by Colquitt (2013: 38), who defines that OCB is employee volunteer behavior that may or may not be rewarded, but nevertheless makes a contribution to the organization that proves useful in enhancing the quality of the work that occurs. "OCB is defined as voluntary employee activities that may or may not be rewarded but contribute to the organization by improving the overall quality of the setting in which work takes place". he wrote.

From the above understanding it can be synthesized that OCB is, employee behavior that exceeds standard norms and voluntarily without expecting remuneration by setting an example or example to the work environment and organization with indicators:

- 1) Altruism which means voluntary action in the company in helping others who are experiencing difficulties without expecting anything in return).
- 2) (Conscientiousness, namely the obedience of an employee to organizational rules.
- 3) Sportmanship (sportsmanship) is a behavior that tolerates less than ideal conditions in the organization without raising objections.
- 4) Courtesy, the act of respecting others with all courtesy, maintaining good relations with work partners so as to avoid interpersonal problems and problems.
- 5) Civic Virtue), an act of responsibility or a type of behavior that shows the actions of someone who shows a sense of responsibility in organizational life.

Thus OCB is very beneficial for the company.

According to Podsakoff, et al (2000) in Purnamie (2014), noted some of the benefits of OCB behavior in organizations as follows:

- 1) OCB increases the productivity of co-workers.
- 2) OCB increases the productivity of managers.
- 3) OCB saves resources owned by management and the organization as a whole.
- 4) OCB helps conserve scarce resources to maintain group functions.
- 5) OCB can be an effective tool for coordinating work group activities.

- 6) Improving organizational ability to attract and retain the best employees
- 7) OCB increases the stability of organizational performance.
- 8) OCB increases the organization's ability to adapt to the environment

Research on OCB has been widely researched, including by Katz and Kahn's, (Rosafizah Mohamed Idrus, et al, 2019), (De Zhang's Internal Organ, 2016), (Timothy Baldwin, 2013), (George and Jones, 2012), (Colquitt, 2013:38), (Johns in Triyanto, A, 2009), (Christa J. C. de Geus, et al, 2020) and many other authors.

b. Transformational Leadership Style

Leadership style is a leadership style that can motivate followers to carry out and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence, all of which will result in extra effort from workers for better organizational effectiveness (Robbins, 2011) . "Leadership as the ability to influence a group toward the achievement of goals, This means that the transformational leadership style is able to change (transforming) subordinates to use their interests to prioritize the interests of the organization as well.

Colquitt, LePine, & Wesson (2013), also said that good leadership must be able to influence employees to work to achieve organizational goals, "leadership is defined as the use of power and influence to direct the activities of followers toward goal achievement."

Setiawan and Muhith, (2003:3) cite the opinion of Bass and Riggio also define transformative leadership as follows:

"Transformational leaders, are those who stimulate and inspire followers to both achieve extraordinary outcomes and in the process develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization. More evidence has accumulated to demonstrate that transformational leadership can move followers to exceed expected performance, as well as lead to high levels of follower satisfaction and commitment to the group and organization."

The meaning is that transformational leaders have characteristics including being able to inspire followers, explore the leadership potential of followers and develop it, move followers so that they can work beyond expected performance and foster high commitment from followers to the organization.

From the understanding above, there are four characteristics of transformational leaders:

- 1) Charisma: provides vision and sense of mission, instills pride, gains respect and trust.;
- 2) Inspiration: communicates high expectations, uses symbols to focus effort, depicts important intentions in a simple way;
- 3) Intellectual stimulation: encourage intelligence, rationality and careful problem solving; And
- 4) Individual consideration: providing personal attention, serving employees personally, coaching and advising.

Transformative Leadership Style has been widely studied before, including: (Robbins, 2011:258-178), Stephen Robbin and Timothi (2011:261), (Bass and Riggio as cited by Setiawan and Muhith, 2003:3), (Schermerhorn , 2011:324), (Fred Luthans, 2011:430), (Northouse, 2013:181-184),

c. Organizational Culture

A positive organizational culture that is agreed upon by all individuals will be able to help the productivity and growth of the related organization.

Fitria, H., & Fitriani, Y. (2023), defines concluding that culture has a role to provide a number of principles and identification that can provide direction to organizational behavior and to decide, develop a method so that someone can get rewarded from his achievements, maintain reinforcement and reward systems that are determined in the organization. Therefore it can be understood how culture can provide direction and identity to the continuity of an organization.

Wagner and Hollenberk (2010:283-284) make the definition or definition of Organizational Culture as follows:

“An organization's culture is therefore an informal, shared way of perceiving life and membership in the organization that binds members together and influences what they think about themselves and their work. In the process of helping to create a mutual understanding of organizational life, organizational culture fulfills four basic functions. First, it gives members an organizational identity hat is; sharing norms, values, and perceptions provides people with a sense of togetherness that promotes a feeling of common purpose. Second, it facilitates collective commitment. The common purpose that grows out of a shared culture tends to eliminate feelings of attachment among all those who accept the culture as their own. Third, it promotes organizational stability. By nurturing a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. Fourth, it shapes behavior by helping members make sense of their surroundings.”

That is to say, it is the shared, informal way of looking at life and membership in the organization that binds members together and influences what they think of themselves and their work. According to Wagner and Hollenberk, organizational culture has 4 functions in an organization, namely: 1. it gives members an organizational identity or gives signs or hats of organizational identity to its members; 2, it facilitates collective commitment - facilitates collective commitment. 3. it promotes organizational stability - Creates organizational stability. 4. it shapes behavior by helping members make sense of their surroundings, namely forming character or behavior by helping members understand their environment.

Robbins (2011) Fitria, H., & Fitriani, Y. (2023), explained that some of the indicators in implementing organizational culture in a company include the following: 1) Individual Initiative. 2)Tolerance for risky actions. 3) Briefing. 4) Integration. 5) Management support. 6)Control. 7) Identity.

Based on the opinions of the experts above, it can be synthesized that organizational culture is the basic philosophy of an organization which includes shared beliefs, norms, and values which are the core characteristics of how to do things in an organization with the following characteristics and indicators:

- 1) Innovation and risk taking
- 2) Attention to details
- 3) Oriented to results (Outcome orientation),
- 4) Oriented to people (People orientation),
- 5) Team oriented
- 6) Aggressiveness, and
- 7) Stability or stability, is the institution's attention to the status quo rather than growth.

Organizational culture has been widely studied by previous researchers, including:

(Wagner and Hollenberk, 2009:283-284), (Colquitt, LePine dan Wesson, 2013:546), M. Ivancevich and Robert Konopaske (2013), (Edgar H. Schein :2004), (John R. Schermerhon, 2010 :213), Wibowo (2012), (Jeral Greeberg and Robert A Baron, 2003) and (Mondy and Noe, 2006:274).

d. Work Motivation

Saputra, Y. D., & Setiadi, Y. W. (2023). Work motivation can be said to be good if they carry out or complete their tasks effectively and efficiently, where the entity's goals can be achieved at a predetermined

time. Quoting (Mulyadi & Syafitri, 2019) also said that motivation is an important element of every organization and the most important factor for organizational success.

Ikhah Malikah, et al (2023) by quoting (Mulyadi, 2015) he defines motivation as an encouragement from both others and from oneself to do a job consciously and enthusiastically to achieve a certain target.

Then quoting (Mangkunegara, 2017) he said that motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. From the explanation of the experts above, it can be concluded that motivation in this study is a need that is owned by someone so that it becomes a driving force in working to meet needs and achieve the goals that have been set. Indicators of Work Motivation in the form of: 1) Responsibility, 2) Work Achievement, 3) Opportunity to advance, 4) Recognition of Performance, 5) Challenging work (Mangkunegara, 2013).

Ivancevich and Konopaske (2013:54), define work motivation as follows:

Work motivation is concerned with those attitudes that channel a person's behavior toward work and away from recreation or other areas of life. The motivation to work is likely to change as other life activities change.

That is, is a series of attitudes that predispose a person to act in a way that is directed at a particular goal. Motivation is also an inner state that provides energy, channels and maintains human behavior to achieve goals.

This definition is quite interesting because it includes internal and external work motivation.

Shane also underlined the importance of internal motivation which must be strong in his following expression "the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior" means that motivation, especially internal motivation greatly influences one's work behavior. "the power within a person that influences the direction, intensity, and persistence of voluntary behavior" (2009:37),

Robbins and Judge (2009:26), also said that there are 3 indicators of motivation, namely: Intensity which shows how hard a person tries, Direction which states where the effort is connected and, Perseverance which is how long a person can keep the effort.

From the understanding above, the researcher synthesizes work motivation as a process carried out to move employees so that their behavior can be directed towards real efforts to achieve the goals set with indicators:

- 1) There is responsibility in carrying out work,
- 2) Level of Achievement achieved,
- 3) Spirit of self-development and
- 4) Ability to be independent in acting.

3. METHODS

This scientific journal article writing uses a qualitative method with an approach (library research) or library research. Where researchers look for related references between variables both from various books and journals both offline in the library and online through Mendeley, Google Scholar and other online media. In a qualitative research review of the literature, researchers consistently use methodological assumptions. This means that it must be used inductively. One of the main reasons for conducting qualitative research is that it is exploratory in nature. In the next step it is discussed in detail in the "Related literature" or "Review of literature" section as a basis for formulating hypotheses and in the last step, the two literatures become a starting point for comparing results and observations. - learning outcomes (Ali, H., & Limakrisna, 2013).

4. RESULTS AND DISCUSSION

Based on the formulation of the problem and the theoretical study above, the researcher determines the discussion as follows:

The Effect of Transformational Leadership Style on OCB

Transformational leaders have characteristics such as being able to inspire followers, explore the leadership potential of followers and develop it, move followers so that they can work beyond expected performance and foster high commitment from followers to the organization.

Meanwhile, in simple terms, the notion of Organizational Citizenship Behavior (hereinafter abbreviated as OCB) which, if translated, is Organizational Citizenship Behavior (PKO), namely individual contributions that exceed the demands of roles in the workplace with indicators: Altruism which means voluntary actions in companies in helping others who are experiencing difficulties without expecting reward), (Conscientiousness, namely the obedience of an employee to organizational rules, Sportmanship (sportsmanship) is a behavior that tolerates less than ideal conditions in the organization without raising objections, Courtesy, the act of respecting others with decency, maintain good relations with work partners so as to avoid interpersonal problems and problems and Civic Virtue), acts of responsibility or a type of behavior that shows the actions of a person who shows a sense of responsibility in organizational life.

With this understanding and because employees generally imitate the leadership style of their superiors, transformational leadership, which is characterized by the ability of superiors to model and inspire their subordinates, can foster employee volunteerism to work to build the organization beyond their formal obligations.

According to Bass and Riggio in Setiawan and Muhith, (2003:3), the ability of a transformative leader is measured by the level of trust, obedience, admiration, loyalty, and respect from his followers. With this capacity, followers are automatically motivated to move and do even better to achieve organizational goals.

Transformative leadership style relates to employee OCB behavior, this is in line with research conducted by: (Ni Putu Evany Gita Puspita, AA Sagung Kartika Dewi, 2020), (Siti Nurjanah, Vina Pebianti & Agung Wahyu Handaru, 2020), (Hongyun Tian, et al, 2020), (Huan Zhang, et al, 2019), (Asrunputri, A. P., Supriyadi, E., & Putriana, L. 2020), (Uswatun Hasanah, 2019), (Eunike Julia Lasut, Greis M. Sendow, Rita N. Taroreh, 2019),

The Influence of Organizational Culture on OCB

Organizational culture can change a person's perspective on work and self themselves. Thus, an organizational culture that is designed to foster a spirit of mutual cooperation and volunteerism can affect the level of one's volunteerism or OCB. This is in line with the function of organizational culture according to Fitria, H., & Fitriani, Y. (2023), defines concluding that culture has a role to provide a number of principles and identification that can provide direction to organizational behavior and to decide, develop a method so that someone can get rewarded for his achievements, maintain a system of reinforcement and rewards that are determined in the organization. Therefore, it is understandable how culture can give direction and identity to the continuity of an organization. A number of experts have conveyed the following views. Organizational culture is related to OCB, this is in line with research conducted by: (Mochamad Soelton, et al, 2020), (Hendy Tannady, et al, 2017).

Effect of Work Motivation on OCB

Robbins and Judge (2009:26), also provide an understanding of motivation as follows "the processes that account for an individual's intensity, direction, and persistence of effort toward achieving a goal", which simply means a process that includes intensity, direction, and persistence individual effort towards achieving a goal. Based on this definition there are 3 (three) elements of motivation, namely: Intensity which shows how hard a person tries, Direction which states where the effort is connected and, Perseverance which is how long a person can keep the effort. contains the notion of OCB which also requires real effort for organizational success, where for a sustainable business success requires not only formal working hours and a transactional approach, but also requires collaboration and volunteerism from organizational stakeholders and this is heavily influenced by the internal work motivation of these employees. . Work motivation influences OCB, this is in line with research conducted by: (Delei Yang, 2020), (Safaa Shaaban, 2018), (Kadek Diah Candra Dewi, I Gede Riana, 2019), (Dwi Septiawati, Neti Karnati, and Siti Rochanah, 2019).

5. CONCLUSION

Based on the theoretical study and discussion above, the researcher concludes that:

1. Transformational Leadership Style influences Organizational Citizenship Behavior (OCB).
2. Organizational Culture, influences Organizational Citizenship Behavior (OCB).
3. Work Motivation influences Organizational Citizenship Behavior (OCB).

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