

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE AND MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Human resources are the most important asset in a company or organization, if human resources do not run or carry out their role properly it will affect the company's goals. This study aims to determine the effect of transformational leadership, organizational culture and work motivation on organizational citizenship behavior at the North Kuta District Office. This research was conducted at the North Kuta District Office with a total sample of 61 employees. The sampling method in this study is the census method. Data collection is done through observation, interviews, questionnaires and documentation studies. The data analysis technique used in this research is multiple linear regression analysis through the SPSS version 26 program. Based on the results of the analysis, this study shows that transformational leadership has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. Organizational culture has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. Work motivation has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office.

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

1. INTRODUCTION

Human resources are the most important asset in a company or organization, if human resources do not carry out or carry out their role properly, it will affect the company's goals (Piyandini et al., 2021). The company can achieve its goals and objectives, of course, must be able to utilize and manage its resources properly. Nowadays, in carrying out a number of tasks, it is not enough for employees to only carry out tasks according to Job Description, but organizations want employees who are willing to perform tasks that are not listed in their job descriptions, the attitude of employee behavior that is carried out voluntarily, sincerely, willingly without having to be ordered and controlled by the company in providing good service is known as Organizational Citizenship Behavior.

Vipraprastha et al., (2018) Organizational Citizenship Behavior is the behavior of individual initiatives that may not be in the form of job descriptions, but are carried out voluntarily, without requiring rewards, to help realize company goals. target. efficient and effective. According to Sutrisno (2018) Organizational Citizenship Behavior is a desire that comes from an individual to be able to contribute to the organization. This desire arises suddenly in all conditions and there is support from the organization such as support from superiors, cooperative colleagues, active interaction and cooperation. According to Titisari (2018: 15), increasing Organizational Citizenship Behavior is influenced by two factors, namely internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, as well as external factors which include leadership style, trust in leaders, and organizational culture.

Based on this statement, it can be said that there are several important factors that can increase Organizational Citizenship Behavior including transformational leadership, organizational culture, and work motivation. (Wardhani, et al, 2020; 4) said that Transformational Leadership is leadership that influences employees to feel trust, pride, loyalty, and respect for leaders and is motivated to do more than what is expected. The transformational leadership style reflects a leader who inspires and motivates his subordinates and pays attention to the self-development of each employee (Prahesti, et al, 2017: 6). The results of Utami and Supartha's research (2023) explain that transformational leadership has a positive and significant effect on organizational citizenship behavior. This is also supported by research by Setiani, et al (2023), Puspitasari, et al (2023),

Putra (2023), and Andryani, et al (2023) who found a positive and significant influence between transformational leadership on organizational citizenship behavior. The next variable that has an influence on Organizational Citizenship Behavior is organizational culture. In the book Syafrida Hafni Sahir, et al (2021) organizational culture greatly influences employee behavior, especially impacting motivation, encouraging individual

learning, influencing communication, and enhancing organizational values of group decision making and conflict resolution. Research related to the influence of organizational culture on Organizational Citizenship Behavior was conducted by Adnyani and Nugraha (2018) which states that organizational culture has a positive and significant influence on Organizational Citizenship Behavior.

Organizational Citizenship Behavior. The results of this study are supported by research by Dinniaty and Fitriani (2019), Rohma and Rinaldi (2023), Setiani, et al (2023), Puspitasari, et al (2023), Putra (2023) which state that organizational culture has a positive and significant influence on Organizational Citizenship Behavior. However, contrary to the results of research by Qisthy, et al (2018), Taufiqqurohman (2020), Wiwaha (2023) which states that organizational culture has no significant effect on Organizational Citizenship Behavior.

Another factor that can also affect Organizational Citizenship Behavior is work motivation. Someone who has good behavior, wants to try and work hard and does not give up easily is a characteristic of the perpetrator of Organizational Citizenship Behavior. Work motivation is the provision of driving force that creates a person's work enthusiasm so that they are able to work together to work effectively and integrate with all their efforts to achieve satisfaction (Natalia et al., 2023). The research results of Dewi, et al (2022), Pradipta and Octavian (2023), Rahayu and Nasution (2023), Virnanda and Armanu (2023), Yulianto, et al (2023) also stated consistent results, namely work motivation has a positive and significant effect on Organizational Citizenship Behavior. Meanwhile, the results of research by Hulu (2018), Anisa (2019), and Khazanah (2021) concluded that work motivation has no significant effect on Organizational Citizenship Behavior.

This research was conducted at the North Kuta Subdistrict Office, which is one of the sub-districts in Badung Regency located on Jalan Bedugul No. 2, Banjar Anyar Kaja, Kerobokan Village, North Kuta District, Badung Regency. Upholding Organizational Citizenship Behavior at the North Kuta Subdistrict Office is a crucial foundation to ensure the survival and progress of the organization. Organizational Citizenship Behavior creates the foundation of a positive and inclusive work culture, where employees not only carry out their basic duties, but also voluntarily contribute to improving operational efficiency and mutual welfare.

The results of observations and interviews conducted with 15 employees of the North Kuta Subdistrict Office, there are phenomena that indicate problems related to Organizational Citizenship Behavior, where the results of interviews where as many as 73 percent of the 15 employees showed that civic virtue (prioritizing common interests) was still in the unfavorable assessment category. This is caused by employees of the North Kuta Subdistrict Office showing low participation and concern for the progress and success of the organization, employees prefer to prioritize personal interests rather than common interests and there are employees at the North Kuta Subdistrict Office who are not involved in actions that support common goals such as often taking permission to exceed the set time limit, going home before working hours should be. The results of observations and interviews conducted to 15 employees of the North Kuta Subdistrict Office, there are phenomena that indicate problems related to transformational leadership, where as many as 80 percent of 15 employees stated that the climate of mutual trust was classified as unfavorable. 87 percent of the 15 employees stated that the leader never thought about the feelings of his employees by imposing his will outside of the employee's ability and the absence of recognition from the leader of the employee's status such as giving the employee the opportunity to be recognized. Recognition of the status of employees such as giving tasks and responsibilities beyond the ability of employees.

Based on the results of observations and interviews conducted with 15 employees of the North Kuta Subdistrict Office, 67 percent of employees indicated that specifically, the applied organizational culture still does not support capability development, such as the absence of a performance appraisal system at the North Kuta Subdistrict Office that encourages competency development, because most employees are civil servants, so that their performance appraisal cannot be carried out directly by the leadership and there is no capacity building through shared learning at the North Kuta Subdistrict Office, especially for civil servants who have worked for more than 15 years.

Based on the results of observations and interviews conducted with 15 employees of the North Kuta District Office, 87 percent of employees showed that the need for self-realization was still not good, namely the absence of support for the development of skills and abilities of employees at the North Kuta District Office. As many as 73 percent of 15 employees stated that the need for appreciation is also still not good, such as the absence of support for the development of skills and abilities of employees at the North Kuta District Office, because employees have never been included in training or training related to increasing competence at the North Kuta District Office.

Based on the description of the theory, empirical studies and phenomena related to transformational leadership, organizational culture and work motivation as well as Organizational Citizenship Behavior in employees of the North Kuta Subdistrict Office. Through research with the title "The Effect of Transformational Leadership, Organizational Culture, and Work Motivation on Organizational Citizenship Behavior at the North Kuta District Office".

2. LITERATURE REVIEW

2.1 Social Learning Theory

Social learning theory or cognitive social learning theory was coined by Albert Bandura, a Canadian psychologist. Bandura developed this theory in the 1960s, and his approach focuses on the influence of the social environment on individual development. One of the key concepts in this theory is that individuals learn not only through direct experience, but also through observation of others (models) and imitation of their behavior. This theory recognizes the important role of cognitive factors such as attention, memory, and motivation in the social learning process.

2.2 Organizational Citizenship Behavior

Organizational Citizenship Behavior is an idea and includes various employee behaviors such as accepting and taking additional responsibilities, following organizational rules and procedures, maintaining and developing a positive attitude, having patience in the organization (Hendrawan, et al 2018: 2).

2.3 Transformational Leadership

According to Bass in Wijayanti (2021) transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what was originally expected of them.

2.4 Organizational Culture

Robbins and Coulter (2018: 141) suggest that organizational culture is a set of beliefs, behaviors, and attitudes. Organizational culture is a set of values, principles, traditions and ways of working that are shared by and influence the behavior and actions of organizational members.

2.5 Work Motivation

Work motivation is a driving force, stimulus or impetus that exists within a person to behave and work well and actively in accordance with the duties and obligations that have been given to each of them to achieve the goals of an organization or company (Mustikasari & Syahputra, 2023).

3. FRAMEWORK AND HYPOTHESIS

3.1 Framework of Thinking

To be able to determine whether there is an influence between transformational leadership, organizational culture and work motivation on organizational citizenship behavior, a schematic research framework can be made which appears in Figure 1.

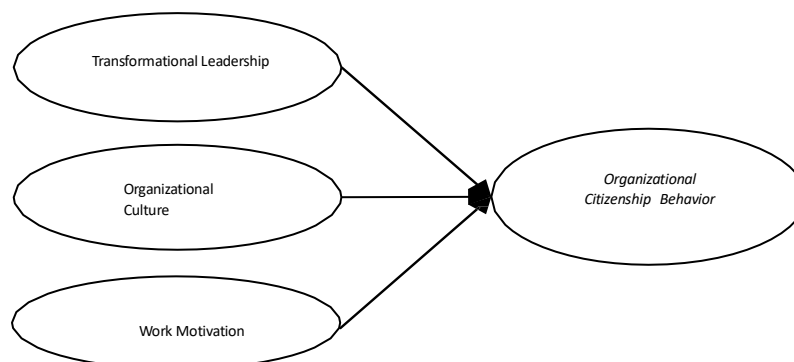


Figure 1 Research Method

Source: The resource of the research thought (2023)

3.2 Hypothesis

H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior.

H2: Organizational culture has a positive and significant effect on organizational citizenship behavior.

H3: Work motivation has a positive and significant effect on organizational citizenship behavior.

4. RESEARCH METHOD

4.1 Sample Determination Method

The research was conducted at the North Kuta Subdistrict Office, which is located at Jalan Bedugul No. 2, Banjar Anyar Kaja, Kerobokan Village, North Kuta Subdistrict, Badung Regency. The research objects in this study

are transformational leadership, organizational culture, work motivation and organizational citizenship behavior. The population and sample in this study were 61 employees at the North Kuta District Office. The sampling technique used is the census method. The data collection methods used are observation, interviews, questionnaire methods and documentation studies.

4.2 Multiple Linear Regression Analysis

This analysis is used to determine how much influence the variables, namely transformational leadership, organizational culture and work motivation on organizational citizenship behavior at the North Kuta District Office. The multiple linear regression equation is as follows (Sugiyono, 2018):

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y = Organizational citizenship behavior

X1 = Transformational leadership

X2 = Organizational culture

X3 = Work motivation

a = Regression Constant

b1 = X1 regression coefficient

b2 = X2 regression coefficient

b3 = X3 regression coefficient

e = Error

5. RESULTS AND DISCUSSION

5.1 Instrument Test

Based on the results of the validity test, it is concluded that all question items from the variables of transformational leadership, organizational culture, work motivation and organizational citizenship behavior are used in this study are valid. This can be seen from each question item having a Corrected Item-Total Correlation value greater than 0.30. Based on the results of the reliability test, it is known that all variables, namely transformational leadership of 0.927, organizational culture of 0.926, work motivation of 0.860, and organizational citizenship behavior of 0.888. Each variable has a Cronbach Alpha coefficient value above 0.6. So the conclusion is that all the variables used are reliable, so they are suitable as research instruments.

5.2 Classical Assumption Test

1) Normality Test

Based on the normality test using the Kolmogorov-Smirnov Test, it shows the exact value. Sig. (2-tailed) of 0.200 > 0.05 so it can be said that the regression model fulfills the assumption of normality.

2) Multicollinearity Test

Based on the results of the multicollinearity test, it shows that the tolerance value of the independent variables, namely transformational leadership, organizational culture and work motivation > 0.10 and VIF value ≤ 10, it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

3) Heteroscedasticity Test

Based on the results of the heteroscedasticity test, it shows that the significance value is greater than 0.05 on the absolute residual (ABRES) partially. transformational leadership is 0.080, organizational culture is 0.196 and work motivation is 0.875. From these results it can be concluded that the model in the regression does not show symptoms of heteroscedasticity, so it is feasible to use to predict the dependent variable.

5.3 Multiple Linear Regression Analysis

The results of multiple linear regression analysis to determine the effect between transformational leadership, organizational culture and work motivation on organizational citizenship behavior at the North Kuta District Office partially can be seen in Table 1 below:

Table 1
Multiple Linear Regression Analysis Results

| Variabel | Coefisien Regresi | t | Sig |
|-----------------------------|-------------------|-------|-------|
| (Constant) | 6,373 | 4,759 | 0,000 |
| Transformational Leadership | 0,620 | 9,126 | 0,000 |
| Organizational Culture | 0,275 | 6,522 | 0,000 |

| | | | |
|-------------------|--------------------|-------|-------|
| Work Motivation | 0,144 | 2,627 | 0,011 |
| R | 0,963 | | |
| R Square | 0,927 | | |
| Adjusted R Square | 0,924 | | |
| F Statistic | 242,988 | | |
| Signifikansi F | 0,000 ^b | | |

Source: Data processed (2022)

From the results of Table 1, the multiple regression equation becomes:

$$Y = 6.373 + 0.620X_1 + 0.275X_2 + 0.144X_3$$

From the equation above, it can be interpreted as follows:

a = 6.373 indicates that if the value of transformational leadership (X1), organizational culture (X2) and work motivation (X3) are both zero (0), then organizational citizenship behavior (Y) at the North Kuta District Office is zero (0). (Y) at the North Kuta District Office will increase by 6.373.

b1 = +0.620 means that if transformational leadership (X1) is increased while organizational culture (X2) and work motivation (X3) do not change, organizational citizenship behavior (Y) will increase by 0.620. This means that every increase in transformational leadership will increase organizational citizenship behavior at the North Kuta District Office.

b2 = +0.275 means that if organizational culture (X2) is increased while, transformational leadership (X1) and work motivation (X3) do not change, organizational citizenship behavior (Y) increases by 0.275. (Y) increased by 0.275. This means that every increase in organizational culture can increase organizational citizenship behavior at the North Kuta District Office.

b3 = +0.144 means that if work motivation (X3) is increased while transformational leadership (X1) and organizational culture (X2) do not change, organizational citizenship behavior (Y) increases by 0.144. (Y) increases by 0.144. This means that every increase in motivation can increase organizational citizenship behavior at the North Kuta District Office.

5.4 Multiple Correlation Analysis

Based on Table 1, it is known that the correlation value (R) is 0.963. The magnitude of the R value of 0.963 is between 0.80 to 1.000, meaning that there is a very strong relationship between transformational leadership, organizational culture and work motivation on organizational citizenship behavior at the North Kuta District Office.

5.5 Multiple Determination Analysis

Based on Table 1 above, the amount of Adjusted R Square is 0.924 or 92.4%. This means that the variation in the relationship between transformational leadership, organizational culture and work motivation on organizational citizenship behavior at the North Kuta District Office is 92.4% while the remaining 7.6% is explained by other factors outside this research model.

5.6 F test

Based on Table 1 shows that the Fcount value is 242.988 with a significance value of 0.000 which is smaller than $\alpha = 0.05$, this means that the model used in this study is feasible or fit to test further data.

5.7 The T test

The t-test results in Table 1 can be explained with the following explanation:

1) The t count value for the transformational leadership variable is 9.126 and the significant value of the t test is 0.000 which is smaller than α (real level) = 0.05. This shows that H0 is rejected and H1 is accepted. This means that partially transformational leadership has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office, so the first hypothesis (H1) is accepted.

2) The t count value for the organizational culture variable is 6.522 and the significant value of the t test is 0.000 which is smaller than α (real level) = 0.05. This shows that H0 is rejected and H1 is accepted. This means that partially organizational culture has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office, so the second hypothesis (H2) is accepted.

3) The t count value for the work motivation variable is 2.627 and the significant value of the t test is 0.011 which is smaller than α (real level) = 0.05. This shows that H0 is rejected and H1 is accepted. This means that partially work motivation has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office, so the third hypothesis (H3) is accepted.

5.8 Discussion of Research Results

1) The Effect of Transformational Leadership on Organizational Citizenship Behavior

The results of the t test of the effect of transformational leadership on organizational citizenship behavior at the North Kuta District Office are obtained. The results of the t test of the effect of transformational leadership on

organizational citizenship behavior at the North Kuta District Office obtained a tcount value of 9.126 and a significant value of the t test of 0.000 which is smaller than α (real level) = 0.05. This shows that H0 is rejected and H1 is accepted. This means that transformational leadership has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. This shows a positive influence, so the better the transformational leadership at the North Kuta District Office will increase organizational citizenship behavior. The results of this study are in line with the results of previous research conducted by Utami and Supartha (2023), Setiani, et al (2023), Puspitasari, et al (2023), Putra (2023), Andryani, et al.(2023) show that transformational leadership has a positive and significant effect on organizational citizenship behavior. This means that the better the transformational leadership there is, it will increase organizational citizenship behavior.

2)Effect of Organizational Culture on Organizational Citizenship Behavior

The results of the t test of the effect of organizational culture on organizational citizenship behavior at the North Kuta District Office obtained a tcount value of 6.522 and a significant t test value of 0.000 which is smaller than α (real level) = 0.05 This indicates that H0 is rejected and H1 is accepted. This means that organizational culture has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. This shows a positive influence, so the better the organizational culture in the North Kuta District Office, the more organizational citizenship behavior will increase. The results of this study are in line with the results of previous research conducted by Adnyani and Nugraha (2018), Dinniaty and Fitriani (2019), Rohma and Rinaldi (2023), Setiani, et al (2023), Puspitasari, et al (2023), Putra (2023) show that organizational culture has a positive and significant effect on organizational citizenship behavior. This means that the better the organizational culture, the organizational citizenship behavior will increase.

3)The Effect of Work Motivation on Organizational Citizenship Behavior

The results of the t test of the effect of work motivation on organizational citizenship behavior at the North Kuta District Office obtained a tcount value of 2.627 and a significant t test value of 0.011 which is smaller than α (real level) = 0.05. This shows that H0 is rejected and H1 is accepted. This means that work motivation has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. This shows a positive influence, so the better the motivation in the North Kuta District Office, the better the organizational citizenship behavior. The results of this study are in line with the results of previous research conducted by Dewi, et al (2022), Pradipta and Octavian (2023), Rahayu and Nasution (2023), Virnanda and Armanu (2023), Yulianto, et al (2023) showing that work motivation has a positive and significant effect on organizational citizenship behavior. This means that the better the work motivation, the organizational citizenship behavior will increase.

6. CLOSING

6.1 Conclusion

The conclusions in this study are as follows:

- 1) Transformational leadership has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. The better the transformational leadership, the better the organizational citizenship behavior of the North Kuta District Office.
- 2) Organizational culture has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. The better the organizational culture, the better the organizational citizenship behavior of the North Kuta District Office.
- 3) Work motivation has a positive and significant effect on organizational citizenship behavior at the North Kuta District Office. The better the work motivation at the North Kuta District Office, the better the organizational citizenship behavior.

6.2 Limitations and Suggestions

1) Limitations

The limitations in this study are as follows:

- a) This research was only conducted at the North Kuta District Office. Future researchers are expected to expand the object of research.
- b) This study only focuses on three variables, namely transformational leadership, organizational culture and work motivation. Future researchers are advised to add other variables.
- c) The busyness of employees who continue to do their work when researchers distribute questionnaires is inefficient, which causes researchers to meet respondents several times. Suggestions for future researchers to ensure interview time, researchers can also provide electronic questionnaires with email media to respondents to make it easier to fill out questionnaires.

2) Suggestion

Based on the research results obtained, the suggestions that can be given by researchers are as follows:

- a) It is recommended that the leadership of the North Kuta District Office give trust to employees in carrying out the assigned tasks, thus employees will feel valued and be more enthusiastic about completing their work, so as to increase organizational citizenship behavior at the North Kuta District Office.
- b) It is recommended that the leadership of the North Kuta District Office in conducting assessments be fair and objective to minimize employee discomfort, so that they are able to work harder and can increase organizational citizenship behavior at the North Kuta District Office.
- c) It is recommended that the leadership of the North Kuta District Office provide motivation and support so that employees are able to develop their skills and abilities at work, so that they can increase organizational citizenship behavior at the North Kuta District Office.

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