

## **The Relationship between Transformational Style and Organization Commitment with Organizational Citizenship Behavior on Officers**

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**ABSTRACT:** *This research was done to know the relationship between transformational style of leadership and organisation commitment with Organizational Citizenship Behavior on officers. The subject of this research was 30 officers of Aparatur Sipil Negara (State Civil Services) and 30 officers of the non permanent employees (PTTPK) at Dinas PU Bina Marga of East Java. The instruments used were the scale of transformational style of leadership, the scale of organisation commitment, and the scale of Organizational Citizenship Behavior. The result of the research shows there is a significant correlation simultaneously between transformational style of leadership and organisation commitment with Organizational Citizenship Behavior on all officers viewed from the result of coefficient analysis shows value of  $F = 4,961$  with  $p=0,010$  ( $p<0,05$ ). The result of partial analysis of variable transformational style of leadership with Organizational Citizenship Behavior on all officers shows value of  $t= 2,190$  with  $p = 0,033$  ( $p <0,05$ ) this means there is a significant correlation of transformational style of leadership with Organizational Citizenship Behavior on all officers. While the result of partial analysis of variable organisation commitment with Organizational Citizenship Behavior on all officers shows the value of  $t= 2,326$  with  $p = 0,024$  ( $p < 0,05$ ) this means there is a significant correlation of organization commitment with Organizational Citizenship Behavior on all officers.*

**Keywords:** *Organizational Citizenship Behavior, transformational style of leadership, organisation commitment*

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### **I. INTRODUCTION**

Phenomenological problems concerning with the officers in governmental institution or organization have not been solved thoroughly. One of the obstacles faced in the governmental organization is dealt with the increasing need on human resources to carry out the tasks. Lacking competence owned by the civil state officers is also another hindrance that they cannot work optimally. Duties executed by the officers to serve the public are not easy things to do. The number of officers on duty is supposed not yet adequate to meet the increasing tasks to do the public service. The complaints of the society on the work of the officers make them improve their job.

The problems on the job of the officers cannot be ignored; it should be overcome by increasing the productivity and professionalism of the officers in order to achieve the objectives efficiently and effectively. One of the efforts to overcome the problem on the work of the human resource is to increase the Organizational Citizenship Behavior. The officers are hoped to conduct the Organizational Citizenship Behavior.

Organ et al. (2006) defines Organizational Citizenship Behavior as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Discretionary means that the behavior is not an enforceable requirement of the role or the job description, that is the clearly specifiable terms of the person's employment contract with the organization; it is a matter of personal choice.

Shweta and Srirang (2010) states that the factors influencing the Organizational Citizenship Behavior, among them, is the commitment of the organization and transformational leadership. In order that the extra role behavior or Organizational Citizenship Behavior is showed well, the effectiveness of the role of a leader is badly needed. The quality of a leader is supposed to be a crucial factor in deciding the success and failure of an organization. Mannheim and Halamish (2008) say that among the three styles of leadership of Bass and Avolio, which are hierarchical and structured, an optimal leader is the one who shows transformational style the most. Transformational leadership style is accounted effective in any situation or culture (Yuki, 2010). Transformational style leadership is a aware influencing procedure in a group or individual which makes continuous change, a status quo development and the whole work of the organization (Avolio, et. al, 2004).

The commitment of the organization is an identification and involvement of someone, which is relatively strong toward the organization. The officer who has a strong commitment to his organization is a capital in achieving the objective of the organization and gives a maximal benefit to it (Sopiah, 2008). A leader

who gives inspirational motivation in a transformational leadership style in daily workplace and a high organization commitment in the officer's mind is assumed to effect in the increase and extra role behavior or Organizational Citizenship Behavior.

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is a constructive behavior to help which the members of the organization, appreciated indirectly by the company, show organization which is indirectly related to the productivity of an individual (Bateman & Organ in Steers, Porter, Bigley, 1996).

OCB is formally defined as the above behavior and exceeds the role of the organization, which are showed formally, natural freedom and no direct or explicit reward in the context of formal system reward of the organization, which is important for the effectiveness and success of the organization (Netemeyer et al., 1997). Organizational Citizenship Behavior is also known as extra-role behavior. Extra role behavior is a behavior in working which is not found in the description of formal tasks of the workers, but it will be rewarded if it is performed by the workers because it can increase the effectiveness and the continuation of the organization.

Workers or officers who perform OCB well are called good citizen. Furthermore, Sloat (1999) states that good organizational citizens are the workers who perform their tasks directed to the effectiveness of the functions in the organization and the actions are explicitly not requested (volunteer work), and they are not formally given reward (no incentives).

According to Greenberg and Baron (2003), OCB is the acts done by the members of the organization, which exceeds the formal system of their work. Generally, there are three main components of OCB. First, the behaviors are more than the formal system. Second, the jobs do not need training (it is natural); in other words, workers do the job voluntarily. Third, the jobs are not given formal reward by the organization.

From some definitions above, it can be concluded that OCB is an act or behavior performed by the worker more than the description of his main job, which is done voluntarily, and there is no formal reward. However, it gives effectiveness to the organization. Dimensions of OCB as mentioned by Greenberg and Baron (2003) include; Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness. Altruism is a behavior that helps to alleviate someone's job in organization. Courtesy is an effort to help colleague to prevent the problems because of his job by giving consultation and information and appreciate their needs. Sportsmanship is a behavior, which shows tolerance in an unideal situation in the workplace without complaints. Civic virtue is a behavior, which involves in the activities of the organization and cares about the continuity of the organization. Conscientiousness refers to the officers in doing their tasks, which are done more than what is assigned.

### **Transformational Style Leadership**

Hoy and Miskel (2008) propose that a transformational leader is proactive in increasing the awareness of the subordinates concerning with the inspirational collective interest to help them to achieve an extraordinary outcome. According to Robin, a transformational leader inspires his subordinates to exceed their self-interests and gives deep and extraordinary to the followers. Transformational leadership is a kind of leadership directing towards positive change to the followers. Transformational leaders are generally energetic, enthusiastic and passionate. The leaders not only take care of the process and be involved in the process but also focus on helping every member of the group to succeed.

Hughes et al (2012) suggest that a transformational leader has a vision, rhetorical style, and a good management of impression and uses it for the sake of development of emotional ties with their followers. A transformational leaders is believed to succeed more in motivating the development of organization because of the arousing of the emotion of the followers and that they are ready to bring the leaders vision to reality.

Yuki (2010) proposes that transformational leaders make the followers realize more the about the importance and values of their work and ask the followers not to give priority to their self-interest for the sake of the organization. The leaders develop the skills and the beliefs of the followers to prepare them to have more responsibilities in an organization, which gives authority. The leaders give supports and motivation when needed to maintain the enthusiasm and face the problems, difficulties and weariness. With the transformational leadership, the followers have the belief, admiration, and loyalty and honor to the leaders. They are motivated to do more than what is hoped from them. It can be concluded that transformational leadership is the behavior of the leader, which can arouse pride and the faith of the subordinators. It can inspire, motivate, stimulate creativity, and innovate the subordinators. Transformational leadership treat every subordinator individually, train them, and guide them.

According to Robbins (2003), Robbins and Judge (2008), and Cavazotte (2012) transformational leadership style has dimensions: (1) *Idealized influence* is a leader's behavior that brings vision and mission, a sense of pride, respect and trust of subordinates, (2) *Inspirational Motivation* is the behavior of a leader that is able to communicate high expectations, deliver an interesting shared vision by using symbols to focus

subordinates' efforts, and inspire subordinates to achieve goals for the betterment of the organization, (3) *Intellectual Stimulation* is the behavior of a leader that is able to improve the subordinate's intelligence to boost their creativity and innovations, improve the rationality and careful problem solving, (4) *Individualized Consideration* is the behavior of leader that provides personal attention, treats subordinate individually with different needs, abilities and aspirations as well as training and advice.

### **Organizational Commitment**

Organizational commitment defined by Durkin and Bennett (1999) is the strong feeling against an organization's goals and values in relation to the role in achieving the objectives and values. Curtis and Wright (2001) state that the commitment is the individual identification force in an organization. If someone has a commitment to the organization, he will have a strong organization identification, a membership values, agreement with the objectives and value systems. He likely remains in it and finally be ready to work hard for the sake of the organization.

According to Steers and Porter (1991) in Tanriverdi (2008), organizational commitment is an individual condition that is very interested in the goals, willingness values to undertake certain efforts for the organization, as well as a strong desire to continue to be a member of the organization. Mowday et al in Tanriverdi (2008) defines organizational commitment as the individual relative strength in identifying, integrating themselves into parts of the organization that is characterized by three things: (1) Acceptance of the values and goals of the organization; (2) The readiness and willingness to strive earnestly on behalf of the organization; (3). The desire to maintain the organization membership or be part of the organization.

Sopiah (2008) provides a definition of organizational commitment as the degree to which employees believe and accept the organization's goals and will stay or not leave the organization. According to Robbins (2003) organizational commitment is a state in which an employee is in favor of a certain organization and intends to maintain organization membership.

From the above definitions it can be concluded that organizational commitment is an employee's desire to maintain the membership in the organization. He is willing to make the high effort for the achievement of organization goals. Employee's commitment occurs partly because he feels the organization is able to meet his needs, provide the necessary means, and have a good name and image in the public eye. It can foster a sense of pride and loyalty on the organization and work.

### **HYPOTHESES**

Based on the framework, library studies, and the issues presented, then the hypothesis proposed in this study are:

1. There is a relationship between transformational leadership and organizational commitment Organizational Citizenship Behavior found in employees
2. There is a relationship between transformational leadership style with Organizational Citizenship Behavior found in employees
3. There is a relationship between organizational commitment and Organizational Citizenship Behavior found in employees

## **II. RESEARCH METHOD**

### **Research Subject**

The population of this study are employees of the Department of Public Work Bina Marga East Java, the head office of Surabaya. The characteristics of the subject are permanent employees (State Civil Apparatus) and non permanent employees (PTTPK).

The sampling technique used in this study is a random sampling consisting 30 ASN employees and 30 the non permanent employees in the Department of Public Work Bina Marga East Java, the head office of Surabaya.

### **Instrument**

Instruments used in this study are the scale of Organizational Citizenship Behavior, Scale of transformational leadership style and organizational commitment scale. The three scales are developed by the researcher using Likert scale model. Organizational Citizenship Behavior Scale based on the concept of Greenberg and Baron (2003) includes five aspects: Altruism, Courtesy, sportsmanship, Civic virtue and Conscientiousness. It consists of 66 items valid with  $\alpha = 0.966$ . Answer choices for each statement of this scale are very appropriate (SS), appropriate (S), less suitable (KS), is not appropriate (TS) and was incompatible (STS). The scale of transformational leadership style based on the concept of Robbins and Judge (2008: 91) and Cavazotte (2012 covers four aspects: idealized influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. It consists of 76 items valid with  $\alpha = 0,990$ . Answer options of each statement are strongly agree (SS), agree (S), can not decide (TM), disagree (TS) and strongly disagree (STS).

The scale of organizational commitment based on the concept of Mowday et al in Tanriverdi (2008) includes three indicators, namely hiring the organization values and goals, employee's readiness and willingness to strive earnestly on behalf of the organization, and the employee's desire to maintain organization membership or be part of the organization. Organizational commitment scale consists of 39 items valid with  $\alpha = 0.931$ . Answer choices for each statement are very appropriate (SS), appropriate (S), less suitable (KS), not appropriate (TS) and incompatible (STS).

### **III. RESULTS**

The results of the regression coefficient analysis output shows the price  $F = 4.961$ ,  $p = 0.010$  ( $p < 0.05$ ). There is a significant correlation between transformational leadership, organizational commitment and Organizational Citizenship Behavior (OCB) on all employees.

The results of partial analysis of transformational leadership style variable with Organizational Citizenship Behavior indicates the value  $t = 2.190$  and  $p = 0.033$  ( $p < 0.05$ ). This means that there is a significant correlation between the transformational leadership style variable and OCB on all employees. Meanwhile the results of partial analysis between organizational commitment variable and Organizational Citizenship Behavior indicates the value  $t = 2.326$  and  $p = 0.024$  ( $p < 0.05$ ). This means that there is a significant correlation between organizational commitment variable and OCB on all employees.

Based on the above results the hypothesis stating a relationship between transformational leadership style and organizational commitment Organizational Citizenship Behavior on all employees (ASN and the non permanent employees) is accepted or proven. The hypothesis stating the relationship between transformational leadership style and Organizational Citizenship Behavior on all employees is accepted or proven. The hypothesis stating a relationship between the organization commitment and Organizational Citizenship Behavior on all employees is accepted or proven.

The results of the regression coefficient analysis output shows the price  $F = 6.317$ ,  $p = 0.006$  ( $p < 0.01$ ). It means that there is a very significant correlation between transformational leadership, organizational commitment and Organizational Citizenship Behavior (OCB) for ASN employees. The results of the partial analysis of transformational leadership style variable and Organizational Citizenship Behavior indicates the value  $t = -0.54$ ,  $p = 0.958$  ( $p > 0.05$ ). It means that there is no significant correlation between the transformational leadership style variable and Organizational Citizenship Behavior on ASN employees. While the results of partial analysis between organizational commitment variable and Organizational Citizenship Behavior indicates the value  $t = 3.554$ ,  $p = 0.001$  ( $p < 0.01$ ). This means that there is a very significant correlation between organizational commitment variable and Organizational Citizenship Behavior on ASN employees.

The results of the regression coefficient analysis output shows the price  $F = 2.828$ ,  $p = 0.077$  ( $p > 0.05$ ). It means that there is no significant correlation between transformational leadership, organizational commitment and Organizational Citizenship Behavior (OCB) on the non permanent employees. The results of partial analysis between transformational leadership style variable and Organizational Citizenship Behavior indicates the value  $t = 2.373$  and  $p = 0.025$  ( $p < 0.05$ ). This means that there is a significant correlation between the transformational leadership style variable and Organizational Citizenship Behavior on the non permanent employees. While the results of partial analysis between organizational commitment variable and Organizational Citizenship Behavior indicates the value  $t = 0.054$  and  $p = 0.958$  ( $p > 0.05$ ). This means that there is no significant correlation between organizational commitment variable and Organizational Citizenship Behavior on the non permanent employees.

The values obtained from the results of t-test of a group of ASN and the non permanent employees subjects on Organizational Citizenship Behavior variable is  $t = 0.000$  ( $t < 0.01$ ). This means that there is no significant difference of OCB between ASN and the non permanent employees, in which the level of Organizational Citizenship Behavior on the non permanent employees is higher than ASN. It can be seen from the non permanent employees mean value of 193.4667, while the mean value of ASN is 178.2667.

### **IV. DISCUSSION**

Based on the results of data analysis it shows that there is a significant correlation between transformational leadership, organizational commitment and Organizational Citizenship Behavior (OCB) on all employees. The result of this study proves that the OCB will be formed because of transformational leadership style and organizational commitment of employees. As it is stated by Robbins and Judge (2008) that successful organizations need employees who are willing to do more than just their regular duties and are willing to do tasks that are not in their job description, so it will give a performance that exceeds the expectations.

Employees who are able to display extra role behavior are said to be good employees (good citizen). To create a good employee the thing that can be done is to increase the role of leader in the organization. Boss or leader plays an important role. The model of leadership that is able to grow the extra role in employee's

behavior is a transformational leadership style. Meanwhile, the individual internal factor that is proven to influence in increasing Organizational Citizenship Behavior is employee's commitment to the organization. The results show that there is a very significant correlation between transformational leadership, organizational commitment and Organizational Citizenship Behavior (OCB) to the employees of Apparatus of Civil State. This means that on the employees of Civil Servants, transformational leadership style and organizational commitment together affect the improvement of Organizational Citizenship Behavior. The high organizational commitment of Civil servants gives more pushes for extra role behavior / OCB. It is also described by Curtis and Wright that if someone has a commitment to the organization, he will have a strong identification with the organization, have the values of the membership, agree to the objectives and value systems, is likely to remain in it and finally be ready to work hard for the sake of the organization. While the status of the non permanent employees shows no significant correlation between transformational leadership styles, organizational commitment and Organizational Citizenship Behavior (OCB). However, the partial test mentions that there is a significant correlation between the variables of transformational leadership style and OCB of the non permanent employees. For the non permanent employees to raise extra role behavior / OCB is then needed the role of a leader who is able to direct and guide them in completing the daily work tasks. For this non permanent employees, it will create extra role behavior or more OCB due to the leader who inspires them. They need the figure of a leader who inspires, understands the needs of subordinates. They need a leader who gives not only orders or tasks but also a great example and real evidence to his subordinates. It is different with the status of Civil Servants, they do not think the importance of a leader's role in conducting extra-role behavior in organization.

Citizenship Organizational Behavior of the Civil servants arise because of the sense of the employee's desire to maintain a membership in the organization and willingness to do the higher effort for achieving organization goals. The sense of Civil Servant's commitment to the organization is because they feel that the organization is able to meet the needs, provide the necessary means and it has a good name and image in the public eye. It can foster a sense of pride and loyalty on the organization and the work. The organization's commitment of Civil servants needs to be maintained in order to conduct their more productive work.

The results of this study also mention that the level of Organizational Citizenship Behavior on the non permanent employees is higher than that of Civil Servants. It can be analyzed that the non permanent employees who are not yet appointed to be the Civil Servants are willing to do the work outside the main task especially the work from superiors in the hope that one day they could be appointed as permanent employees. While for the permanent (ASN) employees because they have been in a comfort zone, OCB displayed is not too higher than that of non permanent employees.

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