

# Effect of Transformational Leadership, Organizational Commitments and Job Satisfaction on Organization Citizenship Behavior (OCB) at the Directorate of Primary School Development Ministry of Education and Culture

Maya Dwi Indrawati  
Master of Management, Mercu Buana University  
Jakarta, Indonesia

Farida Elmi  
Lecturer of Postgraduate, Mercu Buana University  
Jakarta, Indonesia

**Abstract:-** This study aims to examine and analyze the effect of transformational leadership, organizational commitment, and job satisfaction both partially and simultaneously on Organizational Citizenship Behavior. The source of primary data was questionnaires taken from the objects of study at the Directorate of Primary School Development, Ministry of Education and Culture with the number of population of 155 employees. The sampling method used was simple random sampling. By using Slovin formula, there were 112 Civil Servants who meet the criteria to be the samples. This study used quantitative analysis with causality correlation. The data were processed using SPSS 23. The analysis method used in this research was multiple linear regression. The results showed that transformational leadership, organizational commitment, work satisfaction altogether (simultaneously) significantly affect Organizational Citizenship Behavior. Partially, transformational leadership, organizational commitment, and job satisfaction have a significant positive effect on Organizational Citizenship Behavior of the employees.

**Keywords:-** Transformational Leadership, Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior.

## I. INTRODUCTION

The Directorate of Elementary School Development, the Ministry of Education and Culture has the main tasks and functions as stipulated in the Minister of Education and Culture Regulation (Permendikbud) Number 11 of 2018 regarding Organization and Work Procedure of the Ministry of Education and Culture is to carry out the preparation of policy formulation in the field of curriculum, students, facilities and infrastructure, funding, and governance of primary schools, as has been stated in the strategic plan (*Renstra*).

An overview of the targets and achievements of the Strategic Plan (*Renstra*) in the Directorate of Primary School Development can be observed from the annual report. It appears that there are several targets/programs the realization of which does not meet the targets. From 2015 to 2017, the realization showed a decline in achievement. The decline in the targets and achievements of the Strategic Plan (*Renstra*) is also caused by changes in the regulation of Law No. 23 of 2014 concerning regional government, where the role of the central government is very limited, resulting in the lack of communication between the central and regional governments.

Bass and Avolio (1985) on Yukl (2017) defined transformational leadership as the condition where the followers feel trust, admiration, loyalty and respect for their leaders, and they are motivated to do more than initially expected. Leaders change and motivate followers by (1) making them more aware of the importance of the results of the assignment: (2) persuading them to prioritize the interests of their team or organization rather than their personal interests and (3) activating their higher needs.

Allen and Meyer (2001) on Busro (2018) suggested that commitment is a relative strength in individuals in identifying and involving themselves in an organization. The higher the commitment of the members, the stronger their emotional connection to organizational targets to be achieved and conversely, the lower the commitment of the members of an organization, the lower their emotional efforts in achieving the organizational targets.

According to Robbins and Judge 2008, stated that job satisfaction is a positive feeling about a job that is the result of an evaluation of several characteristics. Positive and negative feelings experienced by the employees cause a person to experience job satisfaction and dissatisfaction. 1) Job satisfaction is considered positive if the results obtained

are greater than expected. 2) Job satisfaction is considered negative when the results obtained are smaller than expected.

According Organ, et. al. (2000) defines OCB as individual behavior that is free (discretionary), which is not directly or explicitly admitted by the formal reward system, and as a whole, it encourages the effectiveness of organizational functions. Then Organ (2006), he stated that there are five dimensions of Organizational Citizenship Behavior, which are: conscientiousness (accuracy and prudence), altruism (behavior of helping others), civic virtue, sportsmanship, and courtesy (maintaining good relations).

Through field observations and preliminary surveys from 30 (thirty) employees, the researchers identify that there are 3 (three) variables that have a major influence on Organization Citizenship Behavior of the employees of the Directorate of

Primary School Development of the Ministry of Education and Culture, i.e. transformational leadership, organizational commitment, and job satisfaction. From the results of the pre survey, it was proven that the lack of role by a leader could motivate and exemplify employees, which resulted in lack of organizational commitment and job satisfaction in realizing organizational goals so that the targets were not achieved.

The writers take the object of research at the Directorate of Primary School Development of the Ministry of Education and Culture because the writers desire to understand whether transformational leadership, organizational commitment, job satisfaction and Organizational Citizenship Behavior (OCB) are in accordance with the theories above.

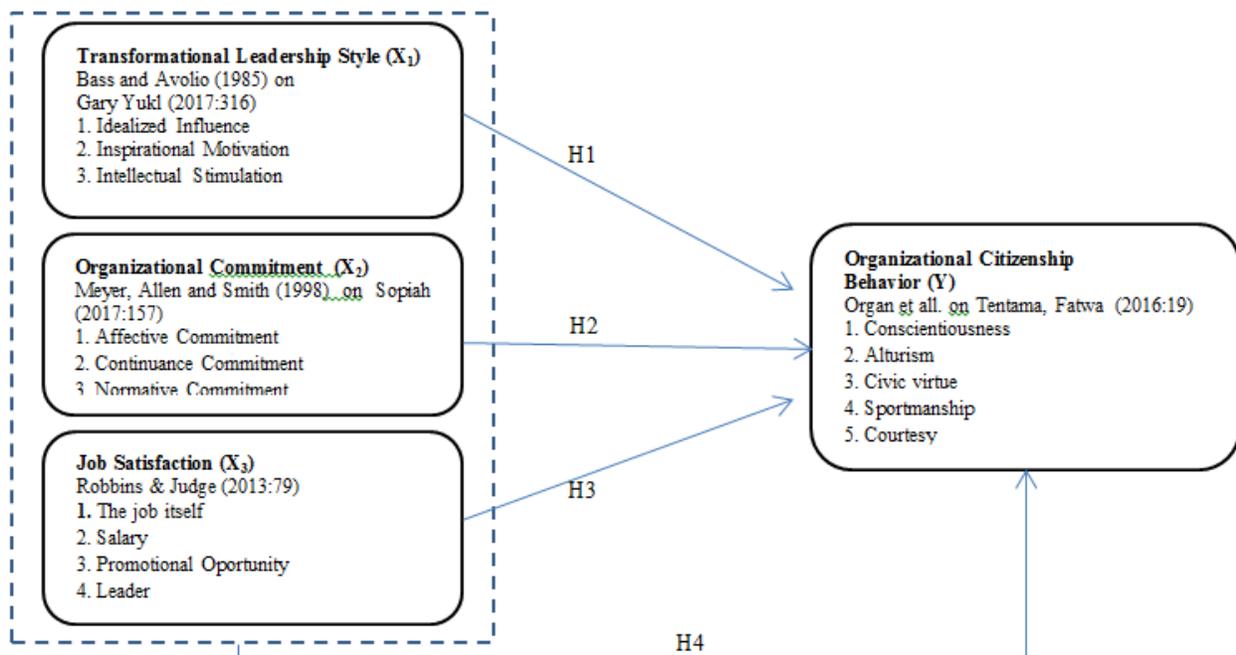


Fig. 1:- Theoretical Framework  
Source: Theoretical Reviews

The hypotheses proposed in this study are as follows:

- H1: Transformational Leadership has a direct effect on Organizational Citizenship Behavior (OCB).
- H2: Organizational Commitment has a direct effect on Organizational Citizenship Behavior (OCB).
- H3: Job Satisfaction has a direct effect on Organizational Citizenship Behavior (OCB).
- H4: Transformational Leadership, Organizational Commitment, and Job Satisfaction have a direct effect on Organizational Citizenship Behavior (OCB).

## II. METHODOLOGY

The method used in this study is a quantitative method with the type of causality. The population in this study were 155 employees of the Directorate of Primary School Development. For the sampling technique in this study, the writers use *probability sampling* with *simple random sampling*. The sample in this study amounted to 112 employees at the Directorate of Primary School Development, Ministry of Education and Culture.

**III. RESULTS**

**A. Characteristics of Respondents**

The respondents in this research are the employees of the Directorate of Primary School Development of the Ministry of Education and Culture. The questionnaires were distributed to 112 respondents with the following characteristics:

Characteristics		Respondents	Percentage (%)
Gender	Male	60	54
	Female	52	46
Age (years)	18 - 25 years	3	3
	> 25 - 33 years	7	6
	> 33 - 40 years	29	26
	> 41 - 49 years	38	34
	> 49 - 58 years	35	31
Last education	JHS	3	3
	SHS	26	23
	DIII	10	9
	DIV/S1	56	50
	S2	17	15
Years of service	< 2 years	4	4
	> 2-10 years	18	16
	> 10-20 years	53	47
	> 20 years	37	33

Tabel 1:- Characteristics of Respondents  
Source: Secondary Data

Based on the obtained questionnaire data, it could be identified that the highest percentage of respondents in this study are male employees by 60 respondents, the highest number of respondents are in the range between 41-49 years by 38 respondents with the most years of service in the range of 10- 20 years.

**B. Instrument Testing**

➤ *Validity Test*

The results of the validity test, it could be identified that the entire statement items have r count value > r table value and the significant value of the entire statement item < 0.05. Thus, it can be concluded that 13 (thirteen) question items on the transformational leadership variable (X<sub>1</sub>), 15 (fifteen) question items on the organizational commitment variable (X<sub>2</sub>), 12 (twelve) question items on the job satisfaction variable (X<sub>3</sub>), and 19 (nineteen) question items on OCB (Y) are valid.

➤ *Reliability Test*

The results of the reliability test, it can be observed that the reliability test results on each variable have a Cronbach's alpha value > 0.70, so it can be concluded that the variable X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and Y all are considered reliable.

No	Variable	Cronbach's Alpha	Limitation	Note
1	Transformational leadership	0.860	0.70	Reliable
2	Organizational Commitment	0.876	0.70	Reliable
3	Job satisfaction	0.769	0.70	Reliable
4	Organizational Citizenship Behavior (OCB)	0.843	0.70	Reliable

Table 2:- Reliability Test Results  
Source: Results of Data Processed by SPSS version 23

**C. Classic Assumption Test**

➤ *Normality Test*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		112
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.16772511
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.053
Kolmogorov-Smirnov Z		.728
Asymp. Sig. (2-tailed)		.664

Table 3:- Normality Test Results  
Source: Data Processing Results by SPSS version 23

Based on the results in table 3 above, it can be concluded that the residual data are normally distributed. This is indicated by the significance value of *asymp Sig. (2-tailed)*, which is 0.664 > 0.05, so it can be considered that through the Kolmogorov Smirnov test, the data has been normally distributed. According to the whole normality tests in this study, the results obtained are that the data is normally distributed and can be continued as a reference to the next test.

➤ *Multicollinearity Test*

Coefficients			
No	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	0.490	2.040
	Organizational Commitment	0.403	2.482
	Job satisfaction	0.388	2.574

Table 4:- Multicollinearity Test Results  
Source: Data Processing Results by SPSS version 23

Based on Table 4 above, it can be seen that the value of VIF (*Variance Inflation Factor*) is below 10 and the *tolerance*

value is greater than 0.10; hence, it can be concluded that the entire research variables have passed the multicollinearity test.

➤ *Heteroscedasticity Tes*

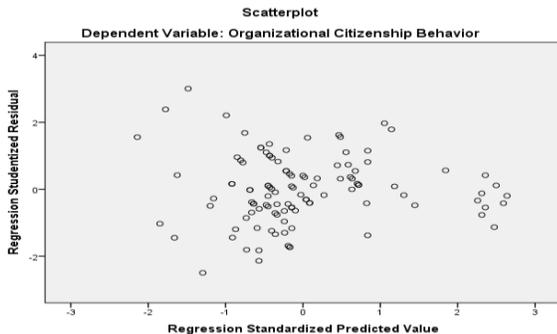


Fig. 2:- Heteroscedasticity Test Results  
Source: Data processed by SPSS 23

Based on Figure 2 above, it can be observed that the points are spread randomly, do not form a specific clear pattern, and are spread both above and below the axis of the number 0 (zero) on the Y axis in the scatter diagram

➤ *Partial Test (t Test)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.363	.179		2.023	.046
	Leadership Style	.214	.044	.286	4.896	.000
	Organizational Commitment	.128	.052	.160	2.488	.014
	Job satisfaction	.602	.071	.553	8.425	.000

Table 6:- Multiple Linear Regression Analysis  
Source: Data Processing Results by SPSS version 23

Based on the data in table 6 above, the following equation can be made:

$$Y=0.363+0.214X_1+0.128X_2+0.602X_3$$

From the regression equation formed above, the interpretation can be explained as follows:

- a) The constant value is 0.363, meaning that if Transformational Leadership ( $X_1$ ), Organizational Commitment ( $X_2$ ) and Job Satisfaction ( $X_3$ ) are constant, then *Organizational Citizenship Behaviors* (OCB) (Y) is 0.363.
- b) The regression coefficient of the Transformational Leadership variable ( $X_1$ ) is 0.214, which means that if the Transformational Leadership variable increases, the effect

(scatterplot diagram). This shows that there is no heteroscedasticity in the regression model. Consequently, the regression model is feasible to use.

D. *Hypothesis Test*

➤ *Analysis of the Determination ( $R^2$ ) Coefficient*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 <sup>a</sup>	.819	.814	.17004

Table 5:- Results of Determination ( $R^2$ ) Test  
Source: Data processed by SPSS version 23

The value of R Squared ( $R^2$ ) is 0.819 or 81.9%. This shows that the percentage of contribution of the effect of independent variables (transformational leadership, organizational commitment and job satisfaction) to the dependent variable of *organizational citizenship behavior* (Y) is 81.9% while the remaining 18.1% is explained by other variables outside the research model.

on *Organizational Citizenship Behaviors* (OCB) (Y) will increase by 0.214 with the assumption that the other independent variables are of fixed value.

- c) The regression coefficient of Organizational Commitment variable ( $X_2$ ) is 0.128, which means that if the organizational commitment increases, the effect on *Organizational Citizenship Behaviors* (OCB) (Y) will increase by 0.128 with the assumption that the other independent variables are of fixed value.
- d) The regression coefficient of Job Satisfaction variable ( $X_3$ ) is 0.602, which means that if the job satisfaction increases, the impact on *Organizational Citizenship Behaviors* (OCB) (Y) will increase by 0.602 with the assumption that the other variables are of fixed value.

➤ *Simultaneous Test (F Statistical Test)*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.144	3	4.715	163.064	.000 <sup>b</sup>
	Residual	3.123	108	.029		
	Total	17.267	111			

Table 7:- F Regression Test Results  
Source: Data Processing Results by SPSS Version 23 (2019)

Based on table 7 above, it shows that the  $F_{count}$  value is 163.064 with the sig. value of 0.000 while the value of F table is 2.688. Because  $F_{count}$  is greater than  $F_{table}$  ( $163.064 > 2.688$ ) and the sig value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted; thus, it can be concluded that together, transformational leadership ( $X_1$ ), Organizational Commitment ( $X_2$ ) and job satisfaction ( $X_3$ ) variables have significant effect on *organizational citizenship behaviors* (Y).

❖ *Hypothesis 1 Testing*

➤ *The Effect of Transformational Leadership on Organizational Citizenship Behaviors (OCB)*

The partial effect of Transformational leadership variable on *Organizational Citizenship Behaviors* (OCB) of the employees shows that the *significance* value is 0.000. Because the *sig.* value is below 0.05, it can be said that the transformational leadership variable has a significant effect on *Organizational Citizenship Behaviors* (OCB) of the employees.

Testing by utilizing t test showed that  $t_{count}$  is to 4.896 and  $t_{table}$  is equal to 1.982. Since  $t_{count}$  is greater than  $t_{table}$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted; thus, the transformational leadership variable has a significant effect on *Organizational Citizenship Behaviors* (OCB) of the employees at the Directorate of Primary School Development, Ministry of Education and Culture.

This is in harmony with the previous research in Darto, et. al. (2015). The results of the study indicate that transformational leadership has a significant effect on *Organizational Citizenship Behaviors* (OCB) of the employees at the Regional Office of the National Institute of Public Administration (NIPA) of Indonesia.

❖ *Hypothesis 2 Testing*

➤ *Effect of Organizational Commitment on Organizational Citizenship Behaviors (OCB)*

The partial effect of organizational commitment variable on the *Organizational Citizenship Behaviors* (OCB) of the employees listed in Table 6 shows that the *significance* value is 0.014. As the *sig.* value is below 0.05, it can be said that the organizational commitment variable significantly affects *Organizational Citizenship Behaviors* (OCB). Testing by utilizing t test showed that  $t_{count}$  is 2.488 and  $t_{table}$  is 1.982.

Since the  $t_{count}$  value is greater than  $t_{table}$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted; thus, the organizational commitment variable has a significant effect on *Organizational Citizenship Behaviors* (OCB) of the employees at the Directorate of Primary School Development of the Ministry of Education and Culture.

The results of this study are in line with previous studies in Bakan, et.al. (2013). The results showed that there was a significant correlation between organizational commitment and organizational commitment citizenship Behavior (OCB) for female employees in textile factories.

❖ *Hypothesis 3 Testing*

➤ *Effect of Job Satisfaction on Organizational Citizenship Behaviors (OCB)*

The partial effect of job satisfaction variable on *Organizational Citizenship Behaviors* (OCB) of the employees listed in Table 6 shows that the *significance* value is 0.014. Because the *sig.* value is below 0.05, it can be said that the job satisfaction variable has a significant effect on *Organizational Citizenship Behaviors* (OCB). Testing by utilizing t test showed that  $t_{count}$  was 8.425 and  $t_{table}$  was 1.982. Because the value of  $t_{count}$  is greater than  $t_{table}$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted; hence, job satisfaction variable has a significant effect on *Organizational Citizenship Behaviors* (OCB) of the employees at the Directorate of Primary School Development of the Ministry of Education and Culture.

The results of this study are in line with the previous research in Barusman and Fauzi (2014) which stated that job satisfaction has direct effect on OCB. These results indicate that if job satisfaction is high, it will be followed by high OCB.

❖ *Hypothesis 4 Testing*

➤ *The Effect of Transformational Leadership, Organizational Commitment, and Job Satisfaction on Organization Citizenship Behavior (OCB)*

Based on multiple linear regression tests, it is known that the simultaneous test shows that there is a joint effect of transformational leadership, organizational commitment and job satisfaction on *Organizational Citizenship Behavior*

(OCB), that the better the transformational leadership, organizational commitment and job satisfaction, the greater the effect on employee OCB. In F test, the value of  $F_{count}$  is  $163.064 > 2.688$  or  $F_{count}$  is greater than the value of the  $f_{table}$  and the significance value is 0.000 or less than 0.05, so  $H_0$  is rejected and  $H_a$  is accepted. Hence, it can be stated that transformational leadership, organizational commitment, and satisfaction work have simultaneous effects on *Organization Citizenship Behavior* (OCB).

The results of this study prove that transformational leadership, organizational commitment and job satisfaction have simultaneous effects on *Organization Citizenship Behavior* (OCB). The findings of this study are supported by the results of research by Subawa, and Suwandana (2017) that transformational leadership, organizational commitment and job satisfaction have simultaneous effects to improve OCB of the employees.

#### IV. CONCLUSION

Based on the analysis and discussion of this study, the conclusions come as follows:

- 1) Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) of the employees at the Directorate of Primary School Development, Ministry of Education and Culture.
- 2) Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) of the employees at the Directorate of Primary School Development, Ministry of Education and Culture.
- 3) Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) of the employees at the Directorate of Primary School Development, Ministry of Education and Culture.
- 4) Transformational leadership, organizational commitment, job satisfaction together have a positive and significant effect on Organizational Citizenship Behavior (OCB) of the employees at the Directorate of Primary School Development, Ministry of Education and Culture.

#### REFERENCES

- [1]. Bakan, Ismail, Tuba Buyukbese, Bucu Ersahan dan Ilker Kefe. (2013).” *The Effect of Organizational Commitment on Women Employees’ Organizational Citizenship Behavior*”. *Indian journal of applied research*. Volume : 3. Hal. 202-204.
- [2]. Barusman, Andala Rama Putra dan Dr. Fauzi Mihdar. (2014). “*The Effect of Job Satisfaction and Organizational Justice on Organizational Citizenship Behavior with organization commitment as the moderator*”. *International Journal of Humanities and Social Science Vol. 4, No. 9*.hal,118-128.
- [3]. Busro, Muhammad. (2018) Teori-teori manajemen Sumber Daya Manusia. Prenadamedia group. Jakarta.
- [4]. Darto, Mariman, Djoko Setyadi , Sukisno S. dan Riadi Sugeng Hariyadi. (2015).” *The Effect of Transformational Leadership, Religiosity, Job Satisfaction, and Organizational Culture on Organizational Citizenship Behavior and Employee Performance in the Regional Offices of National Institute of Public Administration, Republic of Indonesia*”. *European Journal of Business and Management Vol.7, No.23*.hal. 205-219.
- [5]. Organ, DW., Podsakoff, P.M. and MacKenzie, S.B. (2000). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, Sage, Thousand Oaks, CA.
- [6]. Organ, Dennis w. et al.(2006). *Organizational Citizenship Behavior. Its Nature, Antecedents, and Consequences*. Sage Publication, Inc. California.
- [7]. Robbins, Stephen dan Judge Timoti A. (2008). *Perilaku Organisasi*, Edisi Duabelas. Jakarta: Salemba Empat
- [8]. Robbins, Stephen dan Judge Timoti A. (2013). *Organisasion Behaviour Edition 15 New Jersey*, Pearson Education.
- [9]. Sopiah. (2018). Manajemen Sumber Daya Manusia. PT. Ghalia Indonesia, Jakarta.
- [10]. Tentama, Fatwa. (2016). “Beberapa factor yang berpengaruh terhadap Organizational Citizenship Behaviour” Desertasi. Program Doktor Psikologi Universitas Persada Indonesia YAI, Jakarta.
- [11]. Subawa, I Made Bagus Arya dan I Gusti Made Suwandana. (2017).” Pengaruh Kepemimpinan Transformasional Kepuasan kerja dan komitmen organizational citizenship Behavior”. *E-Jurnal Manajemen Unud, Vol. 6, No. 9, 2017: 4772-4799* ISSN : 2302-8912.
- [12]. Yukl, Gary. (2017). *Kepemimpinan dalam Organisasi*. Penerbit PT Indeks. Jakarta Barat.