

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, COMPETENCE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract

The reason of this study was to determine the effect of transformational leadership style, competence and job satisfaction both simultaneously or partially on organizational citizenship behavior case studies on lecturers on the Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta faculty of Economics. The sample in this take a look at have been all 36 lecturers. The assessments performed on this study used validity, reliability, classical assumptions, multiple regression, T test and F check using the SPSS 25.0 software application. The results confirmed that transformational leadership style, competence and activity satisfaction either partially or simultaneously have a effective and significant impact on organizational citizenship behavior.

Keywords: Transformational Leadership style, competence, job satisfaction, OCB

INTRODUCTION

The COVID-19 virus pandemic that entered Indonesia in early 2020 is now expanding and paralyzing many sectors such as the economic sector, the tourism sector to the education sector. The outbreak of this virus in Indonesia is quite worrying for various groups, including teaching staff such as teachers and lecturers. Where previously, all activities were carried out face-to-face but now since the covid-19 pandemic entered Indonesia, several organizations (agencies or companies) implemented *work from home* (work from home). Likewise with teaching and learning activities which were initially carried out face-to-face but now, the teaching and learning system is carried out virtually (online) using various applications that are already available. Students are required to carry out

teaching and learning activities from home to prevent the spread of the COVID-19 virus. In order to achieve the objectives of teaching and learning activities from home properly and smoothly, competent teaching staff are needed. Online learning that started in March 2020 requires students to be independent and active, especially *updates* in accessing various information related to learning such as providing materials and assignments.

Nusantara Sangatta College of Economics or better known as STIE Nusantara Sangatta is one of the private universities located in Sangatta City, East Kutai Regency and has 36 lecturers. Since the covid-19 pandemic and the government launched a *study from home* (learning from home), STIE Nusantara Sangatta has been doing this since March 2020 to prevent the spread of the covid-19 virus. Until now, the lecturers and students of STIE Nusantara Sangatta still carry out the online learning system. With the implementation of online learning, STIE Nusantara Sangatta students are required to always be active in *updating* various information that has been provided by the university. In fact, not only the teaching and learning process is carried out online at STIE Nusantara Sangatta, but starting from the thesis consultation process for final year students to the final thesis exam, it must also be done online.

In order to achieve the goals aspired by an institution, competent and professional teaching staff are needed as well as supporting facilities so that this online learning process can run well and smoothly. Many problems occur when the online learning process is carried out such as the *first example* , network constraints or signals that are often disconnected during the teaching and learning process so that students cannot receive the material properly, *secondly* , not all students have computers, books or other references. *Third*, the lack of ability or skills of lecturers and students in using applications that are used to support the learning process. However, not all lecturers can quickly understand the features in the applications used.

So it takes the role of a leader who can provide solutions or directions so that the desired organizational goals are achieved. But not only the role of leaders, it takes good cooperation between leaders and employees so that organizational goals are realized. It is hoped that there will be good cooperation between young lecturers and senior lecturers in understanding each online learning process. Where young lecturers can provide information on how the stages that must be passed in the online learning process to procedures for using applications that support the learning process. When the facilities provided are adequate and the lecturers in the college have a competent and professional spirit, it will create job satisfaction. A person feels satisfied when he has carried out his duties and work well and in accordance with his expectations.

Based on the description of the problem above, the researcher is interested in conducting research on the influence of leadership style, competence and job satisfaction on *organizational citizenship behavior* (a case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).

REVIEW OF LITERATURE

1. Leadership

Leadership according to Luthans (2005) is a *deal white the way leader influence follower* . Leadership is concerned with the ways in which a leader influences his subordinates. According to Suwatno *et al* (2016) leadership is an action taken by a person to coordinate, direct and influence others in choosing and achieving the goals that have been set. Transformational leadership is an agent of change, whose main task is as a catalyst for change, not as a change controller. Transformational leaders have a clear vision, have a holistic picture of how the organization will be in the future when all its goals and objectives have been achieved (Covey , Peters in Suwatno et al , 2016). Meanwhile, according to Yukl in Priyanto (2013) defines that transformational leadership is the influence of leaders or superiors on subordinates, where subordinates feel trust, pride, loyalty and respect for superiors and they are motivated to do more than what is targeted or expected. Transformational leadership is the influence of leaders or superiors on subordinates, where subordinates feel trust, pride, loyalty and respect for superiors and they are motivated to do more than what is targeted or expected (Satriani, Tjahjono, & Aini, 2012).

2. Competence

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2003). 2007). Competence is the basic foundation of people's characteristics and indicates ways of behaving or thinking, equating situations, and being supportive for a long period of time (Spencer and Spencer in Wibowo, 2007). Boulter, Dalziel and Hill (2003) argue that competence is a basic characteristic of a person that enables him to provide superior performance in certain jobs, roles or situations such as skills, knowledge and social roles. Competence based on this explanation is a basic characteristic of a person that indicates how to think, behave and act and draw conclusions that can be carried out and maintained by a person at a certain time. From these basic characteristics, it appears that the purpose of determining the level of competence or competency standards is to determine the expected level of performance and categorize the level as high or below average.

3. Job Satisfaction

Job satisfaction is a positive attitude towards work in a person. Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Usually people will feel satisfied with the work that has been or is being carried out, if what is done is considered to have met expectations, in accordance with the purpose of work. Job satisfaction according to Robbins in Wibowo (2007) is a general attitude towards a person's work, which shows the difference between the amount they believe they should receive. Job satisfaction is a theory or practical concept that is very important, because it is the impact or result of the effectiveness of *performance*

and success in work. Low job satisfaction in the organization is a series of decreased task performance, increased absenteeism, and decreased organizational morale.

4. *Organizational Citizenship Behavior (OCB)*

Understanding *organizational citizenship behavior* (OCB) is individual behavior that is free (*discretionary*) which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions (Organ et al, 2006). Behavior that is demanded by organizations today is not only in-role behavior *but also extra-role behavior*. This behavior is also known as *organizational citizen behavior* . People who display OCB behavior are called good *employees* . Behavioral traits that include OCB are helping co-workers, volunteering to do extra activities at work, avoiding conflicts with coworkers, protecting organizational property, respecting the rules that apply in the organization, tolerance for situations that are less than ideal/unpleasant at work, giving advice. - constructive suggestions at work, and not wasting time at work (Robbins & Judge, 2009).

Hypothesis

The framework of thought used in this research is as follows:

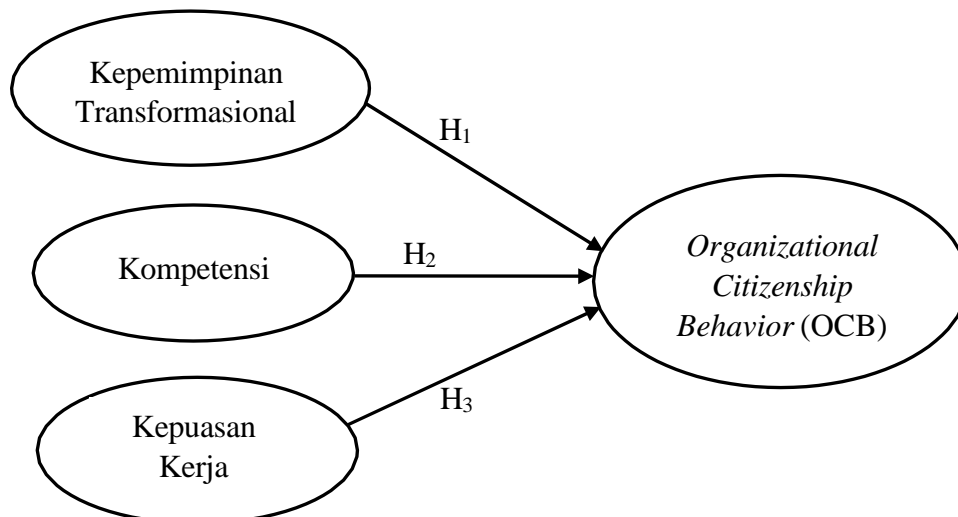


Figure 1 Framework

The following are the hypotheses contained in this study, namely as follows:

1. Transformational leadership style affects *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta)

2. Competence has an effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta)
3. Job satisfaction has an effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).
4. Transformational leadership style, competence and job satisfaction simultaneously affect *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).

METHOD

This study uses a quantitative approach, namely research that emphasizes the analysis on numerical numbers that are processed using statistical methods. This research was conducted at Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta with 36 lecturers. The sampling method used a saturated sample, which is a sampling technique if all populations are sampled.

RESULTS AND DISCUSSION

Validity and reliability tests were conducted to test whether the distributed questionnaires were worthy of being used as research instruments. This is done so that the data obtained is valid or reliable. A valid instrument means that the instrument can be used to measure what is being measured. The validity test used is internal validity. To test the validity of each instrument item is to correlate the scores of each item with the total score of the entire instrument .

The item is said to be valid, if and vice versa. To determine the validity of the instrument in this study, the SPSS 25.0 *for Windows program was used* . The reliability test used is internal reliability, which is analyzing data from one test result. The technique used, among others, is the *split-half-method* . The instrument is said to be valid if the correlation value (r) is greater than 0.3. While a reliable instrument means an instrument which, when used several times to measure the same object, will still produce the same data. *The instrument is said to be reliable if the cronbach alpha is greater than 0.6* (Sugiyono, 2018).

Table 1 Test Results of the Validity of Transformational Leadership Style

No	Nilai Validitas	Explanation
1	.689 **	Select
2	.935 **	Select
3	.935 **	Select
4	.895 *	Select
5	.723 **	Select
6	.723 **	Select
7	.764**	Select
8	.582**	Select
9	.806**	Valid
10	.935**	Valid
11	.895**	Valid
12	.806**	Valid

13	,935**	Valid
14	,895**	Valid
15	,723**	Valid
16	,647**	Valid

Sumber : Data Primer yang Diolah (2022)

Based on the results of the instrument validity test of the transformational leadership style variable, it shows that all instruments are valid, so it can be concluded that the 16 question items are valid because they have a *corrected item total correlation* value above 0.3291 and are suitable for research use.

Table 2 Competency Validity Test Results

No	Validity Value	Information
1	,919**	Valid
2	,813**	Valid
3	,937**	Valid
4	,912**	Valid
5	,738**	Valid
6	,699**	Valid

Source: Processed Primary Data (2022)

Based on the results of the validity test of the competency variable instrument, it shows that all instruments are valid, so it can be concluded that the 6 question items are valid because they have a *corrected item total correlation* value above 0.3291 and are suitable for research use.

Table 3 Results of Job Satisfaction Validity Test

No	Validity Value	Information
1	,588**	Valid
2	,585**	Valid
3	,636**	Valid
4	,715**	Valid
5	,608**	Valid
6	,636**	Valid
7	,683**	Valid
8	,345*	Valid
9	,411*	Valid
10	,411*	Valid
11	,502**	Valid
12	,589**	Valid
13	,620**	Valid

Sumber : Data Primer yang Diolah (2022)

Based on the results of the validity test of the competency variable instrument, it shows that all instruments are valid, so it can be concluded that the

13 question items are valid because they have a *corrected item total correlation* value above 0.3291 and are suitable for research use.

Organizational Citizenship Behavior Validity Test Results

No	Validity Value	Information
1	,429**	Valid
2	,853**	Valid
3	,580**	Valid
4	,797**	Valid
5	,817**	Valid
6	,648**	Valid
7	,691**	Valid
8	,783**	Valid
9	,805**	Valid
10	,763**	Valid
11	,860**	Valid
12	,859**	Valid
13	,760**	Valid
14	,435**	

Sumber : Data Primer yang Diolah (2022)

Based on the results of the validity test of the competency variable instrument, it shows that all instruments are valid, so it can be concluded that the 14 question items are valid because they have a *corrected item total correlation* value above 0.3291 and are suitable for research use.

Table 5 Reliability Test Results

No	Question Code	Cronbach's Alpha	Information
1	Transformational Leadership Style	,961	Reliable
2	Competence	,905	Reliable
3	Job satisfaction	,824	Reliable
4	Organizational Citizenship Behavior	,927	

Source: Processed Primary Data (2022)

From table 5 above, the results of the reliability test on the variables of transformational leadership style, competence, job satisfaction and *organizational citizenship behavior* show that all items are reliable because they have *Cronbach's alpha* (α) value above 0.60. Where for the transformational leadership style variable *Cronbach's alpha* of .961, competence with *Cronbach's alpha* of .905, job satisfaction of *Cronbach's alpha* of .824, and *organizational citizenship behavior* with *Cronbach's alpha* value of .927 so that it can be said that all these variables are reliable because they have a value. r standard above of 0.60.

Table 6 Correlation Coefficient and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,770	.593	,554	1.10597	1,942

Source: Processed Primary Data (2022)

Based on the results, it can be obtained that the correlation coefficient (R) is 0.770 or 77.0%, this value is included in a "strong" relationship because it is in the correlation interval above 0.61 - 0.80. This means that there is a strong relationship between the variables of transformational leadership style, competence, job satisfaction on *organizational citizenship behavior*. Furthermore, the coefficient of determination (R^2) of 0.593 means that 59.3% of the variation by *organizational citizenship behavior* variables can be explained by the variables of leadership style, competence, and job satisfaction while the remaining 40.7% is explained by other variables not included in this study.

Table 7 Multiple Regression Test and Hypothesis Testing

Model		Coefficients ^a			t	Sig
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2,601	5,668		3,988	,000
	Transformational leadership (X ₁)	,875	,371	1,459	2,355	,005
	Competence (X ₂)	,735	,934	1,712	2,150	,001
	Job satisfaction (X ₃)	,298	,642	,528	1,765	,000

Source: Processed Primary Data (2022)

Based on table 7, namely the results of regression data using the SPSS 25.0 program, the regression equation is:

$$Y = 2.601 + 0.875X_1 + 0.735X_2 + 0.298X_3$$

constant is 2.601, meaning that if the transformational leadership style (X₁), competence (X₂) and job satisfaction (X₃) the value is 0, then *organizational citizenship behavior* (Y) its value is 2.601. Transformational leadership style coefficient (X₁) of 0.875, meaning that if the other independent variables are fixed and the transformational leadership style (X₁) has increased by 1, then *organizational citizenship behavior* (Y) will have increased by 0.875. The coefficient

of the transformational leadership style variable is positive and the probability value of significance is $0.005 < 0.05$, which means that the transformational leadership style variable has a positive and significant effect on performance, where the higher the value of the transformational leadership style, the more *organizational citizenship behavior will be*.

The coefficient of competence (X2) is 0.735, meaning that if the other independent variables are of fixed value and competence (X2) has increased by 1, then *organizational citizenship behavior* (Y) will increase by 0.735. The coefficient of competence is positive and the probability value of significance is $0.001 < 0.05$ which means that the competency variable has a positive and significant effect on *organizational citizenship behavior*, where the higher the competency value, the higher the *organizational citizenship behavior*. The coefficient of job satisfaction (X3) is 0.298, meaning that if the other independent variables have a fixed value and job satisfaction (X3) has increased by 1, then *organizational citizenship behavior* (Y) will increase by 0.298. The coefficient of job satisfaction is positive and the probability value of significance is $0.000 < 0.05$ which means that the variable of job satisfaction has a positive and significant effect on *organizational citizenship behavior*, where the higher the value of job satisfaction, the higher the *organizational citizenship behavior*.

From the results of the regression coefficients, the t -count for the transformational leadership style is 2.355 and the t -table is 1.688 and has a probability of $0.005 < 0.05$. Because the t arithmetic value is greater than t table and has a probability value smaller than the standard value, it can be said that transformational leadership style has a positive and significant influence on *organizational citizenship behavior*. From the calculation results above, it means that hypothesis 1 is accepted. From the results of the regression coefficients, it is obtained that the t count for competence is 2.150 and the t table is 1.688 and has a probability of $0.001 < 0.05$. Because the t arithmetic value is greater than t table and has a probability value smaller than the standard value, it can be said that competence has a positive and significant influence on *organizational citizenship behavior*. From the calculation results above, it means that hypothesis 2 is accepted. From the results of the regression coefficients, it is obtained that t count for job satisfaction is 1.765 and t table is 1.688 and has a probability of $0.000 < 0.05$. Because the t arithmetic value is greater than t table and has a probability value smaller than the standard value, it can be said that job satisfaction has a positive and significant effect on *organizational citizenship behavior*. From the calculation results above, it means that hypothesis 3 is accepted.

To prove that the transformational leadership style, competence and job satisfaction have a simultaneous or simultaneous influence on performance, it can be done with the F test. In the ANOVA, the calculated F value ($15.511 > 2.68$) and other than that it has a probability value $< \alpha$ ($0.000 < 0.05$), it can be said that the regression model can be used to predict *organizational citizenship behavior*. This means that the higher the transformational leadership style, competence and job satisfaction, the simultaneous impact on *organizational citizenship behavior*, on the contrary, the transformational leadership style, competence and job

satisfaction will cause a decrease in *organizational citizenship behavior* . From the results above, it means that hypothesis 3 is accepted.

CONCLUSION

Research conducted at the Nusantara Sangatta School of Economics with the aim of knowing transformational leadership style, competence and job satisfaction on *organizational citizenship behavior* , has several conclusions, namely as follows:

1. Transformational leadership style has a positive and significant effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).
2. Competence has a positive and significant effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).
3. Job satisfaction has a positive and significant effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).
4. Transformational leadership style, competence and job satisfaction simultaneously have a positive and significant effect on *organizational citizenship behavior* (A case study on a lecturer Sekolah Tinggi Ilmu Ekonomi Nusantara Sangatta).

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