

**THE INFLUENCES OF TRANSFORMATIONAL LEADERSHIP,
ORGANIZATIOANL CULTURE, AND TEAMWORK ON THE IMPROVEMENT
OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

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ABSTRACT

The improvement in Organizational Citizenship Behaviour (OCB) is an alternative to improve the quality of teachers as human capital in their organization. Preliminary research done to civil servant high school teachers in Bogor showed 25% of the teachers had non-optimal OCB. In this correlational research, data were quantitatively and descriptively analysed. Samples were 210 civil servant teachers in state-owned high schools in Bogor out of 425 teachers. The results indicated is a positive and significant relationship between Transformational Leadership and OCB. A positive and significant relationship was also found between Organizational Culture and OCB. There is also a positive and significant relationship between Teamwork and OCB. Finally, Transformational Leadership, Organizational Culture and Teamwork also had positive and significant simultaneous relationship on Citizenship Behaviour (OCB).

Keywords : OCB, Transformational Leadership and Organizational Culture

INTRODUCTION

1.1 Background

Teacher behaviour includes in-role (task dependent behaviour) and extra-role (individual behaviour beyond the minimum standard behaviour). Workers' act of performing additional tasks outside the predetermined in job descriptions is referred to as organizational citizenship behaviour (OCB). Organizational Citizenship Behaviour (OCB) increases the effectiveness of the organization yet it is not workers' formal responsibility.

OCB in teachers appear in several acts such as providing help for co-workers, backing up the tasks of co-workers on leave, helping colleagues with overload duties, assisting other people in doing assignments, being punctual regardless of the season or traffic, assisting the on-boarding process of new hires without being asked, not spending time on conversations irrelevant to the work, being considerate and less complaining, refraining from complaining and paying attention to important meetings.

This study was generally carried out to improve the Organizational Citizenship Behaviour (OCB) of civil servant teachers at State High Schools (SMAN) in Bogor City through transformational leadership, organizational culture and teamwork by identifying,

analysing, and developing the strengths of the relationship/influence among these variables.

The results of the preliminary survey involving 30 civil servant teachers at State High Schools (SMAN) in the city of Bogor on November 8 – November 11, 2021, there were 25% of teachers who showed weak OCB at work. Meanwhile, 75% of them had good OCB. Therefore, improvement in the OCB of teachers should be encouraged.

The aforementioned issue has intrigued the researchers to carry out this research entitled "The Influences of Transformational Leadership, Organizational Culture and Teamwork on the Improvement of Organizational Citizenship Behaviour (OCB) among Civil Servant Teachers (PNS) at State High Schools (SMAN) Bogor City".

1.2 Research Objectives and Significance

In general, this study was performed to improve the Organizational Citizenship Behaviour (OCB) of civil servant teachers at State High Schools (SMAN) through transformational leadership, organizational culture and teamwork by identifying, analysing, and developing the strengths of the relationship/influence among these variables.

1.3 Theoretical Review

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) is one's personality that is manifested in the eagerness to help and attentive to others, having a sense of caring, being able to work together and being serious at work. (Luthans, 2011)

Organizational Citizenship Behaviour (OCB) is also manifested in the forms of cooperation and mutual help for colleagues to support the social and psychological aspects of the organization. (Ariyani, 2017). Montani (2018) defined it as employees' activities at performing voluntarily work without receiving rewards. This behaviour contributes to the improvement of organizational effectiveness and quality.

There are five dimensions of Organizational Citizenship Behaviour (OCB) (Luthans, 2011): 1) Altruism 2) Conscientiousness 3) Civic virtue 4) Sportsmanship 5) Courtesy.

Transformational Leadership

James and Burns (2016) views transformational leadership as a process where leaders and followers help each other to improve the positive organizational values and motivation at work. According to (Gunawan, 2016), transformational leadership can navigate an organization through clear vision and employee empowerment to achieve the mutual visions. There are four indicators of transformational leadership: 1) Charismatic, 2) inspiring, 3), caring for the environment 4), attentive to members' needs for career development and 5) Giving appreciation to members.

Transformational leadership also refers to behaviour that provides idealized influence and inspirational motivation and improves employees' pride to go beyond self-interest for the good of the organization. There are three dimensions of transformational leadership: 1) Ideal influence/inspirational motivation, 2) Intellectual stimulation and 3) Individual consideration. (Ryanta: 2016)

Organizational Culture

Culture is an integrated part of human behaviour consisting of thoughts, language, actions and other cultural products. Organizational culture affects how an organization operates to reach certain goals. Organizational culture is a shared state among members which distinguishes one organization from others. Organizational culture includes the description of employees' general (Robbins & Judge, 2017). Organizational culture also refers to the values and norms that are mutually agreed upon and adhered to by members of an organization as the guidelines in performing their jobs to achieve the organizational goals (Jalismen, 2007).

Sanhaji et al., (2016) proposed six dimensions of organizational culture: 1) Norms and behaviour 2) Innovation and risk taking, 3) Result-oriented, 4) Team orientation 5) Aggressiveness and 6) Stability.

Teamwork

Teamwork contributes to the achievement of organizational goals through which individuals can feel motivated. Purba (2013) mentioned Teamwork includes the cooperation among organizational members, elements of trust, honesty, mutual trust, support, and responsibility in carrying out tasks to achieve the common goals.

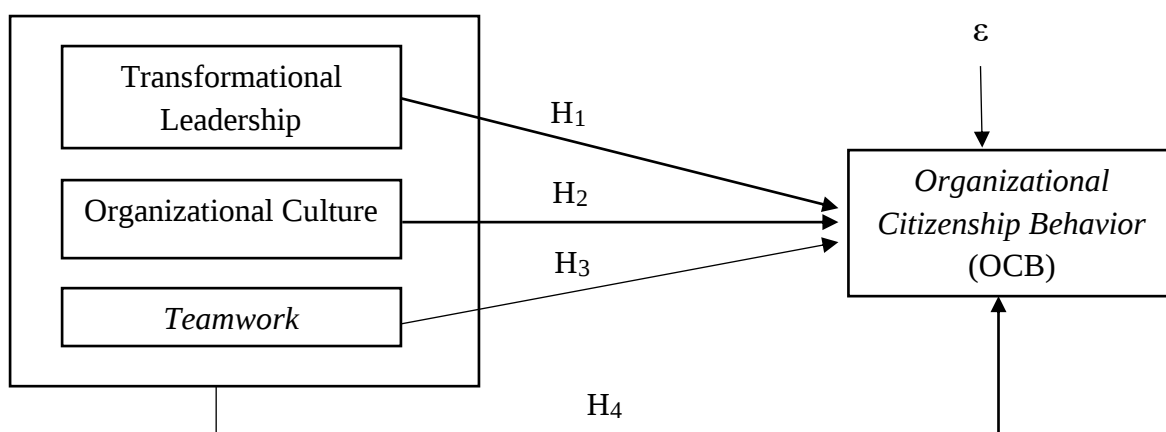
Meanwhile, according to (Kayode, 2017), teamwork is a group whose individual efforts produce higher performance than the number of individual inputs. Teamwork

generates positive synergies through good coordination. This means that the performance achieved by a team is better than the performance of individuals in an organization. Likewise, Greenberg and Baron (2008) defined it as individuals who work in groups to achieve common goals and use organizational resources effectively. The indicators of teamwork are: 1) common goals, 2) team communication, 3) active participation of members, 4) group cohesion and 5) constructive conflict management

METHOD

This quantitative correlational research was performed using a descriptive approach. The results of the correlation test showed (r) value ranging from 1 to -1, where value closer to 1 or -1 indicates strong correlation, while value closer to 0 means that the relationship between the two variables are weaker. Positive value indicates a unidirectional relationship (X increases then Y increases) and a negative value indicates an inverse value (X increases then Y decreases). It can be said that each correlation value has three meanings regarding to the presence of the correlation, the direction of the correlation and the magnitude of the correlation there is a correlation, the direction of the correlation and the magnitude of the correlation.

The total population in this study were 425 Civil Servant Teachers (PNS) at high schools in Bogor City State High Schools from which 210 respondents were selected. The research model is presented in the following figure.



RESULTS AND DISCUSSIONS

3.1 Results

Four hypotheses were proposed in their research.. The hypotheses are tentative assumptions about the relationship between transformational leadership (X1) organizational culture (X2) and teamwork (X3) either individually or collaboratively with Organizational Citizenship Behaviour (OCB) (Y). The first to third hypothesis were tested in simple correlation analysis, while the fourth hypothesis was tested using a multiple correlation analysis which results presented as follows.

Overview of the Results of Correlational Significance Test

No	Relationship	Correlation Coefficient	Correlational Significance		Conclusion
			t _{count}	t _{table} 0.05	
1	Y-X ₁	r _{y1} = 0.552	2,214	1,980	There is a positive correlation between transformational leadership and OCB
2	Y-X ₂	r _{y2} = 0.668	5,710	1,980	There is a positive correlation between organizational culture and OCB
3	Y-X ₃	r _{y3} = 0.537	3,519	1,980	There is a positive correlation between teamwork and OCB
4	Y-X ₁ X ₂ , X ₃ ,	r _{y12} = 0.820	13,124	1,980	There is a positive correlation between teamwork, visionary leadership, self-efficacy and OCB

It can be inferred from the Table that :

1. The correlation coefficient between Transformational Leadership and Teachers' Organizational Citizenship Behaviour (OCB) is 0.552 ($\rho > 0.01$) confirming the presence of a positive influence between Transformational Leadership and Teachers' Organizational Citizenship Behaviour (OCB).
2. The correlation coefficient between organizational culture and teachers' organizational citizenship behaviour (OCB) is 0.668 ($\rho > 0.01$). The value indicates that organizational culture strongly and positively affects teachers' Organizational Citizenship Behaviour (OCB).
3. Teamwork and the teacher's Organizational Citizenship Behaviour (OCB) showed a correlation value of 0.537 ($\rho > 0.01$). Thus, there is a positive relationship between

teamwork and the teacher's Organizational Citizenship Behaviour (OCB) with a moderate correlation strength.

4. The correlation coefficient of the relationship between teamwork, visionary leadership and self-efficacy with the teacher's Organizational Citizenship Behaviour (OCB) (r_{123}) is 0.701 ($p > 0.01$). Thus, this study confirms the presence of strong positive influences of transformational leadership, organizational culture and teamwork and teacher's Organizational Citizenship Behaviour (OCB).

The categorization of the correlation coefficient as proposed by (Sugiyono, 2016) is explained as follows.

0.00 – 0.199 = Very weak correlation

0.20 – 0.399 = Weak correlation

0.40 – 0.599 = Moderate correlation

0.60 – 0.799 = Strong correlation

0.80 – 1,000 = Very strong correlation

3.2 Discussions

The Influence of Transformational Leadership and Organizational Citizenship Behaviour (OCB)

The results showed a positive relationship between transformational leadership and Organizational Citizenship Behaviour (OCB). Northouse (2013: 176) stated that transformational leadership motivates organization members to do more than the expected as follows: (a) improving their awareness about the importance and value of the common goals, (b) asking members to prioritize the interests of the team above personal interests, and (c) empowering the members to higher-level.

The strength of the relationship between transformational leadership (X_2) and Organizational Citizenship Behaviour (OCB) (Y) is shown by the coefficient (r_{2y2}) = 0.552, indicating a moderate relationship. The coefficient of determination between Organizational Citizenship Behaviour (OCB) and transformational leadership quality (X_2) is (r_{y22}) = 0.223, showing that 22.3% of Organizational Citizenship Behaviour (OCB) is affected by the transformational leadership, while 77.7% of it is influenced by other factors.

Similarly, Rudi Gunawan (2016: 60–66) in a research entitled The Effect of Transformational Leadership on Organizational Citizenship Behaviour (OCB) at PT. First

Marchinery Tradeco Surabaya Branch showed an R value of = 0.949, indicating a strong positive relationship.

The Influence of Organizational Culture on Organizational Citizenship Behaviour (OCB)

Organizational culture and Organizational Citizenship Behaviour (OCB) showed a positive correlation. Jones (2001: 130) mentioned that organizational culture could increase the organizational effectiveness as it controls how organizational members make decisions, interpret and regulate the organizational environment, their contribution to the organization and how they treat co-workers.

The strong relationship between organizational culture variables (X_2) and Organizational Citizenship Behaviour (OCB) (Y) is shown by the coefficient (r_{2y1}) = 0.668. The coefficient of determination between Organizational Citizenship Behaviour (OCB) (Y) and organizational culture (X_2) is (r_{y2}) = 0.236, indicating that 23.6% of Organizational Citizenship Behaviour (OCB) is affected by organizational culture, while 76.4% is influenced by other factors.

In line with Ai Rukmini, Soewarto Hadhienata, and Rita Retnowati (2017:10-16) in a research entitled The Relationship of Organizational Culture, Transformational Leadership, and Personality on Organizational Citizenship Behaviour (OCB), Organizational Culture and Transformational Leadership influences on OCB was considered strong with a correlation coefficient value = 0.70.

The Influence of Teamwork and Organizational Citizenship Behaviour (OCB)

A positive relationship between organizational culture and Organizational Citizenship Behaviour (OCB) was confirmed in this research. Kelemba et al. (2017) also revealed that through teamwork, employees of a company were able to share their knowledge and experience. In the teamwork, group members work collaboratively and communicate openly which strengthen their bonding, leading to more efficient problem solving.

The strength of the relationship between teamwork (X_3) and Organizational Citizenship Behaviour (OCB) (Y) is strong as shown by the coefficient (r_{2y3}) = 0.537. The coefficient of determination between Organizational Citizenship Behaviour (OCB) (Y) and teamwork (X_3) is (r_{y3}) = 0.256. Therefore, 25.6% of Organizational Citizenship Behaviour (OCB) is affected by teamwork, while 74.4% is influenced by other factors.

The Influences of Transformational Leadership, Organizational Culture, and Teamwork on Organizational Citizenship Behaviour (OCB)

The results showed that there was strongly significant positive simultaneous correlation of transformational leadership, organizational culture, and teamwork together on Organizational Citizenship Behaviour (OCB). The correlation coefficient between transformational leadership, organizational culture, and teamwork on Organizational Citizenship Behaviour (OCB) (ry123) is 0.701. The diversity in Organizational Citizenship Behaviour (OCB) relates to transformational leadership, organizational culture, and teamwork as shown in the coefficient of determination of 0.460 or 46.0%. Organizational Citizenship Behaviour (OCB) is determined by transformational leadership, organizational culture, and teamwork, while the remaining 19.9% is determined by other variables

This research confirmed that adequate transformational leadership, organizational culture, and teamwork simultaneously improve Organizational Citizenship Behaviour (OCB).

CONCLUSIONS

Based on the results of this empirical correlational research, conclusions are drawn as follows.

1. There is a positive and very significant influence between transformational leadership and Organizational Citizenship Behaviour (OCB). Therefore, strong transformational leadership can improve Organizational Citizenship Behaviour (OCB).
2. There is a positive and very significant influence between organizational culture and Organizational Citizenship Behaviour (OCB). Thus, stronger organizational culture can improve Organizational Citizenship Behaviour (OCB).
3. Teamwork and Organizational Citizenship Behaviour (OCB) shares a highly positive significant correlation. It implies that improvement in emotional intelligence can improve Organizational Citizenship Behaviour (OCB).
4. Transformational leadership, organizational culture, and teamwork showed very strong significant correlations with Organizational Citizenship Behaviour (OCB). Improvements in transformational leadership, organizational culture, and teamwork can improve Organizational Citizenship Behaviour (OCB).
5. Transformational leadership shares a positive and very significant influence on Organizational Citizenship Behaviour (OCB). Hence, strong transformational leadership can improve Organizational Citizenship Behaviour (OCB).

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