

The Influence of Transformational Leadership to Organizational Citizenship Behavior with Job Satisfaction as Mediator Variable (Study about Leadership of the Chairmen at Three Universities in Tasikmalaya)

Pratami Wulan Tresna
Padjadjaran University

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

The purpose of this study is to determine how the implementation of transformational leadership and job satisfaction conditions, as well as their direct and indirect effects on OCB. To achieve the purpose of this study, descriptive analysis and verification were conducted using path analysis as an analysis tool. The research was conducted on lecturers from three universities in Tasikmalaya that consists of 59 respondents. Sampling was conducted by stratified proportionate random sampling technique. The results show that transformational leadership variables are in the good categories; job satisfaction variable are in the high category, and; OCB variables are in the high category. The statistical analysis shows that leadership directly and significantly influenced OCB by 30.2%. Meanwhile, transformational leadership significantly influenced OCB by 10.8% with job satisfaction as mediator variable.

INTRODUCTION

It is fair to say that human resource is the most essential asset in an organization. Not only does it control an organization but also develop the organization to overcome challenge of time. Consequently, human resource should be paid close attention to, maintained, and developed.

Striving for becoming an effective and efficient organization is not an easy matter. In an organization, regardless being private or state-owned, it is essential that adequate facilities be possessed in order to ease the job. However, despite the facilities being complete, human resource factor should be prioritized due to it being the determinant of an organization success.

Enhancement of effectiveness, efficiency, and creativity heavily relies on workers' willingness to positively contribute in dealing with changes. This behavior is expected to not only fulfill their formal work obligation but also to exceed it.

In modern organization literature, the behavior of willingness to contribute more than just formal work obligation is not one which could be nurtured through the basis of employees' formal obligation (VanYperen, Berg, and Willering, 1999 in Sunardi & Herman, 2007). Bateman and Organ (1983 in Sunardi and Herman, 2007) label this behavior as organizational citizenship behaviors or abbreviated as OCB.

A study conducted by Podsakoff, MacKenzie, Moorman, & Fetter (1990) reveals that one of the factors fostering OCB is leadership in an organization. Leadership is an ability to orient others or a group people toward the fulfillment of a goal, and in such a dynamic current world, it is essential that an organization have leaders who are able to be against status quo, to create visions, and to inspire their subordinates to possess a desire of fulfilling such visions (Robbins, 2006). It may be fair to claim that no one could deny the importance of leadership for the success of an organization. The ability of an organization leader is the primary factor in establishing the subordinates' behavior through style or approach used in managing people

(Benyamin and Flynn, 2006 in a study by Sunardi and Herman). Employees are open for the influence from their leaders due to respect and adoration for the leaders' behavior.

Moreover, according to previous studies, it has been revealed that in addition to leadership, job satisfaction factor also becomes one of the factors influencing OCB. Bass (1990) also discovers that leaders' charisma affects job satisfaction. Such satisfaction is an emotional state that could be either pleasant or unpleasant according to employees' view concerning their work.

Referring to Chapling (2000), only when an employee has fulfilled an objective or a target will the work satisfaction be pleasant. This attitude is expressed in satisfied or dissatisfied feeling. If an employee feel satisfied with his work, then he will develop a positive attitude toward his work and vice versa. Satisfaction on one's work is the accumulation of satisfaction for particular aspects of one's work.

Same thing applies for higher education institution. Universities are institutions providing higher education (www.wikipedia.com) in which their primary activity is the execution of the *Tridharma* (three principles) of universities which comprises education, study, and social service. Consequently, the *Thridarma* becomes an effectiveness indicator of a university.

Tasikmalaya is the fourth largest city in West Java Province and is the largest city in the Eastern Priangan region. There are 13 universities of various disciplines (www.kopertis4.or.id). As the largest city in Eastern Priangan, this city becomes a model of education for the surrounding cities. On the one hand, this opens a great opportunity for the city's universities; on the other hand, the competition amongst the universities get tougher.

STIA Tasikmalaya, STIKES Muhammadiyah, and Poltekkes Kementerian Kesehatan are three of the universities in Tasikmalaya. Being universities in this city, it is vital that the three able to recognize opportunities and able to face the challenge. The role of a leader, particularly the chairman, is significant in determining the organization's success. They must direct their subordinates towards previously formulated goals. One of the members of the university who determines the success is the lecturers. Referring to the regulation for teachers and lecturers number 14 year 2005, a lecturer is defined as professional educators and scholars whose primary role is to transform, develop, and transfer knowledge, technology, and arts through education, research, and social service. Consequently, it is essential that leaders and lecturers harmoniously cooperate to strive for the organizations success.

According to the above-mentioned elaboration, the author is interested in scrutinizing leadership and job satisfaction as well as OCB, and reporting it in a study entitled: The influence of transformational leadership to organizational citizenship behavior with job satisfaction as mediator variable.

LITERATURE REVIEW

Currently, an organization, regardless being private or state-owned, requires a leader capable of bringing about change towards betterment in order to increase competitiveness with other organizations. Leaders who are needed are transformational leaders. Transformational leadership is expected to result in the best outcome through the use of one or more components of transformational leadership.

According to Bass, transformational leadership could be defined as a form of leadership where the leader possesses transformational quality with the ability to articulate

strategic vision which could motivate the subordinates to focus on learning what the essential matters are in implementing the vision and mission in each level of the organization.

There are four dimensions of transformational leadership namely: the first one is *idealized influence* which could be defined as the ability to lead for nurturing pride, trust, and respect for the subordinates. This dimension also means the ability to effectively communicate the definition of the organization's vision and mission; the second dimension, *inspirational motivation* describes to what extent can a leader communicate an interesting vision through the use of symbols for focusing on workers' efforts, and express the important objectives through simple ways; *intellectuals stimulation*, the third dimension, is a leader's attitude which motivates his subordinates to continuously innovate and being creative in solving problems, offering novel ideas to stimulate the subordinates to reconsider the old ways for finishing work, and influence them to view a problem from a new perspective; the fourth dimension is *individual consideration* which is the quality of a leader who always cares for the subordinates' career and skill development, treating subordinates as individuals, striving for recognizing what they desire and could function as a supervisor and mentor. (Bass in Luthans, 2006:653).

Bass et. al claim that a transformational leader motivates his subordinates to do things exceeding expectation. This is done by enlightening them to focus on a greater good rather than individual needs. Then, the leader concentrates on the essential objectives which are on higher level (for example: achievement and self actualization) rather than the extrinsic objectives on lower level (for example comfort and safety) and he also nurtures confidence on subordinates' capability in reaching the formulated objectives.

Durbin (1965, in Luthans, 2006) states there are several possible outcomes relating to leadership; they comprise productivity, subordinates' satisfaction, and subordinates' needs in the organization for long term. Such satisfaction is related to their feeling toward the organization's expectation, for example relating to the amount of salary, leadership, supervisor, and others. Job satisfaction, on the other hand, is how employees experience the job they are doing. Another opinion states that job satisfaction is a general individual's emotional attitude toward their jobs according to assessment on various different aspects in the job. (Robbins & Judge, 2007).

Several efforts have been done to develop a mean for measurement which could accurately measure job satisfaction. Dimensions of job satisfaction, based on Luthans (2006: 243) are:

1. The job itself

This is relating to the extent to which does the job provide interesting tasks, chance to learn, and opportunity to be responsibility.

2. Salary

This is relating to whether or not the salary is appropriate when being compared with other individuals in the organization

3. Chance of being promoted

This is relating to the chance of career advancement in the organization.

4. Supervision

This relates to supervisor's capability in providing technical assistance and behavior support.

5. Colleagues

This relates to the extent colleagues are technically capable and socially supportive.

However, it should be borne in mind that the absolute standard of job satisfaction does not exist due to each employee having different standard of satisfaction. It will be achieved once the subordinates realize that his work has fulfilled or exceeded expectation. (Robbins and Judge, 2008 : 107).

Organizational Citizenship Behavior (OCB) is an extra behavior of an individual which could be indirectly or explicitly recognized within a formal working system and is able to enhance the effectiveness of organization functions (Organ, 1988). The personality basis for this OCB reflects employees' quality of being cooperative, helpful, caring, and determined. This basis indicates if an employee practices OCB as a response to what the organization has done. Dimension of job satisfaction clearly relates to OCB.

In addition to extra role or doing "extra hour", another dimension is that OCB possesses characteristic of being free to choose and that OCB is not necessarily regulated by formal achievement system from the organization. According to Organ (1988), OCB is constituted of four dimensions all of which are unique:

1. *Altruism*, the willingness to help colleagues in completing a task within a particular context.
2. *Conscientiousness*, describes employee who exceeds expectation in his task completion.
3. *Sportsmanship*, describes employee who puts more emphasis in positive aspects of an organization rather than its negative counterparts; sportsmanship depicts a worker's sportsmanship toward the organization.
4. *Civic Virtue*, relates to employees' support for an organization's administrative functions.
5. *Courtesy* is a behavior which put ease into work-related problems faced by others.

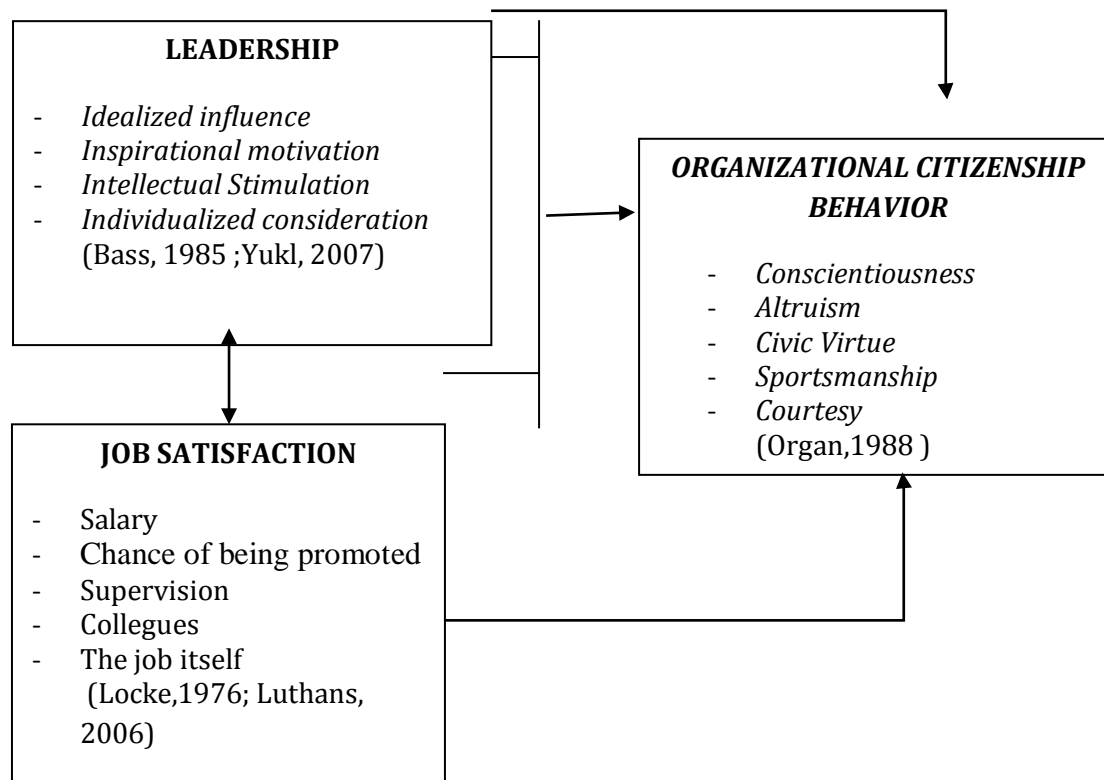
Whether or not an organization's objectives is fulfilled heavily relies on the behaviour of individuals within it. Each of the individual possesses specific role in order to fulfill the goal. Bass and Avolia (1994) state that an organization's leader ability is the primary factor in establishing work ethic within his organization. On the other hand, Bersona and Avolia (2004) claim that work motivation in an organization is dependent on working environment and atmosphere within it. Only when they not only perceived positively but also accommodating workers' needs is it more likely that they will willingly perform to exceed expectation (Organ, 1988). OCB is a very positive employees' behavior, which is informal, which is done consciously to further contribute to an organization.

Robbins and Judge (2008 : 113) state that the logic in viewing job satisfaction is the primary determinant factor of an employees' OCB. Those who are satisfied are more likely to speak highly of the organization where they work, to assist his colleagues, and to exceed expectation in terms of his performance. Moreover, they will find it easier to contribute more due to the desire to respond to their positive experience.

Several studies correlate leadership as an antecedent of OCB by using antecedent from job satisfaction. On the other hand, there are other studies correlating leadership with OCB. However, studies on the correlation between leadership style and OCB are rather scarce (Podasakoff et. al, 2000). Locke (1976 in Luthans, 2006 : 243) states that job satisfaction is a pleasant emotional state resulting from an employee's assessment on his performance and experience which are highly correlated with established relationship

between leaders and subordinates. Similarly, Luthans (2006 : 654) mentions that job satisfaction is a factor which mediates relationship between leadership and OCB.

Referring to the above-mentioned framework, another framework could be depicted as follow:



RESEARCH METHODOLOGY

This research is aimed at describing and testing hypotheses concerning variables of leadership, job satisfaction, and OCB. Thus, in conducting this research, there are two different types of research employed namely *descriptive* and *verificative analysis*. Descriptive research is a type of research aimed at attaining description of variables' characteristics; more particularly, in this research, the descriptions are concerning leadership, job satisfaction, and OCB in STIA Tasikmalaya, STIKES Muhammadiyah, and Poltekkes Tasikmalaya. Verificative research, on the other hand, is aimed at proving a hypothesis through data collection from field. In this research, whether or not leadership and job satisfaction correlate with OCB is tested.

Research method used in this research is survey method. According to Singarimbun and Sofyan (1995 : 3), survey method or sample method is a study which obtains sample from a population and employing questionnaire as the primary data collection instrument, where information from the sample is empirically collected simultaneously in a research site, in order to reveal the characteristic of a population. This research employs explanatory research which means providing explanation of causal relation between variables through hypothesis testing.

Population and Sample

Population in this research is 37 full-time lecturers in STIA Tasikmalaya, 60 full-time lecturers in Poltekkes Tasikmalaya and 40 full-time lecturers in STIKES Muhammadiyah.

Due to the research being conducted in three sites with similiary homogeneous yet differ in terms of sample size, the samples are drawn proportionally from the three sites using *Stratified Propotionate Radom Sampling* which results in 59 individuals.

Data Analysis Method

The method used for data analysis is path analysis due to writer's desire of verifying the existence of influence of transformational leadership (X_1) and job satisfaction (X_2) as mediator variable to organization citizenship behavior (Y). In form of a diagram, the relationship between the three variables under scrutiny is depicted on the figure below.

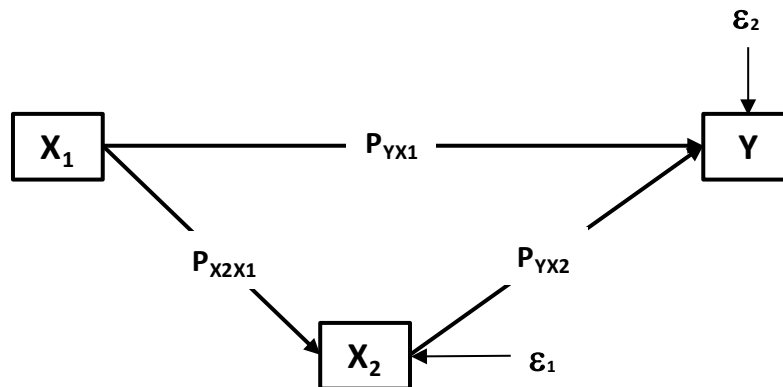


Figure 3.1

Path Diagram of Structural Relationship between the Three Variables

The figure above comprises two sub-structures in which the path equation in each sub-structure is as follow:

Path Equation of the First Sub-Structure

$$X_2 = P_{X_2X_1}X_1 + \varepsilon_1$$

Path Equation of the Second Sub-Structure

$$Y = P_{YX_1}X_1 + P_{YX_2}X_2 + \varepsilon_2$$

FINDINGS AND DISCUSSION

The findings suggest that the level of respondents' response to the statement concerning transformational leadership is deemed to belong in good category. This reflects that such leadership in the three universities has been implemented well. It proves that the chairperson in those universities have been capable of positively influencing his subordinates which results the achievement of ideals, provides them with intellectual stimuli, gives inspirational motivation so they are able to view their work from various perspectives, and recognizes their potential.

The findings suggest that the level of respondents' response for statements concerning job satisfaction is deemed under high category. This data show that job satisfaction in the three universities has been on high level. This shows the fulfillmet of intrinsic elements of the job such as appropriate salary compared to work load, promotion which are in accordance with the rule, foreman who supervises, and satisfaction on the job.

It has also been revealed that the respondents' response on statements concerning organizational citizenship behavior is categorized as high. The data show that workers'

contribution in the three universities has been high, exceeding expectation of their institution. This is supported by the respondents' characteristics who, on average, are well-educated, experienced, and predominantly women; these characteristics usually constitutes organization members who are loyal and well-acquainted with each other. Moreover, Sundanese culture which emphasizes the importance of cooperativeness further strengthens it since there is a likeliness for one to feel guilty for not assisting someone in need.

Referring to the correlation coefficient, it is fair to say that there is a correlation between transformational leadership with job satisfaction (0,479) which falls under significant category. A positive correlation coefficient could be translated as that the better the transformational leadership is, the more likely it will be followed by the increase in job satisfaction. Then, correlation between transformational leadership with organizational citizenship behavior at 0,675 also falls under the significant category which means that organization citizenship behavior is significantly affected by job satisfaction.

From the correlation coefficient determinant (R^2 value), it is revealed that transformational leadership influences job satisfaction of the lecturers in the three universities by 22,9%. At the same level, transformational leadership and job satisfaction influences the increase of organization citizenship behavior amongst the lecturers in the three universities by 68,7%. Visually, the path of both independent variables on organizational citizenship behavior can be seen from the figure below:

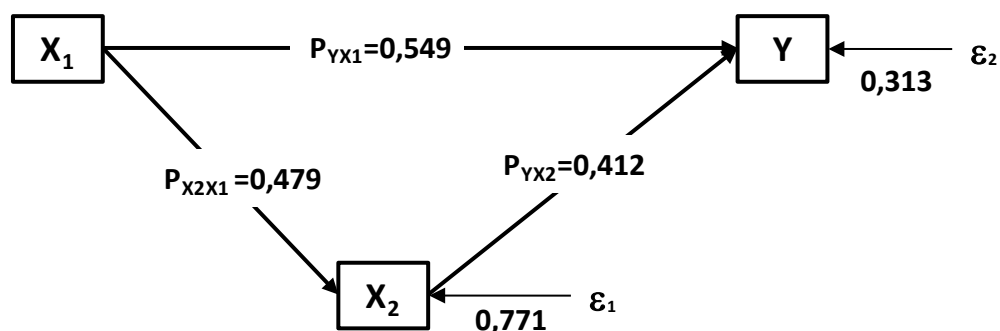


Figure 4.10

Path Diagram of Transformational Leadership and Job Satisfaction toward Organizational Citizenship Behavior

HYPOTHESES

According to the testing table, T_{obt} value is attained at 6,446 with the significance value (p-value) of 0,000. Due to the T_{obt} (6,446) being bigger than the T_{crit} , at the error level of 95%, there is a significant reason to reject H_0 and to accept the research hypotheses (H_a); so, at the confidence level of 95%, a conclusion could be drawn that transformational leadership directly gives a significant effect on organizational citizenship behavior among lecturers in the three universities in Tasikmalaya. The effect size of contribution of the influence of transformational leadership toward organization citizenship behavior amongst the lecturers is at 41,0%.

The indirect effect of transformational leadership on organizational citizenship behavior through job satisfaction = $0,539 \times 0,479 = 0,1083$ (10,835).

CONCLUSION

According to the data analysis, both done descriptively and verificatively, and the discussion of research findings, conclusion to be drawn are as follow:

1. In line with the first problem identification, the implementation of transformational leadership, job satisfaction condition, and OCB condition could be seen.
 - a. According to the descriptive findings from questionnaire distributed to 59 respondents, it could be seen that the condition of transformational leadership in terms of the dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration) in the three universities in Tasikmalaya is deemed to be under good category. However, there are several questionnaire items with low score such as “Providing sufficient time to teach and train” in Individual Consideration dimension, “Ability to reconsider existing idea” in Intellectual Stimulation dimension, and “The importance of togetherness in striving for completing mission” in Idealized Influence dimension.
 - b. Result of descriptive analysis for job satisfaction variable as mediator variable with dimensions (salary, promotion, supervision, colleague, and the job itself) is categorized under high category. There is only one questionnaire item the response of which is rather mediocre namely “allowance achieved is sufficient” in salary dimension.
Result of descriptive analysis concerning Organizational Citizenship Behavior variable with the dimensions (Conscientiousness, Altruism, Civic Virtue, Sportsmanship, and Courtesy) is put under high category. In this variable, there is one questionnaire item responded by still “often done” namely, “complaining about trivial things which happen in the organization” and “exaggerating problems” in Sportsmanship dimension, while in terms of the item “finishing tasks before it is due” in Conscientiousness dimension, the respondents confess that they are often late in doing so.
2. Result of path analysis reveals that transformational leadership, job satisfaction, and OCB whether being direct or indirect give significant effect. The direct effect size of transformational leadership on OCB is at 30,2%. The effect size of transformational leadership on OCB with job satisfaction as mediator is at 41%. The rest of 59% is influenced by extraneous factors.

RECOMMENDATION

Referring to the findings of this research, the discussion, and the conclusion, the writer proposes several recommendations for related parties. The recommendations are as follow:

1. The research results reveal that transformational leadership has been implemented well. However, there are several questionnaire items the response of which is rather low such as the item “allocating sufficient time for teaching and training” in Individual Consideration dimension, “Ability to reconsider existing idea” in Intellectual Stimulation dimension, and “The importance of togetherness in striving for completing mission” in Idealized Influence dimension. The recommendation that the writer could give is to maintain such condition. For example, in addition to holding formal meeting, leaders should also hold informal meetings so the subordinates find freedom in communicating their opinion or ideas. In addition, it could also be done by discussing problems relating to work so a problem solving could be done collectively. Through such informal meeting, sense of togetherness amongst the lecturer is expected to further be maintained.
2. Despite job satisfaction being on high category, one of the things from the conclusion is that there is one item considered insufficient by the lecturers. It is allowance. It is

recommended that leaders pay more attention to such need so the lecturers would work at peace due to sense of security. For example, decent health insurance for the entire family (father, mother, two children).

3. Referring to the above-mentioned conclusion, OCB condition amongst the lecturers in the three universities is good. However, several indicators the chairperson should bear in mind are how to make the lecturers not exaggerate problem, and how the lecturers could complete tasks before it is due. What becomes the writer's recommendation is for the institution to grant rewards or bigger bonus for lecturers who complete tasks on time; submission of final score could be a perfect example. Those who submit it prior to due date would be given bonus of Rp. 100.000, those submitting on the exact due date would get Rp. 50.000 bonus. Those who are late, in contrast, would be given warning.

REFERENCES

- [1] Bass, M., Bernard & Avolio, B., J, 1994, *Improving Leadership Effectiveness Through Transformational Leadership*. Sage. California.
- [2] Bateman, T., S & Organ, D., W. 1983. *Job Satisfaction and The Good Soldier: the Relationship Between Affect and Employee Citizenship*. *Academy of Management Journal*. Vol. 26, pp. 587- 595.
- [3] Bowler, Mathew, Wm, & Brass, J., Daniel, 1996, *Relational Correlates Of Interpersonal Citizenship Behavior : A Social Network Perspective*, *Journal Of Applied Psychology*.
- [4] Chaplin, 2000, *Kamus Lengkap Psikologi*, alih bahasa Kartini Kartono, PT. Raja Grafindo Persada.
- [5] Organ, D., W. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books. Lexington, MA.
- [6] Podsakoff, M., Philip, Mackenzie, B., Scott, Moorman, H., Robert, & Fetter, Richard, 1990, *Transformational Leader Behaviors and Their Effects on Followers Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors*, *The Leadership Quarterly*.
- [7] Podsakoff, M., Philip, Mackenzie, B., Scott, & Bommer, H., William, 1996, *Transformational Leader Behaviors and Substitutes for Leaderships as Determinants of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors*, *Journal of Management*.
- [8] Robbins, P., Stephen & Judge, A., Timothy, 2007, *Perilaku Organisasi*, Edisi 12, Buku 1, alih bahasa Diana Angelica, Salemba Empat.
- [9] Singarimbun, Masri dan Sofyan Efendi, 1995, *Metode Penelitian Survey*, Edisi Revisi, LP3S.
- [10] Sunardi S. Brahmana dan Herman Sofyandi, 2007, *Transformational Leadership dan Organizational Citizenship Behavior di UTAMA*.

Other References:

www.wikipedia.com

www.kopertis4.or.id Direktori Perguruan Tinggi Di Jawa Barat