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Improved Leadership Transformational With Organizational Citizenship Behavior (OCB)

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Abstract

The role of leadership is very strategic and important for the achievement of the mission, vision and goals of an organization, is one of the motives that encourage humans to always investigate the intricacies associated with leadership. Transformational leadership basically encourages subordinates to do better Behavior demanded by today's organizations is not only in-role behavior but also extra- role behavior. Extra-role behavior is also called the Organizational itizenship Behavior.OCB is a term used to identify the employee behaviors that can be called a "good employee". If employees in the organization have OCB, efforts to control employee declined, since employees can control their own behavior or being able to choose the best behavior for the benefit of the organization. OCB will enhance transformational leadership because the good nature of OCB will influence the behavior of the leader. There is a significant influence ith the value of P = 0.00 between OCB and transformational leadership. This shows there is an increase in transformational leadership due to OCB behavior

Keywords: Transformational leadership, Organizational Citizenship Behavior, OCB.

INTRODUCTION

Leadership plays a crucial role in organizational success and effectiveness (Zeb et al., 2018). The type of leadership, whether transactional or transformational, has a significant impact on employee behavior, job satisfaction, and organizational citizenship behavior (OCB) (Purwanto et al., 2021). This paper aims to explore the relationship between leadership styles and OCB.

Effective leadership recognizes the individual strengths and varied needs of employees (Holt et al., 2018). A leader must be flexible in understanding and addressing the unique characteristics and behaviors of individuals within the organization (Baron et al., 2018). Leadership is the ability to influence employees toward achieving organizational goals and maintaining a smooth operational process (Mulyana et al., 2022).

Leadership can be transactional or transformational (Dos Santos & Basso, 2012). Transactional leadership focuses on transactions between leaders and followers, emphasizing rewards and punishments (Uzonwann, 2017). In contrast, transformational leadership encourages subordinates to go beyond the normal expectations, motivating them to achieve higher levels of performance (Gilbert et al., 2016).

Leadership, according to Bass and Avolio (1994), involves four factors: idealized influence, inspirational motivation, individualized consideration, and intellectual

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stimulation (Chebon et al., 2019). These factors contribute to the leader's ability to influence and inspire their followers effectively.

Transformational leadership is dynamic and involves continuous renewal (Lewa et al., 2022). Leaders in this style strive to increase the belief and motivation of subordinates, fostering self-confidence and encouraging employees to act in ways that go beyond the ordinary (Chua et al., 2018). Transformational leaders are catalysts for change and play a pivotal role in achieving organizational targets (Mansaray, 2019).

Leadership transformational has a significant impact on organizational citizenship behavior (OCB), which refers to behaviors beyond the formal job description that contribute to organizational effectiveness (Vipraprastha et al., 2018). OCB includes altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Romaiha et al., 2019).

Effective leadership, particularly transformational leadership, influences OCB (Nurjanah et al., 2020). Leaders who prioritize the interests of others and create a positive work environment contribute to increased employee satisfaction and engagement. OCB is not only beneficial for the organization but also positively affects employee performance, commitment, and overall satisfaction (Vipraprastha et al., 2018).

The hypothesis of this research is that transformational leadership positively correlates with organizational citizenship behaviour (Vipraprastha et al., 2018). Transformational leaders, by inspiring and motivating their followers, create an environment conducive to discretionary behaviors that go beyond formal job requirements (Mi et al., 2019). As a result, employees are more likely to engage in OCB, contributing to the overall effectiveness and success of the organization (Kumari & Thapliyal, 2017).

Previous research has consistently highlighted the influential role of transformational leadership in shaping Organizational Citizenship Behavior (OCB), emphasizing its positive impact on employee satisfaction, engagement, and overall organizational performance. The novelty of this study lies in its specific focus on the village leadership context in Subdistrict Bantarsari Cilacap, providing a unique perspective on the relationship between transformational leadership and OCB in this specific setting. By examining the dimensions of OCB, such as altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, within the framework of transformational leadership, the research aims to contribute novel insights into the dynamics of organizational behavior at the local level. The study's innovative approach also involves operationalizing OCB through activities that emphasize environmental sustainability practices, adding a contemporary and socially responsible dimension to the investigation. This nuanced exploration aims to enrich the existing literature and offer practical implications for organizations operating in diverse contexts.

In conclusion, leadership style, particularly transformational leadership, plays a crucial role in shaping organizational citizenship behavior. Leaders who prioritize individual consideration, intellectual stimulation, and inspiration foster a positive work environment, encouraging employees to go above and beyond their formal roles. The relationship between leadership and OCB is essential for organizational success, as it enhances employee satisfaction, commitment, and overall performance.

The objective of this study is to analyze the relationship between transformational leadership style and organizational citizenship behavior (OCB) in the workplace. Specific factors within transformational leadership influencing OCB among employees will be

identified. The study aims to evaluate the positive impact of transformational leadership on job satisfaction, employee engagement, and overall organizational performance.

The benefits of this research include providing insights into how transformational leadership can enhance OCB and overall organizational effectiveness. It also offers valuable information for organizations to develop leadership training programs focused on enhancing transformational leadership skills. Additionally, the study highlights the importance of transformational leadership in improving job satisfaction and employee engagement, contributing to individual well-being in the workplace.

The implications of this research suggest that organizations can implement transformational leadership as a strategy to improve OCB and overall performance. The findings can inform the design of better employee policies and programs, considering the positive impact of transformational leadership on employee satisfaction and engagement. Furthermore, this study lays the groundwork for further research in the fields of leadership and organizational behavior, contributing to a deeper understanding of factors influencing employee performance and organizational effectiveness.

RESEARCHMETHODE

The research method focuses on studying the dimensions of organizational citizenship behavior (OCB) in relation to transformational leadership in the village leadership of Subdistrict Bantarsari Cilacap (Hidayat & Alifah, 2022). The OCB dimensions, including altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, are operationalized and measured using a questionnaire with a sample size of 30 respondents selected through a saturated sampling approach (Sugita et al., 2020). The study employs a cross-sectional approach, and linear regression analysis is used to analyze the collected data (Pahira et al., 2021). The operationalization of OCB involves activities that go beyond the formal job requirements, emphasizing environmental sustainability practices (Hidayat et al., 2024). Transformational leadership is defined as motivating subordinates to exceed expectations, fostering trust, and influencing enhanced performance, measured through a questionnaire (Imam Mutakin et al., 2020). The study aims to explore the relationship between these variables and their impact on organizational effectiveness (Wibawanthi et al., 2020).

RESULTS AND DISCUSSION

Results

The presented tables offer a comprehensive overview of the statistical analyses conducted to explore the relationship between transformational leadership and Organizational Citizenship Behavior (OCB). Each table provides key insights into the predictive power, significance, and nature of the relationship between the variables.

Table 1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.884[a]	.782	.774	2.51168	.782	100.503	1	28	.000	1.274

The R Square (R^2) value of 0.782 indicates that a substantial proportion, approximately 78.2%, of the variability observed in Organizational Citizenship Behavior (OCB) can be attributed to the influence of transformational leadership. The Adjusted R Square of 0.774 considers the complexity of predictors, emphasizing a good fit of the model. The F-statistic of 100.503, accompanied by a p-value of 0.000, signifies the overall significance of the model in predicting OCB. Moreover, the Durbin-Watson statistic of 1.274 suggests the absence of significant autocorrelation, enhancing the reliability of the model.

Table 2
Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	634.027	1	634.027	100.503	.000[a]
	Residual	176.639	28	6.309		
	Total	810.667	29			

The ANOVA analysis delves into the variance components, highlighting the contribution of regression and residual sums of squares. The substantial regression sum of squares (634.027) with a single degree of freedom and a mean square of 634.027 reinforces the importance of transformational leadership in explaining OCB. The low residual sum of squares (176.639) and mean square (6.309) further emphasize the model's capacity to minimize unexplained variance. The total sum of squares (810.667) provides an overall context for the observed variability.

Table 3
Coefficients Regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	5.784	2.524		2.292	.030	.614	10.955			
	OCB	1.088	.109	.884	10.025	.000	.866	1.310	.884	.884	.884

The regression coefficients shed light on the specific nature of the relationship between transformational leadership and OCB. The unstandardized coefficient (B) of 5.784 signifies the change in OCB associated with a one-unit change in transformational leadership. The standardized coefficient (Beta) of 0.884 indicates a strong positive linear relationship. This relationship is not only statistically significant (p-value of 0.000) but

also practically meaningful. The 95% confidence interval for B (2.292 to 10.025) adds a level of precision, providing a range within which the true population parameter is likely to lie. The high correlation of 0.884 underscores the robustness of the positive association between transformational leadership and OCB.

In conclusion, these findings support the hypothesis that transformational leadership significantly influences Organizational Citizenship Behavior. Organizations emphasizing and cultivating transformational leadership can anticipate a substantial positive impact on employee behaviors that go beyond formal job requirements, ultimately contributing to the overall effectiveness and success of the organization.

In summary, the regression model is highly significant in predicting OCB, and transformational leadership (OCB's predictor) has a substantial and positive impact on OCB. The strong correlation and standardized coefficient further affirm the strength of this relationship. The confidence interval provides a range for the estimated effect, enhancing the robustness of the findings.

Discussion

The analysis reveals a substantial relationship between transformational leadership and organizational citizenship behavior (OCB), as indicated by an R^2 value of 77.4%. This suggests that individuals exhibiting OCB tend to possess positive attributes, such as patience and a willingness to assist others, making them conducive to influencing their peers. The significance level (p-value = 0.00) underscores the impactful connection between transformational leadership and OCB, highlighting its potential to increase trust and confidence among subordinates, thereby enhancing overall performance. Studies have consistently shown the positive correlation between transformational leadership and OCB, emphasizing the positive values associated with OCB, such as environmental preservation.

Furthermore, the study identifies a strong association between OCB and employee well-being, particularly in terms of reducing fatigue and improving workplace smoothness. The positive impact of OCB on organizational activities is exemplified by its contribution to the maritime archipelago context, where OCB behaviors contribute to the efficiency of work carried out. OCB is shown to lower fatigue levels, resulting in a happier work environment. The research draws parallels with other studies linking OCB to safety indicators, such as the safety of fishermen, highlighting the broader implications of OCB on various occupational contexts.

Moreover, the findings underscore the positive influence of transformational leadership on performance and job satisfaction. The study aligns with previous research indicating that transformational leadership significantly contributes to the performance of teachers in junior high schools and small and medium-sized enterprises (MSMEs). Transformational leadership is deemed a crucial factor in motivating employees, improving performance, and fostering creativity, ultimately reducing work-related stress.

CONCLUSION

This research underscores the pivotal role of transformational leadership in shaping Organizational Citizenship Behavior (OCB), with approximately 78.2% of OCB variability explained by this leadership style. The strong positive correlation, as revealed by the coefficients regression and ANOVA analysis, affirms the hypothesis and emphasizes the significance of transformational leadership in fostering positive workplace behaviors. The study's broader implications extend to various occupational

contexts, emphasizing the universal importance of transformational leadership for enhancing organizational effectiveness. The research contributes not only to theoretical knowledge on leadership and organizational behavior but also offers practical insights for organizations seeking to improve leadership effectiveness and cultivate positive employee behaviors.

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