

The Effect of Transformational Leadership and Organizational Climate on Organizational Citizenship Behaviors (OCB): The Role of Intrinsic Motivation as Mediation (In Human Resources Development Centre at Ministry of Home Affairs)

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Abstract

The purpose of this study to analyze the effect of factors that influence Organizational Citizenship Behavior (OCB) Employees of the Regional Ministry of Home Affairs Human Resource Development Centre; Transformational Leadership, Organizational Climate and Intrinsic Motivation. The sample in this study were 68 employees of the Regional Ministry of Home Affairs Ministry of Human Resources Development Centre; Yogyakarta, Bandung and Bukittinggi. The analysis technique used is mediation regression analysis. The results showed partially transformational leadership, organizational climate, and intrinsic motivation had a positive effect on organizational citizenship Behavior. In accordance with the mediation regression conditions it is evident that the mediation role is partially identified and accepted.

Keywords: transformational leadership, organization climate, intrinsic motivation, organizational citizenship behavior.

Introduction

The effectiveness of a company is determined by the Behavior. This Behavior does not only include in-role Behavior, but is expected to bring about the extra-role Behavior of the individual. Extra-role Behavior is often referred to as organizational citizenship Behavior. Organizational citizenship Behavior is the Behavior of employees who work not only in what is their (in-role) duty, but beyond their formal duties (Sahertian, 2010). Organizational citizenship Behavior are helping colleagues, respecting the rules that apply in the company, tolerating unpleasant situations, giving constructive suggestions at work, and not wasting time at work (Robbins & Judge, 2015).

According to Soegandhi (2013), there are factors that influence organizational citizenship Behavior, are organizational climate, perceptions of organizational support and perception of the quality of superior-subordinate interaction, working period and gender. Based on previous research, it was found that organizational climate has a significant effect on organizational citizenship Behavior. Organizational climate will determine a person can carry out duties and responsibilities according to procedures or not (Saleh, 2015).

Organizations need employees who demonstrate OCB, such as helping other individuals in the team, volunteering to do extra work, avoiding unnecessary conflicts, respecting the spirit and content of regulations, and heartily tolerating work-related losses and disturbances that sometimes occur (Robbins and Judge, 2008).

There are two factors that influence OCB; external factors and internal factors. External factors are factors that come from outside the employee or come from a work environment that consists of culture, organizational climate (Organ, Podsakoff, & Mackenzie, 2006), and leadership style (Organ, Podsakoff, & MacKenzie, 2006; Graham in Gibson, 2003) While internal factors are factors derived from the individual's self which consists of mood (Newstrom & Davis, 2002; Robbins, 2009), perceptions of organizational support (Newstrom & Davis, 2002), gender, and job satisfaction (Robbins and Judge, 2009; Organ, Podsakoff, & Mackenzie, 2006).

Leadership is described as a process that encourages followers to achieve certain goals that represent the values, motivations, desires, needs, and aspirations of both parties, both leaders and

individuals who lead them (Zayani, 2008). Yukl (2010) stated that leaders who become models for their subordinates can improve OCB in several ways. Leaders, who provide examples to do OCB, will motivate their subordinates to do OCB. Robbins and Judge (2008) stated, transformational leadership can influence subordinates through the creation of trust from subordinates to their leaders.

Based on research conducted by Wisnu (2017), it was found that the organizational climate has a significant effect on organizational citizenship Behavior. The results of research conducted by Ukkas (2017) which concluded that an increasingly positive organizational climate would further improve employee organizational citizenship Behavior. Based on research conducted by Widyana (2014), organizational climate has a positive effect on organizational citizenship Behavior. A positive organizational climate will encourage employees to work better than the demands of their work and lead to organizational citizenship Behavior. Based on the results of research conducted by Agung and Lussy (2012) found that the more positive organizational climate for members of organization, the higher level of organizational citizenship Behavior of organizational members. Organizational climate is an important concept that is formed in the organization based on the perception of the members about what is given by the company and is used as a basis for determining the Behavior of the company members (Saleh, 2015). According to Ukkas (2017), the organizational climate is determined by how well members are valued by the organization, if it is in accordance with the members of the organization it is perceived as a positive organizational climate for members of the organization so that it forms a positive Behavior pattern. Based on the description above, it can be concluded that the organizational climate has an influence on organizational citizenship Behavior.

Employees who have work motivation within themselves are expected to be able to direct themselves to always behave in accordance with the goals of the company and be able to pursue work that requires special abilities, then employees are expected to show good citizenship Behavior in the company, as expressed by Alizadeh et al. (2012), OCB can emerge, influence of employee work motivation. Individuals driven by new intrinsic motivation will be satisfied if the activities carried out have achieved the results involved in the activity. There are studies say that there is a relationship between intrinsic motivations for OCB (Rodriguez, 2010).

Organizational goals in motivating employees are to revive discipline, work spirit, and employee performance so that they are better and continue to be motivated in completing their work. From the description above, the researcher is interested in conducting research on "The Influence of Transformational Leadership and Organizational Climate on Organizational Citizenship Behavior (OCB): The Role of Intrinsic Motivation as Mediation in Employees of the Regional Ministry of Home Affairs Resources Development Centre".

Methods

The purpose of study is to analyze the factors that influence Organizational Citizenship Behavior (OCB) Employees of the Regional Ministry of Home Affairs Ministry of Human Resources Development Centre. There are several factors that are thought to influence Organizational Citizenship Behavior; Transformational Leadership, Organizational Climate and Intrinsic Motivation. The period chosen for observation in this study is October 2017 to June 2018. The sample in this study were 68 employees of the Regional Ministry of Home Affairs Ministry of Human Resources Development Centre; Yogyakarta, Bandung and Bukittinggi. The analysis technique used is mediation regression analysis.

Results and Discussion

Effects of Transformational Leadership and Organizational Climate on Organizational Citizenship Behavior

The first step in this study is to regress the variables of Transformational Leadership and Organizational Climate have a positive and significant effect on Organizational Citizenship Behavior with values of β_1 and β_2 respectively of 0.308 and 0.743 with their respective significance values ($0.002 < 0.05$) and ($0.000 < 0.05$).

Table 1 the Effect of Transformational Leadership and Organizational Climate on Organizational Citizenship Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-29,006	13,595		-2,134	0,037
Transformational Leadership	0,338	0,106	0,308	3,193	0,002
Organizational Climate	0,743	0,136	0,527	5,454	0,000

Source: Research Results, 2018

The regression results above show that Transformational Leadership and Organizational Climate have a positive and significant effect on Organizational Citizenship Behavior with the regression equation:

$$Y = -29,006 + 0,338 X_1 + 0,743 X_2$$

This first step supports Hypothesis 1 (first) Transformational Leadership and Organizational Climate have a positive and significant effect on Organizational Citizenship Behavior.

Effect of Transformational Leadership and Organizational Climate on Intrinsic Motivation

The second step in this study is to regress the variables of Transformational Leadership and Organizational Climate have a positive and significant effect on intrinsic motivation with the values of β_1 and β_2 respectively of -0.026 and 0.355 with significance values ($0.827 > 0.05$) and ($0.013 < 0.05$).

Table 2 the Effect of Transformational Leadership and Organizational Climate on Intrinsic Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,000	13,916		1,293	0,200
Transformational Leadership	-0,024	0,108	-0,026	-0,220	0,827
Organizational Climate	0,355	0,139	0,302	2,548	0,013

Source: Research Results, 2018

The regression results above show that Transformational Leadership has no effect on intrinsic motivation. The Organizational Climate has a positive and significant effect on intrinsic motivation, the regression equation is:

$$M = 18 - 0,827 X_1 + 0,302 X_2$$

This second steps, does not support the third hypothesis which states that Transformational Leadership has a positive and significant effect on intrinsic motivation. The fourth hypothesis is supported by the results of this study which states that the organizational climate has a positive and significant effect on intrinsic motivation.

Effect of Intrinsic Motivation on Organizational Citizenship Behavior.

The next step is the third step in this study intrinsic motivation variable is regressed with Organizational Citizenship Behavior

Table 3 the Effect of Intrinsic Motivation on Organizational Citizenship Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	38,382	6,207		6,183	0,000
Intrinsic Motivation	0,463	0,136	0,386	3,399	0,001

Source: Research Results, 2018

The regression results above show that intrinsic motivation has a positive and significant effect on Organizational Citizenship Behavior with β value coefficient of 0.463 and a significance of 0.001 < 0.05 . With regression equation:

$$Y = 38,382 + 0,386 M$$

From this third step supports the fifth hypothesis which gives the conclusion that intrinsic motivation has a significant effect on Organizational Citizenship Behavior.

Intrinsic Motivation as Mediating Effect of Transformational Leadership and Organizational Climate on Organizational Citizenship Behavior.

Hypothesis 6 cannot be continued because the conditions for mediation testing are not met because transformational leadership has no effect on intrinsic motivation. Hypothesis 7 can be continued with the following results.

The next step in this study is by regressing organizational climate and intrinsic motivation on Organizational Citizenship Behavior.

Table 4 Results of Regression Analysis, Intrinsic Motivation as Mediating Effect of Transformational Leadership, Organizational Climate on Organizational Citizenship Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-9,022	11.726		-0,769	0,444
Intrinsic Motivation	0,291	0,125	0,243	2.327	0,023
Organizational Climate	0,672	0,147	0,476	4.564	0,000

Source: Research Results, 2018

The regression results above show that organizational climate and intrinsic motivation have a positive and significant effect on Organizational Citizenship Behavior and produce β_1 values of 0.672 (0.000 < 0.05), and β_3 , 291 (0.023 < 0.05). The role of mediation testing can be seen from the organizational climate variable coefficient on Organizational Citizenship Behavior. In the first stage of testing, the coefficient value is 0, 743 with a significance of 0,000. In the final test by entering intrinsic motivation variables, the coefficient value drops to 0.672 with a significance of 0.000. As stated by Baron and Kenny (1986), if there is a reduction in coefficient or significance after entering the median variable, then the variable is stated to have a partial mediating role. Thus, the hypothesis which states that intrinsic motivation is mediating the influence of the organizational climate on Organizational Citizenship Behavior is supported.

Hypothesis testing

H1: Based on data analysis of first hypothesis is the effect of transformational leadership and organizational climate on Employee citizenship Behavior. The first hypothesis is accepted. The conclusion is transformational leadership and organizational climate have a significant effect on Organizational citizenship Behavior.

H2: Based on data analysis of second hypothesis is the effect of transformational leadership on intrinsic motivation. The second hypothesis is rejected. The conclusion is transformational leadership does not have a positive effect on intrinsic motivation.

H3: Based on data analysis of third hypothesis is the effect of intrinsic motivation on organizational citizenship Behavior. The third hypothesis is accepted. The conclusion is intrinsic motivation has a significant effect on organizational citizenship Behavior.

H4: Based on data analysis of fourth hypothesis is the effect of intrinsic motivation on Organizational Citizenship Behavior. The fourth hypothesis is accepted. The conclusion is that intrinsic motivation has a significant effect on organizational citizenship Behavior

H5: Based on data analysis of fifth hypothesis, intrinsic motivation becomes mediation on the effect of organizational climate on organizational citizenship Behavior. The results showed that intrinsic motivation became mediating on the effect of organizational climate on organizational citizenship Behavior

Transformational leadership and organizational climate have a significant effect on Organizational citizenship Behavior at the Regional Ministry of Home Affairs Human Resources Development Centre. The results of this study are in line with previous studies which state that transformational leadership influences organizational citizenship Behavior (Jahangir et al, 2004; Rusdiyanto et al, 2015;

Lian and Tui, 2012; Barbuto, 2005; Nguni, 2005; Lamidi, 2008) . Jahangir et al (2004) research shows that leadership style has a strong influence on employees' willingness to engage in organizational citizenship Behavior so that it can make an important contribution to the effectiveness of the organization. Lian and Tui's (2012) revealed that transformational leadership style has a positive relationship on subordinate organizational citizenship Behavior. Nguni's (2005) study conducted in primary and secondary schools in Tanzania showing significant results and having a positive influence between transformational leadership and organizational citizenship Behavior of teachers.

Organizational Citizenship Behavior is a unique aspect of individual activities in work. Employees who have Organizational Citizenship Behavior do not only do their main tasks, but also want to do extra tasks, such as cooperating, helping, giving advice, actively participating, providing extra services to service users, and willing to use their working time effectively . The employee will make the company grow because its employees do more than just their formal duties and want to provide performance that exceeds expectations.

Effect of Transformational Leadership and Organizational Climate on Intrinsic Motivation

Transformational leadership does not have a significant effect on the intrinsic motivation of employees at the Regional Ministry of Home Affairs Human Resources Development Centre. The organizational climate has a significant effect on the intrinsic motivation of employees at the Regional Ministry of Home Affairs Human Resources Development Centre. Ibrahim and Aslinda (2014) suggested that in addition to the organizational climate, OCB is also influenced by work motivation according to the statement stated that high work motivation can influence OCB in the organization. Someone who has good Behavior, wants to work and works hard and does not give up easily is a characteristic of OCB. Motivation is an indicator that can make a worker's effort harder in carrying out his duties.

According to Abuiyada and Shih (2012) motivation is the process as a person's first step to take action due to physical and psychological deficiencies, where an urge is shown to fulfill certain goals. Work motivation can be a driving force in human beings and can direct their Behavior to carry out their duties and responsibilities (Ek and Elegwa, 2013). Zabielske et al. (2015) revealed that employees whose needs are not met can be a motivation for them to meet these needs. So motivation can be interpreted as a power that comes from inside or outside someone and arouses enthusiasm to achieve something that is desired. Giving work motivation to employees in local government companies is very important because employees have a very large responsibility in providing services to customers.

Effect of Intrinsic Motivation on Organizational Citizenship Behavior

Intrinsic motivation has a significant effect on Organizational citizenship Behavior of employees at the Regional Ministry of Home Affairs Human Resources Development Centre. Work motivation is a process that refers to the emergence of encouragement to do work activities. This is as expressed by Luthans (2006) that work motivation is a process that starts with a physiological or psychological definition that drives Behavior to goals or incentives, and the key to understanding the motivation process that depends on understanding and the relationship between needs, encouragement and incentives. Employees who have work motivation within themselves are expected to be able to direct themselves to always behave in accordance with the goals of the company and be able to pursue work that requires special abilities, then employees are expected to show good citizenship Behavior in the company, as expressed by Alizadeh et al. (2012), that OCB Behavior can emerge, one of which is due to the influence of employee work motivation. Intrinsic motivation is a desire to act due to the driving factors of the internal (internal) individual. Individuals driven by new intrinsic motivation will be satisfied if the activities carried out have achieved the results involved in the activity. There are studies which say that there is a relationship between intrinsic motivations for OCB (Rodriguez, 2010). With the intrinsic motivation that is in the employee, it will be able to excite the enthusiasm of employees in the work. The existence of this working spirit will later make employees voluntarily unconscious in doing their work such as working beyond working hours. It can be concluded that intrinsic work motivation can affect organizational citizenship Behavior of employees.

Intrinsic Motivation as Mediating Effect of Transformational Leadership and Organizational Climate on Organizational Citizenship Behavior.

Based on intrinsic motivation analysis, it does not become mediation on the effect of transformational leadership on Organizational Citizenship Behavior. However, intrinsic motivation can be mediated in the influence of organizational climate on Organizational Citizenship Behavior. Intrinsic motivation is a process of organizational climate on Organizational Citizenship Behavior.

Organizational climate has a significant effect on intrinsic motivation and intrinsic motivation triggers Organizational Citizenship Behavior at the Regional Ministry of Home Affairs Human Resources Development Centre. The findings of this study prove that intrinsic motivation is a factor that influences organizational citizenship Behavior. In Meylandani's research (2013) OCB can be influenced by several factors including organizational climate factors, his research shows a strong organizational climate and OCB.

Employees who have work motivation within themselves are expected to be able to direct themselves to always behave in accordance with the goals of the company and be able to pursue work that requires special abilities, then employees are expected to show good citizenship Behavior in the company, as expressed by Alizadeh et al. (2012), that OCB Behavior can emerge, one of which is due to the influence of employee work motivation. Intrinsic motivation is a desire to act due to the driving factors of the internal (internal) individual. Individuals driven by new intrinsic motivation will be satisfied if the activities carried out have achieved the results involved in the activity. There are studies which say that there is a relationship between intrinsic motivations for OCB (Rodriguez, 2010). It can be concluded that intrinsic work motivation can affect organizational citizenship Behavior of employees. Motivation of the intrinsic work of the employee will trigger the spirit of work to achieve certain goals of the company. This was supported by Isnawati, Musnadi, and Darsono (2012) in their research which revealed that the better the employee's work motivation in the company, the better the Behavior of OCB in them.

Conclusions

Based on the results of research conducted at the Regional Ministry of Home Affairs Human Resources Development Centre, it can be concluded: (1). Transformational leadership and organizational climate have significant effect on Organizational citizenship Behavior; (2). Transformational leadership does not have significant effect on intrinsic motivation; (3). Organizational climate has significant effect on intrinsic motivation; (4). Intrinsic motivation has significant effect on organizational citizenship Behavior; (5). Intrinsic motivation becomes mediation in the effect of organizational climate on organizational citizenship Behavior.

Based on the conclusions obtained in this study, the author gives suggestions that can be used as a guide or reference for further research, then there are some suggestions that can be considered: (1). The leader can apply transformational leadership style in influencing employees to achieve organizational goals. For this reason, transformational leadership training program is needed for prospective leaders in this office; (2). Regional Ministry of Home Affairs Human Resource Development Centre develops conducive climates that can trigger employee involvement in work. For example, family gathering, outbound programs; (3). The leader must know the level of motivation of employees through personal approaches, such as by discussing with the leaders.

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