

The Effect of Transformational Leadership, Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) at Tapan Regional General Hospital

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Abstract

The purpose of this study will be to determine the effect of Transformational Leadership, Quality of Work (QWL) on Organizational Citizenship Behavior (OCB) at the Tapan Regional General Hospital. This study used 126 samples. Data analysis techniques used in the study are using path analysis.

Keywords: Transformational Leadership, Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB).

Introduction

Hospital is Nobel Industry. Nobel industry that is the institutions that carry out mission double namely profit and social. Institution that among them institution education, hospital, institution research / study and Non-Government Organization (NGO). Regional General Hospital of Tapan is government hospital in Pesisir Selatan area districts. Due to the assessment used for employees at Tapan Hospital this refer to to SKP. this applied to non-civil servants, but indicator references used corresponding with Policy head of Tapan Hospital.

Ability employee reflected from performance, good performance is optimal performance. Employee performance is one of the capital for the company to achieve its goals. So that the performance of employees is something that should be considered by the company leader. If organizational goals can be achieved, good relations and synergy between leaders and employees in the organization will be created. Someone who feels satisfaction in work, of course he will try to the maximum extent possible with all the capabilities he has to give the best performance to the organization where he works by completing the work tasks as well as possible, even satisfied employees will have the willingness to do more outside their formal responsibilities. This willingness is then known as organizational citizenship behavior (OCB).

OCB is a form of work behavior that exceeds responsibility. There are two approaches to the concept of OCB, namely OCB is an extra role performance that is separate from the performance of the in-role or performance that matches the job description. Podsakoff (2010) defines OCB as employee behavior that contributes to the effectiveness of an organization that is not explicitly requested and there is no formal reward. Simply put, OCB can take the form of : a). Employees who help solve the problems of others who are outside the authority and responsibility of their work. b). Employees who actively participate in team meetings when discussing work improvements and improvements. c). Employees (experienced) who provide training to new employees outside their working hours. These behaviors can normatively contribute to improving both teamwork and organizational performance.

Organizational Citizenship Behavior (OCB) will certainly affect the effectiveness of the organization both in the short and long term which can reduce the productivity of co-workers which will have an impact on reducing managerial productivity, reducing the ability of the organization to obtain and maintain reliable human resources by giving the impression that the organization is not an attractive workplace and can reduce the organization's ability to adapt to changes in its environment.

Podsakoff (2010) argues that organizational citizenship behavior is an individual behavior that is beneficial for an organization that is not included in the job description so that there is no additional reward or punishment for employees. OCB is a global concept that contains all relevant positive

behaviors from members of the organization. Organizational citizenship behavior is able to regulate interdependence, between each member of the work unit, so as to increase the achievement of collective results. To be able to improve OCB of employees, it is very important for the organization to know what causes or increases OCB. Podsakoff et al., (2010) categorize factors that influence OCB consisting of individual differences; attitudes on work attitudes and contextual variables.

Individual differences include the stable nature of individuals. Some individual differences that have been examined as precursors for OCB include: personality (eg awareness and friendliness), ability, experience, training, knowledge, indifference to rewards, and the need for autonomy; Motivation, personality, needs, and individual values.

Work attitudes are emotions and cognitions that are based on individual perception of the work environment. Some of the factors suspected of influencing OCB include: Organizational commitment, perception of leadership and organizational support, person organization fit, Job satisfaction, Psychological contract, perception of justice, perception of fairness and justice and organizational justice.

Contextual factors are external influences that come from work, group work, organization, or the environment. Contextual variables include: task characteristics, attitude to work, leadership style, group characteristics, organizational culture, professionalism, and social role expectations.

Recent studies show that transformational leadership style influences the quality of work life and organizational citizenship behavior. Kara (2018) states that transformational leadership has a stronger influence on employees' life welfare than transactional leadership. Suliman (2013) also found that there is a relationship between charismatic leaders and individual behavior in organization.

In leadership concept, there are several leadership styles including transformational leadership style, transactional leadership style and transformational leadership style (Wirawan, 2013). The concept of transformational leadership style is a leadership concept of a new paradigm to answer the challenges of the 21st century that are required by change, which is not answered by the current organizational leadership that is too much bureaucratic as it is in hospitals. Leadership is a broad concept, for this reason the focus of the discussion will be on transformational leadership. This concept is one of the most widely used approaches today in reviewing leadership and is a leadership concept that is in line with the demands of change needed to improve employee performance.

In this study, researchers used quality of work life (QWL) as a variable that influences organizational citizenship behavior (OCB). Chaturvedi (2017) in his research found that there was a significant relationship between quality of work life and organizational citizenship behavior. Employees who have a voluntary behavior and a sense of good help each other tend to have good performance. Employees who work above the standards set by the company and never show complaints in work are also indicators of organizational citizenship behavior. To maintain the continuity of the organization's operations, a leader must pay attention and try to pay attention and care for his employees in the matter of justice. In this case the balance between personal needs and work needs is very important in improving employee performance. According to Rastogi (2018), quality of work life is a state of welfare or not in the work environment for an employee.

Methods

This research will be with approach quantitative with use technique analysis path (path analysis), that is something research aimed at for analyze influence exogenous variable (cause), that is style kepemimpinan transformational (X1) and quality of work life (X2) against endogenous variable (effect), i.e. organizational citizenship behavior (Y). Objectives of Study Research this do with approach quantitative with use technique analysis path (path analysis), that is something research aimed at for analyze influence exogenous variable (cause), that is style kepemimpinan transformational (X1) and quality of work life (X2) against endogenous variable (effect), i.e. organizational citizenship behavior (Y).

The sample consists of a number of members selected from the population (Sekaran, 2006). Determination of samples using Proportional Random Sampling method. The proportion is said

because the sampling technique or member of the population is done randomly by paying attention to the groups in the population.

Determination of the size of the sample is based on the opinion of Slovin (Umar, 2011) at $\alpha = 5\%$. To facilitate research, the number of samples was 126 people. The number of respondents as many as 126 people is considered to be representative because it is greater than the minimum sample size of 30 respondents. Based on Sugiyono's theory (2009) "a decent sample size in research is between 30 to 500". Based on the number of samples specified above, in accordance with the proportional random sampling technique, the sample grouping to be tested is as follows:

Table 1 Proportion Sample

No.	Group	Population	Proportion	Sample
1	OK room	10	5%	7
2	IGD Room	24	13%	17
3	Care Stay in bed Adult	34	19%	24
4	Care Stay in bed Child	17	9%	12
5	Room Perinatology	17	9%	12
6	Room Midwifery	20	11%	14
7	Care Stay in bed Midwifery	12	7%	8
8	Record Medical	17	9%	12
9	Physiotherapy	6	3%	4
10	Polyclinic	25	14%	17
total		182	100%	126

Source: primary data processed 2018

Data Collection Technique

Data collection technique in this study is by distributing questionnaires that contain questions related to the topic of the study, dissemination to respondents for this study.

Table 2 Measures

No.	Variable	Indicator	Scale	Source
1	Organizational Citizenship Behavior (Y)	Altruism; Courtesy; Sportmanship; Conscientiousness; Civic Virtue;	Likert	Bell (2002)
2	Transformational Leadership Style (X1)	Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration	Likert	Agga (2016)
3	Quality of Work Life (X2)	Work environment; Organizational culture and climate; Relations and Cooperatives; Training and development ; Compensation and rewards; Amenities; Job satisfaction and job security; Job autonomy; Availability of resources.	Likert	Swami (2015)

Data analysis technique

Data analysis techniques in quantitative research using statistics. There are two kinds of statistics used in this study, namely descriptive statistics and inferential statistics. Descriptive statistics are statistics used to analyze data by describing or describing the collected data as they are without intending to make conclusions that apply to general generalizations (Sugiyono, 2012). Descriptive statistics in this study were carried out by presenting data in the frequency distribution table. To find out each answer category for each variable, objective criteria must be determined in advance. Inferential statistics (often also called inductive statistics or probability statistics) are statistical techniques used to analyze the relationship between variable by testing hypotheses and concluding the results of the study (Priyatno, 2010: 9). In this study in conducting inferential statistics, classical assumptions will be tested as a prerequisite for analysis.

Normality test is used to determine whether the data is normally distributed or not. Normality testing was analyzed using the One Sample Kolmogorov Smirnov test. The testing criteria are if the significance value (Sig) or probability value (p) > 0.05 then the data is normally distributed.

Heteroscedasticity is a situation where there is a variance inequality from residuals for all observations in the research model. Heteroscedasticity test is used to determine whether or not there is a variance of residual inequality for all observations in the research model (Priyatno, 2010). Heteroscedasticity test was carried out using SPSS analysis.

According to Muhidin and Abdurahman (2007) path analysis or Path analysis is a statistical analysis tool used to analyze patterns of causal relationships between variables, with the aim of knowing the direct and indirect effects both simultaneously and individually several independent variables on a variable bound.

In the path analysis research was used to analyze the influence of transformational leadership style, and quality of work life on organizational citizenship behavior at home Sick Regional General of Tapan. The path analysis chart is illustrated in the analysis model diagram lane as the following;

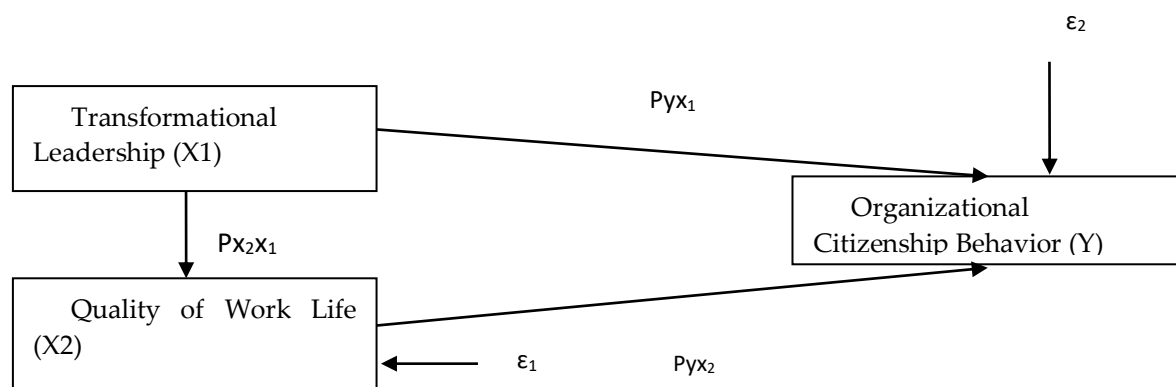


Figure 1 Path analysis chart

Results and Discussion

Analysis of the data used in research to be able to answer the problems and hypotheses proposed by independent variables on the dependent variables both simultaneously and partially by multiple linear regression analysis. the results of the linear analysis are as follows:

Table 3 Results of Multiple Regression Analysis

Dependent Variable : QWL (X2)	Standardized Coefficient	t	Sig.	Annot.
Transformational Leadership	0.135	1,519	0.131	Not Significant
R- Square	0.018			
F	2,307			
F sig	0.131			
Dependent Variable : OCB (Y)	Standardized Coefficient	t	Sig.	Annot.
Transformational Leadership	0.055	2,621	0.010	Significant
Quality of Work Life	0.964	45,849	0.000	significant
R- Square	0.947			
F count	1,091			
F sig	0,000			

Source: primary data processed 2018

Data analysis for testing the first hypothesis is known the path coefficient of the influence of Transformational Leadership Style on Quality of Work Life (Px2x1) is 0.135, with t count 1,519 and a significant value of 0.131. If the significance value is compared with alpha. It is evident that significant value is greater than alpha (0.000 > 0.05). Thus it can be said that Leadership Transformational not take effect significant towards the Quality of Work Life of Tapan Hospital staff. Thus the first hypothesis proposed on research this rejected on 95% confidence level.

Based on the results of data analysis to test the second hypothesis, the influence path coefficient of Transformational Leadership on Organizational Citizenship Behavior (Pyx1) is 0.055, with t count 2,621 and a significance value of 0.010. If the significance value is compared with alpha. It is evident that significant value is less than alpha (0.010 < 0.05). Thus it can be said that Transformational Leadership has a significant effect on Organizational Citizenship Behavior of Tapan Hospital employees. Thus the second hypothesis proposed in this study can be accepted at a 95% confidence level.

From testing the third hypothesis, it is known that the path coefficient of Quality of Work Life influence on Organizational Citizenship Behavior (Pyx2) is 0.964, with t count 45.849 and value significance equal to 0.000. If the significance value is compared with alpha, it is proven that the significance value is smaller than alpha (0.000 < 0.05). Thus it can be said that Quality of Work Life has a significant effect on Organizational Citizenship Behavior of Tapan Hospital employees. Thus the third hypothesis proposed in this study can be accepted at a 95% confidence level.

To test the fourth hypothesis, the following formula is used:

$$t = \frac{ab}{Sab}$$

Value t statistics amounting to 1.435 smaller than t table 1.96 means there is no a significant influence of Transformational Leadership on employee performance through Quality of Work Life so that this indirect model is accepted.

Conclusions

Based on the results of the study about influence Leadership Transformational, Quality of Work Life, Organizational Citizenship Behavior on employee performance at Tapan Regional General Hospital and from discussions that have been put forward previous then could some conclusions are drawn :

Leadership Transformational not take effect significant towards the Quality of Work Life of Tapan Hospital staff. This shows that leadership is increasing Transformational then not will affect the Quality of Work Life of employees Tapan Hospital.

Transformational leadership has a significant effect on Organizational Citizenship Behavior Tapan Hospital staff. This shows that the more the Transformational Leadership Style is improved, the Organizational Citizenship Behavior will also increase

Quality of Work Life has a significant effect on Organizational Citizenship Behavior Tapan Hospital staff. The higher the Quality of Work Life of employees, the Organizational Citizenship Behavior will also increase.

Transformational Leadership Style on Organizational Citizenship Behavior through Quality of Work Life. this means that a high leadership style with high Quality of Work Life will not improving high employee organizational citizenship behavior as well.

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