

# The Role of Transformational Leadership and Workplace Spirituality on Organizational Citizenship Behavior:

Evidence from Indonesian Customs and Excise

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**Abstract**—The success of an organization extremely depends on the behaviour of all employees which can be influenced by leadership factor and spiritual condition in the workplace. This study examines the underlying mechanism and explanatory condition of the correlation between the transformational leadership and workplace spirituality on the behaviour of employees. Particularly, this study explores the role of work engagement mediation and affective commitment in the correlation between the transformational leadership and workplace spirituality on the organizational citizenship behaviour. Data from 153 of KPPBC TMP a Bogor employees are analysed using Structural Equation Modelling (SEM). The result showed that transformational leadership extremely contributed to the citizenship behaviour. Meanwhile, affective commitment totally mediates the correlation between the transformational leadership and workplace spirituality on the organizational citizenship behaviour. The effect of mediation from affective commitment to the behaviour is quite important. This study provides information to the policy makers about why and what kind of condition the employees execute such as what they execute.

**Keywords:** *organizational citizenship behavior, transformational leadership, workplace spirituality, work engagement, affective commitment, customs and excise*

## I. INTRODUCTION

The Organizational Citizenship Behaviour (OCB) is an ideal behaviour which is primary necessitated by the organizer of public service in order to improve the productivity of government instance [1]. This OCB can improve the productivity because it can bridge the process between formal bureaucracy on administration procedure and limited human resource [2]. The service which is provided by government instance intends to provide benefit and best service in order to satisfy the service users [3]. One of government instances which extensively provides public service, such as General Directorate Custom and Excise (GDCE). In the last six years, a survey has been conducted to recognize the level of communities/stakeholders' satisfaction of GDCE service. The survey showed that the level of service satisfaction still

entailing to be improved, because there were unsatisfactory service elements, and entailing to be improved particularly human resource aspect, such as employees' behaviour as well as employees' abilities and skills which are closely related to the organizational citizenship behaviour. Human resource is important part of the development strategy because it plays important role in the organization. The great number of optimal service claims, it is entailed an appropriate resource management. Crook et al. [4] mentions that human resource management as an investment form which can provide performance development extensively to the organization and particularly to the employee. Performance development of an organization can be influenced by a leader who is able to influence the members' behaviour, which will be able to positively shape the behaviour of all employees and communities through creation policies [5]. Aside from leadership factor, spiritual factor in workplace is equally important in realizing the best behaviour as employee in an organization [6].

Based on the background which is mentioned above, our study focuses on transformational leadership and workplace spirituality which is expected to respond about the strategy which has to be carried out to be able to influence work engagement, affective commitment, and principally influence to the organizational citizenship behaviour. Therefore, this study will modify the model of Buil et al. [7] which discerns the work engagement as mediator, and also Kazemipour et al. [6] which discerns the organization commitment as mediator. Regarding the problem of organizational citizenship behaviour, this study will focus on the transformational leadership and workplace spirituality as independent variables which emerge as an influential factor where these variables will influence work engagement and affective commitment as mediator variable, and finally it will influence organizational citizenship behaviour.

## II. LITERATURE REVIEW

### A. Organizational Citizenship Behavior

Organ [8] defines OCB as independent individual behaviour, which is not directly or explicitly admitted by the official appreciation system, but it aggregately promotes the function of organization effectively. OCB simply can be stated as behaviour which exceeds work obligations which are not always rewarded with an organizational appreciation system.

Occasionally, OCB is stated as pro-social behaviour, extra-role behaviour, unspecific contextual performance for individual work assignment itself, but it support more extensive organizational environment where the essence performance happens [9]. OCB is realized in the obedience form to the organizational norms, not complaining on the trivial things, and assisting colleagues. The result showed that sportive had significant effect on the quantity of performance and behaviour assisted having significant impact on the quality of employees' performance in an organization [10]. Traditionally, Organizational Citizenship Behaviour is defined as extra-role behaviour which functions to achieve the purpose of organization [11].

### B. Transformational Leadership

Leadership is a process of influencing or providing example by the leader to his members in order to achieve the purpose of organization. Kreitner and Kinicki [12] states that there are a lot of different definitions of leadership because of the complex interaction between leader, employees, and situation/condition which happen both in the level of individual and in the level of organization. Some researchers connect the definition of leadership with personality aspect and particular physical trait. There are also some researchers which connect a series of behaviour. In contrast, there are some researcher define leadership with the strength of influence correlation between leader and employee. There are also some researchers consider that leadership is a tool to achieve particular purpose or to assist someone else achieving his purpose. Transformational leadership is a leadership pattern which is able to motivate and inspire employees to execute their job and be responsible to achieve result which is more than what is expected [7]. A leader which leads an organization or division apart from understanding how to determine what his employees have to execute in achieving the purpose of organization, the leader should motivate and inspire his employees to execute job and be responsible more than what is expected. An effective leadership is extremely necessitated by organization in effort of reformation and transformation. Moorhead and Griffin [13] states that transformational leadership focusing on the importance of a leader creating transformation.

### C. Workplace Spirituality

According to Kazemipour et al. [6] and Kahn [14], workplace spirituality involves effort to discover the principal purpose of someone's life, to develop strong correlation with colleagues and someone else who is related to the work, and to have consistence (or harmony) between someone's principal

reliance and their organization values. Petchsawang and Duchon [15] states that workplace spirituality is a feeling of mercy to someone else, complete spiritual awareness in executing meaningful work. There are some dimensions which are generally discussed in workplace spirituality conceptualization, such as compliance spiritual private needs in workplace, where an employee has strong togetherness with someone else in workplace, and closely related with someone's values [14].

### D. Work Engagement

The concept of engagement at the first time is introduced by Kahn [16] defines engagement as employees' selves-control on their role in work, and how they commit to their work, then working and expressing themselves both physic, cognitive, and emotion in work. Cognitive aspect refers to the employees' reliance about organization, leadership aspect, and work condition. Emotional aspect includes how the employees' feeling, positive or negative about organization and leader. Meanwhile, physic aspect regards expeditionary physic energy by the employees in executing their role. Schaufeli et al. [17], creates the term work engagement referring to positive and satisfactory mind condition which is related to the working which was signed with spirit (vigor), dedication, and absorption. Engagement refers to more persistent cognitive situation and absorbs unfocused event or particular individual.

### E. Affective Commitment

According to Cohen [18]; Kehoe and Wright [19], affective commitment or positive affection for organization is someone's desire discerning the success of organization in achieving purpose and feeling proud of being a part of organization. According to Kreitner and Kinicki [12]; Allen and Meyer [20]; Mowday et al. [21], affective commitment emerges when the employees feel emotionally involving of organization, being recognized by themselves engagement in organization, and their willingness to achieve the purpose of organization. Affective commitment relates to the emotional condition, identification process, and level of employees' engagement in an organization.

## III. METHODS

This study aimed to find out how the role of work engagement mediation and affective commitment in the correlation between transformational leadership and workplace spirituality on organizational citizenship behaviour. This research generated eight hypotheses, which explained the correlation between research variables, as shown in Figure 1. The hypothesis of this research were as follows:

- H1: Transformational leadership positively affects organizational citizenship behaviour.
- H2: Workplace spirituality positively affects organizational citizenship behaviour.
- H3: Transformational leadership positively affects organizational citizenship behaviour mediated by work engagement

- H4: Transformational leadership positively affects organizational citizenship behaviour mediated by affected commitment
- H5: Workplace spirituality positively affects organizational citizenship behaviour mediated by work engagement
- H6: Workplace spirituality positively affects organizational citizenship behaviour mediated by affective commitment
- H7: Work Engagement positively affects organizational citizenship behaviour.
- H8: Affective Commitment positively affects organizational citizenship behaviour.

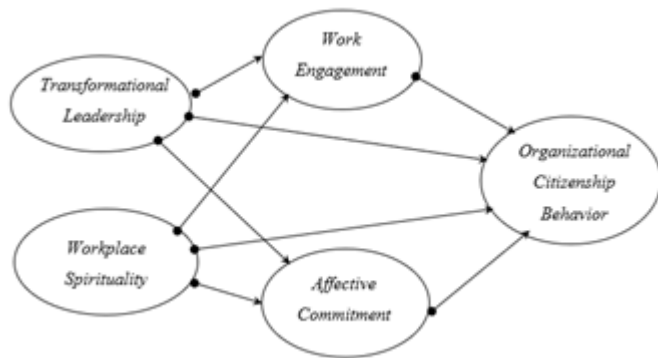


Fig. 1. Conceptual model of this study.

The method which was utilized in this study was a quantitative method. Meanwhile, analysis of the hypothesis utilized Structural Equation Modelling (SEM) method with the assistance of SmartPLS devices. Sources of data in this research were primary data and secondary data. The questionnaires which were utilized for each variable were taken from several previous studies. The 16 items were utilized to measure transformational leadership from a study which was conducted by Bass et al. [23]. The 12 items were utilized to measure workplace spirituality from a study which was conducted by Ashmos and Duchon [24]. Work engagement was calculated by utilizing 17 questionnaire items from a survey which was conducted by Schaufeli and Bakker [25]. Furthermore, 6 issues of questionnaires to measure affective commitment were obtained from previous research which was conducted by Saks [26]. Meanwhile, the organizational citizenship behaviour was calculated by utilizing 24 questionnaire items from a study which was conducted by Organ [8]. The scale which was utilized was adjusted to the questionnaire in the study, which was utilizing six Likert points. The population of this research was all employees working in Custom & Excise office type A Bogor, Indonesia. At the pre-test stage, the author took a sample of 30 respondents to measure the validity and reliability of the questionnaire items. Meanwhile, for the main-test, the author involved 153 employees.

Before conducting SEM analysis, this research analysed the validity and reliability test. Pre-Test analysis discovered the level of validity and reliability of the questionnaire.

Validity was measured by utilizing Loading Factor and Average Variance Extracted (AVE). Meanwhile, reliability was discovered from the Cronbach value and Composite Reliability. After pre-test, the questionnaires were executed, the items which were utilized in pre-test were utilized in the main test because the results of the items for validity and reliability testing indicated that almost all questions in the questionnaire were valid with all values above 0.5, for the Cronbach value and Composite Reliability more or equal to 0.7. The results of validity and reliability indicated that three items were invalid, therefore they were not included in the main test.

Subsequently, in main test with 153 samples, descriptive analysis was carried out for the respondents' demographics and also the descriptive variables. Then, as always as in the pre-test, the main test was also retested validity and reliability by utilizing Construct Validity and Reliability. To carry out the hypotheses analysis, SEM was utilized to test the correlation between variables and hypotheses.

#### IV. RESULTS AND DISCUSSION

##### A. Results

Table 1 presents descriptive statistics from respondents. Based on the results of descriptive statistics, it could be concluded that the respondents' sex distribution of this research was dominated by male respondents with a percentage of 77.2%, while for female respondents were only 22.8%. In addition to gender, based on descriptive statistics it could also be seen that the age of respondents scattered in the age range of 18 to 25 years, showing that employees in this research were mostly included in the range age of millennial, meanwhile 26.8% for those under the age of 25 years. Furthermore, for the education of the respondents were scattered to four levels, Diploma, S1, S2 and others. The results of the descriptive statistics indicated that most employees were at the Diploma. Aside the diploma education, there were also many respondents from the bachelor education level. In addition to education, the tenure could also be seen that most respondents had a working period for more than twenty years. Descriptive statistics also showed how the respondents were spread in the departments in the office. Most of the respondents came from the outside of PKC, about 37.9% of respondents. The results of this descriptive statistic could give an idea of how the demographics of the organization at the place of this research were conducted.

**TABLE I. RESPONDENT'S DEMOGRAPHICS**

Profile	Category	Total	Percentage (%)
Gender	Male	118	77.2%
	Female	35	22.8%
Age	18-25	41	26.8%
	26-30	20	13.1%
	31-40	35	22.9%
	41-50	29	19.0%
	>50	28	18.3%
Education	Diploma	85	55.6%
	S-1	45	29.4%
	S-2 (Magister)	15	9.8%
	Others	8	5.2%
Years of Work	<5 years	39	25.5%
	5-10 years	23	15.0%
	11-15 years	20	13.1%
	16-20 years	22	14.4%
	>20 years	49	32.0%
Department	General	22	14.4%
	Internal Subservience	9	5.9%
	PDAD	8	5.2%
	Enforcement and Investigation	25	16.3%
	Counseling and Information Service	7	4.6%
	Inside PKC	15	9.8%
	Outside PKC	58	37.9%
	Treasury	9	5.9%
Position	Executor	104	68.0%
	Echelon V	39	25.5%
	Echelon IV	10	6.5%

In table II, based on the result analysis, the study obtained T-Value for the correlation between independent variable and mediation variable to the dependent variable in this study. T-Value was considered significant with 1,645 for every variable. First, the correlation between transformational leadership variable on organizational citizenship behaviour significantly had positive T-Value with 2,694. Second, the correlation between workplace spirituality on organizational citizenship behaviour insignificantly had negative T-Value

with 0,360. Third, the correlation between work engagements which were experienced on organizational citizenship behaviour significantly had positive T-Value with 2,345. Fourth, the correlation between affective commitments on organizational citizenship behaviour significantly showed positive correlation with 3,985 T-Value. The result showed that hypotheses H1, H7, and H8 which were suggested in this study were accepted and insignificant result which was obtained in H2 caused this hypothesis being rejected.

**TABLE II. THE RESULT OF PRINCIPAL TEST – DIRECT PATH COEFFICIENTS**

Structural Path	Path Coefficients	t-value	Test Result	Conclusion
TL→OCB	0,343	2,694	Positive Significant	Accepted
WPS→OCB	-0,047	0,360	Negative Not Significant	Rejected
WE→OCB	0,297	2,345	Positive Significant	Accepted
AC→OCB	0,353	3,985	Positive Significant	Accepted

Table III, discerning the effect of work engagement mediation and affective commitment, according to Baron and Kenny [27], there were three conditions which had to be satisfied, such as 1) independent variable had to be related with the mediator, 2) mediator had to be involved with dependent variable, 3) significant correlation between independent variable and dependent variable would decrease or no longer significant when restraining mediator. For H3 and H4, the first and second conditions were not satisfied, such as being explained above because the effect of indirect value was not significant with 1.017 and 1.593 T-Value. Therefore, there was not mediation / direct only. The result of SEM test which

was conducted for H5 and H6 hypotheses, about the role of work engagement mediation variable and affective commitment which mediated the correlation between workplace spirituality and organizational citizenship behaviour could be accepted by full mediation with 2,488 and 3,468 T-Value. According to Baron's statement, testing hypothesis mediation utilized direct effect value and indirect effect value. For H5, mediation role of work engagement in the correlation between workplace spirituality and organizational citizenship behaviour, direct effect value was -0,047 and indirect effect value was 0,213. Therefore, total effect which was obtained was 0,166. Meanwhile, H6

mediation role of affective commitment, there was -0,047 on direct effect value, and there was 0,222 on indirect effect value. Therefore, total effect which was obtained was 0,194.

TABLE III. MEDIATION EFFECT

Structural Path	Direct Effect	Indirect Effect	Total Effect	t-value	Conclusion Mediation Type
TL→WE→OCB	0,343	0,057	0,400	1,107	Rejected Direct Only (No Mediation)
TL→AC→OCB	0,343	0,051	0,394	1,593	Rejected Direct Only (No Mediation)
WPS→WE→OCB	-0,047	0,213	0,166	2,488	Accepted Indirect Only (Full Mediation)
WPS→AC→OCB	-0,047	0,222	0,194	3,468	Accepted Indirect Only (Full Mediation)

### B. Discussion

This study discovered powerful correlation influence between transformational leadership on organizational citizenship behaviour although without role of work engagement mediation variable and affective commitment. There were various conditions and unique findings outside of the hypothesis of the study. Several findings which were provided in discussion can be further topic of study to examine whether the result will be different. The result in this study could not verify the workplace spirituality influence on organizational citizenship behaviour, the role of work engagement mediation, and affective commitment in the correlation between transformational leadership on organizational citizenship behaviour which was different with Buil et al. [7]. The difference result was caused by various things, such as the difference scope of the problem of study (this study was modified [7]) and Kazemipour et al. [6], the difference types of organization and the difference result because the number of data and measurement were not equal, and the implementation of organizational citizenship behaviour was not equal in both of two organizations.

This study did not discover the influence of workplace spirituality which was experienced on organizational citizenship behaviour, but it produced new finding which showed that through role of work engagement mediation and affective commitment, there was significant correlation between workplace spirituality and organizational citizenship behaviour. The result of this study could not be generalized or utilized for some necessities because the topic of the problem which was appointed in this study was a composite case study from hotel industry and hospital which was probably had different problem. This study also had some weaknesses which were entailed to be improved for the next study, such as

the limited number of samples which could affect the accuracy of the result of the study. Therefore, it was probable that there were significant differences result with other related studies. The study in the future can utilize respondents from several government instances to be able to obtain more accurate result, and the result generally can be utilized.

### V. CONCLUSION

Transformational leadership had been tested and verified improving organizational citizenship behaviour. It showed the importance of custom and excise manager to carry out more intense transformational leadership approach to the employees in order to grow up new leaders with powerful transformational leadership. Meanwhile, workplace spirituality also had been verified improving organizational citizenship behaviour through role of work engagement mediation and affective commitment. Therefore, the management of custom and excise office entailed to facilitate the employees to be able to feel engaging in working and had affective commitment in workplace. By engaging feeling and full affective commitment enabled, an employee regularly working, providing the best ability, and organizing extra energy to assist colleagues. It was well-matched to the necessities of organizational citizenship behaviour.

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