

Transformational Leadership in Moderating the Relationship of Work Environment and Organizational Commitment with Organizational Citizenship Behavior

Dwi Ryan Maulana*, Dedi Muhammad Siddiq, Editya Nurdiana, Agun Selistiawan
Department of Management
Universitas Swadaya Gunung Jati
Cirebon, Indonesia

*ryanmaulanaidm@gmail.com, dedisiddiq@ugj.ac.id,
editya.ugj@gmail.com, agunslstwn@gmail.com

Ida Setia Wahyu Atmaja
Universitas Swadaya Gunung Jati
Cirebon, Indonesia
iedaatmaja@gmail.com

Abstract—Previous research rarely discuss the role of transformational leadership in moderating work environment-organizational citizenship behaviour (OCB) relationship and organizational commitment-OCB relationship. This study aims to discuss the role of transformational leadership in moderating the relationship of work environment and organizational commitment with organizational citizenship behavior for employees in a manufacturing company. The research used a quantitative method with the population being studied is 110 employees in total. Using simple random sampling, this study administered paper-based surveys to 87 respondents. The data analysis technique begins with validity and reliability tests continued with classical assumption tests, multiple linear regression tests and finally moderation tests. The results showed that the work environment and organizational commitment both individually and simultaneously have a positive and significant relationship with organizational citizenship behavior. Furthermore, transformational leadership moderates the relationship of both work environment and organizational commitment with organizational citizenship behavior.

Keywords—*transformational leadership, work environment, organizational commitment, organizational citizenship behavior*

I. INTRODUCTION

One of the company's successes in achieving the goals is by developing organizational citizenship behavior (OCB) from the members of organization. OCB is employee behaviors willing to help others, to go beyond the work demands, being volunteer for extra tasks at work and complying with the rules and procedures applied in the company [1]. Employees who exhibit OCB generally have better performance and receive higher evaluations from their organizations [2]. A firm whose employees collectively and in aggregate develop OCB, the employees are likely to make a real contribution to the

company, both in quality and quantity, which can improve the performance at the firm level [2].

Several factors can be predictors of OCB. The work environment is one of the predictors of OCB as a good work environment reflects that the company has facilitated a supportive and comfortable work environment so that employees can optimally and efficiently do their tasks [3]. A supportive work environment has the potential to develop OCB which may impact the increasing productivity of the company. In addition to work environment factors, organizational commitment is also a factor that affects OCB [4]. Organizational commitment is defined as the desire of organizational members to stay at the organization and are willing to work optimally for reaching the firm goals [4]. Organizational commitment reflects the employee's belief in the company's mission and goals, the willingness of employees to make efforts in completing the work, as well as the determination and desire to work and be loyal to the company. Employees who have organizational commitment have strong loyalty and accept of all circumstances experienced in the company, have good attendance records, show obedience to company policies, and have a low employee turnover intentions [5].

This study discusses organizational commitment and work environment in predicting OCB moderated by transformational leadership. The role of transformational leadership as a moderator is believed to fill the research gap in previous studies. Thus, this study is aimed to test the relationship of two predictors of OCB i.e., organizational commitment and work environment, and the role of transformational leadership as the moderator work environment-OCB relationship and organizational

commitment-OCB relationship. The next section will discuss literature review, research method followed by result and discussion and ended by a conclusion.

II. LITERATURE REVIEW

A. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is individuals' discretionary behaviors in workplace settings are not directly related to the reward system but can improve the effective functioning of the company [1]. These discretionary and voluntary behaviors are believed to be able to form organizational, social, and psychological context that serves as a catalyst for accelerating the completion of tasks and processes in the organization [6]. Previous research has found that OCB also contributes to achieving organizational performance and social capital formation [7].

The aforementioned statements indicate that OCB is a voluntary individual behavior of employees who can contribute to the development of the company. Such behavior is not required in the employment rule and contracts including job descriptions. These individual behaviors based on their personal willingness are not directly recognized by the formal reward system, but if they are carried out massively by employees, the behaviors will improve the functioning of the company.

B. Workplace Environment and OCB

Workplace environment is everything that exists in the employee's environment that can affect the employees in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequacy of work equipment [8]. The work environment is a very important component when employees carry out work activities. A good work environment is believed to be able to provide motivations to work and have an influence on the enthusiasm of employees at work [9]. The work environment here indicates that the circumstances surrounding the employee are physical in nature that support the achievement of employee performance. Logically, if the physical condition of the workplace is pleasant and supportive, it is very likely that employees will be encouraged to perform well. OCB is one of the categories of employee performance which is referred to as contextual performance. Moreover, Zufriah [10] found that the work environment has a positive and significant relationship with OCB. From the view that the work environment can have an influence on performance, this study proposes the following hypotheses:

H1: Work environment has a positive and significant relationship with organizational citizenship behavior

C. Organizational Commitment and OCB

Organizational commitment is the attitude of employees to the extent that employees dedicate themselves to the organization that employs them, are willing to work on behalf

of the firm and maintain membership in the company [11]. Organizational commitment also indicates the desire of an employee to remain a member of the organization [12]. Organizational commitment can be said as an employee's work attitude in the form of a strong desire to survive and being tied to the organization where the employee works and does not want to leave the organization [13].

When employees' attitude shows a desire to stay in the organization accompanied by their willingness to dedicate themselves to their workplaces, it is very likely that the employees are willing to take actions that exceed their main duties and functions. Hence, it is very likely that these employees demonstrate OCB when they have good commitment to their organizations. Therefore, this study proposes the next hypothesis.

H2: Organizational commitment has a positive and significant relationship with organizational citizenship behavior.

D. Transformational Leadership

Transformational leadership is a leadership in which a leader works with a team or followers beyond their personal interests to identify the changes needed, creates a vision to guide change through influence and inspiration, and implement the change together with committed group members [14]. This change of self-interest towards common interests from this transformational leaders increase the level of maturity and aspirations of followers, and followers' concern for achievement [15]. This type of leadership is concerned with the needs and motives of followers, and tries to help followers reach their best potentials [16]. Transformational leadership can also be identified when leaders expand and enhance the interests of their followers, when leaders arouse awareness and acceptance of group goals and missions, and when leaders stimulate followers to transcend their own self-interests for the goodness of others [14].

From the above definition, it can be summarized that transformational leadership is leader's ability to influence others that advances and motivates followers to achieve their best potential and creates relationships between leaders and subordinates that go beyond personal interests for the sake of group interests. This leadership style is more to be oriented towards others than to the leaders themselves. This orientation increases the maturity and concerns of followers in achieving groups' achievements.

Previous research has demonstrated the role of transformational leadership in the workplace settings in moderating the relationship between predictors and outcomes [17]. In this study, the relationship between organizational commitment and OCB is thought to be moderated by the employees' perceptions of transformational leadership behaviors of their leaders. Furthermore, the relationship between employees' work environment and OCB is thought to be moderated by employees' perceptions of the leaders'

transformational leadership. Therefore, the next hypothesis is as follows.

H3: Transformational leadership moderates the relationship between organizational commitment and organizational citizenship behavior.

H4: Transformational leadership moderates the relationship between the work environment and organizational citizenship behavior.

The conceptual framework can be seen in Figure 1.

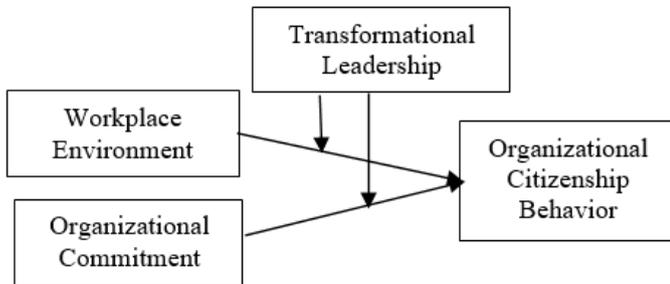


Fig. 1. Conceptual framework.

III. RESEARCH METHODS

A. Types of Research

The research method used in this study is quantitative method as this study tests the proposed hypotheses using statistical tests on quantitative data from the respondents. In presenting the data, this study uses the associative method to determine the relationship between the variables tested, namely workplace environment, organizational commitment with OCB moderated by transformational leadership.

B. Population and Sample

The population that is used as the object in this study is all employees who work at a manufacturing company in Kuningan Regency West Java Indonesia for 110 people. Using the Slovin formula, a sample of 87 employees was taken. A sample of 87 employees was selected using a simple random sampling technique.

C. Data Collection Technique

The data collection technique used in this research is a field study. Researchers collected data directly from the field using the survey method by distributing paper-based questionnaires to the respondents. The items in the questionnaires were directly given by the researchers and then completed by the respondents.

D. Scales

1) *Organizational commitment*: To measure employees' organizational commitment, this study uses a scale introduced by Meyer and Allen [13]. Cronbach's Alpha for organizational commitment is 0.747.

2) *Workplace environment*: To measure employee perceptions related to their workplace environment, this study uses a scale introduced by the Public Service Secretariat [18] in Canada. Cronbach's Alpha for workplace environment is 0.833.

3) *Transformational leadership*. Employees were asked to identify their perceptions of their leaders' transformational leadership behaviors by responding to the items introduced by Bass and Avolio [19]. Cronbach's Alpha for work environment is 0.792.

4) *OCB*: Employees were asked to identify their perception of their OCBs by responding to items introduced by Podsakoff et al. [20]. Cronbach's Alpha for OCB is 0.775.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

The characteristics of the respondents showed that the respondents who participated in this study consisted of 34 males (38%) and 53 females (62%), meaning that the majority of respondents in this study are females. In terms of age, the majority of respondents are 36-45 years old (41%), while based on education level, the majority of respondents have a high school education level or equivalent (61%), and most of the employees have a working period of 11-14 years (36%).

B. Validity Test

To determine the accuracy of the instrument in measuring the variables studied, the researcher tested the validity of the instruments for work environment variables, organizational commitment, transformational leadership and OCB. Validity test is used to measure the validity of a scale. A scale is said to be valid if the questions on the scale are able to reveal something that will be measured [21]. The requirement is that if $r_{count} > r_{table}$, the statement is declared valid, otherwise if $r_{count} < r_{table}$, the statement is declared invalid. The results of the validity test show that the corrected item total correlation or r_{count} for each indicator is greater than $r_{table} = 0.2108$ ($df = n-2 = 87-2 = 85, = 0.05$) which means that the indicator can be concluded as valid.

C. Reliability Test

Reliability test is used to determine the consistency of the measuring instrument in its use. In other words, the measuring instrument has consistent results when used many times at different times. To determine the degree of consistency of the research instrument, the researcher conducted a reliability test of the instrument. The results of this reliability test is reliable because the Cronbach's Alpha value is above 0.70.

D. Normality Test

As a condition to determine the magnitude of the relationship between organizational commitment variables, work environment and transformational leadership and OCB,

the data distribution of these variables have to be normally distributed. This normal distribution can be known based on the table Kolmogorov-Smirnov Test (Table 1). Based on the Kolmogorov-Smirnov Test table; it can be identified that the Asymp value. Sig (2-tailed) 0.078 is greater than 0.05, which means that the data on the four variables studied are normally distributed.

TABLE I. RESULTS OF ONE SAMPLE KOLMOGOROV-SMIRNOV TEST

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		87
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.69794725
Most Extreme Differences	Absolute	.090
	Positive	.050
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.078 ^c

^a. Test distribution is Normal.

^b. Calculated from data.

^c. Lilliefors Significance Correction.

E. Coefficient of Determination

The value of the determination coefficient that can be seen in the Adjusted R Square is 0.456. This means that the contribution of the work environment, organizational commitment, and transformational leadership together on organizational citizenship behavior is 45.6% and the remaining 54.4% is influenced by other factors or other variables outside the study.

F. T Test (partial)

The t-test (partial) yielded several conclusions. Based on the results of the t-test (partial) between the work environment and organizational citizenship behaviour, the t-count value was 2.125 > 1.988 and the sig value. 0.037 < 0.05. This figure shows that the work environment has a positive and significant effect on OCB. This means that the first hypothesis that the work environment has a positive and significant relationship to OCB can be fulfilled.

Furthermore, based on the results of the t test (partial) between the variables of organizational commitment and organizational citizenship behaviour, the study obtains the t value 5,103 > 1,988 and the sig value. 0.000 < 0.05. This figure shows that organizational commitment has a positive and significant effect on OCB. Hence, the second hypothesis that organizational commitment has a positive and significant relationship to OCB can be fulfilled.

G. MRA Test (Moderated Regression Analysis)

The results of the Moderated Regression Analysis test on the role of transformational leadership in moderating the relationship between the work environment and OCB (Moderasi_X1) show that transformational leadership negatively moderates the relationship between the work environment and OCB as evidenced by the value of Sig. < 0.05 which is 0.000. In other words, the higher the employee's perception of their leaders in demonstrating transformational leader behavior, the weaker the relationship between the work environment and OCB behavior. This means that the work environment has no significant effect when their leaders demonstrate transformational leader behavior.

Furthermore, the test results of the role of transformational leadership in moderating the effect of organizational commitment on organizational citizenship behavior (Moderation_X2) indicate that transformational leadership successfully moderates the relationship between organizational commitment and OCB as evidenced by the value of Sig. < 0.05 that is 0.004. In other words, the higher the employee's perception of their leaders in demonstrating transformational leader behavior, the stronger the relationship between organizational commitment and OCB behavior. The results of the Moderated Regression Analysis can be seen in Table 2.

TABLE II. RESULT OF MODERATED REGRESSION ANALYSIS

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	11.851	4.140		2.862	.005
	Work environment (X1)	2.407	.562	2.186	4.284	.000
	Organizational Commitment (X2)	-1.281	.753	-1.154	-1.701	.093
	Moderation_X1	-.069	.016	-2.965	-4.194	.000
	Moderation_X2	.063	.021	2.949	2.937	.004

^a. Dependent Variable: Organizational Citizenship Behavior (Y)

H. Discussion

Based on the results of testing the relationship between the independent and dependent variables, it can be identified that workplace environment in this study has a positive and significant relationship with OCB in the manufacturing company under study. Thus, the work environment has a role as a predictor of OCB. Hence, the higher the employee's perception of a comfortable work environment, the greater OCB can be. The organizational commitment variable in this study also has a positive and significant relationship with OCB. Thus, organizational commitment is an important variable in

improving employee OCB because organizational commitment is able to move employees' enthusiasm to perform OCB.

Furthermore, transformational leadership was identified to moderate the relationship between the work environment and OCB as well as the relationship between organizational commitment and OCB. This means that the role of leader behavior in the company that is the object of study that shows transformational leader behavior is possible to create more OCB behavior from employees when employees are committed to their organization. While for the relationship between work environment and OCB, the employees' perceptions to transformational leadership behaviors of their leaders are identified to be able to replace the limitations of the quality of the workplace.

I. Limitations and Recommendations

This study has several limitations to be considered in the future studies. First, OCB is determined by many predictors. Further researchers can conduct researches by exploring other variables that have the potential to be predictors of OCB. Second, this research was conducted only by involving one company, so the practical implications may only be relevant for that company. Future research could conduct research involving more companies and more employees. Third, this research uses only one method, namely quantitative by distributing questionnaires. Future research is expected to be more in-depth by conducting mixed studies, namely conducting quantitative studies followed by qualitative studies.

V. CONCLUSION

The workplace environment and organizational commitment are predictors that may influence employee OCB. Hence, based on the findings of this study, the company where this research takes place can improve employee OCB by improving the quality of the work environment, employee organizational commitment and transformational leadership behavior of the leaders in the company. Therefore, the company is expected to be able to create an atmosphere and human resource programs to improve the quality of these variables to obtain OCB from employees.

ACKNOWLEDGMENT

We gratefully acknowledge to the Universitas Swadaya Gunung Jati (UGJ) Research Institute for financially supporting the paper to be presented and published in conference proceeding. Special thanks are also due to Dr Amran Jaenudin as the chairperson of the UGJ research institute and Prof Dr Mukarto Siswoyo the UGJ rector for the kind support.

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