



THE INFLUENCE OF A TRANSFORMATIONAL LEADERSHIP STYLE, EXPERIENCE, WORK SATISFACTION AND ORGANIZATIONAL COMMITMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PUBLIC WORKS AND SPATIAL PLANNING OF KARIMUN REGENCY

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Abstract

The purpose of this study was to determine the effect of Transformational Leadership Style, Experience Level, Job Satisfaction, Organizational Commitment to Organizational Citizenship Behavior at the Public Works and Spatial Planning Office of Karimun Regency. This type of research is descriptive quantitative. The sample population in this study amounted to 66 responden and the data collection technique used the technique of proportionate stratified random sampling where the technique is used if the population has members / elements that are not homogeneous and stratified proportionally. The data were collected using a questionnaire that had been tested for validity and reliability. Based on the research results, there are twelve conclusions that are relevant to the problems studied in this study.

Keywords: Transformational Leadership Style, Experience Level, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior

1. INTRODUCTION

Transformational leadership has a significant influence on job satisfaction, OCB and organizational commitment, based on research conducted by Yang, Mu-Li (2012). Al- Swidi et al. (2012) states that transformational leadership has been shown to have a significant effect on employee job satisfaction through increased employee empowerment.

In the construction industry in particular, the role of a Project Manager in maintaining and increasing productivity is very important. The leadership quality of the project manager also needs to be supported by coaching and the level of experience of the Project Manager in order to learn from the experiences he has gained in previous project implementation (Heryanto and Triwibowo, 2013).

In addition to the individual factors of the employee itself, job satisfaction and leadership style applied by the leadership can also affect Organization citizenship behavior (OCB) (MacKenzie et al. 1998). As we know there are many leadership styles that a leader usually does in leading an organization. The effectiveness of leadership is one of the determining factors of the organization's success. In the context of Organization citizenship behavior (OCB), transformational leadership will encourage the growth of mutually helpful behavior and help voluntarily among employees beyond their personal obligations. This is because in transformational leadership, the leader always encourages his subordinates to act beyond his personal interests (Jahangir, et.al,2004). Subordinates are encouraged to work on a team, and respect each other, and help other employees both in relation to their responsibilities and jobs that are not their responsibilities.

Organizational commitment is also a factor that influences Organizational Citizenship Behavior (OCB). According to Iswara (2016: 5943) explains that increasing the intensity of

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implementing organizational commitment will increase Organizational Citizenship Behavior in employees. Organizational commitment is related to the process by which an employee feels attached to the organization. Organizational Citizenship Behavior is a voluntary behavior that is visible and can be observed (Pemayun, 2017: 5090). Research conducted by Meilina (2016), Iswara (2016) and Rini (2014) explains that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). However, it is different from Musyafidah's research (2018) which explains that organizational commitment has a positive but insignificant effect on organizational commitment and has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Organization citizenship behavior (OCB) is an employee behavior that is done voluntarily, sincerely, happily without having to be ruled and controlled by the company in providing good service (Organ et al., 2006). This behavior and attitude that many experts are seen as will be capital for the success of an organization in building a good work team. In fact, there are many factors that can affect Organization citizenship behavior (OCB).

2. IMPLEMENTATION METHOD

The research location in Karimun Regency, Riau Islands Province, Indonesia, involves employees who work at the Public Works and Spatial Planning Office in the area. In collecting data for quantitative analysis, this study uses questionnaires and interviews. The sample in this study were 66 civil servants. This study uses variance-based tools, Structural Equation Modeling (SEM) techniques or better known as SEM PLS (Partial Least Square) and is assisted by SMART PLS 33.3.M3 software.

The data collection technique used the proportionate stratified random sampling technique where the technique was used if the population had members / elements that were not homogeneous and proportionally stratified.

Structural Equation Modeling with Partial Least Square (SEM-PLS) is an alternative technique in SEM analysis where the data used does not have to have a multivariant normal distribution. In SEM with PLS the latent variable values can be estimated according to the linear combination of manifest variables associated with a latent variables and are treated to replace the manifest variable. According to Monecke & Leisch (2012) in Sarwono and Narimawati (2015: 6), SEM with PLS consists of three components, namely:

- a. Measurement model (outer model) The measurement model or outer model describes the relationship between latent variables and their manifest variables (indicators). In the outer model, there are two types of models, namely the formative indicator model and the reflexive indicator model. The reflexive model occurs when the manifest variable is influenced by latent variables, while the formative model assumes;
- b. That the manifest variable affects the latent variable with the direction of causality flowing from the manifest variable to the latent variable;
- c. Weighting scheme. (weight relation) This third part is a special feature of SEM with PLS and does not exist in covariance-based SEM. According to Abdillah and



Jogiyanto (2015: 153), the weight relation score shows the relationship between the variance value between the indicator and the latent variable.

3. RESULTS AND DISCUSSION

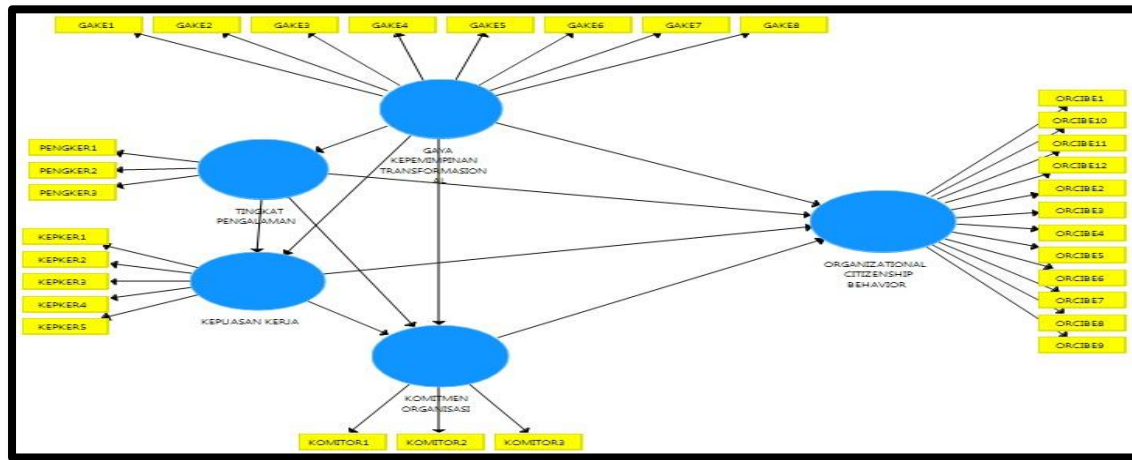
1. Effect of Performance Assessment on Career Development of Public Works And Spatial Planning of Karimun Regency The results of the first hypothesis test showed that the test directly influenced the performance assessment on the career development of employees of the Public Works And Spatial Planning Karimun Regency, obtained a Beta coefficient value of 0.270, with a t-statistical value of 1.511, and p-value of 0.131. Because the t-statistical value of < 1.96 (t table significant 5%), and p-value > 0.05 , there is an insignificant direct influence between performance assessment and career development of employees of the Public Works And Spatial Planning Karimun Regency. Thus the first hypothesis cannot be proven.
2. Effect of Work Discipline on Career Development of Public Works And Spatial Planning of Karimun Regency The results of the second hypothesis test showed that the test of direct influence between work disciplines on the career development of employees of the Public Works And Spatial Planning Karimun Regency, obtained a Beta coefficient value of 0.300 with a statistical t value of 2.229, and p-value of 0.026. Because the t-statistical value of > 1.96 (t table significant 5%), and p-value < 0.05 , there is a significant direct influence between work discipline and career development of employees of the Public Works And Spatial Planning Karimun Regency. Thus the second hypothesis can be proven.
3. Effect of Organizational Commitment on Career Development of Public Works And Spatial Planning of Karimun Regency The results of the analysis showed that the test of direct influence between organizational commitment to the career development of employees of the Public Works And Spatial Planning Office of Karimun Regency, obtained by beta coefficient value of 0.293 with a statistical t value of 2.072, and p-value of 0.039. Because the t-statistical value > 1.96 (t table significant 5%), and p-value < 0.05 , there is a significant direct influence between organizational commitment and career development of employees of the Public Works Office and Spatial Planning Karimun Regency. Thus the third hypothesis can be proven

DISCUSSION

Information on latent variables and their manifest variables are as follows: 1) Exogenous latent variables of Transformational Leadership Style (X1) have eight manifest variables (indicators). 2) The exogenous latent variable Work Experience Level (X2) has three manifest variables (indicators). And 3) exogenous latent variable Job Satisfaction (X3) has five manifest variables (indicators), 4) exogenous latent variable Organizational Commitment (X4) has three manifest variables (indicators), and 5) Endogenous latent variable Organizational Citizenship Behavior (Y) has nine manifest variables (indicators) When evaluating the measurement model for respondents to employees in the public works and spatial planning offices, the indicators used are all valid and reliable. So that a suitable structural model is obtained for this study, namely as follows:

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Significance Test

The significance test in the SEM model with PLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing using the SEM PLS method is carried out by carrying out the bootstrapping process with the help of the SmartPLS 3.3.3.M3 program. Therefore, the relationship between exogenous variables and endogenous variables is obtained as follows :

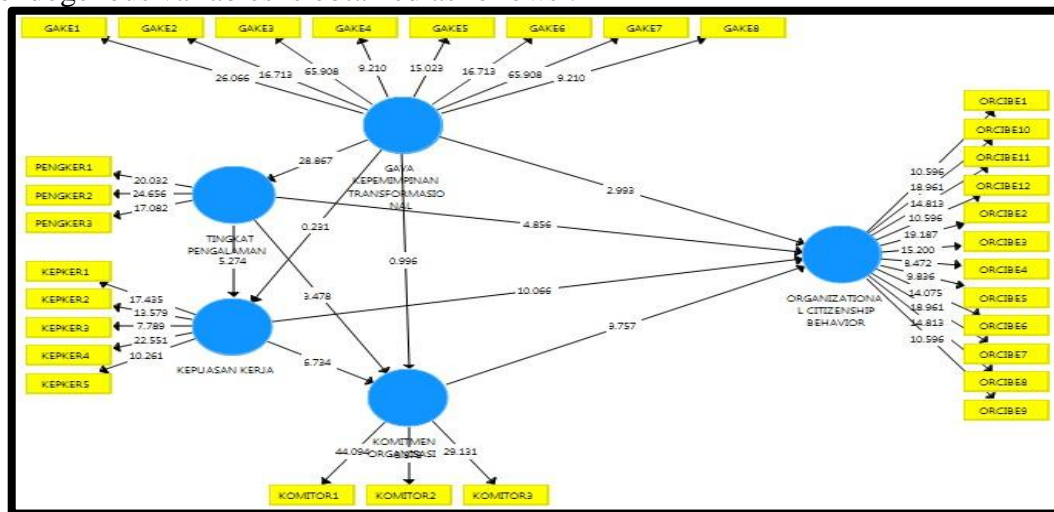


Figure 3.3. Output Bootstrapping

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X1 to the endogenous Y t-values = <1.96 and it can be concluded that the employee Transformational Leadership Style variable has a significant positive effect on the Organizational Citizenship Behavior variable directly. This shows that the stronger the application of transformational leadership styles, the better the understanding of organizational citizenship behavior will be.



The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variable X_2 to the endogenous Y t -values = <1.96 and it can be concluded that the employee Work Experience variable has a significant positive effect on the Organizational Citizenship Behavior variable directly. In order to place employees, a leader needs to consider several factors that may affect the survival of the company. One of the factors that need to be considered is work experience because work experience is a basis or reference for an employee to be able to put himself in the right conditions, dare to take risks, be able to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, Organizational Citizenship Behavior and produce individuals who are competent in their fields.

The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variable X_3 to the endogenous Y t -values = <1.96 and it can be concluded that the Job Satisfaction variable has a significant positive effect on the Organizational Citizenship Behavior variable directly. the feeling of satisfaction or sense of accomplishment an employee gets from his job. This job satisfaction is the result of an assessment that causes a person to achieve the value of his job or fulfill his basic needs and helps in determining the extent to which someone likes or dislikes his job.

The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variable X_4 to the endogenous Y t -value = <1.96 and it can be concluded that the Organizational Commitment variable has a significant positive effect on the Organizational Citizenship Behavior variable directly. With the commitment of a local government, it will have an attitude of loyalty and desire to achieve its organizational goals well. in appropriate conditions, dare to take risks, be able to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, Organizational Citizenship Behavior and produce competent individuals in their fields.

The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variables X_1 , X_2 , X_3 and the X_4 variable on the endogenous Y t -values = <1.96 and it can be concluded that the variables of Transformational Leadership Style, Work Experience, Satisfaction Work and Organizational Commitment have a significant positive effect on employee Organizational Citizenship Behavior variables directly. This indicates that the Transformational Leadership Style, Work Experience, Job Satisfaction and Organizational Commitment, these four variables can have an impact or lead to an increase in employee Organizational Citizenship Behavior.

The results of statistical calculations can be stated that H_0 is accepted and H_a is rejected because the value of the exogenous variable X_1 and the value of the intervening variable X_2 on the endogenous Y t -values $\Rightarrow 1.96$ and it can be concluded that the employee work discipline variable does not have a significant positive effect on the Organizational variable. Citizenship Behavior directly through work motivation variables. The results of the study have implications for improving work discipline, work motivation, employee commitment and organizational work experience and employee organizational behavior, especially in the Public Works and Spatial Planning Office of Karimun Regency. Attention

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and renewal of work facilities needed by employees are important for employee comfort and support for employees at work. In addition, increasing work discipline by rewarding employees with high work discipline, good work motivation, good employee commitment and being encouraged by good employee work experience, this agency can create a very good Organizational Citizenship Behavior and will become examples for other agencies.

4. CONCLUSION

Based on the research results, there are twelve conclusions that are relevant to the problems studied in this study.

- a. The Transformational Leadership Style has a positive and significant effect on the Organizational Citizenship Behavior of the employees of the Public Works and Spatial Planning Office of Karimun Regency.
- b. Work experience has a positive and significant effect on Organizational Citizenship
- c. Behavior of Public Works and Spatial Planning Office employees in Karimun Regency.
- d. Job Satisfaction has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Public Works and Spatial Planning Office of Karimun Regency.
- e. Organizational Commitment has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Public Works and Spatial Planning Office of Karimun Regency.
- f. There is no positive and significant influence between the variables of Transformational Leadership Style on Work Experience at the Public Works and Spatial Planning Office of Karimun Regency.
- g. There is no positive and significant influence between the variables of work Transformational Leadership Style on Job Satisfaction at the Public Works and Spatial Planning Office of Karimun Regency.
- h. There is no positive and significant influence between the variables of Transformational Leadership Style on Organizational Commitment at the Public Works and Spatial Planning Office of Karimun Regency.
- i. There is no positive and significant influence between Work Experience variables on job satisfaction at the Public Works and Spatial Planning Office of Karimun Regency.
- j. Work experience has a positive and significant effect on Organizational Commitment at the Public Works and Spatial Planning Office in Karimun Regency. Job Satisfaction has a positive and significant effect on Organizational Commitment at the Public Works and Spatial Planning Office in Karimun Regency.
- k. There is no positive and significant influence between the variables of Transformational Leadership Style, Work Experience, Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior in the Public Works and Spatial Planning Office of Karimun Regency.
- l. There is a positive and significant influence between the variables of Transformational Leadership Style, on work experience through Organizational Citizenship Behavior at the Public Works and Spatial Planning Office of Karimun Regency.



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