



THE EFFECT OF INTEGRITY, PROFESSIONALISM AND TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN KERINCI DISTRICT MINISTRY OF RELIGION OFFICE

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Abstract

Research starts from the problem of the importance of human resources as the driving force of an organization, so that organizations must encourage their employees to work more professionally and uphold integrity. However, this is not enough to require extra role behavior or behavior outside the formal role which is called Organizational Citizenship Behavior (OCB). The purpose of this research is to explain the influence of integrity, professionalism, transformational leadership and organizational citizenship behavior. This research was conducted at the Office of the Ministry of Religion, Kerinci Regency. This study uses an associative quantitative approach. The population in this study were all employees at the Office of the Ministry of Religion of Kerinci Regency, both Civil Servants (PNS) and Pramubhakti who were directly related to this research. The instrument used is a questionnaire with a Likert scale model. Data were analyzed using descriptive statistical techniques, then the analysis of the T test (partial) and the F test (simultaneous). The results showed: 1) There is an influence of integrity on OCB, 2) There is an influence of professionalism on OCB, 3) There is an influence of transformational leadership on OCB, 4) There is an influence of integrity, professionalism and overall (simultaneous) transformational leadership on OCB. Data were analyzed using descriptive statistical techniques, then the analysis of the T test (partial) and the F test (simultaneous). The results showed: 1) There is an influence of integrity on OCB, 2) There is an influence of professionalism on OCB, 3) There is an influence of transformational leadership on OCB, 4) There is an influence of integrity, professionalism and overall (simultaneous) transformational leadership on OCB. Data were analyzed using descriptive statistical techniques, then the analysis of the T test (partial) and the F test (simultaneous). The results of the study show: 1) There is an influence of integrity on OCB, 2) There is an influence of professionalism on OCB, 3) There is an influence of transformational leadership on OCB, 4) There is an influence of integrity, professionalism and overall (simultaneous) transformational leadership on OCB.

Keywords: *Integrity, Professionalism, Transformational Leadership, Organizational Citizenship Behavior*

1. INTRODUCTION

In the process of building and maintaining the Unitary State of the Republic of Indonesia (NKRI), the role of the state civil apparatus (ASN) is very important. ASN is an important element in carrying out government functions and public services for the community. In the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, it is expected that ASNs have integrity, professionalism, neutrality, and are committed to providing good service to the community. In fact, several government offices still face challenges in achieving an optimal level of professionalism and encouraging Organizational Citizenship Behavior (OCB) among their employees. OCB is voluntary behavior in the workplace which includes helping, adherence to ethics and norms, cooperation, and positive contribution to the whole organization. OCB provides benefits to organizations in achieving their goals and success.

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Organ in his book entitled *Organizational citizenship behavior: the good soldier syndrome* states "OCB represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Where OCB represents discretionary individual behavior, not directly or explicitly recognized by a formal reward system, and as a whole promotes the effective functioning of the organization (Denis W. Organ, 1988). Furthermore, Bernard (in Jahangir, Akbar, & Haq, 2004) "stated that the willingness of individuals to contribute cooperative efforts to the organization was indispensable for the effective attainment of organizational goals". states that the willingness of individuals to cooperatively contribute efforts to the organization is indispensable for the effective achievement of organizational goals.

In the context of the Kerinci Regency Office of the Ministry of Religion, there are several problems that need to be addressed, using the 5 OCB Indicators by Organ (in Cahyono, Sularso, & Sumani, 2016) namely Altruism, Courtesy, Sportmanship, Civic virtue, Conscientiousness., So that problems are seen as 1. Altruism, employees are busy with the work given to them and employees do not understand what other employees are doing. 2. Conscientiousness, there are employees who do not complete their work on time, 3. Sportsmanship, employees do not work beyond the tasks assigned to them. Weak contributions between employees, delays in employee attendance, lack of sense of responsibility for work, and minimal involvement of employees in activities outside the organization. This can hinder the improvement of OCB and overall employee performance.

Karapinar in his research "As indicated above, studies investigating the relationship between integrity and OCB are very scarce. However, the reviewed literature suggests that these two variables have common correlations. Furthermore, conceptually it makes sense to expect a positive relationship between OCB and integrity" meaning that research that investigates the relationship between integrity and OCB is very rare. However, the reviewed literature shows that these two variables have the same correlation. Moreover, it is conceptually reasonable to expect a positive relationship between OCB and integrity (Karapinar, 2015). Next, Organ "at least indirectly, some stable personality traits are determinants of OCB, because such traits predispose persons toward characteristic mood states and/or thresholds for perception of unfairness" can mean that at least indirectly, some stable personality traits can become determining factors in OCB behavior, because these traits can influence individual tendencies to feel typical moods and/or perception thresholds of injustice (Denis W. Organ: 1988). The practical importance of OCB lies in its ability to improve organizational efficiency, effectiveness, and creativity through its contribution to resource transformation, innovation and adaptability (Organ, 1988; Podssakoff, MacKenzie, Paine, & Bacharach, 2000; William & Anderson, (Rudi Gunawan, 2016). Furthermore, transformational leadership is able to motivate employees through exemplary ideas and attitudes shown by a leader (Tjahjono et al., in (Kurniawan, Rahma, Felicia, & Shaleh, 2022)

Therefore, this study aims to examine the influence of integrity, professionalism, and transformational leadership on OCB at the Office of the Ministry of Religion, Kerinci Regency. This research is expected to provide an overview of the factors that influence OCB in the work environment, as well as provide recommendations for improving performance, employee service quality and employee happiness in the office. Thus, this research is expected to contribute to the development of human resources and organizational management in the government sector.



1.1 Organizational Citizenship Behavior (OCB)

Robbins stated that citizenship behavior is behavior that is carried out freely which improves the psychological and social environment in the workplace. (Abrar & Isyanto, 2019). Therefore, a successful company or organization requires employees who have the ability to create performance that exceeds expectations by doing more than just ordinary tasks. The definition of Organizational Citizenship Behavior is a voluntary contribution in the workplace which includes altruistic helping behavior, adherence to ethics and norms, work requirements, courtesy to others to ensure smooth working relationships, sportsmanship to maintain performance under adversity, and employee behavior to contribute constructively to problems that arise in the workplace (Vance in Wijonarko, 2021)

Organs, et al., (in Mulyono, 2021) categorize factors that influence OCB consisting of individual differences, work attitudes and contextual variables:

- a. Factors such as personality (such as conscientiousness and sociability), abilities, experience, training, knowledge, drives, needs, and values are all part of individual differences.
- b. Organizational commitment, perceptions of leadership, organizational support, people fit to the organization, job satisfaction, psychological contract, and perceptions of fairness and organizational fairness are all factors that shape work attitudes.
- c. Contextual variables include task characteristics, attitudes toward work, leadership style, group characteristics, organizational culture, professionalism, and social role expectations. External influences originating from work, work teams, organizations, or the environment are included in the category of contextual factors.

The dimensions of organizational citizenship behavior that are widely known and used in research are the dimensions of organizational citizenship behavior (OCB) proposed by Internal Organs (Cahyono et al., 2016) consisting of:

1. Altruism (helpful behavior)
2. Courtesy (compliance)
3. Sportsmanship (sportsmanship)
4. Civic virtue (politeness)
5. Conscientiousness (responsibility as a member of the organization).

1.2 Integrity

Syamsir explained "integrity is the basis of the public belief in quality and a benchmark for each member in testing the decisions taken. Integrity requires one to be honest and transparent, courageous, accountable and wise to perform. Where Integrity is the basis of public trust in a quality and benchmark for each member in examining the decisions taken. Integrity requires a person to be honest and transparent, courageous, accountable and wise in carrying out performance (Ramadhani & Syamsir, 2020). Arens et al explained that integrity means a person acts according to his conscience, in any situation. Integrity is the idea of consistency in actions, values, methods, steps, principles, expectations and results; it shows a strong commitment to act ethically and morally, regardless of the situation (Hadi, Hamidah, Saerang, & Saerang, 2020),

Indicators used for Integrity (Meidisyah Yolanda & Syamsir, 2020):

1. honesty (demonstrate honesty),
2. fulfill commitments (keeping commitment), and

3. behave consistently (behave consistently)

1.3 Professionalism

Thomson & Mori interpret "Professionalism is a person's ability and expertise about something, both theoretical and practical" which means Professionalism is a person's ability and expertise about something, both theoretical and practical (Aprileni, Lanin, & Syamsir, 2020). Meanwhile Atmosoeparto, revealed that capability is a shadow of professionalism, which is defined as having knowledge expertise, intelligence in doing something, and the ability to do something that is supported by experience without having to re-learn. (Lases, 2021).

Professionalism can be measured through the theory developed by the Master (Widowati, 2015) with indicator:

1. Take pride in their work, and show a personal commitment to quality.
2. Strive for responsibility.
3. Do what needs to be done to complete the task.
4. Always looking for ways to make things easier for the people they serve.
5. Be open to constructive criticism about how to improve yourself.

1.4 Transformational leadership

Leadership is the nature or character or way of a person in an effort to foster and mobilize a person or group of other people so that they are willing, committed and loyal to carry out their duties and responsibilities in achieving predetermined company goals. (Mulyono, 2021). Robbins and Judge define transformational leaders as leaders who are able to inspire their subordinates to prioritize the interests of the organization and have great influence on their subordinates (Juniartha, Wardana, & Putra, 2016)

Indicators of transformational leadership style according to Robbins and Coulter (in Wijonarko, 2021) namely as follows:

1. Idealized Influence,
2. inspirational Motivation,
3. Intellectual Stimulation,
4. Individualized Consideration.

2. RESEARCH METHODS

This study uses the Associative Quantitative research method. The location of this research was determined at the Office of the Ministry of Religion in Kerinci Regency, Jambi Province. The sampling technique used was total sampling, namely as many as 61 employees of the Office of the Ministry of Religion of Kerinci Regency. Primary data collection method in this study using a questionnaire / questionnaire. Interviews are used as a data collection method when conducting preliminary investigations to identify problems. To measure how much influence the independent variable (X) has on the dependent variable (Y), a (partial) T-test is performed.

3. RESULTS AND DISCUSSION

The Office of the Ministry of Religion of Kerinci Regency is a vertical agency of the Ministry of Religion domiciled in Kerinci Regency, which is under and responsible to the Ministry of Religion whose address is Jalan Perintis Depati Parbo Sebukar Village, Sitingau Laut District, Kerinci Regency, Jambi Province. In carrying out the duties and functions of the Ministry of



Religion in Kerinci Regency based on the policy of the Minister of Religion and laws and regulations which are mandated by the Office of the Ministry of Religion of the Kerinci Regency to carry out the function of formulating and establishing the Vision, Mission and technical policies in the field of Islamic Religion services and guidance to the people of Kerinci Regency.

3.1 t-test (Partial)

The (Partial) T test is a statistical test conducted to determine whether the independent variables in this study have a partial effect on the dependent variable using a simple linear regression equation, namely (1) Integrity, (2) Professionalism, and (3) Transformational leadership which partially or individually influences organizational citizenship behavior (Y) variables, the t-test is used. The partial test results show that each variable X1, X2, and X3 has a direct effect on Y. This can be seen from the probability (sig) of the two variables <0.05 .

3.2 F Test (Simultaneous)

The F (Simultaneous) test is a statistical test conducted to find out whether the three independent variables in this study have a simultaneous effect on the dependent variable. Obtained a variable significance value of $0.000 <0.05$, this value indicates the variables of Integrity, Professionalism and Transformational Leadership simultaneously (together) influence Organizational Citizenship Behavior. It was concluded that there was a significant influence between Integrity (X1), Professionalism (X2) and Transformational Leadership (X4) on Organizational Citizenship Behavior (Y) in the Ministry of Religion of Kerinci Regency.

4. RESULTS AND DISCUSSION

4.1 Integrity towards Organizational Citizenship Behavior (OCB)

Results research shows that integrity has a positive and significant influence on Organizational Citizenship Behavior (OCB) in the Office of the Ministry of Religion, Kerinci Regency. The significance value found indicates that integrity significantly affects OCB with a level of confidence reaching 100%. The partial influence is 24.6%. This shows that the higher the integrity applied in the office, the greater the employee's OCB. Furthermore Ramadhani & Syamsir (2020) explains "integrity is the basis of the public belief in a quality and a benchmark for each member in testing the decisions taken. Integrity requires one to be honest and transparent, courageous, accountable and wise to perform." Where Integrity is the basis of public trust in a quality and benchmark for each member in examining the decisions taken. Integrity requires a person to be honest and transparent, courageous, accountable and wise in carrying out performance.

George and Jones (1992) in Nio, Mariatin, & Novliadi, (2018) argues that a person's willingness to help others (OCB) is strongly influenced by his personality. These results are in accordance with the results of the study Sri Rahayu (2017) Based on the research results, it can be concluded that integrity has a direct positive effect on Organizational Citizenship Behavior (OCB). Next in research Hadi et al., (2020) The results of the research are based on the results of research and discussion namely Employee Integrity has a direct and positive effect on Organizational Citizenship Behavior (OCB). Then in research Karapinar, (2015) the results of the study are that there is a significant positive predictive effect of integrity on OCB. Previous research also supports this finding, by revealing a positive relationship between integrity and OCB. Integrity plays an important role in shaping public trust, consistency of behavior and quality of a person. In addition, integrity is also associated with a stable personality and the ability to feel injustice. The results of

this study are consistent with previous findings which show that integrity has a positive effect on OCB. Overall, the results of this study indicate that increasing integrity within the Ministry of Religion offices can have a positive impact on employee OCB. Integrity is an important factor in shaping good OCB behavior, because integrity reflects the harmony of religious values, consistency of behavior, and commitment to tasks that are carried out outside of official responsibility.

4.2 Professionalism towards Organizational Citizenship Behavior (OCB)

The results found that the professionalism variable partially has a positive and significant influence on OCB. This is evidenced from the results of data processing using the SPSS 25 software, it was found that the significance value of the Professionalism variable for OCB was $0.031 < 0.05$. Based on these results it can be understood that the work experience variable has a significant influence on employee performance with a confidence level of 96.9%. In research Ashari (2019) professionalism factor as measured through employees feel quite proud of their work and show personal commitment to quality, employees try to achieve responsibility in carrying out tasks, employees do what needs to be done to complete tasks well enough, employees are always looking for ways to make public services better easy for the community, and employees try to be open to constructive criticism about how to improve themselves is a factor that determines Organizational Citizenship Behavior. The more professional an employee is, the higher the desire to be involved in work which reflects the higher Organizational Citizenship Behavior (OCB) attitude.

This is in accordance with the results of the study Widowati (2015) With the conclusion that there is a significant influence of professionalism on Organizational Citizenship Behavior. (Rudi Gunawan (2016) the result of the research is that transformational leadership has a positive and significant effect on organizational citizenship behavior of employees. This means that by increasing employee transformational leadership, employees will have a fairly high Organizational Citizenship behavior. Previous research also supports this finding, showing a positive relationship between professionalism and OCB. The better the employee professionalism, the better the OCB shown. The ability of an employee to be a role model, have a solid personality, have noble character, and have high personality competence, will increase their OCB. Overall, the results of this study indicate that increasing professionalism in the Kerinci Regency Ministry of Religion office can have a positive impact on employee OCB. Professionalism is an important factor in shaping good OCB behavior, because it reflects individual abilities and competencies in carrying out tasks properly.

4.3 Transformational Leadership towards Organizational Citizenship Behavior (OCB)

The results found that the variable Transformational Leadership partially has a positive and significant influence on OCB. This is evidenced from the results of data processing using the SPSS 25 software, it was found that the significance value of the work experience variable on work performance was $0.012 < 0.05$. Based on these results it can be understood that the Transformational Leadership variable has a significant influence on OCB with a confidence level of 100%. Susanto, Hadiyanti, & Martaleni (2020) according to the findings of his study, respondents believe that leadership style is used to influence them to act and participate more actively than they should. This is inseparable from the existence of authority that is legally owned by the leadership in directing and guiding subordinates in carrying out work.



In research results Danubrata & Khasanah (2021) shows that if an organization is led by a leader who has a transformational leadership type, it can make employees feel comfortable in doing their jobs. By providing motivation and inspiration to employees to foster a sense of empathy for employees, and always giving confidence to employees that their performance is needed by the organization. This is in accordance with the results of the study Aisyah & Wartini (2016) with the results of the research conclusion namely that transformational leadership has a direct effect on OCB. Susanto et al., (2020) The transformational leadership style fully influences OCB. Previous research findings also support the relationship between transformational leadership and OCB. Transformational leaders have a direct and significant influence on OCB, and this leadership style has full influence on OCB. Therefore, it is important to pay attention to and develop transformational leadership in an organizational context to improve employee OCB.

Practically speaking, OCB has an important role in increasing the efficiency, effectiveness and creativity of organizations through its contribution to resource transformation, innovation and adaptability. Transformational leadership is able to motivate employees through exemplary ideas and attitudes shown by leaders, as well as giving authority in directing and guiding subordinates. Thus, transformational leaders can create an environment that supports OCB and enhances overall organizational performance.

4.4 Integrity, Professionalism and Transformational Leadership towards Organizational Citizenship Behavior (OCB)

The results found that the variables of integrity, professionalism and Transformational Leadership simultaneously have a positive and significant influence on OCB. This is evidenced from the results of data processing using the SPSS 25 software, it was found that the significance value of the work experience variable on work performance was $0.012 < 0.05$. Based on these results it can be understood that the variables of integrity, professionalism and Transformational Leadership have a significant influence on employee performance with a confidence level reaching 100%. Integrity, professionalism and transformational leadership have an important role in improving OCB. Integrity refers to the honesty, fairness and trust shown by individuals or leaders. Professionalism refers to competence, ethics and responsibility in doing work. Transformational leadership, as previously explained, involves the ability of leaders to inspire, motivate and influence subordinates to achieve common goals.

5. CONCLUSION

From the results of data processing and discussion as described above, it can be concluded that:

1. There is a significant effect of integrity on organizational citizenship behavior in the Kerinci district ministry of religion office. The significance value of integrity on organizational citizenship behavior is 0.000 and the magnitude of the effect of integrity on organizational citizenship behavior at the Office of the Ministry of Religion of Kerinci Regency is 24.6%.
2. There is a significant influence of professionalism on organizational citizenship behavior in the Kerinci district ministry of religion office. The significant value of professionalism on organizational citizenship behavior is 0.031 and the magnitude of the influence of professionalism on organizational citizenship behavior at the Office of the Ministry of Religion of Kerinci Regency is 7.8%.

3. There is a significant influence of transformational leadership on organizational citizenship behavior in the Kerinci district ministry of religion office. The significant value of transformational leadership on organizational citizenship behavior is 0.012 and the magnitude of the effect of transformational leadership on organizational citizenship behavior at the Office of the Ministry of Religion of Kerinci Regency is 10.5%.
4. There is a significant overall (simultaneous) effect of integrity, professionalism and transformational leadership on organizational citizenship behavior in the Kerinci district ministry of religion office. The significance value of the influence of integrity, professionalism and transformational leadership on organizational citizenship behavior is 0.012 and the magnitude of the influence of this independent variable on organizational citizenship behavior at the Office of the Ministry of Religion of Kerinci Regency is 36.4%.

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