

Effects Of Transformational leadership And Work Environment Toward Organizational Citizenship Behavior On The Employees Of Graha Telkomsigma Tangerang

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Abstract

This study was conducted to determine the Effects caused by Transformational leadership and Work Environment toward Organizational Citizenship Behavior (OCB) on the Employees of Graha Telkomsigma Tangerang in department of Human Capital and Finance. The study utilized quantitative descriptive and causal research. The sample was selected based on non-random criteria known as non-probability sampling, while the sampling method used was purposive sampling from a total number of 90 respondents. The data was analyzed descriptively, and the hypotheses were tested through regression analysis with the help of software SPSS version 26. The study has shown that each variables, Transformational leadership, Work Environment, and Organizational Citizenship Behavior, within "good" category. The study also proves that Transformational leadership and Work Environment, both simultaneously and partially, have significant influence over Organizational Citizenship Behavior.

Keywords

Transformational leadership, Work environment, Organizational citizenship behavior, Human resource, Human capital

1. Introduction

Due to the intense competition in the industrial sector, companies are increasingly selective when selecting human resources. Companies prioritize individuals who can work flexibly and in teams as a result of the dynamic nature of the workplace; therefore, individuals with capable behavior are required to lighten the workload of other team members, be interested in doing more work, avoid conflicts with coworkers, comply with regulations, and have a high tolerance for disturbances that may occur in the workplace (Fakhri et al., 2021).

Organizational Citizenship Behavior (OCB) is an output behavior that is influenced by several circumstances. The employee will demonstrate organizational citizenship behavior (OCB) when he regards himself as a member of the organization and, as a result, views the organization's benefits as his own (Podsakoff et al., 2000). This observation is similar to Bass's description (1994), which is that the behavior of individuals can be exposed to Transformational leadership. They will be motivated and committed to attaining the organization's goals. According to Jaya (2021), transformational leadership also focuses on developing the potential and abilities of followers, who are employees of the business, in order to achieve and exceed organizational goals. This is consistent with one of the characteristics that influence OCB, conscientiousness.

It is believed that the Work Environment is also capable of launching OCB. Destianti et al. (2021) explained that employees who are pleased with their work environment are more likely to engage with the company. A physically and psychologically supportive workplace will generate a healthy work atmosphere, immediately impacting work motivation. Research reveals that the work environment is a factor that benefits employees and that employees play a substantial role in developing this environment (Salsabila et al., 2021).

According to Organ (1997), OCB is also believed to influence a company's turnover rate, as employees with high OCB levels are less likely to quit the company, whereas employees with low OCB levels are more likely to leave the company. A high turnover rate is the result of personnel leaving an organization. Despite its success, Telkomsigma employs many outsourced and contract workers. The community still has negative feelings toward temporary workers.

This can lead to bigger problems, like people acting unfairly at work. In addition, a vague career path can be a mental burden that can affect performance and lead to negative emotions (Yu et al., 2021).

Employment status is a phenomenon at Graha Telkomsigma Tangerang, a corporation with an unusual condition where many employees are not permanent. In addition, there are substantial differences between earlier research findings about the effects of transformational leadership and the work environment on organizational citizenship behavior (OCB) compared to the situation in this organization. OCB is one-factor determining employee performance, but it focuses more on the process than the end product. This research explores how organizations employing many temporary workers can practice OCB.

2. Literature Review

Human resources are an organization's most valuable asset. Therefore, Human Resources (HR) management is required to operate effectively. Furthermore, to effectively manage human resources, it is vital to develop policies, adopt best practices, and establish a system that influences employee behavior, attitudes, and performance (Boselie, 2014). HR management is irreplaceable, and managers at every level must pay special attention to the HR they manage to achieve organizational objectives. HR management emphasizes the connection between corporate strategy and human resource practice. This can be accomplished by establishing work processes or systems that can generate value by utilizing available human resources (Ozbilgin, 2020).

Transformational Leadership

According to Bass & Avolio (1994), transformational leadership is a sort of leadership in which the leader is able to give significance to each work, intellectually excite employees, underline the value of the business, and encourage followers to think about more than just personal interests. Transformational leaders can motivate and inspire their followers to do great things and help them develop their leadership skills. Bass & Avolio (1994) measure the impact of transformational leadership based on the following four parameters:

1. **Idealized Influence**
The leader can set an excellent example for his followers by acting in line with the moral values and code of ethics he believes in. This makes his followers proud to do the same.
2. **Inspirational Motivation**
Leaders are able to inspire their followers to participate in reaching the vision or accomplishing the mission for organizational objectives.
3. **Intellectual Stimulation**
Leaders can help followers think rationally, motivate them to work creatively, and provide assistance to expand their followers' horizons and develop their skills.
4. **Individualized Considerations**
Leaders care about their followers, know their skills and personality traits, understand their emotional needs, and can help them get better at what they do.

Work Environment

The work environment is a set of physical, sociopsychological, administrative, and economic factors that tend to stay the same over time within the organization (Penn et al., 1999). Work Environment comprises all aspects that affect work performance, including the workplace, work facilities and tools, sanitation, lighting, quietness, and employee relations (Sell & Cleal, 2011). Work environment has two parts: the physical work environment and the non-physical work environment.

1. **Physical Work Environment**
It comprises everything that can be sensed by the five senses, such as lighting, air circulation, noise level, color, and humidity, as well as other facilities that can be seen or touched.
2. **Non-Physical Work Environment**
It is a condition involving interpersonal interactions in the workplace, which may include relationships with superiors, relationships with coworkers from the same division, relationships with coworkers from different divisions, advancement prospects for outstanding employees, and work security.

Organizational Citizenship Behavior

According to Organ (1997), OCB practice is initiated by the person and cannot be forced by the organization. This behavior is voluntary, so those who display it do not expect further benefits for their efforts and will not be punished

if they fail to carry them out. In addition to voluntary behavior without expecting additional rewards, Organ (1997) adds that OCB behavior is also reflected in other ways, such as attempting to complete tasks beyond the minimum required by the company; when combined with voluntary behavior, individuals with OCB behavior will contribute to the company by increasing company effectiveness. Organ shows that there are five OCB indicators:

1. **Conscientiousness**
It is a sort of duty in which a person behaves pro-actively by not limiting himself to his minimum responsibilities, but rather always attempting to exceed the minimum level expected by the firm, such as being willing to work overtime out of loyalty to the company.
2. **Sportsmanship**
It is a form of tolerant behavior towards the occurrence of things that are less / not ideal that occur in the workplace. A person with good sportsmanship tries to avoid complaining, protesting, and trying to maintain his level of performance even when things are difficult for him.
3. **Civic Virtue**
It is a form of macro-level commitment to the company. For instance, being sensitive to organizational changes and discussing them with coworkers in order to identify the optimal solution so that no one in the organization feels disadvantaged.
4. **Courtesy**
It is the intention to prevent interpersonal conflicts within the organization. For instance, make every effort to avoid errors that may cause your superiors or other employees inconvenience, or discuss the steps to be taken with other employees if the actions would have an impact upon other employees.
5. **Altruism**
It is the behavior of assisting and facilitating the work of other employees inside an organization, for instance, willingly taking on absent employees' work and assisting coworkers experiencing difficulties.

Research Framework

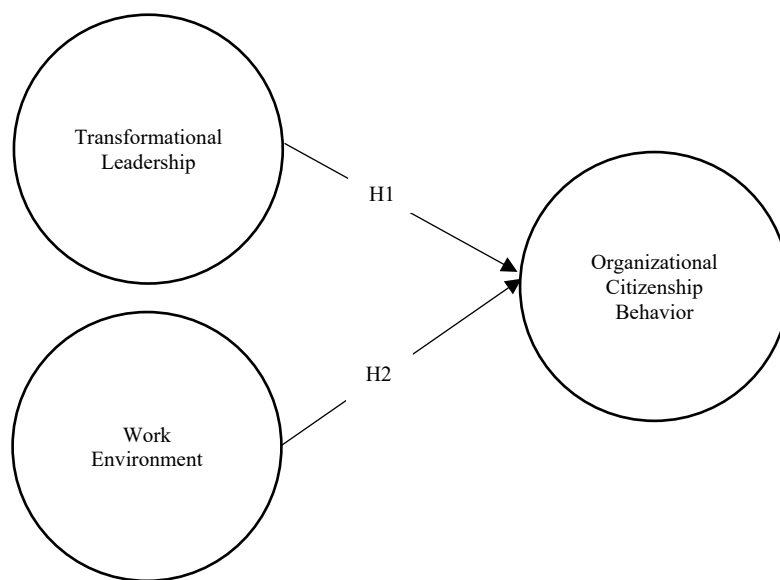


Figure 1. Research Framework

3. Research Method

The research uses a quantitative method with descriptive and causal research. Respondents are gathered, and the questionnaire is given to each one of them using google form. This research sample uses non-probability sampling, and the saturated sample technique is spread to ninety respondents. Data is processed using the SPSS program to analyze the data and utilize multiple regression and descriptive analysis to summarize the research.

3. Result and Discussion

Descriptive Results

The Transformational Leadership (X1) variable is included in the Good category with a value of 79.03 percent based on the responses of all respondents. The statement with the highest score for the Transformational Leadership variable is that My supervisor also encourages me to broaden my horizons or increase my expertise. It got an 81.56%, which puts it in the Good category. The statement with the lowest score, 73.33 percent, was I feel my employer understands me emotionally. Despite this score, the statement was still categorized as Good.

The Work Environment variable (X2) is included in the Good category with a value of 79.91 percent based on the responses of all respondents. The Work Environment variable has 12 statements. The one with the highest score is The lighting at work helps me do my work. It scored 86.00%, which is in the Very Good category. With a score of 70.89%, I feel the company's chances of getting promoted are fair, is the statement with the lowest score. However, this statement is still in the Good category.

According to the responses of all respondents, the variable Organizational Citizenship Behavior (Y) has a value of 82.64 percent in the Good category. The statement with the highest score among the 10 Work Environment statement items was If I have information that my colleagues require, I will share it as quickly as possible, with a score of 87.11 percent, placing it in the Very Good category. The statement with the lowest score, 75.56 percent, is I am willing to work overtime if needed. Despite this score, the statement remains in the Good category.

F-Test Result

The F-test was conducted to determine whether the existing independent variables simultaneously affect the dependent variable. The test results are presented in the form of a Table 1 as follows:

Table 1. F Test Value

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.573	2	6.787	26.531	.000 ^b
	Residual	22.255	87	.256		
	Total	35.828	89			

Table 1 shows that the F value is 26.531 with a significance level of 0.000. The F value is greater than the value of Ftable (26.531 > 3.10), and a significance value that is smaller than the level of accuracy (0.000 < 0.05) indicates that H0 is rejected and H1 is accepted. It has a meaning that the Independent Variables consist of Transformational Leadership and Work Environment simultaneously has a significant effect on Organizational Citizenship Behavior.

T-Test Result

The T-test was conducted to determine whether each of the independent variables influenced the dependent variable. The test results are presented in the form of a Table 2 as follows:

Table 2. T-test Value

Model		Unstandardized Coefficients		Standardized	t	Sig.	Correlations
		B	Std. Error	Coefficients			
				Beta			Zero-order
1	(Constant)	1.881	.359		5.245	.000	
	Transformational Leadership	.239	.096	.264	2.484	.015	.518
	Work Environment	.413	.105	.418	3.937	.000	.579

Table 2 shows that:

1. The Transformational Leadership (X1) variable has a t value that is greater than the t table value ($2,484 > 1.988$) and the significance value is smaller than the level of accuracy ($0.015 < 0.05$), then H_0 is rejected. Thus, it can be concluded that partially there is a significant effect of Transformational Leadership (X1) toward Organizational Citizenship Behavior (Y).
2. The Work Environment Variable (X2) has a t value greater than t table ($3.937 > 1.988$) and a significance value that is smaller than the level of accuracy ($0.000 < 0.05$), then H_0 is rejected. Thus, it can be concluded that partially there is a significant effect of the Work Environment (X2) toward Organizational Citizenship Behavior (Y).

Coefficient Determination

The determinant Coefficient Test determines how well a model can explain the dependent variable. The closer the value of R^2 to one, the better the regression results because it can be said that the independent variable is able to explain the dependent variable as a whole. The test results are presented in the form of a Table 3 as follows:

Table 3. Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.365	.506

Table 3 shows that the R value is 0.616 and R Square (R^2) is 0.379. This figure is used as a benchmark to determine the effect of Transformational Leadership and Work Environment on Organizational Citizenship Behavior simultaneously. These results indicate the effect of the Independent Variables, which consist of Transformational Leadership and Work Environment on the Bound Variables, namely Organizational Citizenship Behavior; the effect is 37.9% while the remaining 62.1% is the influence of other factors that did not explore in this research.

5. Conclusion

Based on the results of the study, it can be concluded that the Transformational Leadership (X1) variable is included in the Good category. The Work Environment Variable (X2) is included in the Good category. The variable Organizational Citizenship Behavior (Y) is included in the Good category. The results of hypothesis testing indicate that Transformational Leadership and Work Environment, either partially or simultaneously, have a significant effect on the dependent variable, namely Organizational Citizenship Behavior.

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