

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, AND MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT: This study aimed to determine the effect of transformational leadership, organizational culture and motivation on OCB in Kuta Utara District Office. This research was conducted at the District Office North Kuta. The samples used as many as 61 employees. The sampling method used is saturated samples in which all amounts population sampled. The collection of data obtained through interviews and questionnaires. The analysis technique used is multiple linear regression analysis. The results of this study found that transformational leadership has positive and significant effect on OCB. This shows the better demonstrated transformational leadership style of the leader of the district offices in North Kuta OCB employees will also increase. Cultural organization significant positive effect on OCB. This indicates the higher organizational culture the level of OCB on employees will also increase. As well as motivation positive and significant effect on OCB. This indicates the higher employee motivation the level of OCB on employees will also increase.

KEYWORDS: *transformational leadership, organizational culture, motivation, organizational citizenship behaviour.*

I. INTRODUCTION

Factors that may influence the OCB both derived from the employee or the work environment must be identified properly so that the company can improve the quality of its resources. According Titisari (2014: 15) increase in the OCB is effect by two factors, namely internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, as well as external factors which include the style of leadership, trust in leadership, and organizational culture. Based on these statements, it can be said that there are some important factors that can increase the OCB include transformational leadership, organizational culture and motivation.

Transformational leadership is a leader behaviors that provide individual attention, intellectual stimulation and more calls for moral values of the subordinates or followers to raise awareness (Rorimpandey, 2013), According Surbakti (2013), a leader who apply transformational leadership style is characterized by a large or small effect given to employees to change. Saeed and Ahmad (2012) states that leaders who adopt transformational leadership style can effect subordinates so that they can engage in OCB behaviors that are beneficial to the growth of the organization. Followers transformational leaders have a sense of trust, admiration, loyalty, and respect for the leader to be motivated to do the extra role behavior or OCB (Barbuto, 2005). According to previous studies conducted by Hutahayan et al. (2013), Rahmi (2014), Arimbawa and Sudarma (2016), Malik et al. (2016), Joanna (2017), states that transformational leadership has a positive and significant effect on OCB.

The next variable that has an effect on OCB is the organization's culture. An organizational culture norms and values that guide the behavior of members of the organization, where each member will behave in accordance with the prevailing culture in order to be accepted by the environment (Luthans: 2002: 122). Cultural organizations have a vital role in the organization because of the habits that take place in the hierarchy of the organization that represents the norms of behavior that is followed by the members of the organization, a strong organizational culture indicates a high loyalty and employee commitment to the organization, so that it can direct the OCB of employees (Robbins, 2006). OCB owned by employees evolve with the process of socialization and values that exist in the organization, when the values it has a strong meaning the OCB will appear in the behavior of employees (Ahmadi, 2010). Several studies related to the effect of organizational culture on OCB carried out by Rini, et al (2013), Setiawan (2014), Oemar (2014), Hamza (2015), Adnyani and Nugraha (2018) which states that organizational culture has a positive and significant effect on OCB.

Another factor that is also capable of effecting the OCB is the motivation. Someone who has a good behavior, want to try and work hard and do not give up an OCBbehavioral traits. Motivation is an indicator that is able to make the business a harder worker in carrying out their duties. According Abuiyada and Shih (2012) motivation is the process as a first step for someone to take action due to lack of physical and psychological, which is an encouragement shown to meet certain goals. Motivation can be a driving force in man and can redirect his behavior to carry out the duties and responsibilities (Ek and Elegwa, 2013). So the motivation can be defined as the power that comes from within or from outside a person and uplifting to achieve something to be desired. Giving motivation on local government employees in the company is very important because employees have a huge responsibility in providing services to the public. Several previous studies related to the effect of motivation on the OCB carried out by Moradi (2015), Zabihi et al. (2012), Oren et al (2013), Yuliati (2016), Santika and Authority (2017) showed that motivation positive and significant effect on OCB. Several previous studies related to the effect of motivation on the OCB carried out by Moradi (2015), Zabihi et al. (2012), Oren et al (2013), Yuliati (2016), Santika and Authority (2017) showed that motivation positive and significant effect on OCB. Several previous studies related to the effect of motivation on the OCB carried out by Moradi (2015), Zabihi et al. (2012), Oren et al (2013), Yuliati (2016), Santika and Authority (2017) showed that motivation positive and significant effect on OCB.

II. LITERATURE AND HYPOTHESIS DEVELOPMENT

Last studies have been conducted to analyze the effect of variable to variable transformas leadership organization citizenship behavior.As the results of previous studies conducted by Gunawan (2016), which indicates that there is a strong positive relationship between transformational leadership on organizational citizenship behavior. Zulfadi, et al (2016) also concluded that transformational leadership has positive and significant effect on OCB employee partially. Humphrey (2012) says that a positive effect on OCB transformational leadership style is because he considers leaders as role models, lack of trust, motivation, attention to the needs of employees and thus employees have a tendency to implementing OCB, Research conducted by Lian and Tui (2012) showed that transformational leadership style has a positive and significant relationship to the OCB subordinates. Results of research Lee et al (2013) proved that transformational leadership has a positive and significant relationship to the OCB. It is shown from the more frequent untuik leaders encourage employees to achieve organizational goals and the more employees feel confident about their ability to perform their duties and this indirectly effects the employees to be willing to do the OCB.

H1: Transformational leadership is positive and significant effect on organizational citizenship behavior.

Last studies have been conducted to analyze the effect of organizational culture variable to variable organization citizenship behavior. According to research by Yaseen et al. (2015) which states the organization's culture positive and significant effect on OCB. According to Kim (2014) stated organizational culture positive and significant effect on OCB. Research from Jain (2015) provide evidence that organizational culture positive and significant effect on OCB. Research Wijaya and Yuniawan (2017) states that organizational culture positive and significant effect on OCB. It can be seen from the better or stronger organizational culture will further increase the OCB employees at PT. Pos Indonesia Processing Center Semarang. Research Cahyono et al. (2016)also stated that the test results show the effect of organizational culture on OCB nsignifikan medical personnel at RSU Kaliwates Jember.

H2: Organizational culture is positive and significant effect on organizational citizenship behavior.

Van Schie et al. (2015) in his study found the results of the hypothesis that the positive effect of motivation determines the level of OCB. More research is evidenced by Taber and Kanchan (2013) suggested a positive and significant effect between motivation on OCB. Moradi (2015) research findings show a positive relationship between motivation toward organizational citizenship behavior, people who have the inner strength to satisfaction based on merit in the concept of self is more likely to show acts of organizational citizenship behavior. Research conducted by Panggalih and Zulaicha (2012) motivation has a significant and positive effect on OCB, indicating that the higher the motivation, the higher the OCBnya.

H3: Motivation positive and significant effect on the *organizational citizenship behavior*

III. RESEARCH METHODS

The location of this research is in the Kuta Utara District Office, located at Jalan Bedugul No. 2, Banjar Anyar Kaja, Kerobokan Village, District of North Kuta, Badung regency. This location was chosen because there is a problem regarding transformational leadership, organizational culture, employee motivation effect organizational citizenship behavior, and no one has done this location research concerning human resources and easy data retrieval process.

The population used in this study is the total number of employees of district offices in North Kuta, amounting to 61 people. The sampling technique in this research is saturated sampling technique that provides equal opportunity for each element of the population to be elected as members of the sample. The reason the researchers used a technique saturated sample because its population is more than enough and all employees in the company is considered to be the research sample.

Data analysis techniques used in this research is multiple linear regression method to determine the effect of transformational leadership (X1), organizational culture (X2), motivation (X3), and Organizational Citizenship Behavior (Y). The effect of the independent variable on the dependent variable was tested with a confidence level (confidence interval) 95% or $\alpha = 5\%$. Regression models were used are as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where :

- Y = Organizational Citizenship Behavior (OCB)
 α = Coefficient constant
 X1 = Transformational leadership
 X2 = Cultural organization
 X3 = Motivation
 β_1 = Regression coefficient of transformational leadership
 β_2 = Regression coefficient of organizational culture
 β_3 = Regression coefficient motivasai
 e = error

IV. RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Multiple regression analysis is used to determine and obtain an overview of the effect of the independent variables namely Transformational Leadership (X1), organizational culture (X2) and motivation (X3) on the dependent variable is the Organizational Citizenship Behavior (Y). Multiple linear regression equation was formulated as follows

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Information:

- Y : Organizational Citizenship Behavior (Y)
 α : constants
 $\beta_1, \beta_2, \beta_3$: The regression coefficient of independent variable
 X1 : Transformational Leadership (X1)
 X2 : Cultural Organizations (X2)
 X3 : Motivation (X3)
 e : error

Table 1. Results of Multiple Linear Regression Analysis

Model	Coefficients unstandardized		standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	.281	0,260		1,080	0.285
Transformational leadership	.182	0.075	.213	2,437	0,018
Organizational culture	0.332	0,139	0,303	2,387	0,020
Motivation	.387	.103	0.446	3.761	0,000
R Square					0,765
Adjusted R Square					0.752
F Statistics					61.737
significance					0,000

Primary Data, 2019

Based on Table 1 were obtained multiple regression models were established in this study are as follows:

$$Y = 0,213X_1 + 0,303X_2 + 0,446X_3$$

F test

This test is used to test for significant correlation coefficient values so unknown whether the relationship of independent variables effect simultaneously the dependent variable is positive and significant relationship or simply through coincidence.

Table 2. Results of Feasibility Model (Test F)

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	16.176	3	5.392	61.737	0.000a
residual	4.978	57	0.087		
Total	21.155	60			

Primary Data, 2019

Based on the above Table 4:15 obtained significance value of 0.000 is a value less than 0.05, so it can be concluded that there is significant effect transformational leadership (X1), organizational culture (X2) and motivation (X3) ie bound to variabel *organizational citizenship behavior* (Y) simultaneously,

Coefficient of Determination Test (R²)

Coefficient of Determination (R²) Is used to measure how far the model's ability to explain variations in the independent variable. Coefficient of determination is between zero and one. A small value means the ability variables - variables in explaining the variation of the dependent variable is very limited. Values nearing one means variables - variables provide almost all the information needed to predict the variation of the dependent variable. R²

The equation used is as follows:

$$D = \text{Adjs R}^2 \times 100\%$$

Table 3. Test Results The coefficient of determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,874a	0,765	0.752	0.29553

Primary Data, 2019

Table 3 Results of regression analysis used is multiple regression analysis so that the coefficient of determination used are adjusted R-square (coefficient corrected). Coefficient values obtained amounted to 0.752. Value determination to 75.2 percent. This indicates that organizational citizenship behavior (Y) explained 75.2 percent by variable transformational leadership (X1), organizational culture (X2) and motivation (X3), The rest is explained by other variables not included in the model or research.

Transformational Leadership on Organizational Citizenship Behavior in Kuta Utara District Office

The results of hypothesis testing variables of transformational leadership on OCB in Kuta Utara District Office obtained the Sig. 0.018 to 0.213 beta coefficient. The level of significance 0.018 < 0.05 indicates that transformational leadership has positive and significant effect on OCB. This means that if the transformational leadership increases, the OCB employee will also increase. Based on this hypothesis transformational leadership has positive and significant effect on OCB acceptable. The results are consistent with the hypothesis of one (H1) filed and according to research conducted by Gunawan (2016), Zulfadi, et al (2016), Humphrey (2012), Lian and Tui (2012), and Lee et al (2013) which states transformational leadership and significant positive effect on OCB.

Organizational Culture on Organizational Citizenship Behavior in Kuta Utara District Office

The results of hypothesis testing variable of organizational culture on OCB in Kuta Utara District Office obtained the Sig. 0,020 to 0,303 beta coefficient. The significance level of 0.020 < 0.05 indicates that organizational culture positive and significant effect on OCB. This means that if the culture of the organization increases, the OCB employee will also increase. Based on this hypothesis organizational culture positive and significant effect on OCB acceptable. The results are consistent with the hypothesis of two (H2) filed and according to research conducted by Yaseen et al. (2015), Kim (2014), Jain (2015), Yuniawan (2017) and Cahyono et al. (2016), which states the organization's culture positive and significant effect on OCB.

Motivation on Organizational Citizenship Behavior in Kuta Utara District Office

Results of testing the hypothesis of motivation on OCB in Kuta Utara District Office obtained the Sig. 0,000 beta coefficient 0.446. The level of significance 0.000 < 0.05 indicates that motivation positive and significant effect on OCB. This means that if the motivation increases, the OCB employee will also increase. Based on this hypothesis motivation positive and significant effect on OCB acceptable. The results are consistent with the hypothesis of three (H3) filed and according to research done by Van Schie et al. (2015), Taber and Kanchan (2013), Moradi (2015), Panggalih and Zulaicha (2012) and Yuliati (2016) which states motivation positive and significant effect on OCB.

V. CONCLUSION

The results of this study have theoretical and practical implications. Theoretically, the results of this study indicate that transformational leadership, organizational culture and motivation positive and significant effect on OCB employee at the District Office North Kuta. Thus, the results of this study provide empirical support and can be expressed reinforce the results of previous studies. Practically, this research is expected to

provide benefits to the leaders and employees of the District Office North Kuta. Leaders and employees is expected to instill and improve OCB by taking into account the role of transformational leadership, organizational culture and motivation within the company in order to create a good cooperation to colleagues who make the performance of employees faster and more efficient completion of the company.

For further research is expected to add several different variables that have a relationship with transformational leadership, organizational culture, motivation and organizational citizenship behavior that research results can vary and can enrich the existing references. Besides seeing the limitations found in this study, further research is also expected to expand the scope of the study area and location of the research so that research results can be implemented in general.

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