

The Role of Organizational Commitments Mediating the Transformational Leadership on Employee's Organizational Citizenship Behavior (OCB) of Resort Hotelin Bali, Indonesia During Covid-19 Pandemic

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ABSTRACT : Tonys Villa and Resort is a villa located in the Seminyak, Badung area and is one of the villas still operating during the Covid-19 pandemic. Tonys Villa and Resort can continue to operate but by reducing employees. The additional workload felt by employees causes a lack of OCB characteristics for employees and the work environment. The purpose of this study was to determine the role of organizational commitment in mediating transformational leadership on organizational citizenship behavior (OCB). The number of samples are 65 respondents with saturated samples. Data collection was carried out by interviewing and distributing questionnaires using google form. The data analysis technique used is path analysis. The results show transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB); transformational leadership has a positive and significant effect on organizational commitment; organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB); Organizational commitment is able to mediate the effect of transformational leadership on organizational citizenship behavior (OCB).

Keywords: Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior (OCB)

I. INTRODUCTION

In early February 2020, Bali began to be affected by the Covid-19 pandemic which resulted in a reduction in tourists visiting Bali, at its peak when in April, airport flights were closed which caused the death of tourism in Bali. Several businesses, hotels, restaurants and cafes were temporarily closed. Tonys Villa and Resort is one of the hotels that can still operate during the Covid -19 pandemic but by reducing some employees. Employees are working harder than before in order to continue to provide maximum service. Thiruvankadam & Durairaj (2019) explained that one of the behaviors that can increase organizational success is extra-role behavior or also known as organizational citizenship behavior (OCB). Saraih (2017) states organizational citizenship behavior (OCB) occurs when employees do some good deeds to the organization without expecting a reply from the third parties involved. OCB is defined as voluntary and discretionary behavior that goes 'extra-role' to help colleagues succeed. One of the factors that influence OCB attitudes towards employees is transformational leadership according to

A transformational leader transforms the thinking of followers in such a way that they adopt the organization's vision as if it were their own. This transformation motivates employees to overcome their own interests and strive for collective goals (Weiping, 2017). Li et al. (2019) shows that when leaders are able to understand what employees want and are able to inspire employees with a transformational leadership style, of course employees will not intend to change companies, when changes that occur in employees will be marked by increased achievement. Patiar & Wang (2016) states that transformational leaders are able to influence followers' organizational commitment by promoting high-level intrinsic values related to goal achievement and emphasizing the relationship between follower efforts and goal achievement. Organizational commitment to these employees is the driving force in the creation of Organizational Citizenship Behavior (OCB) which is important for productivity and performance for the organization. As in the Tonys Villa and Resort company, employees in the company do not apply OCB behavior.

From interviews conducted with general managers of Tonys Villa and Resort, there were problems that arose as a result of the Covid-19 Pandemic where there had been a reduction in the number of employees. This is due to the reduced number of tourist visits on vacation to Bali and indirectly has an impact on the hotel

occupancy rate in Bali, including that experienced by Tonys Villas and Resorts. The company's management is taking action to reduce the number of employees to reduce costs incurred during this pandemic so that the company can survive. With the reduction in the number of employees, it will indirectly provide a workload for employees who are still employed.

Employees are required to have extra skills at work, for example employees who work with a group of 8 people are reduced to 5 people. The additional workload felt by employees causes a lack of OCB in the employees. For example, a job that the employee is not accustomed to taking will require a less than optimal completion process, because there are very significant differences in character, potential employees, communication and skills possessed between each individual. One of the most striking differences is the gap in the use of information technology and digital literacy in the work environment. The training and technology development that the company has provided cannot be fully absorbed, senior employees when they experience difficulties in applying new technology compared to junior employees. A problem that arises in senior employees, junior employees do not provide solutions or suggestions directly but suggest that the problem be discussed with their superiors, this happens because junior employees still feel uncomfortable with their seniors. And with the additional workload for each employee, an attitude of focus will emerge on the completion of each other's work regardless of the condition of co-workers who are in need of help. The problems that arise if not resolved quickly will disrupt company performance and prevent a bad image of the company.

Khalili (2017)Malik et al. (2016)Yohana (2017) show that transformational leadership have a significant positive relationship to OCB. Gulluce et al. (2016), Keskes et al. (2018), Rahmawati & Tobing (2019), Udin et al. (2020), Umer & Taimoor (2017), Suryaningsih et al. (2017)Prilianti et al. (2020)stated that there is a positive and significant effect of transformational leadership on organizational commitment, in other words, the higher the level of transformational leadership, the more organizational commitment will be. Grego-Planer (2019), Sukrisnawati et al. (2019)Fazriyah et al. (2019)state that organizational commitment positively and significantly affects organizational citizenship behavior (OCB). But different fromNoermijati & Azzuhri (2018), organizational commitment does not have a significant effect on OCB. Adi & Putri (2019), Suyitno & Utomo (2017), Diputra & Rahyuda (2016)which state that there is a positive and significant influence on organizational commitment to mediate the effect of transformational leadership on OCB.Based on the results of previous research, the following hypothesis can be proposed.

H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior

H2: Transformational leadership has a positive and significant effect on organizational commitment.

H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior

H4: Organizational commitment able to mediate transformational leadership on OCB

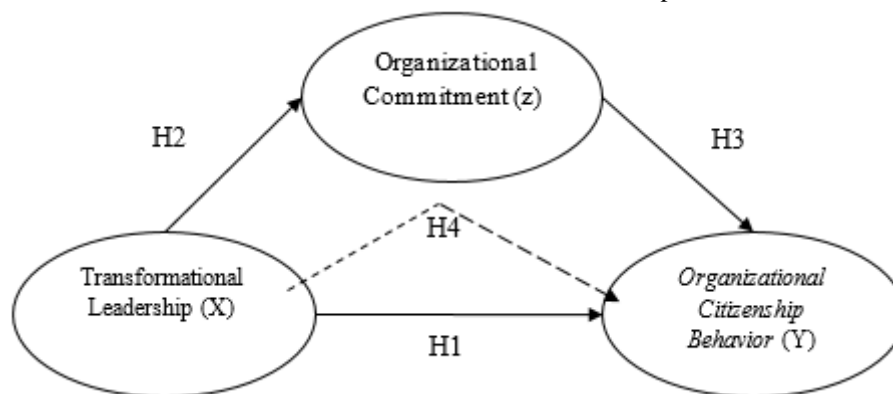


Fig. 1 Conceptual framework

II. RESEARCH METHODS

3.1 Research Design

The approach used in this research is an associative quantitative approach. The population used in this study were all employees who worked at Tony's Villa and Resort, totaling 65 people except the leaders at Tonys Villas and Resort. Data on the number of Tony's Villa and Resort employees in September 2020. The sample technique used in this study is a saturated sample because all members of the population are used as samples so that the sample studied is 65 employees of Tony's Villa and resort. Data collection in this study was carried out using interviews and questionnaires

3.2 Operational definition of the variable

3.2.1 Organizational citizenship behavior (OCB) (Y)

Organizational citizenship behavior (OCB) is an act of employees who do extra work beyond their main duties without expecting additional rewards from the company. According to Reny & Pangestuti (2018), there are 5 indicators of OCB, as follows: (1) Altruism, (2) Civic virtue, (3) Conscientiousness, (4) Courtesy, (5) Sportsmanship

3.2.2 Transformational leadership (X)

Transformational leadership is leadership that can instill the company's vision in employees so that they are motivated to make maximum contributions to the company. Herlina & Saputra (2021) stated that transformational leadership has four indicators : (1) Idealized influence (2) Inspirational motivation (3) Intellectual stimulation (4) Individualized consideration

3.2.3 Organizational commitment (Z)

Organizational commitment is a characteristic of employees who are loyal to their company and have little desire to leave the company and have a willingness to achieve company goals. According to Akbar et al. (2017), organizational commitment can be measured from three dimensions, as follows: (1). Affective commitment, (2) Continuance commitment (3) normative commitment

III. RESULTS AND DISCUSSION

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.698	2.658		4.025	.000
Transformational leadership	1.316	.158	.723	8.305	.000
R Square : 0,523					
Sig F : 0,000					

Table 1 indicate, The regression coefficient value of the transformational leadership variable is positive with a t-test significance value of less than 0.05. This shows that transformational leadership has a positive effect on organizational commitment. The effect of the independent variable on the dependent variable as indicated by the total determination value (R square) of 0.523 means that 52.3 percent of the variation in organizational commitment is influenced by variations in transformational leadership, while the remaining 47.7 percent is influenced by other factors that are not included in the research model.

Table 2. Sub structural Path Analysis 2

variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.497	1.187		2.946	.005
Transformational leadership	.764	.091	.706	8.363	.000
Organizational Commitment	.138	.050	.232	2.747	.008
R Square: 0,789					
Sig F: 0,000					

Table 2 indicate, The regression coefficient value of each independent variable is positive, which is 0.706 for transformational leadership and 0.232 for the organizational commitment variable with a t-test significance value of less than 0.05. This shows that the variables of transformational leadership and organizational commitment have a positive effect on organizational citizenship behavior (OCB). The effect of the independent variable on the dependent variable as indicated by the total determination value (R Square) of 0.789 means that 78.9 percent of the variation of organizational citizenship behavior (OCB) is influenced by variations in transformational leadership and organizational commitment, while the remaining 21.1 percent is affected by other factors not included in the research model. The total determination value of 0.900 means that 90 percent of the variation of organizational citizenship behavior (OCB) is influenced by transformational leadership and organizational commitment, while the remaining 10 percent is influenced by other factors that are not included in the research model.

Transformational leadership variables have a direct influence on organizational citizenship behavior (OCB) and an indirect effect through organizational commitment. The amount of the indirect influence coefficient can be calculated by multiplying the path coefficient from transformational leadership to organizational commitment with the path coefficient from organizational commitment to organizational citizenship behavior (OCB) of $0.723 \times 0.232 = 0.168$. So the total effect of transformational leadership variables on organizational citizenship behavior (OCB) through organizational commitment is a total of 0.874. It can be concluded that the total effect of transformational leadership on organizational citizenship behavior (OCB) is greater through organizational commitment, rather than the direct effect of transformational leadership on organizational citizenship behavior (OCB) without going through organizational commitment. sig test. F is 0.000 which is smaller than the significant value 0.05 ($0.000 < 0.05$). These results indicate that transformational leadership has a simultaneous effect on organizational commitment. To test the significance of the indirect effect, the Z value of the ab coefficient is calculated by the following formula.

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

$$S_{ab} = \sqrt{0,232^2 \times 0,158^2 + 0,723^2 \times 0,050^2 + 0,158^2 \times 0,050^2}$$

$$S_{ab} = 0,052$$

$$Z = \frac{ab}{S_{ab}}$$

$$Z = \frac{0,723 \times 0,232}{0,052}$$

$$Z = \frac{0,168}{0,052}$$

$$Z = 3,23$$

4.1 Transformational leadership on organizational citizenship behavior (OCB)

Transformational leadership towards organizational citizenship behavior (OCB) has a comparison of the significance value of t of 0.000 less than the significance value used ($0.000 < 0.05$), and the beta value of standardized coefficients is 0.398 which indicates a positive direction. This shows **H1 is accepted**. This result means that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB) at Tony's Villa and Resort, this means that a leader who is able to convey the company's vision and mission well, is able to provide encouragement, stimulate creativity and is able to train subordinates will lead to organizational citizenship behavior (OCB) in employees, this relationship is supported by social exchange theory which states that when employees have been treated well by the organization, they will tend to return the favor by behaving and participating more in the organization. This means that the better transformational leadership is applied to the company, it will increase organizational citizenship behavior (OCB) in employees. Supported by the results of respondents' answers on an overall score of 4.17. The highest score on the statement *Leaders are able to arouse subordinates' creativity in doing work* with a score of 4.20 with very high criteria. The lowest score is in the statement; *Leaders are able to always pay attention to the needs of subordinates' work facilities* with a score of 4.14

4.2 transformational leadership on organizational commitment

Organizational commitment obtained a comparison of the significance value of t of 0.000 less than the significance value used ($0.000 < 0.05$), and the beta value of standardized coefficients is 0.723 which indicates a positive direction. This shows that H2 is accepted. This result means that transformational leadership has a positive and significant effect on organizational commitment at Tonys Villa and Resort, where the better a leader applies a transformational leadership style, the higher the employee's commitment to the company. This indicates that transformational leadership can lead to organizational commitment in employees. Supported by the results of respondents' answers, the highest score of 4.29 on the statement *I feel emotionally attached to this company* and the lowest score of 3.71 on the statement *I feel I belong in this company*

4.3 Organizational commitment on organizational citizenship behavior (OCB).

Organizational commitment to organizational citizenship behavior (OCB) gets a comparison of the significance value of t of 0.000 less than the significance value used ($0.000 < 0.05$), and the beta value of standardized coefficients is 0.232 which indicates a positive direction, **H3 is accepted**. These results indicate that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB). This means that employees who have high organizational commitment will automatically lead to organizational citizenship behavior (OCB) in employees. Supported by the results of respondents' answers on organizational citizenship behavior (OCB) with an overall score of 4.14. The highest score is 4.28 on the statement *I am willing to alleviate work-related problems faced by fellow employees* and the lowest score is 4.00 on the statement *I am willing to participate voluntarily in every company activity*

4.4 Organizational commitment mediates the effect of transformational leadership on organizational citizenship behavior (OCB).

The Z value is 3.23 which is greater than the Z value table 1.96. This shows that H4 can be accepted, so it means that organizational commitment is able to mediate the effect of transformational leadership on organizational citizenship behavior (OCB). or in other words transformational leadership indirectly affects organizational citizenship behavior (OCB) through organizational commitment. This means that if transformational leadership is felt to be better, it will increase organizational commitment, if organizational commitment is higher, it will indirectly increase organizational citizenship behavior (OCB) in Tonys Villa and Resort . Transformational leadership variables have a direct influence on organizational citizenship behavior (OCB) and indirect influence through organizational commitment and organizational commitment has a direct influence on organizational citizenship behavior (OCB).

4.5 Research Implications

The results of this study can contribute thoughts to the Tonys Villa and Resort about information about transformational leadership, organizational commitment, organizational citizenship behavior (OCB). As well as being used as material for consideration on the part of the company in formulating decisions / policies in the field of human resources. The implications of the results of this study focus on the usefulness and benefits of research results to improve organizational citizenship behavior (OCB) among Tonys Villa and Resort employees through transformational leadership and organizational commitment. Tonys Villa and Resort applies a transformational leadership style well, where the leader is able to arouse the creativity of his subordinates in doing work and the leader is able to convey the company's vision to his subordinates so that employees are able to increase their contribution to the company's success. The high organizational commitment to Tonys Villa and Resort, where employees feel emotionally attached to this company and employees feel proud of the company where they work so that organizational citizenship behavior (OCB) will emerge in employees. The high behavior of organizational citizenship behavior (OCB) at Tonys Villa and Resort, where employees are willing to alleviate work-related problems faced by fellow employees and employees are willing to help colleagues who have more workload voluntarily so that work will be resolved more quickly by there is assistance between colleagues.

IV. CONCLUSION

5.1 Conclusion

Transformational leadership has a significant positive effect on organizational citizenship behavior (OCB), the better transformational leadership is applied, the higher the level of organizational citizenship behavior (OCB) in employees will be. Transformational leadership has a significant positive effect on organizational commitment, the better a leader is in applying a transformational leadership style, the higher the employee's commitment to the company. Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB), the higher the organizational commitment, the higher the organizational citizenship behavior (OCB) for employees. Organizational commitment is a variable that mediates the effect of transformational leadership on organizational citizenship behavior (OCB), organizational commitment is able to mediate transformational leadership on organizational citizenship behavior (OCB).

5.2 Suggestions

Companies must be able to increase employee interest in participating in company activities by providing motivations in carrying out company activities such as games or outing activities to refresh employees' minds thereby strengthening relationships between employees and increasing employee OCB. Leaders must pay more attention to the needs of employees' facilities in order to improve their performance so that they are maximized. To find out the needs of employees, leaders must frequently interact and communicate with employees in order to find out the needs and facilities needed to improve their performance. Should be able to make their subordinates proud because they have a strong stance in leading the company, this is very much needed in the company because leaders are examples that will later be used as guidelines for the work and behavior of their employees, besides that a good relationship between the leader and his subordinates is needed to create an atmosphere. work and a good work environment. The leader must also be able to increase the sense of belonging to the company by strengthening the relationship between fellow employees, the relationship between the employee and the leader and the relationship between employees and the company such as giving appreciation to employees for what they have done. Providing understanding that strengthens the sense of belonging to the company because employees are the most important asset in running a company.

5.3 Research Limitations

This research was carried out only within the scope of hospitality business so that these results cannot

be generalized. The factors that influence organizational citizenship behavior (OCB) are limited, while still many other factors can influence based on the available literature.

5.4 Further Research

For further research, it is hoped that it will be able to add variables that can affect organizational citizenship behavior (OCB) and be able to expand the scope of research that is not only limited to hospitality area, thus providing a more views and can be implemented in general.

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