

The Implementation of Transformational Leadership and Quality of Worklife toward Organizational Citizenship Behavior

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Abstract—The leader of the organization plays important role in order to ensure the employees work well. In order to achieve the organization's goal, a leader needs to be able to create a pleasant working environment for the employees. Good environment will support the working of the employees. Through transformational leadership, a leader is able to create positive transformation for its employees. Efficient employees would have an increase in their quality of work and performance. The problem can be formulated, as follows: 1) Is there a significant effect of transformational leadership on extra role behavior of employees? 2). Is there a significant effect of the application of transformational leadership on the quality of work life? 3). Is there a significant effect on the quality of work life on extra role behavior? The conclusion could be seen from their satisfaction that resulted from their Quality of Work Life (QWL). If they have a good/ideal quality of work, it is expected that they will go the extra mile. This research focuses on the effect of transformational leadership and quality of work life towards citizenship behavior of the administration employees at Universitas Terbuka. The result of this study shows that transformational leadership has a positive effect towards citizenship behavior; there is a significant and positive effect between transformational leadership towards quality of work life. And there is a positive and significant effect between quality of work life and citizenship.

Index Terms—Transformational leadership, quality of work life, organizational citizenship behavior.

I. INTRODUCTION

In the company or organization, human resources is not a simply tool, but it has become a strategic partner with the management to achieve organizational goals. To gain best work beyond the employees, organization should be aware with internal environment. One of the examples is the role of the leader. The leader plays role to motivate employees, and achieve trust from them in order to make the management runs well. One model of leadership is transformational leadership. With transformational leadership, employee along with the leader will strive to achieve the vision and mission of the organization.

In order to achieve a good working condition, there is a good leadership behind. The productivity itself was come from the good work of the employee [1]. Leadership is the ability to influence a group toward the achievement of goals, therefore the leader of Universitas Terbuka as an educational organization is implementing the system of open

and distance learning system. The duties and responsibilities of employees, particularly in the areas of administration are many and varied because many units deal directly or indirectly with the student activities and administration. The responsibilities of leader are very diverse because UT has a Distance Learning Unit (UPBJJ) expand across Indonesia. There is a big responsibility from the leader to ensure the continuity of the process. So it takes the role of the leader through the process of good leadership and able to push the human resources to achieve the vision and mission of the organization. The important principle of leader is that they are should be a planner, services (steward) and teachers by directing and developing subordinates [2].

Attention to employees not only demonstrated by the good form of leadership, but also by good productivity with good performance in the end result. The evidence of the performance improvement is marked by the satisfaction of Quality of Work Life (QWL) implementation [3].

The context of this research is on public organizations, particularly the field of distance education (Open University). The vision of UT are gaining and producing highest quality products in education and become world well known in 2021, development and dissemination of distance education. Transformational leadership is expected to contribute in the future development of the UT. Transformational leadership is not limited to the subject matter, but rather a more holistic leadership again as they relate to the objectives to be achieved with [4]. In addition, good workings conditions are also become issues concerning the good quality of work life.

These aspects are very important for the organization. When employees feel comfortable with their working's conditions, then their behavior in life will work better [5]. In fact, they could have been doing work outside their job description, and exceeds his role perception. This behavior is often referred to organizational citizenship behavior, or the extra -role behavior. This behavior refers to the behavior that expected from employees' skill of creating productivity. From the background above, the research tried to answer following questions:

- 1) Is there a significant effect of transformational leadership on extra role behavior of employees?
- 2) Is there a significant effect of the application of transformational leadership on the quality of work life?
- 3) Is there a significant effect on the quality of work life on extra role behavior?

Research Objectives are to analyze the effect of transformational leadership on extra role behavior, analyze

the effect of transformational leadership on quality of work life and analyze the effect of quality of work life on the extra role behavior

A. Hypothesis

Based on the framework and the research model can be developed the following hypothesis:

- 1) Hypothesis 1 There is a significant effect of transformational leadership on extra role behavior.
- 2) Hypothesis 2 There is a significant effect of transformational leadership on quality of work life (QWL)
- 3) Hypothesis 3 There is a significant effect of the quality of work life (QWL) on extra role behavior.

II. RESEARCH METHODOLOGY

A. Methods of Data Analysis

Location of the study is the Open University's headquarters in Tangerang, Banten. Data collection was conducted in September 2011 until November 2011. The population of the research is the employee of UT, and samples are staff of administrative. Samples were taken based on Krecjie table. With a total of 556 administrative staff person, then based on Krecjie table, the sample size became 233 respondents. The method of the research was using stratified random sampling. Table I shows the number of samples based on class.

TABLE I: SAMPLES BASED ON CLASS

| No | Group | Population (people) | Sample (people) |
|----|--------------|---------------------|-----------------|
| 1 | I | 15 | 6 |
| 2 | II | 167 | 70 |
| 3 | III | 352 | 148 |
| 4 | IV | 22 | 9 |
| | TOTAL | 556 | 233 |

B. Smart PLS

Analysis of the effect of transformational leadership and quality of work life on the extra role behavior using a model

of structural equation model (SEM) with PLS. SEM method using two kinds of variables: exogenous and endogenous variables (Table III).

TABLE II: VARIABEL AND INDICATOR OF TRANSFORMATIONAL LEADERSHIP, QUALITY OF WORK LIFE, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

| Variable | Indicators | Measurement |
|--|--|--------------|
| Exogenous variables Transformational Leadership | X1 = Charisma X2 = Individual Attention X3 = Intellectual motivation X4 = Gives the aspirations | Likert Scale |
| Exogenous variables Quality of Work Life (QWL) | X5 = Participation of employees X6 = Career development X7 = Conflict resolution X8 = Communications X9 = health X10 = Safety X11 = Job Security X12 = Proper compensation X13 = Pride | Likert Scale |
| Endogenous variables Organizational Citizenship Behavior | Y1= Altruism Y2= Civic virtue Y3= Conscientiousness Y4= Courtesy Y5= Sportmanship | Likert Scale |

III. ANALYSIS AND DISCUSSION

In this study, the relationship between latent variables with the indicator is reflective. The variables of Transformational Leadership were reflected by charisma, individual attention, Intellectual motivation, and giving aspirations. QWL variables reflected by job secure, pride, health, adequate compensation, communication, employee participation, career development, work safety and conflict resolution [5].

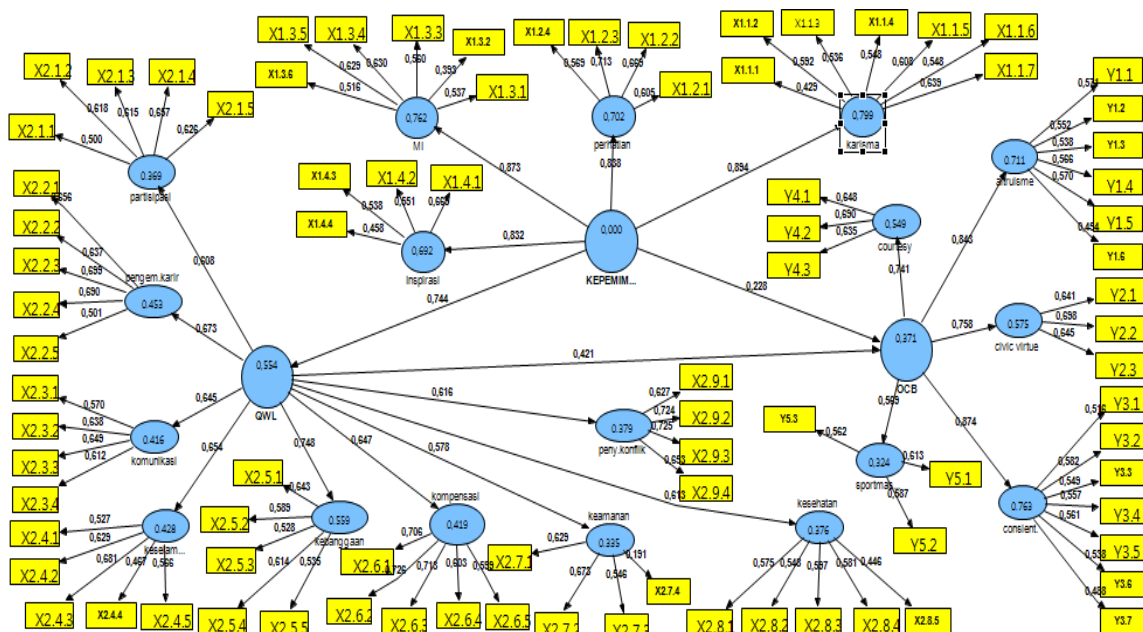


Fig. 1. Effects of transformational leadership model and the quality of work life on the extra role behavior.

Variable of extra role behavior reflected by Altruism, Civic virtue, Conscientiousness, Courtesy, and Sportsmanship [6] (Fig. 1). The next step is to test the feasibility of the model. Testing the feasibility of the model performed on the outer and inner model of the models [7]. The model for the evaluation of outer - reflection conducted by three (3) criteria, that are; look at the convergent validity, discriminat validity and composite reliability. Testing the feasibility of the inner workings of the model as in [7] is based on two criterias, that are, the R - square in order to identify the second construct categories and coefficient path

models for hypothesis testing. In multidimensional research, evaluation is done through the inner workings of the model is to evaluate the second phase constructs a model between second order with first order construct and evaluate models of inter- construct second order .

Evaluation reflective measurement model on the relationship Evaluation Model Reflective Outer conducted by three (3) criterias: convergent validity, discriminat validity and composite reliability (Table III).

TABLE III: RESULTS OF ASSESSMENT CRITERIA AND STANDARD MODEL VALUES REFLECTIVE OUTER

| Criteria | Standard | Second Order Construct | | |
|--|------------------------------------|---|------------------------------------|-------------------------------------|
| | | Transformational Leadership | Quality of Work life | Organizational Citizenship Behavior |
| Convergent validity (indicator of reliability) | Loading > 0.50 | Charisma =0.888 | Participation of employees = 0.608 | Altruism = 0.819 |
| | | Individual =0.884 | Career development = 0.627 | Civic virtue = 0.758 |
| | | Attention =0.784 | Conflict resolution = 0.645 | Conscientiousness =0.738 |
| | | Intellectual motivation =0.814 | Communication = 0.668 | Courtesy =0.576 |
| | | Gives the aspirations | Health = 0.748 | Sportsmanship |
| | | | Safety = 0.649 | |
| | | | Job Security = 0.580 | |
| | | | Proper compensation = 0.628 | |
| | | | Pride = 0.615 | |
| | | From the overall indicator for each first order construct has met the standard of criteria and fulfill Convergent validity. This means indicator has the power to reflect the first order construct | | |
| Discriminat validity | Value of cross loading correlation | Fulfilled | Fulfilled | Fulfilled |
| | | The whole correlation indicators on its first-order constructs have greater value than other first-order constructs. This means all indicators can measure the accuracy of the model reflection | | |
| Composite reliability (ρ_c) | $\rho_c > 0,6$ | 0.8699 good reliability | 0.8518 good reliability | 0.8805 good reliability |
| | | The 18 first-order constructs standards compliant Composite reliability (ρ_c) This means there is a stability and internal consistency of a good indicator | | |

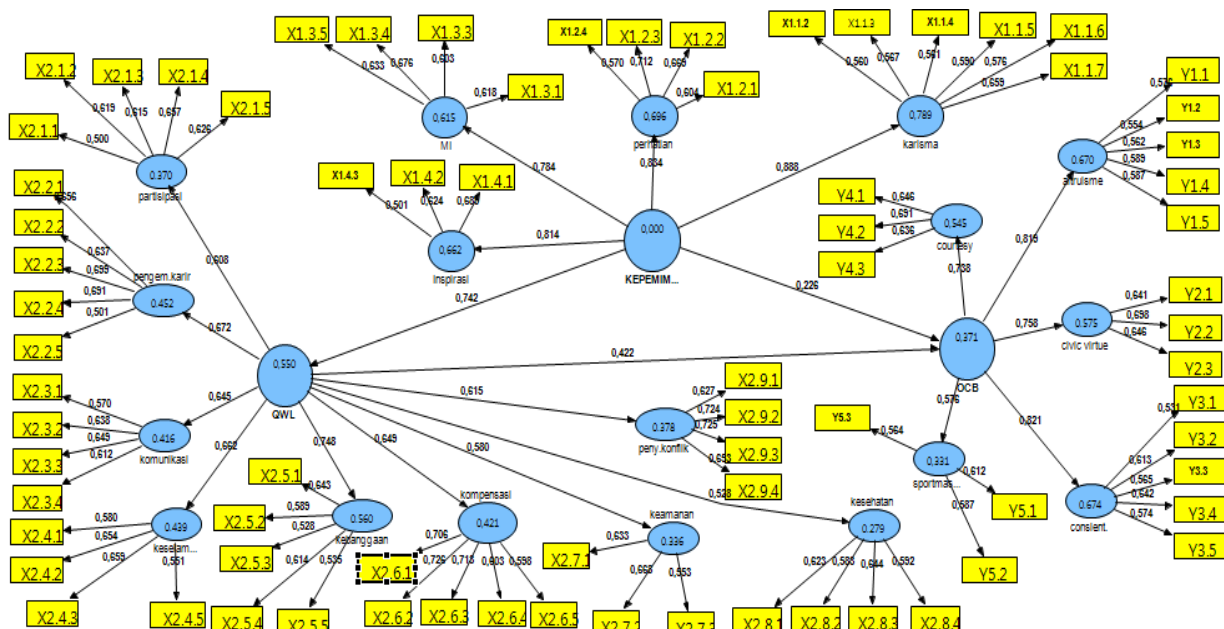


Fig. 2. The dropping of the indicators.

After the dropping, the loading factor for the first order has met the convergent validity is worth all above 0.50 (Fig. 2). Convergent validity value is used to measure the degree of interrelation indicators reflect the first-order constructs. This suggests that a reflective model is valid (see Table IV).

A. Hypothesis Testing Results

1) Hypothesis 1

Hypothesis 1 was rejected because of t statistics = 1.2022 is smaller than the table = 1.96. This suggests that the application of transformational leadership at UT has no significant effect on extra role behavior (OCB).

2) Hypothesis 2

Hypothesis 2 was accepted because of t statistics = 11.0152 is greater than the table = 1.96. This suggests that the application of transformational leadership at UT has a positive significant effect on the quality of work life (QWL) of employees.

3) Hypothesis 3

Hypothesis 3 was accepted because of t statistics = 2.2617 is greater than the table = 1.96. This suggests that the quality of work life has a positive significant effect on extra role behavior of employees at UT.

TABLE IV: PATH COEFFICIENTS (MEAN, STDEV, T-VALUE)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (O/STERR) |
|-------------------|---------------------|-----------------|----------------------------|------------------------|------------------------|
| LEADERSHIP -> OCB | 0.2261 | 0.1944 | 0.1881 | 0.1881 | 1.2022 |
| LEADERSHIP -> QWL | 0.7416 | 0.736 | 0.0673 | 0.0673 | 11.0152 |
| QWL -> OCB | 0.4219 | 0.4342 | 0.1866 | 0.1866 | 2.2617 |

B. Discussion of Result

Overall, transformational leadership applied by capable leaders encourage employees to work more effectively. Another thing that founded was the extra role behavior implementation. Nevertheless, there is still a need to be considered by organizations in implementing Quality of work life due to several things considered unsatisfactory by the employee as the indicator of career development. Transformational leadership does not much affect the extra role behavior of employees, because employee behavior is also influenced by other things. Employees feel that their work has been carried out in accordance with each of job descriptions and employees often assist other colleagues when their workload a little loose.

On extra role behavior, transformational leadership has a positive relationship, but does not significantly affected the extra role behavior. This is because the OCB itself is a variable that is influenced by many factors. The different culture may become the reason why the result didn't have a positive impact. The practice of OCB seemed new to Indonesian employees. Western culture that embraces collective outcome would be different when measured by individual cultural constructs. This study supports the research findings [8] that the OCB is not only influenced by transformational leadership, but there are other constructs that also influence it. Work motivation, job satisfaction, organizational commitment is construct that drives someone's OCB through their work in the company.

This study also showed a significant relationship between transformational leadership and the quality of working life of employees. The results are consistent with research from [9], which transformational leadership is one of the factors that contribute to the creation or quality of work life. The higher the leadership demonstrated transformational

leadership, so the quality of work life will increase.

The quality of work life elements has positive influence on employees OCB. This is in line with the opinion [10], that an environment with a high quality of work life is characterized by its characteristics, one of which is working to get complete information about the development of the organization. This point is in line with the indicators of extra role behavior, for example, Courtesy, employees follow the changes and developments in the organization.

The end result of such behavior is expected to affect the effectiveness of the organization as well as to enhance the organization's ability to obtain and maintain reliable human resources by giving the impression that the organization is a more attractive place to work [11]. In a lot of research on leader charisma obtained a conclusion that charismatic leaders do not need to achieve major changes in the organization [12]

IV. CONCLUSION

From the results of this study test and analysis of data obtained the following conclusions:

- 1) There was no significant effect between transformational leadership on extra role behavior, It can be seen from the value of the t Statistic (T count) of 1.2022 is smaller than t table (1.96) on the confidence interval of 95%.
- 2) Further testing proved the hypothesis that transformational leadership significantly influence the quality of work life that can be seen from t Statistic 11.0152 greater than t table = 1.96 at 95% confidence interval.
- 3) From the results of ANOVA test with SPSS shows that there is no difference between the quality of work life and extra role behavior for gender, age, class and period of employment.

A. Suggestion

Based on the above conclusions, the suggestions that can be provided through either the results of this research to organization, employees and further research are as follows:

- 1) For organizations and decision-makers, can sustain transformational leadership and provide an understanding of the moral good to the employees so that they are more indicative of extra role behavior in the future.
- 2) Organizations should conduct a review of the implementation of QWL for this, so employees can feel the positive benefits of the implementation of quality of work life better.
- 3) For academics, further research needs to be done by considering the scope of broader study sites, in order to explore the factors that influence transformational leadership, quality of work life and extra role behavior deeper.

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