

The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Organizational Citizenship Behavior (OCB) in Islamic Educational Institutions

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Abstract:

This paper examines the effect of transformational leadership and organizational culture on organizational citizenship behavior (OCB), with job satisfaction as an intervening variable. A quantitative approach is used to examine the relationship or influence between (X), (Y), and (Y1). The population in this study was 50 respondents. The results showed a significant partial effect of the transformational leadership variable on job satisfaction. The organizational culture variable has a partially significant influence on job satisfaction. The transformational leadership variable has a partially significant influence on organizational citizenship behavior. There is no significant partial effect of organizational culture on organizational citizenship behavior. This study has implications for the importance of cultural awareness of organizational citizenship behavior for each individual to build a good work team so that the achievement of organizational performance can be better than before.

Keywords: *Transformational Leadership, Organizational Culture, OCB, Job Satisfaction*

Abstrak:

Paper ini bertujuan untuk menguji pengaruh kepemimpinan transformasional dan budaya organisasi terhadap organizational citizenship behavior (OCB) dengan kepuasan kerja sebagai variabel intervening. Pendekatan kuantitatif digunakan untuk menguji hubungan atau pengaruh antara (X), (Y) dan (Y1). Populasi dalam penelitian ini adalah 50 responden. Hasil penelitian menunjukkan bahwa terdapat Pengaruh secara parsial yang signifikan dari variabel kepemimpinan transformasional terhadap kepuasan kerja. Terdapat pengaruh secara parsial yang signifikan dari variabel budaya organisasi terhadap kepuasan kerja. Terdapat pengaruh secara parsial yang signifikan dari variabel kepemimpinan transformasional terhadap organisational citizenship behavior. Tidak terdapat pengaruh secara parsial yang signifikan dari variabel budaya organisasi terhadap organisational citizenship behavior. Penelitian ini memberikan implikasi tentang pentingnya kesadaran budaya organization citizenship behaviour bagi setiap individu guna membangun tim kerja yang baik, sehingga pencapaian kinerja organisasi bisa menjadi lebih baik dari sebelumnya.

Kata Kunci: *Kepemimpinan Transformasional, Budaya Organisasi, OCB, Kepuasan Kerja*

INTRODUCTION

One element that determines the success of organizational activities is Human Resources (Ranabahu & Almeida, 2019; Agarwal, 2021). Human resources are the workforce composition who occupy certain positions with their respective responsibilities, specifically in carrying out tasks or employees within an organization to jointly achieve organizational goals (Mills et al., 2021). That is why human resources are one of the most critical resources in an organization (Dewulf et al., 2021).

In facing all the conditions and challenges that occur in an increasingly competitive industrial world, it is essential to improve the management of human resources to support the effectiveness of employee performance, which can be of direct benefit for the survival of the industry (Harahap & Rafika, 2020). The effectiveness of an organization basically can be seen from its personnel with low absenteeism, minimal deviant behavior, lack of turnover, job satisfaction, commitment to the company, and organizational citizenship behavior (Robbins & Judge, 2015).

There are several methods of evaluating employee performance at the Roudlotul Ulum Jatirejo Islamic Education Foundation, Mojokerto, East Java. One of the newest methods used at this foundation is paying attention to aspects of organizational citizenship behavior (OCB). This behavior describes the added value of employees, a form of prosocial behavior, namely positive, constructive, and constructive behavior in an organization. Ghashghaeinia and Hafezi (2015) state that research conducted in the field of OCB is more to identify the responsibilities or behaviors that employees have in organizations, but they are often ignored.

Balino and Turnely in Schultz and Schultz (2016) that OCB, which is an employee's work attitude, exceeds the minimum standard required for the company. OCB reflects the activities and behaviors required of employees by leaders to achieve their common goals and objectives (Khan et al., 2020). Examples of behaviors that show OCB at the Roudlotul Ulum Islamic Education Foundation are helping co-workers to lighten their workload, not relaxing or resting much, carrying out unsolicited tasks, helping others to solve problems, and reducing tension and friction at work, as well as creating high tolerance to conditions in less than ideal environments.

OCB behavior is a favorable attitude for the Roudlotul Ulum Islamic Education Foundation, which does not grow based on formal role obligations (in the role), but is a voluntary attitude to take on different role roles without expecting rewards or praise and can complete their employees more quickly and use resources effectively. Optimal. According to Mira et al. (2019), OCB contributes to innovation, resource transformation, and adaptability in an environment that requires complex, team-oriented work, which ultimately increases the efficiency and effectiveness of the entire organization.

One of the most critical factors that can form OCB is job satisfaction, where job satisfaction is the primary determinant of OCB behavior (Robbins & Judge, 2015). Organizations will generate more profits if employees have a voluntary attitude and an attitude that exceeds what the role demands

(Gorospe, Rabanal, & Talosa, 2021; Alqudah et al., 2022).

In shaping job satisfaction, leadership style also influences it. Without effective leadership from a leader, the company can experience setbacks (Banmauroy et al., 2021). One of the most suitable leadership styles today is transformational (Rehman et al., 2019). Transformational leadership can create an environment that motivates employees to achieve organizational goals and develop an interest in work (Cilek, 2019). Transformational leadership is based on the principle of developing subordinates (follower development) by evaluating the ability and potential of each subordinate to carry out an employee's duties, as well as seeing the possibility of expanding the responsibilities and authority of subordinates in the future (Shields & Hesbol, 2020). Transformational leaders are believed to be more successful in encouraging organizational change because of the emotional awakening of followers and their willingness to work towards realizing the leader's vision (Muhammad & Sari, 2021). Transformational leadership is a leadership pattern that motivates employees by bringing high ideals and values to achieve the organization's vision and mission which is the basis for forming trust in leaders (Umiarso, 2019; Cilek, 2019).

In addition to leadership style, another factor influencing different employee roles is organizational culture because organizational culture is the basis that represents behavioral norms followed by organizational members (Putri, 2016). Leaders build a dynamic organizational vision essential to changing cultural standards to emulate more incredible innovation (Baety, 2022). A culture of hard work, innovative work, and sincere work is an embodiment of OCB to make self-improvement, not lazy, productive, and able to utilize information and communication technology (Sanjaya, 2020). So, it is necessary to form a good culture in the organization by prioritizing the goals of the organization itself, there must be a unified language and steps in management, starting with the unification of the same business vision and mission and human relations factors are very dominant in the implementation of management. Especially in terms of communication both vertically and horizontally.

Researchers' observations of organizational culture at the Roudlotul Ulum Islamic Education Foundation indicate that many staff is still reluctant to express their ideas or opinions to their superiors. Some employees think expressing ideas or opinions are not a measure of employee performance. In contrast, others argue that expressing ideas or opinions to employees is quite important to assist superiors in helping employees work more effectively and efficiently. This shows variations or differences of opinion about the culture at work.

Several previous studies have shown that; there is a significant influence between leadership on organizational citizenship behavior OCB (Setiani & Hidayat, 2020). Sari et al. (2021) say that servant leadership significantly impacts forming OCB, which is mediated by employee empowerment and the interaction of superiors and subordinates. Gunawan et al. (2019) suggest that transformational leadership and job satisfaction significantly affect

organizational citizenship behavior. Research conducted by Algadri et al. (2021) found a significant effect of transformational leadership and organizational culture on job satisfaction. The results of research conducted by Gulseren and Zeky (2017) show that Job Satisfaction strongly influences OCB and considers its findings very useful for employee recruitment. Algadri et al. (2020) say that transformational leadership and organizational culture have a partial influence on organizational citizenship behavior with job satisfaction. Saputro (2021) says that transformational leadership and OCB positively relate to motivation.

This study examines the effect of transformational leadership and organizational culture on organizational citizenship behavior (OCB) with job satisfaction as an intervening variable at the Roudlotul Ulum Jatirejo Islamic Education Foundation.

RESEARCH METHODS

A quantitative approach is used to examine the relationship of influence between the Exogenous Variables (Independent), namely transformational leadership and organizational culture (X), Endogenous (dependent) variables, namely Organizational Citizenship Behavior (Y), and the Intervening Variable, namely Job Satisfaction (Y1). Data were collected from female employees at the Roudlotul Ulum Jatirejo Islamic Education Foundation. The population in this study is 50 female employees. The sampling technique used is non-probability sampling, which is saturated sampling (census). According to Sugiyono (2014), the saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chose a sample using a saturated sampling technique because the population is relatively small. The sample used in this study amounted to 50 female employees at the Roudlotul Ulum Jatirejo Islamic Education Foundation.

VARIABLE	INDICATOR
Transformational leadership (Robbins & Judge, 2015)	<ol style="list-style-type: none"> 1. Ideal Influence 2. Inspirational Motivation 3. Intellectual Stimulation 4. Individualized Attention
Organizational culture (Robbins & Judge, 2015)	<ol style="list-style-type: none"> 1. Innovation and risk taking 2. Attention to detail 3. Result orientation 4. Team orientation 5. Aggressiveness 6. Stability
Kepuasan Kerja (Robbins & Judge, 2015)	<ol style="list-style-type: none"> 1. The employee himself 2. Salary 3. Promotion 4. Working conditions 5. Coworkers 6. Boss's Attitude
Organizational Citizenship Behavior (Robbins & Judge, 2015)	<ol style="list-style-type: none"> 1. Altruism 2. Sportsmanship 3. Conscientiousness 4. Courtesy 5. Civic virtue

This study's activities in data analysis were carried out by; 1) Path analysis is a development of regression analysis, so regression analysis can be said to be a particular form of path analysis. Path analysis is used to describe and test the relationship model between variables in the form of cause and effect and not in the form of interactive relationships (Gozhali, 2015); 2) Sobel test (Sobel Test) is used to determine the significance of the intervention to mediate the effect of the independent variable (X) on the dependent variable (Y). If the value is significant or the independent variable has an indirect effect on the dependent variable through the intervening variable. With this test, it can be seen whether the probability variable obtained is smaller than 0.05 ($p < 0.05$), then the independent variable through the intervening variable has a significant effect on the dependent variable.

RESULTS AND DISCUSSION

Before testing the hypothesis, the researcher first tested the classical assumption, namely testing the hypothesis used in a study that showed whether the regression model was feasible or not to be carried out for further testing (Ghozali, 2011). The classical assumption testing in this study, namely:

Normality Test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution or are close to normal (Ghozali, 2015). The results of the normality test can be seen in the following table:

Table 1: Normality Test Results

Regression Model	Zcount	Significance	Description
X1,X2 → Y1	0.095	0.200	Normal distribution
X1,X2, Y1 → Y2	0.074	0.200	Normal distribution

The results of the normality test obtained a significance greater than 0.05. This indicates that the data used in this study is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). There is no multicollinearity problem with the tolerance value 0.10 or equal to the VIF value 10.

Table 2: Multicollinearity Test Results

Regression Model	Variable	Tolerance	VIF	description
X1,X2 → Y1	X1	0.097	10.313	Non Multicollinearity
	X2	0.097	10.313	Non Multicollinearity
X1,X2, Y1 → Y2	X1	0.064	15.566	Non Multicollinearity
	X2	0.078	12.891	Non Multicollinearity
	Y1	0.063	15.824	Non Multicollinearity

The results of the multicollinearity test on the independent variables obtained a tolerance value on the research variable above 0.1 and the VIF value below 10, so it can be said that there is no high relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another (Ghozali, 2015). The criterion is no heteroscedasticity problem if the significance probability is above the 0.05 significance level.

Tabel 3: Hasil Uji Heteroskesdastisitas

Model regresi	Variabel	Sig.	Keterangan
X1,X2 →Y1	X1	0.164	Non Heteroskesdastisitas
	X2	0.144	Non Heteroskesdastisitas
X1,X2, Y1 →Y2	X1	0.702	Non Heteroskesdastisitas
	X2	0.651	Non Heteroskesdastisitas
	Y1	0.825	Non Heteroskesdastisitas

The results of the heteroscedasticity test were obtained that each independent variable in the two regression models had a significance value above 0.05, so it can be said that the regression model did not contain symptoms of heteroscedasticity.

Furthermore, the path analysis method is used to test the effect of the intervening variable. Path analysis is a development of regression analysis, so regression analysis can be said to be a particular form of path analysis. Path analysis describes and tests the relationship model between variables in the form of cause and effect and not in the form of interactive relationships (Gozhali, 2015).

1. Direct Influence

In this study, the direct influence consisted of the variables of Transformational Leadership (X1), Organizational Culture (X2) on Job Satisfaction (Y1) and the effect of Job Satisfaction on Organizational Citizenship Behavior (Y2). This section will analyze the partial test (t-test), simultaneous test (F test), and the coefficient of determination. The following are the results of the direct effect test.

Table 4: Regression X1, X2 Against Y1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.841	2.968		7.359	.000
Transformative leadership	.549	.112	.576	4.893	.000
Organizational culture	.209	.061	.404	3.427	.001

a. Dependent Variable: job satisfaction

Based on the results above, the regression model can be explained as follows; $Y_1 = 21.841 + 0,549X_1 + 0,209X_2 + 2.968$

a. Partial Test (t-Test)

1. The Transformational Leadership variable has a t value of 4.893 and a significance of 0.000. Hence, the significance value is less than 0.05, so there is a significant partial effect of the Transformational Leadership variable on Job Satisfaction. The regression coefficient value of 0.549 indicates a positive influence, meaning that the higher the value of Transformational Leadership, the higher the Job Satisfaction. This value can also mean that Job Satisfaction will increase by 0.549 units for every one-unit increase in Transformational Leadership.
2. Organizational Culture variable has a t-count value of 3.427 and a significance of 0.001, so the significance value is less than 0.05, so there is a partially significant influence of the organizational culture variable on job satisfaction. The regression coefficient value of 0.209 indicates a positive influence, meaning that the higher the value of organizational culture, the higher the job satisfaction. This value can also mean that job satisfaction will increase by 0.209 units for every one-unit increase in Organizational Culture.

b. Simultaneous Test (F Test)

A simultaneous test aims to determine whether the independent variable has a combined effect on the dependent variable. This test can be seen in the ANOVA table output. There is a joint influence between independent variables if the calculated F value is greater than the F table and the significance is less than 0.05. The Fcount value is 348,364, and the significance is 0.000, so the calculated F value is greater than the F table, and the significance is less than 0.05; it can be concluded that there is a simultaneous influence of the variables of Transformational Leadership and Organizational Culture on Job Satisfaction. This also means that the regression model $Y_1 = 21.841 + 0.549X_1 + 0.209X_2 + 2.968$ is feasible.

c. Coefficient of Determination (R-square)

The coefficient of determination aims to determine the magnitude of the influence of the independent variable on the dependent variable. The coefficient of determination above is 0.968, which can be said that the variables of transformational leadership and organizational culture together can influence job satisfaction by 96.8%.

**Table 5: Regression X1,X2, Y1 Against Y2
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	6.872	5.473			1.256	.216
Transformational leadership	.480	.173	.494		2.771	.008
Organizational culture	.141	.086	.267		1.649	.106
Job satisfaction	.209	.183	.205		1.142	.260

a. Dependent Variable: Organizational Citizenship Behavior

Based on the results above, the regression model can be explained as follows; $Y_2 = 6.872 + 0,480X_1 + 0,141X_2 + 0,209 Y_1 + 5.473$

a. Partial Test (t-Test)

1. Transformational Leadership has a t-count value of 2.771 and a significance of 0.008. Hence, the significance value is less than 0.05, so there is a significant partial effect of the Transformational Leadership variable on Organizational Citizenship Behavior. The regression coefficient value of 0.480 indicates a positive influence, meaning that the higher the value of Transformational Leadership, the higher the Organizational Citizenship Behavior. This value can also mean that Organizational Citizenship Behavior will increase by 0.480 units for every one-unit increase in Transformational Leadership.
2. Organizational Culture variable has a t-count value of 1.649 and a significance of 0.106, so the significance value is greater than 0.05 so that there is no significant partial influence of the Organizational Culture variable on Organizational Citizenship Behavior. The regression coefficient value of 0.141 indicates a positive influence, meaning that the higher the value of Organizational Culture, the higher the Organizational Citizenship Behavior. This value can also mean that Organizational Citizenship Behavior will increase by 0.141 units for every one-unit increase in Organizational Culture.
3. The Job Satisfaction variable has a t-count value of 1.142 and a significance of 0.260 so that the significance value is greater than 0.05 so that there is no significant partial effect of the Job Satisfaction variable on Organizational Citizenship Behavior. The regression coefficient value of 0.209 indicates a positive influence, meaning that the higher the value of Job Satisfaction, the higher the Organizational Citizenship Behavior. This value can also mean that Organizational Citizenship Behavior will increase by 0.209 units for every one-unit increase in Job Satisfaction.

b. Simultaneous Test (F Test)

A simultaneous test aims to determine whether the independent variable has a combined effect on the dependent variable. This test can be seen in the ANOVA table output. There is a joint influence between independent variables if the calculated F value is greater than the F table and the significance is less than 0.05. The Fcount value is 148,237, and the significance is 0.000, so the calculated F value is greater than the F table, and the significance is less than 0.05; it can be concluded that there is a simultaneous influence of the variables of Transformational Leadership, Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior. This also means that the regression model $Y_2 = 6.872 + 0.480X_1 + 0.141X_2 + 0.209 Y_1 + 5.473$ is feasible.

c. Coefficient of Determination (R-square)

The coefficient of determination aims to determine the magnitude of the influence of the independent variable on the dependent variable. The coefficient of determination above is 0.931, which can be said that the variables of

Transformational Leadership Communication, Organizational Culture, and Job Satisfaction together can influence Organizational Citizenship Behavior by 93.1%.

2. Indirect Influence

In this study, the indirect effect consists of Transformational Leadership and Organizational Culture on Job Satisfaction with Organizational Citizenship Behavior as the intervening variable. The indirect effect coefficient is obtained based on the multiplication value of the beta coefficient of the independent variable on the mediating variable with the media on the dependent variable. The indirect effect test is then carried out with the Sobel test to determine whether the direct effect is significant. There is a significant effect if the calculated z value is greater than 1.96 (at the 5% significance level) and the significance value is less than 0.05 (test based on significance using <https://www.danielsoper.com/statcalc/calculator.aspx?id=31> statistical calculator). The following are the results of the calculation of the indirect effect.

- a. The influence of transformational leadership variables on organizational citizenship behavior through job satisfaction

$$X1 \rightarrow Y2 \rightarrow Y1 = (0.576 \times 0.404) = 0.233$$

The following is a Sobel test of the indirect effect of transformational leadership variables on organizational citizenship behavior through job satisfaction, where the value of SX1 was 0.112 and Sz was 0.183.

$$z = \frac{ab}{\sqrt{b^2 SE_a^2 + a^2 SE_b^2}}$$

a = Regression coefficient of the independent variable on the mediating variable
 b = Regression coefficient of the mediating variable on the dependent variable
 SEa = Standard error of estimation of the influence of the independent variable on the mediating variable
 SEb = Standard error of estimation of the effect of the mediating variable on the dependent variable;

$$z = \frac{(0,576)(0,404)}{\sqrt{(0,576)^2(0,112)^2 + (0,576)^2(0,183)^2}} = 1,894 = 1,9$$

The significance value of the Sobel test based on the test-based significance using <https://www.danielsoper.com/statcalc/calculator.aspx?id=31> statistical calculator obtained a significance value of 0.014 so that the significance value is less than 0.05. The z-count value from the Sobel test is 2.02, so the z value is greater than 1.96; it can be concluded that by using a 95% confidence level, there is a significant indirect effect of transformational leadership variables on organizational citizenship behavior through job satisfaction.

- b. The influence of organizational culture variables on organizational citizenship behavior through job satisfaction

$$X2 \rightarrow Y2 \rightarrow Y1 = (0,404 \times 0,205) = 0,083$$

The following is a Sobel test of the indirect effect of organizational culture variables on organizational citizenship behavior through job satisfaction, where previously the value of SX1 was 0.061 and Sz was 0.183.

$$z = \frac{(0,404)(0,205)}{\sqrt{(0,205)^2(0,061)^2 + (0,205)^2(0,183)^2}} = 2,231 = 2,2$$

The significance value of the Sobel test based on the test-based significance using <https://www.danielsoper.com/statcalc/calculator.aspx?id=31> statistical calculator obtained a significance value of 0.014 so that the significance value is less than 0.05. The z-count value of the Sobel test is 2.2, so the z value is greater than 1.96. Therefore it can be concluded that using a 95% confidence level; there is a significant indirect effect of organizational culture variables on organizational citizenship behavior through job satisfaction.

From the research results above, it can be understood that the transformational leadership style is an ideal leadership model that leaders should apply. Leaders who adopt a transformational style will think about how to achieve the expected goals and the welfare of their employees, and leaders have a strong influence that can change awareness and generate enthusiasm to encourage employees to achieve the vision and mission of the company. The leader changes his subordinates so that the goals of his work group can be achieved together. This type of leader provides a vision and develops emotional relationships with his subordinates to increase awareness and trust in realizing a common goal.

In this case, this is in line with research conducted by Husni (2017) on 100 non-medical employees at Pku Muhammadiyah Hospital Surakarta, which revealed that the higher the perception of transformational leadership style, the higher the employee job satisfaction. Research conducted by Deswara, D., & Arifin, Y. (2019) revealed that transformational leadership has a more significant direct influence on the job satisfaction of non-medical contract employees. In addition, similar research was also conducted by Deswara et al. (2019) with the title *The Effect of Transformational Leadership and Motivation on Job Satisfaction and Its Impact on Clinical Employee Performance*. The results showed that transformational leadership, motivation, job satisfaction, and performance got good ratings. Transformational leadership has a more significant direct influence on the job satisfaction of non-medical contract employees.

A leader must be able to change employee behavior for the better to improve performance in an organization. Izzatunnisa (2021) states that followers of transformational leaders have a sense of trust, admiration, loyalty, and respect for the leader and are motivated to perform extra-role behavior or

organizational citizenship behavior (OCB).

Transformational leaders not only recognize and reward followers' efforts but encourage them to ask What can I do for the organization? Then, What can the organization do for me? (Bottomley et al., 2016; Molines et al., 2022). In addition, acting as a transformational leader behavior not only motivates but also inspires subordinates to take on different roles and perform more than their expectations. This is reinforced by the results of research conducted by Hasanah (2019), which found a significant effect of transformational leadership on OCB.

Gunawan's (2019) research on 91 vocational school teachers in Brebes stated that the higher the job satisfaction, the higher the organizational citizenship behavior. The research results reinforce this by Ismaillah & Prasetyono (2021), which state that job satisfaction partially has a positive and significant effect on OCB. Likewise, the research of Titin et al. (2021) says that job characteristics, quality of work-life and job satisfaction have a significant and simultaneous effect on OCB. In addition, the results of research conducted by Gunawan et al. (2019) say that there is a positive relationship between transformational leadership and OCB, there is a positive relationship between job satisfaction and OCB, there is a positive relationship between transformational leadership and job satisfaction together with OCB.

CONCLUSION

Based on the results of research regarding the influence of transformational leadership and organizational culture on organizational citizenship behavior (OCB) with job satisfaction as an intervening variable on employees of the Roudlotul Ulum Jatirejo Islamic Education Foundation. The following conclusions can be drawn; 1) There is a partially significant influence of the transformational leadership variable on job satisfaction. This means that the higher the value of transformational leadership, the higher job satisfaction; 2) There is a partially significant influence of the organizational culture variable on job satisfaction. This means that the higher the value of organizational culture, the higher the job satisfaction; 3) There is a significant partial effect of the transformational leadership variable on OCB. This means that the higher the value of transformational leadership, the higher the OCB; 4) There is no significant partial effect of organizational culture on OCB. This means that the higher the value of organizational culture, the higher the OCB. The results of this study can be used as a basis for further researchers to conduct and develop this research using other data analysis by adding other independent variables that have a relationship with OCB with job satisfaction as an intervening variable.

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