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## The role of perceptions of transformational leadership style on organizational citizenship behavior in employees

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### Abstract

This research aims to determine the relationship between transformational leadership style and organizational citizenship behavior in employees. This research is correlational research with a quantitative approach. The population of this research is employees. Participants in this research used the entire population, namely 435 employees. The research instrument uses a transformational leadership scale and an organizational citizenship behavior scale which is prepared using a Likert scale. Data analysis was carried out using the Product Moment correlation technique. The research results show that there is a significant positive relationship between transformational leadership and organizational citizenship behavior, or it can be concluded that the higher the transformational leadership, the higher the organizational citizenship behavior and conversely the lower the transformational leadership, the lower the organizational citizenship behavior.

**Keywords:** Transformational Leadership; Organizational Citizenship Behavior.

### Introduction

Achieving the goals of an organization or company does not only depend on modern equipment, complete facilities and infrastructure, but actually depends more on the people who carry out the work. The extent to which members of an organization can synergistically contribute positively, to planning as well as to the process of implementing the duties and responsibilities of being a member of the organization to achieve organizational goals is the key to the success of an organization. Robbins believes that organizations that want to be successful definitely need employees who behave outside their normal job duties, which will produce results beyond assumptions.

A successful organization or company will need employees who will carry out more tasks or work, not just ordinary tasks, but will be willing to carry out tasks or work that are not outlined in the job description, so that they will provide performance that exceeds expectations. This is also considered organizational citizenship behavior (OCB), in other words, it is voluntary behavior, not directly rewarded by the formal reward system and overall, helps develop the efficiency of organizational functioning. Organizations need employees who have and display organizational citizenship behavior, such as helping colleagues in the team, volunteering for overtime, avoiding unnecessary conflicts, respecting the spirit and letter of regulations, and being willing to accept intermittent work-related losses and disruptions.

To improve organizational citizenship behavior in employees, it can be influenced by two main factors, namely internal and external factors. Internal factors include job satisfaction, commitment,



personality, employee morale, motivation and external factors include leadership style, trust in leaders, organizational culture. One of the factors that influences Organizational Citizenship Behavior (OCB) is leadership style, because without a leader's role in the company it cannot work effectively and develop in accordance with its goals. To achieve the expected behavior, organizations need leaders who realize the importance of influencing and directing employees to realize Organizational Citizenship Behavior (OCB). Leaders must have a leadership style that supports and supports the development of Organizational Citizenship Behavior (OCB)

Transformational leadership is a leadership style model that assesses the ability and potential of each subordinate to perform work/tasks, taking into account future opportunities to expand their responsibilities and authority. Rivai and Mulyadi (in Pratama, 2018) suggest that transformational leaders encourage subordinates to do better with what is actually expected of them by increasing the value of their work and encouraging them to sacrifice their own interests for the interests of the organization, which in turn argue that this requires increasing level of demands of subordinates k better level.

## Method

This research is correlational research with a quantitative approach. The population of this research is employees. Participants in this research used the entire population, namely 435 employees. The research instrument uses a transformational leadership scale and an organizational citizenship behavior scale which is prepared using a Likert scale. Data analysis was carried out using the Product Moment correlation technique. The data analysis technique used in this research is a parametric statistical test, which is a type of inferential statistics used to test population parameters through statistics, or test population size through sample data. The statistical test technique used is product moment correlation which is used to measure the strength of the linear relationship between data that has an interval/ratio measurement level with the direction of the symmetric relationship. The resulting coefficient has a value between -1 to 1, which indicates whether the linear relationship is positive or negative

## Result and Discussion

The hypothesis proposed in this research is that there is a relationship between employee transformational leadership style and organizational citizenship behavior. The positive correlation in question is that the more positive the perception of the employee's transformational leadership style towards the leader, the higher the level of organizational citizenship behavior among employees. Conversely, the more negative or worse the employee's perception of the leader's transformational leadership style, the lower the employee's level of organizational citizenship behavior. Therefore, this research hypothesis can be accepted. Transformational leadership influences employee organizational citizenship behavior, meaning that leader behavior with a transformational leadership style such as conveying the company's vision and mission will increase organizational citizenship behavior. Transformational leadership is a method used by leaders to



influence subordinates in terms of thoughts, attitudes and emotions to improve performance and achieve company goals. Transformational leadership can occur when a leader develops to arouse employee interest and increase awareness and acceptance of the group's goals and mission. According to Bass, the aspects of transformational leadership consist of charismatic leadership, inspiring motivation, intellectual stimulation, and individual concern. Charismatic leadership is a leader who exerts charisma or influence on individuals to give them a sense of vision and mission, instill self-esteem, and gain respect and trust. Inspirational motives relate to leaders who have inspirational motives, communicate high expectations, use symbols to focus efforts, and explain important goals in a simple way. Intellectual stimulation is a leader who increases intelligence, rationality, and wise problem-solving skills in solving problems that are not fixed in the old way.

Individualized care involves the leader giving personal attention to each subordinate, participating in training, and counseling subordinates. If leaders succeed in bringing subordinates together with their own vision, instilling charisma, motivating and inspiring, providing intellectual stimulation, releasing creativity, and evaluating employees, then employees will be guaranteed to have that kind of organizational citizenship behavior. such as: Doing work well, sincerely, and improving the company's performance sincerely. Organizational citizenship behavior is positive behavior chosen voluntarily by employees outside their job description or authority, namely freely chosen behavior that is not recognized by the organization and does not receive compensation. direct or formal, but this behavior is an organization, organization, or company. Efficiency can be improved. Organizational citizenship behavior is individual behavior that is independent, not directly or explicitly recognized by the formal reward system and contributes to the effectiveness and efficient functioning of the organization. The aspects of organizational citizenship behavior consist of altruism, courtesy, sportsmanship, conscientiousness, civic virtue. Transformational leadership has a positive and significant influence on organizational citizenship behavior (OCB). There is a positive and significant relationship between transformational leadership and organizational citizenship behavior (OCB). The more often leaders encourage employees to achieve organizational goals (Intellectual Stimulation) and the more employees are confident in their ability to carry out tasks and this indirectly influences employees to be willing to carry out OCB.

### **Conclusion**

Based on the research that has been conducted, it can be concluded that there is a very significant positive relationship between perceptions of transformational leadership style and organizational citizenship behavior (OCB) in employees. A positive coefficient value indicates a unidirectional correlation, this shows that transformational leadership attitudes in employees can increase extra-role behavior in their subordinates. A positive correlation relationship can be interpreted that the more positive or good the leader's perception of transformational leadership, the higher the employee's organizational citizenship behavior (OCB), conversely the more negative or worse the leader's perception of transformational leadership, the lower the employee's organizational citizenship behavior (OCB). paying attention to the conclusions of this research, namely: (1) For companies, it is hoped that it can give rise to positive employee perceptions of transformational leadership, so that employees can improve organizational citizenship behavior and the results of the



research show that employee perceptions of transformational leadership are positive, so the company is expected to be able to maintain that matter; (2) For future researchers, if they also want to use the organizational citizenship behavior variable, it is hoped that they can examine internal factors or individual character, so that they can also be used as indicators for employee selection.

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