

**PENGARUH KEPEMIMPINAN TRANSFORMASIONAL TERHADAP
ORGANIZATIONAL CITIZENSHIP BEHAVIOR PETUGAS DI TENGAH
KONDISI OVERCROWDING**
(The Effect of Transformasional Leadership on Emplpyoee's Organizational
Citizenship Behavior in The Middle of Overcrowding)

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ABSTRAK

Pemimpin merupakan orang yang berpengaruh dalam organisasi terutama dalam kondisi *overcrowding*, tetapi seluruh Sumber Daya Manusia juga memiliki peran penting dalam kemajuan organisasi. Lembaga Pemasarakatan Perempuan Kelas IIB Batam telah mendapati beberapa penghargaan karena gaya kepemimpinan yang cenderung mendorong pengikutnya untuk mengubah motif, kepercayaan, dan nilai atau biasa disebut kepemimpinan transformasional. Mulai dari penghargaan yang diberikan oleh Kepala Kantor Wilayah hingga penghargaan yang diberikan oleh Menteri Hukum dan HAM RI. Merupakan sebuah apresiasi untuk SDM yang telah memiliki kemauan melakukan pekerjaan diluar tanggung jawabnya atau biasa disebut *Organizational Citizenship Behavior* (OCB). Penelitian ini bertujuan untuk mengetahui apakah kepemimpinan transformasional berpengaruh positif terhadap *Organizational Citizenship Behavior* (OCB). Lokus penelitian di Lembaga Pemasarakatan Perempuan Kelas IIB Batam, menggunakan populasi sebanyak 75 orang. Menggunakan rumus slovin dan teknik penarikan sampel secara *purposive sampling*, mendapati sampel sebanyak 63 orang. Pengumpulan data menggunakan kuesioner yang disebar secara online. Analisis data dengan menggunakan IBM SPSS 25. Instrumen pada penelitian ini telah diuji validitas dan reliabilitas, mendapati hasil yang valid dan reliabel untuk semua instrumennya. Menggunakan uji regresi linear sederhana. Dengan hasil variabel X berpengaruh positif terhadap variabel Y, nilai R square sebesar 41,8%. Menghasilkan persamaan regresi $Y = 13,251 + 0,895X$, berarti persamaan regresi ini berbanding lurus karena nilai koefisien b memiliki nilai positif.

Kata Kunci : Kepemimpinan Transformasional; *Organizational Citizenship Behavior*; *Overcrowding*.

ABSTRACT

Leaders are influential people in the organization in the middle of overcrowding, but all human resources also have an important role in the progress of the organization. Batam Class IIB Women's Penitentiary had found some appreciation for leadership styles which tended to encourage followers to change motives, beliefs, and values or transformational leadership. Starting from the award given by the Head of The Regional Office to the award given by the Minister of Law and Human Rights. It was an appreciation for human resources who had willingness to do work outside of their responsibilities or Organizational Citizenship Behavior (OCB). This research aimed to find out whether transformational leadership had a positive effect on Organizational Citizenship Behavior (OCB). The research locus at Batam Class IIB Women's Penitentiary, population of 75 people. Using the Slovin formula and purposive sampling technique, it found a sample of 63 people. Data was collected by online questionnaires. Data was analysed by IBM SPSS 25. The instruments had been tested for validity and reliability, finding valid and reliable results for all of their instruments. With variable X resulting positively on variable Y, the value of R square was 41.8%. Generating regression equation $Y = 13.251 + 0.895X$, meant that this regression equation was directly proportional because the coefficient value b had a positive value.

Keywords: *Transformational leadership; Organizational Citizenship Behavior; Overcrowding.*

PENDAHULUAN

The problem of overcrowding has plagued the penitentiary for a long time. Because of this problem, another problem arose. In achieving the goals of correctional, it is necessary to have quality human resources. In terms of organizational development the most important asset is Human Resources (HR), because the one that controls, maintains, develops, and faces the demands of the organization's age is the resource (Wibowo & Susilowati, 2010). It makes HR (employees) in the organization is a key to achieve the goals and objectives of the organization. Therefore, there is a need for the initiative of every employee to do work beyond the responsibilities given. This behavior is often called Organizational Citizenship Behavior (OCB), where the OCB is something that is done by an employee outside of organizational duties and regulations and is not rewarded, but if the behavior can improve the quality, as well as the function of the organization, then organizational citizenship behavior (OCB) allows it to encourage progress and

achievement of organizational goals (Setiani & Hidayat, 2020). OCB is also the prudent behavior of individuals, which is not directly recognized by the formal reward system and in aggregate promotes effective organizational functioning (Organ et al., 2005). Based on this conceptualization, the old literature emphasizes that leadership advantages over transactional in promoting OCB (Nahum-Shani & Somech, 2011).

In the 21st century, organizations are experiencing leadership crises, especially when it comes to meeting the demands of capable, effective, and honest leaders with integrity (Pio & Tampi, 2018). Terry (1960) in Thoha (2006) said that leadership is an activity to influence people to be directed towards organizational goals (Tucunan et al., 2014). Therefore, the leader is the most influential person in the organization. The statement supports another statement that says that a person's leadership will greatly affect the environment and the organization he leads, because everyone has a different leadership style. Transformational leaders are leaders who encourage their followers to change their motives, beliefs, values, and abilities so that individual interests and goals are in line with the vision and goals of the organization (Goodwin et al., 2001). Therefore, transformational leadership tends to have a large influence on OCB employees.

Tabel 1. Achievements of Women's Penitentiary Class IIB Batam

No	Award Type	Date
1.	Award from the Regional Office of the Ministry of Law and Human Rights of Riau Islands for the success in the realization of PNBP deposits that exceed the target of Semester I 2020	September 16th, 2020
2.	Award from the Minister of Law and Human Rights as a UPT that has carried out human rights-based Public Services in 2020	December 10th, 2020
3.	Satker Ranked I Award Charter with Best IKPA Value in 2020 Level Of DJPb Kanwil Riau Islands Province category of Small Budget Ceiling (<Rp.10,000,000,000)	January 21st, 2021

4.	Award Charter Number: PG-007/WPB.05/KP.02/2021 (418341) with the First Rank of Best Satker in IKPA Value in 2020 in KPPN Batam Working Area Small Pagu	February 15th, 2021
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Source : Primary data

Based on the data obtained from the official website of the Batam Class IIB Women's Penitentiary, the existing achievements, it was predicted that some of its employees had high OCB due to support and leadership factors which had a positive influence on OCB employees. Because over time with the change of leaders, employees had an increase in OCB behavior caused by the leadership of a leader. According to a study by (Posdakoff & MacKenzie, 1994) conducted in petrochemical organizations in the USA, showing that the positive correlation between the transformational leadership dimensions and OCB followers of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Suliman & Al Obaidli, 2013). In a research (Nurchahyo, 2012), leadership as a driving factor of OCB shows significant results between leadership and OCB (Setiani & Hidayat, 2020).

Research Method

This research used the analysis unit of employees of The Women's Penitentiary Class IIB Batam. The data analysis in this study used IBM SPSS 25. By a population of 75 people, they were all employees of the Women's Penitentiary Class IIB Batam itself. In this research used quantitative research methods with data collection techniques through the dissemination of questionnaires to employees of Women's Correctional Institution Class IIB Batam. Based on the existing population, researchers used the Slovin formula to find a minimal number of samples in the research, by:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{75}{1 + (75 \times 0,05^2)}$$

$$n = \frac{75}{1+(75 \times 0,0025)} = 63,157 = 63$$

Information :

n = Minimum number of samples

N = Population

e = Error margin (5%)

Purposive sampling technique, which is a technique of determination and sampling determined by researchers based on certain considerations (Sugiyono, 2015). Based on the results of the minimum sample search with the formula Slovin, 63 people had been found as a minimum

sample. Then, by a sample of 61 staff with all security squads and 2 people of Certain Functional Positions within the Women's Penitentiary Class IIB Batam. The questionnaire was distributed online due to the Covid-19 pandemic through permission from the Head of Women's Penitentiary Class IIB Batam.

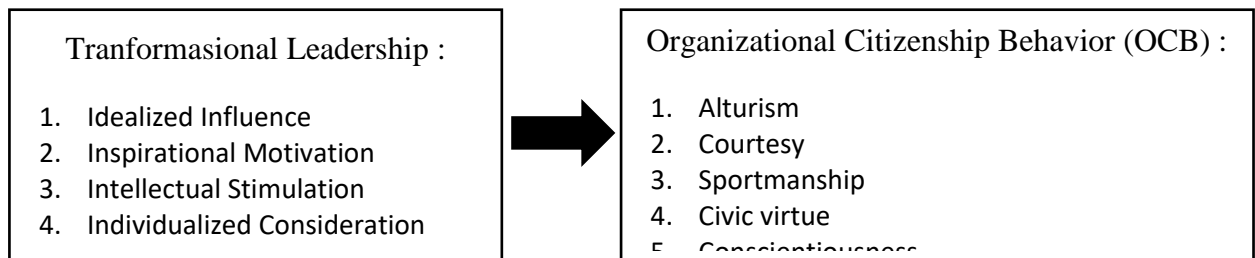


Figure 1. Proposed Model

The research used transformational leadership (X), and Organizational Citizenship Behavior (OCB) (Y) variables. Using a simple linear regression test which was a statistical test of two variables, the free variable and the bound variable. This research had been conducted validity tests and rehabilitation tests. In free variables, Transformational Leadership (X) had 12 statements, while bound variables, Organizational Citizenship Behavior (OCB) (Y) there were 14 statements. It had been declared valid and reliable, and worthy of research.

Results and Discussions

This quantitative research used a simple linear regression test, which was done to find out the degree of influence of free variables on bound variables.

Table 6. Regression Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	959.742	1	959.742	43.727	.00
	Residual	1338.862	61	21.949		
	Total	2298.603	62			

a. Dependent Variable: *Organization Citizenship Behavior (OCB)*

b. Predictors: (Constant), Tranformasional Leadership

Based on the Anova table above, we could find out the level of significance between transformational leadership variables (X) and organization citizenship behavior (OCB) (Y) variables. Judging from the regression test table obtained a value of F of 43.727 with a significance or probability level of 0.000. The significance value result of $0,000 > 0.05$ indicated that the regression test was eligible for the effect rate of transformational leadership variable (X) on the Organization Citizenship Behavior (OCB) (Y) variable. From the regression test, it was concluded that there was an influence between transformational leadership variables (X) and organization citizenship behavior (OCB) (Y) variables. Which rejected the null hypothesis and accepted alternative hypotheses.

In the Determination Test, it served to find out how much the level of influence of free variables on bound variables. In this research, researchers tested how much influence transformational leadership variables (X) as free variables had on Organization Citizenship Behavior (OCB) (Y) variables as bound variables. The level of influence can be seen in the following table:

Table 7. Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.418	.408	4.685

a. Predictors: (Constant), Transformasional Leadership

Based on the table above, the correlation value (R) was known at 0.646. This indicated that there was a strong positive correlation relationship between transformational leadership variables (X) and Organization Citizenship Behavior (OCB) (Y) variables. From the determination test table above, it was known that the value of the coefficient of determination (KD) or R square (R²) was 0.418. This showed that the large influence of Transformational Leadership variables as free variables had an influence of 41.8% on The Organization citizenship behavior (OCB) (Y) variable as bound variables. The remaining 58.2% was explained to other variables outside of the research, which could affect Transformational

Leadership variables in addition to Organization Citizenship Behavior (OCB) variables.

Table 8. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.251	7.793		1.700	.094
	Kepemimpinan Transformasional	.895	.135	.646	6.613	.000

a. Dependent Variable: Organization Citizenship Behavior (OCB)

In the coefficients table could be seen the regression direction coefficient of the Unstandardized Coefficients column and sub column b. of the column obtained a constant value of 13,251 and a regression direction coefficient value of 0.895. From these values could be obtained the formula of regression equations as follows:

$$Y = a+bX$$

$$Y = 13,251 + 0,895X$$

Information:

Y = *Organization Citizenship Behavior (OCB) Variables*

X = *Transformational Leadership Variables*

a = Constant

b = Regression Coefficient

From the equation above, the coefficient value b showed the regression coefficient value and the coefficient b showed the change in the average variable Organization Citizenship Behavior (Y) for each change in transformational leadership variable (X) by one unit. If the value of coefficient b was positive, then there was a change which was directly proportional, with the example when the

value of variable X increased, then the value on variable Y would also increase and applied if variable X decreased the value, then variable Y would also experience a reduction in that value. If the result of coefficient B was negative, there would be changes which were inversely proportional. If variable X increased value, then variable Y would experience a reduction in value, and vice versa, if variable X underwent a reduction in value, then variable Y experienced value addition.

Based on the equation in this research, there was a regression equation at the value of the Transformational Leadership variable constant of 13.251 was constant and the regression direction coefficient value of 0.895. Then, you can see the value of coefficient b in the equation was positive.

It could be concluded that the change in value between transformational leadership variables and organization citizenship behavior variables was directly proportional. When transformational leadership variables experienced value addition, the Organization Citizenship Behavior variable would also experience value addition, and vice versa. From the regression equation formula statement, it could be stated that the regression of the Transformational Leadership variable of 13,251, stated that every 1% increase in the value of the Transformational Leadership variable, the Organization Citizenship Behavior variable would increase by 0.895. Because the regression nature in this research was directly proportional, the greater the influence of Transformational Leadership fed by The Organization Citizenship Behavior employees would increase.

The results of this research support the hypothesis in this research, that Transformational Leadership and Organization Citizenship Behavior had a positive and significant effect which was directly proportional to the Women's Penitentiary Class IIB Batam. All relationships were instanced by data. As noted by (Walumbwa dkk. 2007), because transformational leadership could be viewed as a multi-faceted construct, different aspects of transformational leadership could interact differently with individual differences to produce different outcomes (Walumbwa et al., 2007). The findings were also in line with Mackenzie et al. (2001) investigated the impact of transformational and transactional leadership behavior on OCB salespeople. The results of the research validated that transformational leadership had a strong direct and indirect relationship with OCB (MacKenzie et al., 2001).

The theoretical implication of this research was that it had been able to build a theoretical model of the values contained in Transformational Leadership in relation to organizational citizenship behavior. The results of the theoretical model made it clear that the values contained in Transformational Leadership affected

employee OCB. The results of this research also showed that a leader had an important influence in increasing employee OCB. This study also showed that the stronger the values of a leader in the criteria of Transformational Leadership could increase employee OCB.

The practical implication in this research was the application of transformational leadership values to positive and significant influenced on organizational citizenship behavior (OCB) employees. Where the higher the value of a leader in accordance with the values of Transformational Leadership, the higher the employee's OCB.

Conclusions

This research examined the dimensions of Transformational Leadership (Ideal Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Considerations) on the dimensions of Organizational Citizenship Behavior (Altruism, Decency, Sportsmanship, Virtue of Citizenship, and Listening to The Heart). This research produced positive and significant values between variable X against variable Y where with a straight proportional regression equation. Which meant that hypothesis zero was rejected, while hypothesis one was accepted.

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