

The effect of transformational leadership, emotional intelligence, and perceived organizational support on organizational citizenship behavior (ocb) in nias district dprd office employees

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ABSTRACT

This study aims to analyze: (1) The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office (2) The Effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office (3) The Effect of Perceived Organizational Support for the Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office. The sampling technique in this study was a cluster proportional random sampling technique, with a total sample of 67 people. The results show that: (1) Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office, (2) Emotional Intelligence has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office, (3) Perceived Organizational Support has a positive and significant impact on the Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office



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INTRODUCTION

The success of the organization in achieving its goals is not only influenced by the actions of those who work optimally in accordance with what is assigned or in accordance with Employees are expected to work within their job descriptions (in-role behavior), but they are also expected to work outside of their job descriptions (extra-role behavior). Employee behavior listed outside the employee's job description (extra-role) is called Organizational Citizenship Behavior (OCB). The facts show that organizations that have employees who have good OCB can control their own behavior so that they are able to choose the best behavior for the benefit of their organization which will have an impact on better performance in their organization (Blatt, 2008).

Of the factors that influence Organizational Citizenship Behavior is transformational leadership (Zacker & Jimmieson, 2013, Park, Song, Yoon & Kim 2013, Humphrey 2012). According to Yukl (in Bass & Riggio, 2006), transformational leadership is leadership that influences subordinates so that subordinates feel trust, pride, loyalty and respect for superiors and are motivated to do more work than expected or better than before. The transformational leadership phenomenon that occurs is the lack of motivation given by the leader to his subordinates. This is due to the busyness of the leadership who is rarely in the office and often holds meetings outside the office and field surveys.

This situation makes employees feel less cared for by the leadership due to lack of communication. As a result, even subordinates cannot communicate the complaints they face during the work process.

Factors that influence OCB, namely emotional intelligence (Carmeli & Josman, 2006, Jung & Yoon, 2012). Emotional Intelligence is the ability to feel and control the feelings of oneself and others which will determine the way an individual thinks and acts (Mayer, Roberts, & Barsade, 2008). Isen et al, Jung & Yoon (2012), noted that employees with good emotional intelligence also have a stronger willingness to engage in behaviors outside of their primary role, voluntarily participate, and define themselves, thus exhibiting good OCB. The phenomenon related to the emotional intelligence variable is that there are still employees who cannot control their emotions at work. This is reflected in the behavior of employees who are not friendly to co-workers, which results in the loss of cohesiveness and intimacy between employees and an unfavorable work environment.

Another factor that influences OCB is Perceived Organizational Support (Nazim Ali, 2009 Chun-Fang Chiang & Tsung-Seng Hsieh, 2012, Daan van Knippenberg et al , 2005). The phenomenon related to perceived organizational support variables is that there is still injustice in treating each of their subordinates.

Several previous studies have proven that that transformational leadership improves performance OCB. Zacher & Jimmieson (2013), stated that there is a positive relationship between transformational leadership and OCB. Furthermore, Park et al, (2013) and Kim (2013) also stated that transformational leadership is beneficial on OCB.

Abraham Carmeli & Josman (2006), have conducted research related to emotional intelligence variables and organizational citizenship behavior , the results state that emotional intelligence has a positive effect on OCB. Jung and Yoon (2012), They also stated in their research that emotional intelligence has a favorable impact on OCB. Furthermore, Hanzaea & Mirvaisib (2013) also stated in their research that emotional intelligence has a significant and positive impact on OCB.

According to Ali (2009)'s research, perceived organizational support has a positive effect on employee satisfaction OCB. Chiang & Hsieh (2012), have also conducted research on the relationship between perceived organizational support to OCB and showed positive results. Furthermore, Knippenberg, Prooijen, and Sleebos (2013), POS and OCB have a positive relationship, according to the author in their research.

The authors are interested in conducting additional research based on the above description with entitled "**The Effect of Transformational Leadership , Emotional Intelligence , and Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office**".

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is all about actions related to offering help to coworkers without any expectation of prompt reciprocity from co-workers who receive the assistance (Nguni et al in Khalili 2017). This behavior arises because of the feeling of being a member of the organization and feeling happy if you can do something more for the members and the organization (Humphrey in Khalili 2017). Organ et al (2006) identified 5 indicators of OCB, namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic-Virtue .

Transformational Leadership

Yulk (in Sun & Anderson, 2012) also states that transformational leadership where they are able to inspire, excite, and inspire followers to go the extra mile to achieve group goals by paying attention to the things and development needs of each follower; they grow followers' awareness of their problems by looking at old problems in new ways; and they are able to inspire, excite, and inspire followers to go the extra mile to achieve group goals. Bass & Riggio (2006), stated that there are 4 components of

transformational leadership, namely Idealized Influenca/Charisma, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

Emotional Intelligence

Bried & Motowidlo (in Jung & Yoon, 2012), say that emotional intelligence will help solve personal problems with coworkers and play an important role in increasing OCB, which is a positive social behavior. Zeidner et al (in Bighami, 2013) define Emotional Intelligence as the ability to feel, understand and require a person to learn to recognize and appreciate the feelings of oneself and others, then respond appropriately and apply them effectively in everyday life. Wong and Law (2002) suggest that there are 4 dimensions of emotional intelligence, Specifically, self-appraisal and expression of emotion, self-appraisal and recognition of emotion in others, and self-appraisal and expression of emotion in others , Self-regulation of emotion, and the use of emotion to aid performance.

Perceived Organizational Support

Perceived Organizational Support (POS) is a member's perception of how the organization evaluates their contribution and cares about their well-being (Eisenberger et al, 2001). According to Rhoades & Eisenberger (2002), there are several indicators to measure POS variables, that are fairness, supervisory support, organizational rewards, and working conditions are just a few examples..

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB)

Park, Song, Yoon & Kim (2013), transformational leadership has a significant impact, according to extra-role behavior. Research conducted by Humphrey (2012) shows that transformational leadership has a positive effect on OCB of employees.

H1: Transformational Leadership has a significant and positive impact on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office.

The Effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB)

Schutte et al (in Jung & Yoon, 2012), explain that employees with higher emotional intelligence will have better relationships with their colleagues and will show more OCB behavior. Employees with high emotional intelligence can improve helpful behavior and other civic behavior because it allows employees to understand the feelings of their co-workers and respond better than employees with low emotional intelligence (Abraham in Salami, 2010).

H2: Emotional Intelligence has a significant and positive impact on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office.

The Effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB)

Kaufman et al (in Duffy & Lilly, 2013) state that perceived organizational support contributes more to organizational citizenship behavior that affects organizations in general. POS provides assurance to employees that they receive benefits from leaders by demonstrating OCB (Cheung, 2013).

H3: Perceived Organizational Support (POS) has a significant and positive impact on Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office.

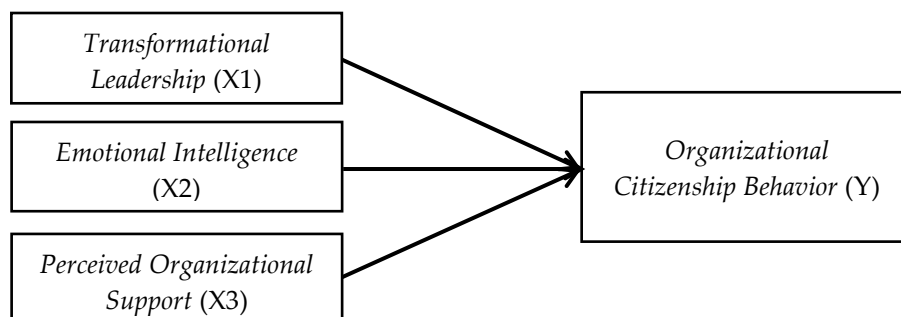


Figure 1. Conceptual Framework**METHOD**

Based on the formulation of the problem and the research objectives to be achieved, the types of research used is descriptive causative. According to Sugiyono (2013) research causative is purposeful research for determine connection cause and effect from something phenomenon or solving problem yag researched for see how much far influence variables independent on variable dependent.

This research was conducted at the Nias Regency DPRD office, Jalan Pelud Binaka Km. 9 Ononamolo I LOT, South Gunungsitoli.

Population refers to a group of people, events, or things to be studied, according to Sekaran (2006). The participants in this study were all Nias Regency DPRD office employees.

Sekaran (2006), states that the sample is part of the population element to be studied. The sample in this study was selected using the cluster proportional random sampling technique, which is a sampling method taken in each class or group with the proportions randomly. Based on this method, the total sample in this study was 67 people.

Validity Test

In this study, the validity test is a comparison of the research measuring instrument's accuracy to the actual content being measured.

Table 1. Validity Test Results

Variable	Amount Statement	Valid
Transformational Leadership (X1)	17	17
Emotional Intelligence (X2)	14	14
Perceived Organizational Support (X3)	12	12
Organizational Citizenship Behavior (Y)	23	23
Total	66	67

Source: SPSS output ver. 26 (Created, 2022)

Reliability Test

Reliability tests are conducted to determine the extent to which a measuring instrument can be trusted and relied on. Where according to Idris (2015), to find out that respondents have answered questions consistently so that the sincerity of the answers can be trusted, a reliability test is used.

Table 2. Reliability Test Results

No.	Variable	Score Cronbach Alpha	Information
1.	Transformational Leadership (X1)	0.854	Reliable
2.	Emotional Intelligence (X2)	0.863	Reliable
3.	Perceived Organizational Support (X3)	0.907	Reliable
4.	Organizational Citizenship Behavior (Y)	0.820	Reliable

Source: SPSS output ver. 26 (Created, 2022)

RESULT AND DISCUSSION

The data and information gathered from the study's findings the questionnaires distributed previously, will then be processed using the SPSS version 26 program. After processing the data, a general description of each respondent's data description is obtained as shown in the Table 3.

Table 3. Characteristics of Respondents by Gender

No.	Type Sex	Frequency	Percentage (%)
1.	Man	44	65.7%
2.	Woman	23	34.3%
	Total	67	100%

Source : SPSS output ver. 26 (Created, 2022)

So, it can be concluded that the respondents in this study were dominated by men.

Table 4. Characteristics of Respondents by Age

No.	Age	Frequency	Percentage (%)
1.	< 25 years old	12	17.9%
2.	25-30 years	12	17.9%
3.	31-35 years old	22	32.8%
4.	36-40 years old	11	16.4%
5.	> 40 years	10	14.9%
	Total	67	100%

Source : SPSS output ver. 26 (Created, 2022)

So, it can be concluded that the employees at the Nias Regency DPRD office are dominated by employees aged 31-35 years, as many as 22 people or 32.8%.

Table 5. Characteristics of Respondents Based on Education

No.	Education	Frequency	Percentage (%)
1.	High school/high school	18	26.9%
2.	D3	8	11.9%
3.	S1	38	56.7%
4.	S2	2	3.0 %
5.	S3	1	1.5%
	Total	67	100%

Source : SPSS output ver. 26 (Created, 2022)

So, it can be concluded that the employee at the Nias Regency Employees with a bachelor's degree with a bachelor's degree with a bachelor's degree with a bachelor's degree with a bachelor's degree with a bachelor a total of 38 people or 56.7%.

Table 6. Characteristics of Respondents Based on Working Period

No.	time Work	Frequency	Percentage (%)
1.	1-5 years	28	41.8%
2.	6-10 years	21	31.3%
3.	11-15 years old	9	13.4%
4.	16-20 years old	2	3.0 %
5.	> 20 years	7	10.4%
	Total	67	100%

Source : SPSS output ver. 26 (Created, 2022)

So, it can be concluded that the distribution of respondents' characteristics based on years of service is dominated by employees with 1-5 years of service with a total of 28 people or 41.8%.

Prior to the multiple linear regression test, each research variable used must be normally distributed and free from all symptoms of classical assumption deviations. The following are the results of classical assumption testing in this study.

Table 7. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		67
Normal Parameters ^{a,b}	mean	,0000000
	Std. Deviation	5,23827056
Most Extreme Differences	Absolute	0.058
	Positive	,038
	negative	-,058
Test Statistics		0.058
asympt. Sig. (2-tailed)		,200 ^{c,d}

Source: SPSS output ver. 26 (Created, 2022)

Based on the table above, it can be seen that the value of sig. (2-tailed) is 0.200, which means the number is greater than 0.05, therefore it can be seen that the variable data is normally distributed.

Furthermore, a multicollinearity test was conducted to see whether each independent variable had a high correlation or not.

Table 8. Results Test Multicollinearity

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	,693	1,443
	Emotional Intelligence	,974	1.026
	Perceived Organizational Support	,705	1.418

Source: SPSS output ver. 26 (Created, 2022)

Based on the table above, it can be seen that the tolerance and VIF values of all independent variables meet the criteria where the tolerance value is greater than 0.10 and VIF is less than 10, so it can be concluded that there is no multicollinearity problem between variables.

Following the formation of a regression model and analysis related to the research hypothesis, after each research variable was normally distributed and free of all symptoms of classical assumption deviations, the next step was the formation of a regression model and analysis related to the research hypothesis.

Based on the regression equation, it can be seen that:

a) The constant value is 23,954 which means that without the influence of the independent variables transformational leadership (X1), emotional intelligence (X2), and perceived organizational support (X3), the value of organizational citizenship behavior (Y) is 23,954.

b) Transformational Leadership (X1), has a positive regression coefficient which means that transformational leadership has a positive relationship with Organizational Citizenship Behavior (Y). The regression coefficient for transformational leadership (X1) is 0.886.

c) Emotional Intelligence (X2), has a positive regression coefficient which means that emotional intelligence has a positive relationship with Organizational Citizenship Behavior (Y). The regression coefficient for emotional intelligence (X2) is 0.236.

d) Perceived Organizational Support (X3), has a positive regression coefficient which means that perceived organizational support has a positive relationship with Organizational Citizenship Behavior (Y). The regression coefficient for perceived organizational support (X3) is 0.148.

Based on the results of the tests that have been carried out, the test value of the coefficient of determination (Adjusted R Square) is 0.386, which means that the influence of the independent variable (X) on the dependent variable (Y) is 38.6% and 61.4% OCB is influenced by other variables.

Furthermore, the F-statistical test shows that the value of calculated F is 14.816 with sig 0.000 <0.05. This means that based on the F test, it can be concluded that the variables of Transformational Leadership (X1), Emotional Intelligence (X2), and Perceived Organizational Support (X3) have a simultaneous (together) effect on Organizational Citizenship Behavior (Y).

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) of Employees at the Nias Regency DPRD Office

With the results of hypothesis testing, it was found that transformational leadership has a positive and significant impact on OCB.

The results of this study support previous research conducted by (Park et al, 2013) and (Kim, 2013) which state that transformational leadership has a positive effect on OCB. In addition, according to Zacher Jimmieson (2013), transformational leadership is positively related to OCB, this study found that it is important for a leader to have a sense of responsibility for the work environment which will affect subordinates or employees.

H1 is accepted , because statistically it shows a positive and significant result because it has a significance value of 0.000 which is smaller than 0.05. This means that transformational leadership partially has a significant positive effect on the OCB of employees at the Nias Regency DPRD office.

The Effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB) of Employees at the Nias Regency DPRD Office

Based on the results of hypothesis testing, it was found that emotional intelligence has a positive and significant influence on OCB.

The results of this study support previous research conducted by Jung and Yoon (2012), in their research stating that emotional intelligence has a positive effect on OCB. Furthermore, Hanzaea & Mirvaisib (2013) also stated in their research that emotional intelligence has a positive effect on OCB.

H2 is accepted , because statistically it shows a positive and significant result because it has a significance value of 0.018 which is smaller than 0.05. This means that partially emotional intelligence has a significant positive effect on the OCB of employees at the Nias Regency DPRD office.

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior (OCB) of Employees at the Nias Regency DPRD Office

From the results of hypothesis testing that has been done, it is found that perceived organizational support has a positive and significant influence on OCB.

The results of this study support previous research conducted by Ali (2009), which states that perceived organizational support has a positive effect on OCB. Chiang & Hsieh (2012), have also conducted research on the relationship between perceived organizational support to OCB and showed positive results. Furthermore, Knippenberg, Prooijen, and Sleebos (2013), stated that there was a positive relationship between POS and Organizational Citizenship Behavior in their research.

H3 is accepted , because statistically it shows a positive and significant result because it has a significance value of 0.031 which is smaller than 0.05. This means that perceived organizational support partially has a significant positive effect on OCB of employees at the Nias Regency DPRD office.

CONCLUSION / CONCLUSION

1. Transformational Leadership has a positive and significant effect on OCB of employees at the Nias Regency DPRD office. The better the implementation of transformational leadership felt by employees, the higher the level of Organizational Citizenship Behavior (OCB) of employees at the Nias Regency DPRD office.
2. Emotional Intelligence has a positive and significant effect on OCB of employees at the Nias Regency DPRD office. The better the level of emotional intelligence possessed by employees, the higher the level of Organizational Citizenship Behavior (OCB) of employees.
3. Perceived Organizational Support has a positive and significant effect on OCB of employees at the Nias Regency DPRD office. The higher the level of perceived organizational support felt by employees towards their organization, the higher the level of Organizational Citizenship Behavior (OCB) of employees.
4. Based on the research that has been done, it can be concluded that the variable that has the greatest level of influence on employee OCB at the Nias Regency DPRD office is Transformational Leadership with sig. 0.000, then the second is Emotional Intelligence with sig. 0.018, and the third is Perceived Organizational Support with sig. 0.031.

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