
ANTECEDENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Noor Arifin¹, Eko Nur Fu'ad^{2*}, Emilia Inta Argadea³

^{1,2,3} Universitas Islam Nahdlatul Ulama Jepara, Indonesia

e-mail: ¹arifin1768@unisnu.ac.id; ²ekonfuad@unisnu.ac.id; ³emiliainta48@gmail.com

Received September 1, 2021; accepted January 10, 2022; published January 14, 2022.

ABSTRACT

Objective: This study aims to analyze the effect of transformational leadership, self-efficacy, and work loyalty on organizational citizenship behavior. **Research Design & Methods:** This study is explanatory research using a quantitative approach. The research sample was selected based on the proportional random sampling method from employees of one of the furniture companies in Jepara with a total of 89 people. Primary data was obtained using a questionnaire that was distributed to employees directly. Statistical data analysis was performed using multiple linear regression with SPSS tool. **Findings:** Empirically, the results of this study accept all the hypotheses proposed, that: transformational leadership style has a significant effect on organizational citizenship behavior; self-efficacy has been proven to have a significant effect on organizational citizenship behavior; and work loyalty proved to have a significant effect on organizational citizenship behavior. **Implications & Recommendations:** The results of this study support previous research and contribute to a literature study that emphasizes the issue of this research in the context of a company experiencing a decline in performance so that it requires an extra employee role (OCB). **Contribution & Value Added:** Based on the dominant variable analysis, the company can increase the extra role of employees by increasing employee loyalty. And then loyalty can be spurred by directing employees to work in teams.

Keywords: transformational leadership; self-efficacy; work loyalty; organizational citizenship behavior.

JEL codes: M540

Article type: research paper

INTRODUCTION

As changes in the business world are increasingly dynamic, particularly the increasingly intense competition and the changes in business methods are very fast, companies must be able to face and solve challenges. Human resources are a major resource and the most dominant to keep the company still could survive to face the changes that. It is crucial and challenging for company management to be able to find and retain employees who have potential, are loyal, and are dedicated to the company (Erum et al., 2020). Companies need employees who commit to work harder to complete work that is not formally defined in the job description but is useful for the effective functioning of the organization or referred to as organizational citizenship behavior (Erum et al., 2020). Empirical studies prove that organizations that have a workforce with positive attitudes and behaviors will outperform organizations that do not have such employees (Podsakoff et al., 2009).

Based on previous research, transformational leadership is considered a variable that can affect OCB. Several researchers state that transformational leadership has a significant positive effect on OCB with different respondents: employees in Kansas (Humphrey, 2012); employees with higher education in

Spain (López-domínguez et al., 2013); employees of several Islamic banks in the United Arab Emirates (Suliman & Obaidli, 2013); employees of industries of the banking, construction, electronics, computer, and tourism in Iran (Khalili, 2017); academics in Pakistan (Majeed et al., 2017); corporate leaders in Norway (Lofquist & Matthiesen, 2018). In line with the results of this study, Rodrigues & Ferreira (2015) also stated that transformational leadership has a strong influence on the OCB of employees of the food and trade industry in Rio de Janeiro. However, there are other research results which state that transformational leadership has no significant effect on OCB with different respondents: employees at multinational technology companies in Brazil (Burch & Guarana, 2014); alumni of a business college in America who work in the banking, education, government, manufacturing, retail, and transportation services industries (Carter et al., 2014); frontline hotel employees (Buil et al., 2019).

The next variable that is thought to influence OCB is self-efficacy. Several researchers state that self-efficacy has a positive effect on OCB with different respondents: public sector employees in the UK (Beauregard, 2012); employees with higher education in Spain (López-domínguez et al., 2013); Arab school teachers in Israel (Cohen & Abedallah, 2015); immigration workers in Taiwan (Kao, 2017); PDAM employees in Padang (Dalimunthe & Zuanda, 2020); employees in the education and telecommunications sectors (Erum et al., 2020). However, other studies have shown that self-efficacy does not have a direct effect on OCB but is mediated by supplication tactics toward coworkers, with supervisors and their teams as respondents from high-technology companies in southern Taiwan (Chuang et al., 2018). In addition, the results of other studies state that there is no significant effect between self-efficacy and conscientiousness as an indicator of OCB, with respondents being full-time employees who work in hospitality fields in South Korea (Kim et al., 2018).

With the research gap from several previous studies on the effect of transformational leadership and self-efficacy on OCB, this research is interesting to do. In addition, the novelty in this study is to use employees of a furniture company in Jepara Regency - Central Java - Indonesia, as research respondents. Most of the respondents can be described as follows: male (66.3%), aged between 21-30 years (48.3%), working more than 3 years (55%), and elementary school education (44.9%). The second difference, in this study, is to include the work-loyalty variable as an antecedent of OCB. There is very little research on OCB which is influenced by job loyalty.

LITERATURE REVIEW

Organizational Citizenship Behavior

The researchers define OCB as a multidimensional concept that includes various aspects of voluntary behavior, beyond the requirements of the job (López-domínguez et al., 2013). According to Nguni et al. (2006) OCB is all about actions related to offering help to co-workers without the expectation of prompt reciprocity from co-workers who receive the assistance (Khalili, 2017). While Organ (2017) defined OCB as individual behavior discretionary which are not explicitly defined in the job description and are not formally valued but it is important for the functioning of the organization effectively and efficiently. OCB is also defined as a multidimensional construct, covering various aspects of discretionary behavior that are not directly related to job content behavior (Podsakoff et al., 2009). OCB is divided into two broad groups: affiliative and challenging OCB (Bettencourt, 2004). OCB affiliation is behavior that promotes group cohesion, maintaining existing working relationships or arrangements. According to Choi (2007), the dimensions of this affiliation are helpful behavior, sportsmanship, organization, loyalty, civic virtue, and self-development. Whereas challenging OCB includes “voluntary acts of creativity and innovation designed to improve one's task or organizational performance” (Podsakoff et al., 2009), thereby encouraging organizational change.

Podsakoff et al. (2009) divides OCB into five dimensions: 1) sportsmanship, is the willingness to tolerate without complaining and refrain from complaining and swearing; 2) civic virtue, is the behavior of individuals to involve themselves in organizational functions or activities related to the workplace); 3) altruism, behavior to help co-workers who are facing obstacles related to tasks; 4) conscientiousness, is an individual's behavior to tend to be careful in acting, have high discipline, and

consider carefully in making decisions; and 5) courtesy, is manners that prevent someone from creating problems in the organization).

Transformational Leadership

During the last two decades, many researchers have focused on leadership research, especially transformational leadership. Bryman (1992) revealed that transformational leadership is a new paradigm of leadership theory, in addition to motivating employees to be creative and innovative, transformational leaders also provide direct examples (Majeed et al., 2017). Researchers have identified that transformational leadership is related to academics as instructors of transformational leadership (Balwant, 2016). Meanwhile, Bass & Riggio (2006) explain that transformational leaders inspire subordinates by exploring and developing their potential for greater achievements than usual (Majeed et al., 2017).

Transformational leadership emphasizes performance based on work practices that promote ethics, cooperation, healthy competition, and prioritizes teamwork by putting aside self-interest in achieving common goals. In addition to providing ideal influence by providing inspirational motivation, intellectual stimulation, and individual consideration, leaders are also examples in achieving the company's vision, mission, and goals.

In addition to giving an ideal effect with roads that provide inspirational motivation, intellectual stimulation, and individual consideration, leaders also set an example in achieving the vision, mission, and objectives of the company (Bass & Riggio, 2006).

Through the provision of inspirational motivation, leaders can convey the company's vision more attractively, so that subordinates are willing to commit themselves to achieve together. Leaders also use intellectual stimulation to stimulate subordinates to come up with innovative ideas to solve work problems. Leaders also provide individual consideration, namely, where leaders provide attention, guidance, and responses that are relevant to the problems faced by subordinates. With this transformational leadership behavior, subordinates can be motivated to work more than usual to achieve company goals (Podsakoff et al., 2009).

This study aims to examine proactive behavior in the field of OCB. More specifically, this study attempts to propose and test a transformational leadership model as an antecedent of OCB. Humphrey (2012) explains that transformational leadership has a positive influence on employee OCB. Similar results were stated by López-domínguez et al. (2013) that transformational leadership also has a significant positive effect on OCB of education workers in Spain. Likewise, Suliman & Obaidli (2013) find a positive effect of transformational leadership on OCB employees per bank early Islam. Rodrigues & Ferreira (2015) ensure that transformational leadership has a strong influence on OCB. Khalili (2017) also revealed the positive influence of transformational leadership on OCB of employees in various types of industries (banking, construction, electronics and computers, and tourism). Majeed et al. (2017) found a significant positive effect of transformational leadership on OCB of education sector employees in Pakistan. Likewise, Lofquist & Matthiesen (2018) found that transformational leadership has a significant positive effect on the OCB of industrial employees in Norway.

This study is expected to expand the literature related to the relationship of transformational leadership to employee OCB in manufacturing companies in developing countries. Therefore, this study proposed the following hypothesis:

H1: There is a significant effect of transformational leadership on organizational citizenship behavior.

Self-efficacy

Bandura (1977) defines self-efficacy as an employee's belief about his or her ability to work effectively to achieve positive results (Erum et al., 2020). Self-efficacy can also be interpreted as a person's assessment of his capacity to successfully handle opportunities and challenges associated with work roles. Self-efficacy affects employees' assessment of certain situations and applicable rules or procedures, and therefore, will affect their decisions and behavior in the workplace (D'Amato &

Zijlstra, 2008; Cohen & Abedallah, 2015). Self-efficacy indicates the assessment that how well the person can perform an action, which in turn can influence the actions of individuals, how much effort will be issued, and how long he will continue in that situation (Bandura, 1977; Çetin & Askun, 2018; Erum et al., 2020). Individuals who have high self-efficacy are known as individuals who are persistent and have determination in difficult situations that lead them to high success. In addition, individuals who have self-efficacy can work hard by creating innovative solutions within the organization, therefore their innovative ideas directly improve their performance (Çetin & Askun, 2018).

Some literature clicking indicates that people who have self-efficacy outperformed those who have any doubts about the ability and skills to perform a particular task. They expend more effort to get the job done (Gist & Mitchell, 1992; Erum et al., 2020). Self-efficacy directly affects employee cooperation and effort. Self-efficacy also involves potential motivation for work behavior in contributing to their organization (Çetin & Askun, 2018). Self-efficacy improves employee performance not only in doing formal in-role work but also in engaging in extra-role behavior (OCB) that benefits the organization (Bateman & Organ, 1983; Erum et al., 2020).

Empirical evidence has supported the notion that self-efficacy is positively correlated with OCB. López-domínguez et al. (2013) stated that self-efficacy has a significant positive effect on OCB of education workers in Spain. Cohen & Abedallah (2015) found that there is a strong and consistent positive relationship between teacher self-efficacy and OCB. Kao (2017) also finds that self-efficacy has a positive effect on OCB, which is oriented towards individual services for immigration employees. Dalimunthe & Zuanda (2020) also stated that self-efficacy had a significant positive effect on the OCB of Padang City PDAM employees. Erum et al. (2020) also stated that there was a significant correlation between self-efficacy and OCB of workers in the education and telecommunications sectors. Although many studies have stated that there is a positive effect, researchers have not found any research related to the effect of self-efficacy on OCB on employees of manufacturing companies, so in this study, the hypothesis is proposed:

H2: There is a significant effect of self-efficacy on organizational citizenship behavior.

Work Loyalty

Loyalty is defined as loyalty to the entire organization and its leaders and beyond the interests of individuals, groups, and departments. Loyalty is the participation of organizational members in realizing organizational goals with various forms of sacrifice in the form of energy, thought, and time (Robbins, 2012). Loyalty work could also be called fidelity, defined as one of the elements that can be used to assess employees that include loyalty to the job, job title, and organization. This loyalty can be seen from the willingness of employees to defend and maintain the organization, inside or outside of work, from the influence of irresponsible people (Hasibuan, 2011).

Loyalty can be classified into several types: loyalty to the organization, sub-units, individuals within the organization, or to oneself. This type of loyalty can be characterized as behavior and can help the organization to build a good reputation. Moreover, they can facilitate collaboration to fulfill organizational interests (Torlak & Koc, 2007; Tsai & Tsai, 2017).

Some empirical evidence that underlies the preparation of the hypothesis, among others, Soegandhi et al. (2013) stated that although it showed a weak influence, work loyalty had a significant positive effect on employee OCB. Nurhayati et al. (2016) also found a significant positive effect on employee loyalty and OCB. Likewise, Anwar (2018) stated the same result. So that in this study one of the hypotheses proposed is:

H3: Work loyalty affects organizational citizenship behavior

METHODS

This study uses a quantitative method, which is defined as a research method based on the philosophy of positivism, used to examine a particular population or sample, using research instruments for data

collection, to test the established hypothesis (Sugiyono, 2017). Variable research includes transformational leadership, self-efficacy, and workplace loyalty which are tested for their effect on organizational citizenship behavior (OCB) in one of the furniture in Jepara Regency.

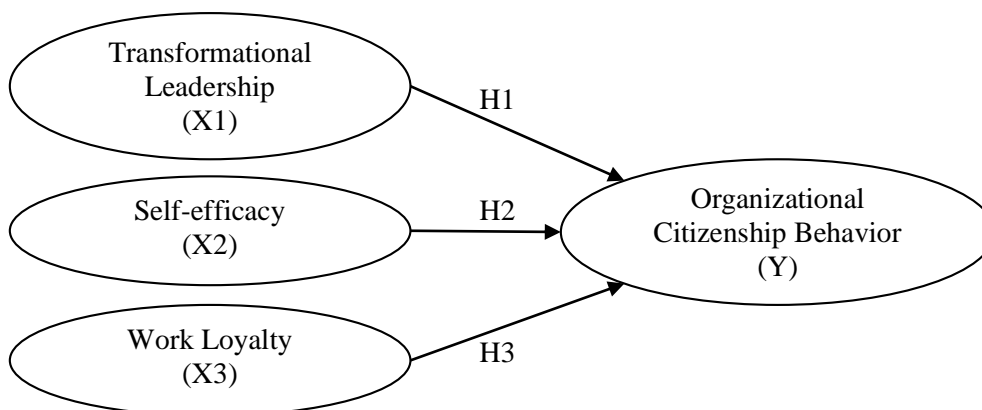


Figure 1. Theoretical Framework

This study uses three independent variables, they were transformational leadership, self-efficacy, and job loyalty which are thought to influence organizational citizenship behavior. Based on previous research that has proven a correlation between the variables to be studied, it is shown in Figure 1 and is used as the basis for formulating hypotheses.

The primary data of the research was obtained directly by interview method and the respondent's direct answer to the questionnaire statement. While the secondary data is used in the form of a literature review from books, journals, and data information that is already available.

The population of this research is the employees of a furniture company in Jepara Regency with a total of 800 people. Determination of the number of samples using the Slovin method, with a margin of error of 10% as follows:

$$n = \frac{N}{(1 + N\epsilon^2)}$$

$$n = \frac{800}{(1 + 800(0.1)^2)} = 88.88$$

Based on this formula, the sample used was 89 respondents. The distribution of the questionnaire was 100 copies, while the sample was taken using proportional random sampling technique in the divisions in the company, with details as shown in Table 1 (Appendix). Respondents' answers were measured using a Likert scale measurement (1 to 5). While the secondary data used in the form of the literature review is derived from books, journals, and data information that is already available.

FINDINGS

Demographic Characteristics of Respondents

The demographic characteristics of the research respondents are shown in Table 2 (Appendix). The research sample can be described as follows: of the 89 respondents largely male sex (66.3%), aged 21 - 30 years (48.3%), has a period of work of more than 3 years (55%), and air last education elementary school (44.9%).

Descriptive Statistical Analysis

Descriptive analysis in this research is technically done by grouping respondents' answers to the questionnaire statement, then frequency distribution is carried out, percentage and average calculations are carried out. The results of these calculations are used as a basis for explaining respondents'

perceptions of research variables, namely transformational leadership (X1), self-efficacy (X2), work loyalty (X3), and organizational citizenship behavior (Y).

Table 1. Variable Descriptive Statistics & Correlation Variable

Description	Mean	Correlation	Sig. (2-tailed)
Transformational Leadership (X1)	4.02	.521**	.000
Idealized influence	3.87		
Inspirational motivation	4.04		
Intellectual stimulation	4.17		
Individualized consideration	3.98		
Self-efficacy (X2)	4.05	.616**	.000
Confidence that you can complete certain tasks	4.14		
Confidence can motivate you to complete the task	4.03		
Believe that you are capable of trying hard, persistent, and diligent	3.98		
Convinced that you will be able to endure obstacles and difficulties	4.18		
Confidence to be able to solve problems in various situations	3.92		
Work Loyalty (X3)	4.02	.582**	.000
Obey the rules	4.13		
Responsibility to the company	3.88		
Willingness to cooperate	4.22		
Sense of belonging	3.92		
Love the company	3.95		
Organizational Citizenship Behavior (Y)	4.08	1	
Altruism	4.19		
Sportsmanship	3.93		
Conscientiousness	4.23		
Civic Virtue	3.95		

Source: Primary data processed, 2021

Transformational Leadership (X1)

Based on Table 1, the transformational leadership variable has an average score of 4.02 where the value based on Table 3 (Appendix) is included in the very high category. These results can be explained that respondents perceive that the leader of the company where the respondent works has implemented transformational leadership.

The next proof is that the average score of transformational leadership variable indicator, where the value of the highest in the indicator intellectual stimulation of 4.17, this value includes the classification is very high. It can be interpreted that company leaders motivate subordinates to think creatively, promote innovation, and look for new methods to achieve common goals.

Besides intellectual stimulation leaders also emphasize how to motivate and inspire (inspirational motivation) to subordinate to the challenging tasks with the hope of improving team spirit. Leaders also pay attention to the development and achievement needs of subordinates. The lowest indicator, although still on a high category that is idealized influence by 3.87. This number means that the leader shows trust, confidence and is admired or praised by subordinates.

Self-efficacy (X2)

Based on Table 1, the average score of the self-efficacy variable is 4.05 where the value based on Table 3 (Appendix) is included in the very high category. These results can be translated that most respondents have confidence that they can act to carry out their duties or work to achieve company goals.

The next proof is that the average score of the highest self-efficacy variable indicator is confident in the ability to survive in the face of obstacles and difficulties of 4.18. This value is included in the very high category, which means that employees have confidence in their ability to withstand obstacles and difficulties in completing the work for which they are responsible.

Respondents also believe that they can complete certain tasks where the individual himself sets (targets) what must be completed. Respondents can foster self-motivation to choose and take the necessary actions to complete the task.

The lowest indicator even though it is still in the high category, which is confident that it can solve problems in various situations, has an average score of 3.92. This number means that employees have confidence in solving problems that are not limited to certain conditions or situations.

Work Loyalty (X3)

Based on Table 1, the work loyalty variable has an average score of 4.02 which based on Table 3 (Appendix) is included in the very high category. This result can be interpreted that most of the employees have the ability and strong determination to carry out their work, obey all regulations with high awareness and full of responsibility.

The next proof is the indicator of work loyalty variable which has the highest average score is the willingness to work together at 4.22. This value is included in the very high classification, which means that most of the respondents have the willingness to cooperate with colleagues in a group to enable the company to achieve goals that are impossible to achieve when employees work individually.

The next indicator which has a very high value (4.13) shows that the respondents obey the regulations imposed by the company so that the company's rules and policies to ensure the effectiveness of work can be obeyed and carried out properly by employees.

The lowest indicator, although still in the high category, is the responsibility to the company at 3.88. This value means that respondents can carry out their duties well, besides that they are also aware of the risks of carrying out tasks which encourages their courage to act and readiness to take responsibility for their superiors.

Organizational Citizenship Behavior (Y)

Based on Table 1, the variable organizational citizenship behavior has an average score of 4.08 which based on Table 3 (Appendix) is included in the very high category. These results can be interpreted that most respondents have the behavior of being happy to work more voluntarily for the sake of achieving company goals, even though this behavior is not formally regulated in company regulations.

Further proof is that the average score of the organizational citizenship behavior variable indicator which has the highest value is conscientiousness of 4.23. This value is included in the very high category, which means that most of the respondents have very high self-awareness for extra behavior that goes beyond the job requirements. With pleasure, employees help colleagues to solve job problems. Furthermore, respondents also have a happy behavior to participate in every company activity in achieving common goals.

The lowest indicator, although still in a high category, sportsmanship by 3.93. Indicators of this mean that the majority of respondents also have a behavioral happy air of tolerance towards the ideal state with no complaining.

Validity and Reliability

Based on Table 4 (Appendix), the indicators for the transformational leadership variable are 4 items, all of which are valid with an r-count value above 0.208. Next is the self-efficacy variable as many as 5 items, all of which are valid with an r-count value above 0.208. Likewise, there are 5 work-loyalty variables, all of which are valid with an r-count value above 0.208. Finally, there are 4 OCB variables, all of which are valid with an r-count value of more than 0.208. So, it can be concluded that all indicator variables used in this study are worth greater than 0.208 or valid.

Furthermore, the reliability test uses Cronbach's alpha value. Based on Table 5 (Appendix), it can be explained that all research variables have Cronbach's alpha values greater than 0.6, namely: Transformational-Leadership (0.609); Self-Efficacy (0.655); Work Loyalty (0.688); and

Organizational Citizenship Behavior (0.727). So, it can be concluded that the questionnaire statement on each variable in this study was declared reliable.

Classic Assumption Test

Normality Test

Based on Table 6 (Appendix) obtained the results of the normality test with the Asymp-Sig value. (2-tailed) is 0.200. Because $0.200 > 0.05$ so H_0 is accepted, that means the data in the study are normally distributed (normality assumption test is met).

In addition to using the Asymp-Sig (2-tailed) value, the normality test also uses a histogram graph. Based on Figure 1 (Appendix) the graph forms a bell so that it can be concluded that the data in the study is normally distributed. In addition to the Kolmogorov Smirnov test and histogram graph, the normality of the data can also be known through the P-P Normal Test Plot of Regression Standardized Residual. Based on Figure 2 (Appendix) it can be seen that the data pattern is in the direction of the diagonal line so that it is concluded that the regression model meets the assumption of normality.

Heteroscedasticity Test

Based on Figure 3 (Appendix) it can be explained that the data points spread above and below around the number 0, the points do not collect in the upper or lower area only, the spread of the dots does not form a wavy pattern, widens again, and not patterned, so it can be stated that the data used is data that is free from heteroscedasticity.

Furthermore, based on Table 7 (Appendix) the significance value of all research variables is greater than 0.05: Leadership Style variable ($0.831 > 0.05$); Self-efficacy variable ($0.749 > 0.05$); and Work Loyalty variable ($0.111 > 0.05$), so it can be interpreted that in this research regression model does not occur heteroscedasticity.

Autocorrelation Test

Based on Table 8 (Appendix), the Durbin Watson score of 1.754 is between DU and 4-DU. The DU value is 1.7254 and the 4-DU value is 2.274, so it can be concluded that the data in this regression model is free from autocorrelation disturbances.

Multicollinearity Test

Based on Table 9 (Appendix) shows that the three independent variables in this study did not occur multicollinearity because the VIF value < 10 , and the tolerance value > 0.1 , so it can be concluded that there is no multicollinearity problem in this study.

Multiple Linear Regression Analysis

Based on Table 2, the following regression equation is obtained (Equation 1).

$$OCB(Y) = -1.322 + 0.261(X_1) + 0.303(X_2) + 0.361(X_3) \dots\dots\dots \text{Equation 1}$$

Table 2. Multiple Linear Regression & Hypothesis Test

	Unstandardized Coefficients	t	Sig.	Hypothesis Test
(Constant)	-1.322	-.804	.424	
Transformational Leadership	.261	3.408	.001	Accepted
Self-efficacy	.303	4.308	.000	Accepted
Work Loyalty	.361	4.973	.000	Accepted

Dependent Variable: Organizational Citizenship Behavior

Source: Primary data processed, 2021

The constant value is -1.322, which means that Organizational Citizenship Behavior has a value of -1.322 without the influence of the established model, they were Transformational Leadership, Self-efficacy, and Work Loyalty. The regression coefficient of transformational leadership (X_1) shows a

positive value of 0.261, which means that if Transformational leadership increases by 1 unit, it causes Organizational Citizenship Behavior to increase by 0.261 units. The regression coefficient of Self-efficacy (X_2) shows a positive value of 0.303, which means that if Self-efficacy increases by 1 unit, it causes Organizational Citizenship Behavior to increase by 0.303 units. The regression coefficient of Work Loyalty (X_3) shows a positive value of 0.361, which means that if Work Loyalty is increased by 1 unit, it increases Organizational Citizenship Behavior by 0.361 units.

F-Test

Based on Table 11 (Appendix), the calculated F value is 38.664 while the F table is 2.71. These results indicate that the F-count is greater than the F-table and has a significant value of $0.00 < 0.05$. This proves that the independent variables (Transformational Leadership, Self-efficacy, and Work Loyalty) jointly affect the dependent variable (Organizational Citizenship Behavior).

t-test

Based on Table 2, it can be explained that transformational leadership has a significant effect on Organizational Citizenship Behavior with a significance value of $0.001 < 0.05$; Self-efficacy has a significant effect on Organizational Citizenship Behavior with a significance value of $0.000 < 0.05$; Work Loyalty also has a significant effect on Organizational Citizenship Behavior with a significance value of $0.000 < 0.05$.

DISCUSSION

The Effect of Transformational Leadership on Organizational Citizenship Behavior

Based on the results of hypothesis testing, it can be explained that the effect of transformational leadership on organizational citizenship behavior is positive and significant. This is evidenced by the regression coefficient (b_1) of 0.261 with the t-count value of 3.408 and a significant value of 0.001 where this proves empirically that H1 is accepted. Based on these findings, it can be concluded that the application of high transformational leadership will be able to improve organizational citizenship behavior.

The results of this study support the results of research by Humphrey (2012), López-domínguez et al. (2013), Suliman & Obaidli (2013), Khalili (2017), Majeed et al. (2017), Lofquist & Matthiesen (2018) which state that transformational leadership has a significant positive effect on OCB. The findings of this study prove that transformational leadership has a significant positive effect, but the effect is the weakest when compared to the other two variables. The results of this study are slightly different from the research of Rodrigues & Ferreira (2015) which states that transformational leadership has a strong effect on OCB.

Based on the transformational leadership indicator which has the highest average value based on respondents' answers, it is intellectual stimulation, which means that the leader must try to encourage subordinates to think about innovation, creativity, new methods, or ways to achieve organizational goals.

Based on the indicators of transformational leadership that have the highest average value based on the respondents' answers is intellectual stimulation, which means the leader must strive to encourage subordinates to think about innovation, creativity, methods, or new ways to achieve organizational goals. Applicative steps that can be used by companies to improve organizational citizenship behavior through increasing transformational leadership are by emphasizing on leaders to always try to think innovatively, creatively, and look for new methods in solving work problems carefully. Furthermore, the leader will more easily encourage subordinates to improve the rational intelligence of their subordinates so that they can think innovatively, creatively and look for new methods after the leader provides concrete examples.

Besides intellectual stimulation, inspirational motivation indicators are also an important aspect in developing transformational leadership, where the leader can provide an inspirational boost

(inspirational motivation) to subordinate to the challenging tasks with the hope of improving team spirit. Leaders convey the company's vision, mission, and goals by using attractive symbols so that subordinates become inspired to take an active role in achieving common goals.

The Effect of Self-efficacy on Organizational Citizenship Behavior

Based on the results of hypothesis testing, it can be explained that self-efficacy has a positive and significant effect on organizational citizenship behavior. This is evidenced by the regression coefficient (b_2) of 0.303 with the t-count value of 4.308 and a significant value of 0.000. These results empirically prove that H_2 is accepted. Based on these results, it can be concluded that high self-efficacy will increase organizational citizenship behavior.

The results of this study support the results of López-domínguez et al. (2013), Cohen & Abedallah (2015), Kao (2017), Dalimunthe & Zuanda (2020), Erum et al. (2020) which states the findings that self-efficacy has a positive and significant effect on organizational citizenship behavior.

Based on the self-efficacy indicator which has the highest average value based on the respondents' answers, they are confident that they will be able to survive in the face of obstacles and difficulties. These results can be interpreted that high confidence in the ability of employees to survive in the face of difficulties, obstacles, and challenges at work will further increase their extra behavior even though they are indirectly and explicitly rewarded by the company's formal reward system, where these conditions as a whole encourage effectiveness in achieving organizational goals.

Applicative steps that can be used by companies to improve organizational citizenship behavior through increasing self-efficacy are providing relevant training and seeking technological updates related to the implementation of current work so that employees will be more confident in their abilities.

The same thing can be explained that two other indicators that have very high scores are the belief that they will be able to complete the task and the belief that they can motivate themselves to complete the task. This result can be interpreted that employees believe that they can complete certain tasks in which the individual employees themselves determine what targets must be completed. In addition, employees also have confidence that they will be able to foster self-motivation to choose and take the necessary actions to complete the task.

The Effect of Work Loyalty on Organizational Citizenship Behavior

Based on the results of hypothesis testing, it can be explained that job loyalty has a positive and significant influence on organizational citizenship behavior. It is evident from the regression coefficient (b_3) at 0.361 with a value of t-count equal to 4.973 and the value of significant amounting 0.000. These results empirically prove that H_3 is accepted. So, it can be concluded that high work loyalty will be able to increase organizational citizenship behavior.

The results of this study strengthen the findings of Nurhayati et al, (2016) and Anwar (2018) which state that there is a significant positive effect between work loyalty and employee OCB. However, the findings of this study are slightly different from those of Soegandhi et al. (2013) which states that work loyalty has a significant positive effect on employee OCB with a weak influence. The results of this study prove that there is the strongest influence of work loyalty on OCB compared to the other two variables (transformational leadership and self-efficacy).

Based on the work loyalty indicator which has the highest average value based on the respondents' answers, it is the willingness to work together. These results can be interpreted that the willingness to work together that employees have with people around the work to allow the company to achieve goals that are impossible to achieve by people individually, this can improve organizational citizenship behavior. An applicative step that can be used by companies to improve organizational citizenship behavior through increasing work loyalty is to emphasize the importance of cooperation with colleagues to all employees so that work completion becomes more effective. In addition, the company considers employees as a resource that must be cared for and maintained, so that there is a reciprocal relationship, employees feel they have and are responsible for fighting for the organization.

Besides the willingness to cooperate, indicators of obeying the rules are also an important aspect of increasing employee loyalty. Employees who obey all the rules of the company, then the self-awareness (conscientiousness) employees to complete the work, the better, although the behavior is not rewarded explicitly with the formal company's compensation system.

CONCLUSION

Transformational leadership has a significant positive effect on organizational citizenship behavior. These results mean that transformational leadership used by company leaders by encouraging subordinates to think about innovation, creativity, new methods, or ways of completing work can increase employee extra behavior in completing work even though these behaviors are not directly and explicitly rewarded by the formal reward system from the company. Self-efficacy also has a significant positive effect on organizational citizenship behavior. This means that the high confidence of individual employees in the ability to complete work can increase the extra behavior of employees in completing work even though this behavior is not directly and explicitly rewarded by the company's formal reward system. Furthermore, work loyalty also has a significant positive effect on organizational citizenship behavior. These results can be interpreted that the high employee loyalty shown by the willingness to cooperate can increase the extra behavior of employees in completing the work even though the behavior is not directly and explicitly rewarded by the company's formal reward system. This will have an impact on the completion of work effectively so that the company's goals can be realized.

Based on the results of the study, the variable of job loyalty has the highest influence on organizational citizenship behavior. Therefore, companies can take advantage of employee loyalty as a method to improve organizational citizenship behavior. As for increasing employee loyalty, companies can take various ways including emphasizing the importance of cooperation in completing work, fostering feelings of belonging to the company, besides that, employees must always be required to obey the rules and have a sense of responsibility towards work.

This research was conducted using only one company as the object of research, so different results will likely be obtained if examined with different objects. Therefore, further research is expected to be able to replicate this research model with a wider population.

REFERENCES

- Anwar, R. (2018). Pengaruh kepuasan kerja dan loyalitas kerja terhadap organizational citizenship behavior (OCB) pada kinerja karyawan PT. HM. Sampoerna, Tbk Baturaja Timur Sumatera Selatan. *Jurnal Manajemen Dan Bisnis Sriwijaya*, 16(2), 110–121.
- Balwant, P. T. (2016). Transformational instructor-leadership in higher education teaching: a meta-analytic review and research agenda. *Journal of Leadership Studies*, 9(4), 20–42.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychol. Rev.*, 84, 191.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology Press.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Acad. Manag. J.*, 26, 587–595.
- Beauregard, T. A. (2012). Perfectionism, self-efficacy, and OCB: The moderating role of gender. *Personnel Review*, 41(5), 590–608. <https://doi.org/10.1108/00483481211249120>
- Bettencourt, L. A. (2004). Change-oriented organizational citizenship behaviors: The direct and moderating influence of goal orientation. *Journal of Retailing*, 80(3), 165–180.
- Bryman, A. (1992). *Charisma and leadership in organizations*.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality ...* <https://www.sciencedirect.com/science/article/pii/S0278431917308472>
- Burch, T. C., & Guarana, C. L. (2014). The comparative influences of transformational leadership and leader-member exchange on follower engagement. *Journal of Leadership Studies*.

- <https://doi.org/10.1002/jls.21334>
- Carter, M. Z., Mossholder, K. W., Feild, H. S., & Armenakis, A. A. (2014). Transformational Leadership, Interactional Justice, and Organizational Citizenship Behavior: The Effects of Racial and Gender Dissimilarity Between Supervisors and Subordinates. *Group & Organization Management*, 39(6), 691–719. <https://doi.org/10.1177/1059601114551605>
- Çetin, F., & Askun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Manag. Res. Rev.*, 41, 186–201.
- Choi, J. N. (2007). Change-oriented organizational citizenship behavior: Effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior*, 28(4), 467–484.
- Chuang, S.-S., Shih, C.-T., Chen, H.-Y., Lin, C.-C., & Teng, Y.-L. (2018). A moderated mediation model of supplication tactics toward co-workers and leader-member exchange. *Social Behavior and Personality*, 46(8), 1345–1358. <https://doi.org/https://doi.org/10.2224/sbp.6976>
- Cohen, A., & Abedallah, M. (2015). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with OCB and performance. *Management Research Review*, 38(1), 2–28. <https://doi.org/10.1108/MRR-10-2013-0238>
- D’Amato, A., & Zijlstra, F. (2008). Psychological climate and individual factors as antecedents of work outcomes. *European Journal of Work and Organization Psychology*, 17(1), 33–54.
- Dalimunthe, L., & Zuanda, M. I. (2020). Pengaruh self-efficacy, perceived organizational support dan employee engagement terhadap organizational citizenship behavior pada perusahaan daerah air minum kota padang. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 1(1), 114–126. <https://doi.org/10.38035/JMPIS>
- Erum, H., Abid, G., Contreras, F., & Islam, T. (2020). Role of family motivation, workplace civility, and self-efficacy in developing affective commitment and organizational citizenship behavior. *European Journal of Investigation in Health, Psychology, and Education*, 10, 358–374. <https://doi.org/doi:10.3390/ejihpe10010027>
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Acad. Manag. Rev.*, 17, 183–211.
- Hasibuan, M. (2011). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Humphrey, A. (2012). The Psychologist-Manager Transformational Leadership and Organizational Citizenship Behaviors: The Role of Organizational Identification. *The Psychologist-Manager Journal*, 15(4), 247–268. <https://doi.org/10.1080/10887156.2012.731831>
- Kao, R.-H. (2017). *Task-oriented work characteristics, self-efficacy, and service-oriented organizational citizenship behavior: a cross-level analysis of the moderating effect of social work characteristics and collective efficacy*. 46(4). <https://doi.org/10.1108/PR-08-2015-0234>
- Khalili, A. (2017). Transformational leadership and organizational citizenship behavior: The moderating role of emotional intelligence. *Leadership & Organization Development Journal*. <https://doi.org/10.1108/LODJ-11-2016-0269>
- Kim, S.-H., Kim, M.-S., Holland, S., & Han, H.-S. (2016). Hospitality employees’ citizenship behavior: the moderating role of cultural values. *International Journal of Contemporary Hospitality Management*. <https://doi.org/https://doi.org/10.1108/IJCHM-02-2016-0116>
- Lofquist, E. A., & Matthiesen, S. B. (2018). Viking leadership: How Norwegian transformational leadership style affects creativity and change through organizational citizenship behavior (OCB). *International Journal of Cross-Cultural Management*, 1–17. <https://doi.org/10.1177/1470595818806326>
- López-domínguez, M., Enache, M., Sallan, J. M., & Simo, P. (2013). Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 1(1), 1–6. <https://doi.org/10.1016/j.jbusres.2013.02.041>
- Majeed, N., Ramayah, T., Mustamil, N., Nazri, M., & Jamshed, S. (2017). Transformational leadership and organizational citizenship behavior: Modeling emotional intelligence as mediator. *Management & Marketing. Challenges for the Knowledge Society*, 12(4), 571–590. <https://doi.org/10.1515/mmcks-2017-0034>.Introduction
- Nguni, S., Slegers, P., & Denessen, E. (2006). No Title. *School Effectiveness and School Improvement*, 17(2), 145–177.

- Nurhayati, Minarsih, M. M., & Wulan, H. S. (2016). Pengaruh kepuasan kerja, lingkungan kerja dan loyalitas kerja terhadap organizational citizenship behavior (Ocb) (studi kasus pada PT. Perwirabhakti Sentra Sejahtera di Kota Semarang). *Journal of Management*, 2(2), 1–24.
- Organ, D. W. (2017). Recent developments in research pertaining to organizational citizenship behavior (OCB). *Ann. Rev. Organ. Psychol. Organ. Behav.*, 5, 201–342.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *J. Appl. Psychol.*, 94(122).
- Robbins. (2012). *Perilaku Organisasi*. Salemba Empat.
- Rodrigues, A. de O., & Ferreira, M. C. (2015). The impact of transactional and transformational leadership style on organizational citizenship behaviors. *Psico-USF*, 20(3), 493–504.
- Soegandhi, V. M., Sutanto, E. M., & Setiawan, R. (2013). Pengaruh kepuasan kerja dan loyalitas kerja terhadap organizational citizenship behavior pada karyawan PT. Surya Timur Sakti Jatim. *AGORA*, 1(1).
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Cet. 26). Alfabeta.
- Suliman, A., & Obaidli, H. A. (2013). Leadership and organizational citizenship behavior (OCB) in the financial service sector: The case of the UAE. *Asia-Pacific Journal of Business Administration*, 5(2), 115–134.
- Torlak, O., & Koc, U. (2007). Materialistic attitude as an antecedent of organizational citizenship behavior. *Management Research News*, 30(8), 581–596.
- Tsai, M., & Tsai, M. (2017). The influence of loyalty, participation, and obedience on organizational citizenship behavior. *International Journal of Business and Economic Affairs*, 2(1), 67–76. <https://doi.org/10.24088/IJBEA-2017-21009>

Appendix

Table 1. Sample Proportion

No	Division	Number of Employees	Number of Questioner to be Distributed	Number of Samples
1	Raw Material	36	5	4
2	Oven	27	4	3
3	Component	135	16	15
4	Production	315	39	35
5	Finishing	153	18	17
6	Packing	81	10	9
7	Loading	45	6	5
8	Security	9	2	1
	Total	800	100	89

Source: Secondary data processed, 2021

Table 2. Demographic Characteristics of Respondents

No	Description	Frequency	%
1	Gender		
	Man	59	66.3%
	Woman	30	33.7%
2	Age (Years)		
	< 20 years	10	11.2%
	21 – 30 years	43	48.3%
	31 – 40 years	26	29.2%
	≥ 41 years	10	11.2%
3	Working time		
	<1 year	11	12%
	1-3 years	29	33%
	>3 years	49	55%
4	Last Education		
	Elementary school	40	44.9%

No	Description	Frequency	%
	Junior high school	29	32.6%
	Senior high school	20	22.5%
	Bachelor	0	0%

Source: Primary data processed, 2021

Table 3. Variable Distribution Rating Scale

Distribution Range	Category
1 – 2	Not enough
2,1 – 3	Currently
3,1 – 4	Strong
4,1 – 5	Very strong

Source: Primary data processed, 2021

Table 4. Validity Test

No	Variable/ Indicator	R-count
1	Transformational Leadership (X1)	
	Idealized influence	0.734
	Inspirational motivation	0.594
	Intellectual stimulation	0.685
	Individualized consideration	0.709
2	Self-efficacy (X2)	
	Confidence that you can complete certain tasks	0.493
	Confidence can motivate yourself to complete the task	0.674
	Believe that you are capable of trying hard, persistent, and diligent	0.739
	Convinced that you will be able to endure obstacles and difficulties	0.548
	Confidence to be able to solve problems in various situations	0.764
3	Work Loyalty (X3)	
	Obey the rules	0.650
	Responsibility to the company	0.659
	Willingness to cooperate	0.708
	Sense of belonging	0.646
	Love the company	0.692
4	Organizational Citizenship Behavior (Y)	
	Altruism	0.697
	Sportsmanship	0.790
	Conscientiousness	0.682
	Civic Virtue	0.794

Source: Primary data processed, 2021

Table 5. Reliability Test

No	Variable	Cronbach's Alpha
1	Transformational Leadership (X1)	0.609
2	Self-efficacy (X2)	0.655
3	Work Loyalty (X3)	0.688
4	Organizational Citizenship Behavior (Y)	0.727

Source: Primary data processed, 2021

Table 6. Kolmogorov Smirnov

		Unstandardized Residual
N		89
	Mean	.0000000
	Std. Deviation	1.42945455
Most Extreme Differences	Absolute	.077
	Positive	.077
	Negative	-.059
Test Statistic		.077

Unstandardized Residual	
Asymp. Sig. (2-tailed)	.200 ^{e, d}
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Source: Primary data processed, 2021

Table 7. Glejser Test
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.970	1.021		2.910	.005
Transformational Leadership	-.010	.048	-.025	-.214	.831
Self-efficacy	-.014	.045	-.038	-.321	.749
Work Loyalty	-.070	.044	-.190	-1.610	.111

a. Dependent Variable: Organizational Citizenship Behavior

Source: Primary data processed, 2021

Table 8. Autocorrelation Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.760 ^a	.577	.562	1.454	1.754

a. Predictors: (Constant), Transformational Leadership, Self-efficacy, Work Loyalty

b. Dependent Variable: Organizational Citizenship Behavior

Source: Primary data processed, 2021

Table 9. Multicollinearity Test
Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
1 Transformational Leadership	.824	1.214
Self-efficacy	.798	1.253
Work Loyalty	.802	1.247

a. Dependent Variable: Organizational Citizenship Behavior

Source: Primary data processed, 2021

Table 10. Multiple Linear Regression Test
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.322	1.645		-.804	.424
Transformational Leadership	.261	.077	.265	3.408	.001
Self-efficacy	.303	.070	.339	4.308	.000
Work Loyalty	.361	.073	.393	4.973	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Primary data processed, 2021

Table 11. Uji-F
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	245.377	3	81.792	38.664	.000 ^b
Residual	179.814	85	2.115		
Total	425.191	88			

Model	Sum of Squares	Df	Mean Square	F	Sig.
a. Dependent Variable: Organizational Citizenship Behavior					
b. Predictors: (Constant), Transformational Leadership, Self-efficacy, Work Loyalty					

Source: Primary data processed, 2021

Table 12. Uji-t Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.322	1.645		-.804	.424
	Transformational Leadership	.261	.077	.265	3.408	.001
	Self-efficacy	.303	.070	.339	4.308	.000
	Work Loyalty	.361	.073	.393	4.973	.000

a. Dependent Variable: Organizational Citizenship Behavior
Source: Primary data processed, 2021

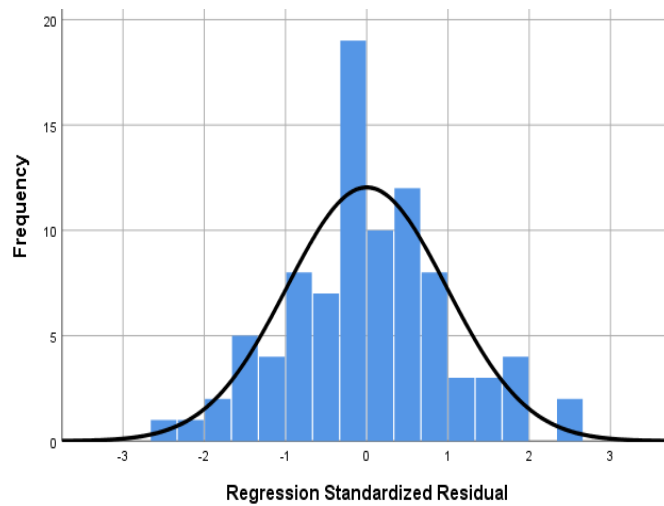


Figure 1. Histogram Graphic
Source: Primary data processed, 2021

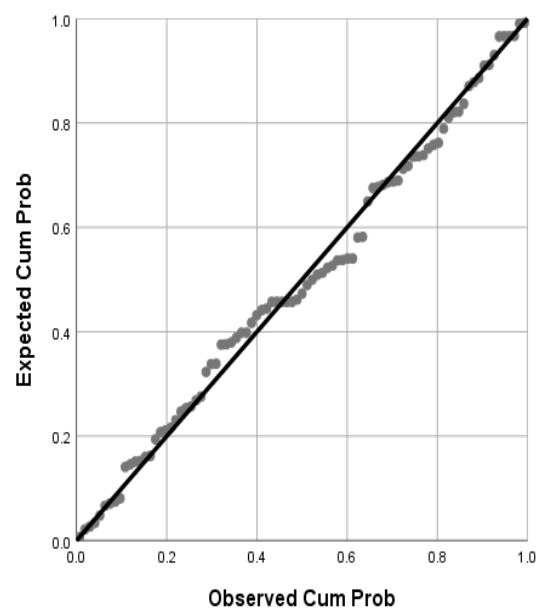


Figure 2. Normal P-P Plot of Regression Standardized Residual
Source: Primary data processed, 2021

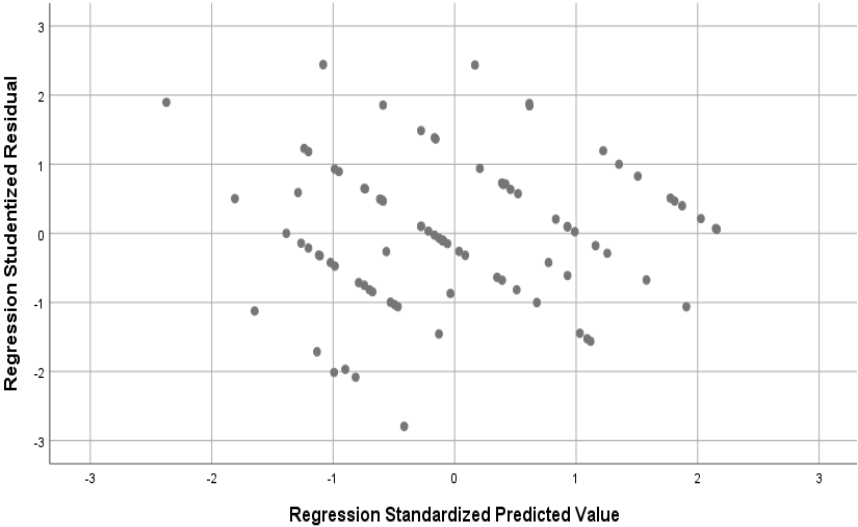


Figure 3. Scatterplot
Source: Primary data processed, 2021