

The Role of Organizational Commitment in Mediating The Effect of Transformational Leadership on Organizational Citizenship Behavior At Como Beach Club in Badung

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ABSTRACT: This study aims to explain the role of organizational commitment to mediate the effect of transformational leadership on organizational citizenship behavior. The sample used in the study was 42 people, with the saturated sample method. Data was collected through questionnaires and interviews. The analysis technique used is path analysis and Sobel test analysis. Based on the results of the analysis, it was found that transformational leadership has a positive and significant effect on organizational commitment. Transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB). Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB). Organizational commitment mediates the effect of transformational leadership on organizational citizenship behavior (OCB). The practical implications of this research can be a reference for other researchers who want to research about organizational citizenship behavior (OCB), transformational leadership and organizational commitment.

KEYWORDS: transformational leadership, organizational commitment, OCB (organizational citizenship behavior)

I. INTRODUCTION

Bali is one of the most famous tourist destinations in the world. The beauty of nature, customs, culture and religion that are still maintained and preserved by the community is the main key to the existence that makes Bali a favorite tourism destination for domestic and foreign tourists (Giantari, 2017). The increasing number of tourist arrivals makes investors interested in opening a beach club business in Bali. The beach club is an accommodation facility that aims to satisfy tourists which will have an impact on increasing company profits, so this cannot be separated from the role of company human resources. In the opinion (Ardana et al., 2012: 3) HR is the most important asset owned by an organization because the success of the organization is largely determined by the human element. Failure to manage human resources can result in disturbances in achieving organizational goals in terms of performance, profit, and organizational survival. Human resources are an important factor that is a milestone in the development of a company (Utamajaya and Sriathi, 2015).

One of the behaviors that can increase employee productivity within the company mentioned in Harper's research (2015) is extra-role behavior or also called Organizational Citizenship Behavior (OCB). Suryanatha and Ardana (2014) state that OCB behavior is the behavior of individuals who do a good job happily, sincerely and voluntarily without having to be controlled and ordered by their superiors. A similar opinion was conveyed by Lakshmi and Nicholas (2015) that OCB is a positive behavior of individuals as members of the organization in the form of a conscious and voluntary willingness to work and contribute to the organization beyond the formal demands of the organization that supports the effective functioning of the organization. The results of previous research found that there are several variables that affect OCB, including transformational leadership. The results research of Noermijati (2018) show that when leaders are able to understand what employees want and are able to inspire employees with a transformational leadership style, of course, employees will not intend to change companies, when changes that occur in employees will be marked by increased achievement. Given the different leadership styles that companies have, a separate leadership style is also needed to influence followers. Transformational leadership style is one of the right leadership styles to influence organizational citizenship behavior (OCB).

According to Robins and Judge (2015: 249) transformational leadership is the best type of leadership because it can motivate subordinates to work in accordance with goals that have never been achieved before, pay attention to employees, are able to train, and make employees loyal to the organization. Research conducted by Lee et al. (2013) stated that when transformational leadership is applied in an organization, it has the potential to increase OCB. This is in line with research conducted by Rahmi (2014), Supit (2016), Malik et al. (2016), Prahesti et al. (2017), Yohana (2017) found the same result that there was a positive and significant influence of transformational leadership on organizational citizenship behavior. The application of

transformational leadership in the organization will cause employees to feel trusted, valued and increase loyalty and appreciate their leaders more. In the end, subordinates will be motivated to contribute more than expected (Simanjuntak and Calam, 2012).

Besides being influenced by transformational leadership, from the results of the study it is also known that OCB is also influenced by organizational commitment. Organizational commitment can be interpreted as a strong enough involvement and willingness of an employee to stay in a company or become part of the company (Karambut et al., 2012). Employees who have a high commitment to their organization will behave such as feeling happy to spend their career at the company where they work, feeling proud to work in the company, feeling that there are few choices of work elsewhere, willing to be involved in work activities for the benefit of the company. Research conducted by Ortiz et al. (2015), Maysarah and Raharjo (2015), Utama and ArthaWibawa (2016), Kusuma and Supartha (2016) and Han et al. (2016) found a positive and significant effect of organizational commitment on OCB. From the research that has been done, it is found that organizational commitment is able to mediate the influence of transformational leadership on OCB. Organizational commitment and OCB behavior can grow if there is the role of a leader with a transformational leadership style who is able to provide attention, encouragement and support to his subordinates. This situation then makes employees feel more valued and have more respect for their leaders. The follow-up impact is an increase in OCB behavior. Research conducted by Maharani et al. (2013) confirmed that transformational leadership can enhance the role of OCB through organizational commitment. This is supported by several studies conducted by Rahmatun and Kistyanto (2014), Prabowo and Djastuti (2014), Dunn et al. (2014), Diputra and Rahyuda (2016), Suyitno and Utomo (2017) which state that there is a positive and significant effect of organizational commitment mediating the effect of transformational leadership on OCB.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

The theory that becomes literature in this research is Social Exchange Theory. According to Peter, Blau (1964) Social Exchange Theory is the view of employees when they are treated well by the organization so that employees will tend to repay the favor by behaving and participating more in the organization. The tendency of individuals to reciprocate the resources and support received from a leader who applies a transformational leadership style is usually appreciated by the high level of employee commitment to the organization which will lead to OCB behavior in employees (Liden et al., 2003).

Suyitno and Utomo (2017) state that transformational leadership is the ability of leaders to influence, motivate and enable followers to contribute to organizational effectiveness and success. Organ et al. (2006) defines OCB as extra employee role behavior towards the organization which is carried out voluntarily, sincerely, sincerely without having to be controlled and ordered by superiors. OCB behavior is needed by the company to achieve the vision that has been made. This is inseparable from the role of a leader who is able to move his subordinates by providing motivation and encouragement so that employees will feel more valued and trigger employees to return the favor by behaving and participating more in the organization. Research conducted by Rahmi (2014), Supit (2016), Malik et al. (2016), Prahesti et al. (2017), Yohana (2017) found the results that there was a positive and significant influence of transformational leadership on OCB. Based on this description, the research hypothesis can be formulated as follows:

H1: Transformational leadership has a positive and significant effect on OCB.

Suyitno and Utomo (2017) say that transformational leadership is the ability of leaders to influence, motivate and enable followers to contribute to organizational effectiveness and success. Robbins and Judge (2015:47) state that organizational commitment is the degree to which an employee identifies an organization as a career goal and an employee's desire to remain in the organization. With the application of the transformational leadership style, subordinates will feel trusted and appreciated so that subordinates will feel loyal and respect their leaders. This will lead to commitment from employees because they feel happy to be in the organization. Research conducted. Lutfi and Vini (2019), Njoroge et al. (2015), Taner et al. (2015), Suryaningsih et al. (2017) found that there was a positive and significant effect of transformational leadership on organizational commitment. Based on this description above, the research hypothesis can be formulated as follows.

H2: Transformational leadership has a positive and significant effect on organizational commitment.

Employees who are committed to their organization will behave, one of which is like spending the rest of their career where they work and the organization has important meaning for them. To increase commitment to employees, management must pay attention to the needs and welfare of their employees. When the commitment of employees is getting stronger, it will potentially lead to OCB behavior. One of the OCB behaviors is being willing to replace the duties of colleagues who are absent and trying to maintain the good name of the organization. Research conducted by Ortiz et al. (2014), Maysarah and Raharjo (2015), Utama and Wibawa (2016), Kusuma and Supartha (2016), Han et al. (2016) found the results that there is a positive and

significant effect of organizational commitment on OCB. Based on the description, the research hypothesis can be formulated as follows.

H3: Organizational commitment has a positive and significant effect on OCB.

The influence of transformational leadership on OCB is an indirect effect, because transformational leadership affects OCB through organizational commitment as a mediation. The stronger the transformational leadership it will increase employee commitment so that the potential for OCB behavior to arise. Research conducted by Suyitno and Utomo (2017), Diputra and Rahyuda (2016), Dunn et al. (2014), Prabowo and Djastuti (2014), Rahmatun and Kistyanto (2014), and Maharani (2013) found that there was a positive and significant effect of organizational commitment mediating the effect of transformational leadership on OCB. Based on the description, the research hypothesis can be formulated as follows.

H4: Organizational commitment mediates the effect of transformational leadership on OCB.

III. RESEARCH METHODS

This research was conducted at the Como Beach club located at Jalan Pantai Batu Mejan, Cangu, North Kuta, Badung. The population in this study were all 42 employees of the Como Beach club except the leader of the Como Beach Club. The method of determining the sample used is a saturated sample, so the sample in this study is all 42 employees of Como Beach club and does not include the leadership. The data collection method was carried out by conducting interviews and using questionnaires. The data analysis technique that used in this study is path analysis, which aims to predict the significance of the relationship between each variable, as well as the existence of indirect effects (Utama, 2016: 159). Mediation hypothesis testing is done through the Sobel test.

IV. RESULT AND DISCUSSION

The characteristics of the respondents in this study were grouped by gender, age, and last education. The results showed that the respondents were dominated by men with a percentage of 78.6 percent. Based on age, the majority of respondents are in the age range of 21 - 30 years with a percentage of 83.3 percent. Based on the latest education, the majority of respondents with the last education Diploma with a percentage of 92.9 percent.

Based on the results of the validity test, the research instrument used to measure the variables of transformational leadership, organizational commitment and organizational citizenship behavior has a correlation coefficient value with a total score of all statement items greater than 0.30. This result shows that the statement items in the research instrument are valid and feasible to be used as research instruments. Then, based on the results of the reliability test, it shows that the three research instruments have a Cronbach's Alpha coefficient of more than 0.60. This result indicates that the all of the research instrument can be said reliable for further research.

Table 1. Path Analysis Results on Regression Equation I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.349	3.169		2.950	0.005
	Transformational leadership	1.391	0.214	0.716	6.486	0.000
R1 ² : 0.513						
F statistic : 42.063						
Sig. F : 0.000						

Source: Research Data, 2021

Based on Table 1, the regression equations formed is as follows: $M = 0.716X$. The regression coefficient value of the transformational leadership variable is positive with a t-test significance value of less than 0.05. This shows that if the transformational leadership variable has a positive effect on organizational commitment. The magnitude of the influence of the independent variable on the dependent variable indicated by the total determination value (R square) of 0.513 means that 51.3 percent of the variation in organizational commitment is influenced by variations in transformational leadership, while the remaining 48.7 percent is explained by other factors outthe model.

Table 2. Path Analysis Results on Regression Equation II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.627	2.066		-1.272	0.211

Transformational leadership	0.448	0.182	0.307	2.467	0.018
Organizational commitment	0.445	0.093	0.593	4.764	0.000
R ²	: 0.706				
F statistic	: 46.792				
Sig. F	: 0.000				

Source: Research Data, 2021

Based on Table 2, the regression equations formed is as follows: $Y = 0.307X + 0.593M$. The value of β_2 of 0.307 means that transformational leadership has a positive effect on organizational citizenship behavior, if the transformational leadership variable increases, the organizational citizenship behavior variable increases. The value of β_3 is 0.593 which means that organizational commitment has a positive effect on organizational citizenship behavior, if the organizational commitment variable increases, the organizational citizenship behavior variable will increase.

Based on the results of the calculation of the effect of error (Pe_1), the results of the effect of error (Pe_1) obtained are 0.697 and the effect of error (Pe_2) is 0.542. The calculation of the total coefficient of determination is obtained as follows: $R^2_m = 1 - (Pe_1)^2 - (Pe_2)^2$. The total determination value of 0.858 means that 85.8 percent of employees organizational citizenship behavior variables are influenced by transformational leadership variables and organizational commitment, the remaining 14.2 percent is explained by other factors outside the research model.

Table 3. Direct Effect, Indirect Effect, and Total Effect

Variable Effect	Direct Effect	Indirect Effect	Total Effect
X→M	0.716	-	0.716
M→Y	0.307	0.424	0.731
X→Y	0.593	-	0.593

Source: Research Data, 2021

Table 3 shows that the path coefficient value of the direct influence of transformational leadership on organizational commitment is 0.716, these results indicate that transformational leadership directly has a positive effect on organizational commitment. On the influence of transformational leadership on organizational citizenship behavior, the path coefficient value of direct influence is 0.307, these results indicate that transformational leadership directly has a positive effect on organizational citizenship behavior. Then, the path coefficient value of the direct influence of organizational commitment on organizational citizenship behavior is 0.593, these results indicate that organizational commitment has a positive effect on organizational citizenship behavior. For the role of organizational commitment in mediating the influence of transformational leadership on organizational citizenship behavior, the path coefficient value of indirect influence is 0.424, these results indicate that transformational leadership has an indirect effect on organizational citizenship behavior through organizational commitment.

Sobel test was used to examine the strength of the indirect influence of transformational leadership on organizational citizenship behavior through organizational commitment variables. Based on the results of the Sobel test, the calculated Z value was 2,944. This value is greater than 1.96, which means that organizational commitment is a variable that mediates the influence of transformational leadership on organizational citizenship behavior at Como Beach Club, or in other words, transformational leadership has an indirect effect on organizational citizenship behavior through organizational commitment.

V. CONCLUSION

Based on the results of the discussion of the research that has been done, it can be concluded as follows. Transformational leadership has a positive and significant effect on organizational commitment, meaning that the better the implementation of transformational leadership, the higher the organizational commitment of employees at Como Beach Club. Organizational commitment has a positive and significant effect on organizational citizenship behavior, meaning that the higher the employee's organizational commitment, the higher the organizational citizenship behavior at Como Beach Club. Transformational leadership has a positive and significant effect on organizational citizenship behavior, meaning that the better the application of transformational leadership, the better organizational citizenship behavior at Como Beach Club. Organizational commitment is able to mediate the effect of transformational leadership on organizational citizenship behavior, meaning that transformational leadership will have a significant impact on organizational citizenship behavior if mediated by organizational commitment.

Based on the results of the analysis and conclusions, the suggestions that can be given are as follows. Como Beach Club leaders in leading their subordinates are expected to always implement and emphasize the company's vision to their subordinates. Como Beach Club is expected to provide promotion opportunities to

outstanding employees, increase the amount of compensation given, build good relations between employees and always help employees if employees experience problems with other employees. For the next research, it is expected to improve the quality of research by expanding the scope of research and adding several other variables as mediators and considering other variables, especially those that affect OCB. In addition, researchers can also test this model on other companies.

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