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# The Impact of Transformational Leadership Style and Organizational Culture on Organizational Citizenship Behavior and Employees' Performance

Akas Yekti Pulih Asih, Abdul Muhith, Mamik

**Abstract**---This research aims to test and analyze the influence of transformational leadership style and organizational culture organizational citizenship behavior (OCB) and employees' performance it focused on mothers and children hospitals in East Java Province. Indonesia Design/Methodology/Approach – The 89 nurses and midwives in 3 hospitals in East Java. The respondents were selected based on population study technique, while path analysis was used analyze data. Findings from the results, the following conclusions were made: (1) the transformational leadership style significantly influences OCB; (2) the organizational culture significantly influences OCB; (3) the transformational leadership significantly influences employees' performance; (4) the organizational culture insignificantly influences employees' performance; and (5) OCB significantly influences nurses' performance. This is among the few studies that take into account the influence of transformational leadership style and organizational culture on OCB, particularly in nurses working in mother and children hospitals

**Keywords**--- transformational leadership style, organizational culture, organizational citizenship behavior, nurse

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## I. INTRODUCTION

Mothers and children hospitals play significant roles in health, both in big and small cities. They provide to society, including outpatient and inpatient services, for mothers and children. Nevertheless the success of the hospitals' relies on human resours. Including nurses dealing with patients Nurses are expected to be ethical, something they show by being polite, and always smiling my establish a more intimate relationship with patients. Attitudes, behaviors, responsibilities, and intelegence of the nurses can be set as the basis for performance. Nevertheless their performance is influence by several factors, both theoretically and empirically, this include transformational leadership style, organizational culture, and organizational citizenship behavior (OCB). Therefore, this research analyze the influence of transformational leadership style and organizational culture OCB and employees' performance, especially nurses and midwives in mothers and children hospitals in East Java.

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## II. LITERATURE REVIEW

### 2.1 Transformational Leadership Style

According to El Badawy et al. (2017) leadership style is the ability to influence other people. Transformational leaders change their followers' awareness of issue by helping them to solve past problems using new ways beside they stimulate, generate, and inspire followers to take extra efforts in order to achieve group goals, that leaders with idealized Influence show heightened concerns and cognizance of the needs of their subjects and generate a sense of shared risk-taking and that "leaders who used relational and transformational styles had better and quality outcomes compared to their autocratic counterpart..

### 2.2 Organizational Culture

Khalili et al (2017) stated that organizational culture is a group of underlying assumptions and offer directions to members of organization on what to watch out, the meaning of something to achieved, and the best reaction and action in certain situations. Understanding and managing organizational culture does not only involve finding an explanation about success phenomena, it also requires developing other aspect for more effectiveness.

### 2.3 Organizational Citizenship Behavior (OCB)

OCB is a behavior based on individual choice and initiative. It is not related to the organization's formal reward, thought it raises effectiveness. In other words, is an employee's voluntarily conduct regarding thing that promote the interests of the company. Defines as behavior that goes beyond the basic requirements of the job which, to a large extent discretionary and beneficial. OCB can be defined as the organizational activities that employees engage in voluntarily without rewards (Jiang et al, 2017).

### 2.4 Employees' Performance

According to Kurniawan (2016), performance to employees' ability to achieve work requirements. Indicating to measure performance include work quantity an quality, honesty, adherence, initiative, and intelligence.

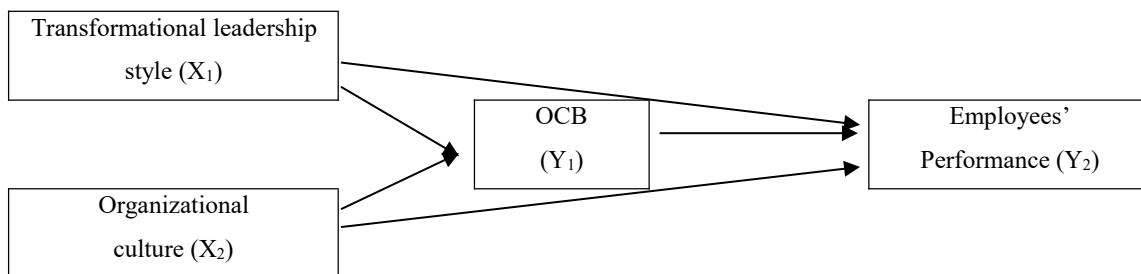


Figure 1. Conceptual framework and Hypothesis.

The transformational leadership style has significant influences on OCB. Trisia et al (2016) establish that there is a positive an strong relationship between leadership style and OCB. In generale leadership style significantly increases OCB. The first hypothesis for the study is:

H1: transformational leadership style significantly influences the organizational citizenship behavior of employees..

Organizational culture influences OCB Badawy et al (2016) shows that there is a positive correlation between organizational culture, work satisfaction, and OCB. Therefore, the second hypothesis is:

H2: Organizational culture significantly influences the organizational citizenship behavior of the employees.

The transformational leadership style influences employees performance. Akas Yekti (2019) the influence of leadership style, such as autocratic, democratic, and free control to employees' performance is significant. Mohiuddin (2017) state that appropriate improve employees' performance. Therefore, the hypothesis is:

H3: Transformational leadership style significantly influences employees' performance.

Organizational culture influences employees' performance. According to Jiang et al (2017) a strong organizational culture based helps increasing performance level. Therefore, the fourth hypothesis is:

H4: Transformational leadership style has significant employees' performance.

OCB influences employees' performance. Al-Masahneh (2015) establish that organizational citizenship behavior (OCB) positively influences employees' performance in the Greater Amman Municipality. Therefore, the hypothesis is:

H5: OCB significantly influences employees' performance in mothers and children hospitals in East Java.

### III. METHOD

This is an explanatory research that analyzes the causal relationship between variables base on the previously stated hypothesis. The study population comprises of 89 nurses and midwives working in 3 mothers and children hospitals in East Java. They include Lamongan City, Malang, and Gresik Cities. The sampling technique used is population study. while the path analysis methode with SPSS Version 22.0 program was used to analyza data..

### IV. FINDINGS AND DISCUSSION

#### 4.1 Validity and Reliability Test Result

The validity and reliability test for each variable is shown in Table 1 and Table 2.

Table 1. Validity Test Result

Variable	Item	Correlation coefficient Product Moment	Significance	Conclusion
Transformational leadership style (X <sub>1</sub> )	X <sub>1.1</sub>	0.669	0.000	Valid
	X <sub>1.2</sub>	0.663	0.000	Valid
	X <sub>1.3</sub>	0.746	0.000	Valid
	X <sub>1.4</sub>	0.762	0.000	Valid
Organizational culture (X <sub>2</sub> )	X <sub>2.1</sub>	0.657	0.000	Valid
	X <sub>2.2</sub>	0.561	0.000	Valid
	X <sub>2.3</sub>	0.244	0.021	Valid
	X <sub>2.4</sub>	0.570	0.000	Valid
	X <sub>2.5</sub>	0.616	0.000	Valid
	X <sub>2.6</sub>	0.461	0.000	Valid
	X <sub>2.7</sub>	0.521	0.000	Valid
Organizational Citizenship Behavior (Y <sub>1</sub> )	Y <sub>1.1</sub>	0.370	0.000	Valid
	Y <sub>1.2</sub>	0.363	0.000	Valid
	Y <sub>1.3</sub>	0.665	0.000	Valid
	Y <sub>1.4</sub>	0.717	0.000	Valid
	Y <sub>1.5</sub>	0.614	0.000	Valid
Employees' Performance (Y <sub>2</sub> )	Y <sub>2.1</sub>	0.661	0.000	Valid
	Y <sub>2.2</sub>	0.486	0.000	Valid

Y <sub>2.3</sub>	0.561	0.000	Valid
Y <sub>2.4</sub>	0.446	0.000	Valid
Y <sub>2.5</sub>	0.353	0.001	Valid
Y <sub>2.6</sub>	0.481	0.000	Valid

Source: processed data (2019)

Table 1 shows all indicators of transformational organizational culture, OCB, and employees' performance have a significant correlation result smaller than 0.05 (sig < 0.05), for reason, all indicators are valid and can be further analyzed.

Table 2. Reliability Test Result

Variable	Alpha Cronbach	Conclusion
Transformational leadership style (X <sub>1</sub> )	0.782	Reliable
Organizational culture (X <sub>2</sub> )	0.617	Reliable
Organizational citizenship behavior (Y <sub>1</sub> )	0.703	Reliable
Employees' performance (Y <sub>2</sub> )	0.681	Reliable

Source: processed data (2019)

Table 2 shows the coefficient score of Alpha Cronbach of each research variable is more than 0.6 (Alpha Cronbach > 0.6) therefore transformational leadership, organizational culture, OCB, and employees' performance, can be further analyzed.

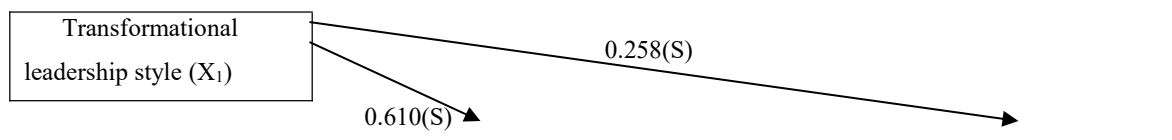
#### 4.2 Path Analysis Results

Path analysis results are shown in Table 3 and Picture 2.

Table 3. Path Analysis Results

Model	Path Coefficient	T	Sig.	Partial (r)	r <sup>2</sup>
Sub Structural 1 (X <sub>1</sub> and X <sub>2</sub> to Y <sub>1</sub> )					
Constanta = 0.683					
Transformational leadership style (X <sub>1</sub> )	0.610	8.238	0.000	0.664	0.441
Organizational culture (X <sub>2</sub> )	0.318	6.903	0.000	0.597	0.356
Sub Structural 2 (X <sub>1</sub> X <sub>2</sub> and Y <sub>1</sub> to Y <sub>2</sub> )					
Constanta = 0,627					
Transformational leadership style (X <sub>1</sub> )	0.258	3.226	0.002	0.330	0.109
Organizational culture (X <sub>2</sub> )	-0.032	-0.690	0.492	-0.075	0.006
OCB (Y <sub>1</sub> )	0.713	8.194	0.000	0.664	0.441

Source: processed data (2019)



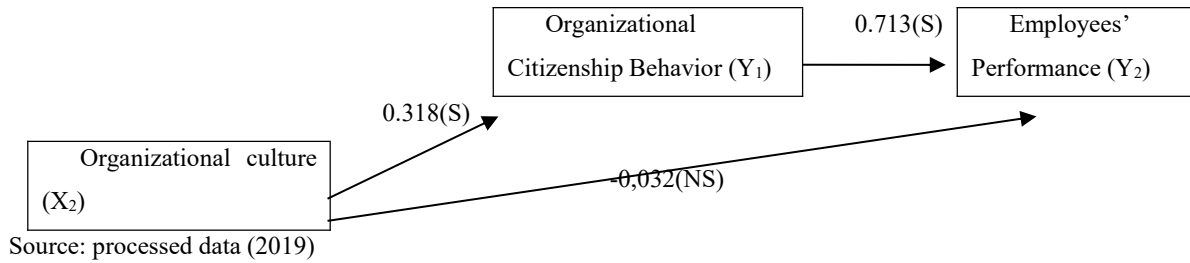


Figure 2. Path Analysis Results

Based on scoring results path analysis in Table 3 and Picture 2, the following structural equation model is formed:

$$Y_1 = 0.683 + 0.610 X_1 + 0.318 X_2 \dots \dots \dots (1)$$

$$Y_2 = 0.627 + 0.258 X_1 + 0.718 Y_1 \dots \dots \dots (2)$$

**4.3 Hypothesis Test Results**

Table 4, shows the 4 hypothesis test result.

Table 4. Regression Path Coefficient

Variable	Regression Path Coefficient	Significance (Sig.)	Conclusion (Sig. < 0,05)
Transformational leadership style (X <sub>1</sub> ) ® OCB (Y <sub>1</sub> )	0.610	0.000	Significant
Organizational culture (X <sub>2</sub> ) ® OCB (Y <sub>1</sub> )	0.318	0.000	Significant
Transformational leadership style (X <sub>1</sub> ) ® Employees' Performance (Y <sub>2</sub> )	0.258	0.002	Significant
Organizational culture (X <sub>2</sub> ) ® Employees' Performance (Y <sub>2</sub> )	-0.032	0.492	Not Significant
OCB (Y <sub>1</sub> ) ® Employees' Performance (Y <sub>2</sub> )	0.713	0.000	Significant

Source: processed data (2019)

A hypothesis test is conducted by comparing significance score (Sig.) of each variable with significance ( Sig. < 0.05) which counts in case a research variable is smaller than 0.05 (Sig. < 0.05). Table 4 explains how the hypothesis test are carried out:

**4.3.1 First Hypothesis**

The transformational leadership style (X<sub>1</sub>) has a significantly positive influence on OCB (Y<sub>1</sub>), with a significance score of 0.000 which means sig. 0.05 and the regression path coefficient score is 0.610. This show the transformational leadership style significantly influences OCB, and therefore first hypothesis accepted.

**4.3.2 Second hypothesis**

Organizational culture (X<sub>2</sub>) has a significant positive influences OCB (Y<sub>1</sub>), with significance score of 0.000 which means sig. < 0.05 and the regression path coefficient score is 0.318. This means organizational culture significantly influences OCB therefore the second hypothesis is accepted.

**4.3.3 Third Hypothesis**

The transformational leadership style ( $X_1$ ) has a significant positive influences employees' performance ( $Y_2$ ), with a significance score of 0.002 which means sig. < 0.05 and regression path coefficient score is 0.258. This shows that the transformational leadership style significantly influence employees' performance, therefore the third hypothesis proposed is accepted.

**4.3.4 Fourth Hypothesis**

Organizational culture ( $X_2$ ) has a non significant negative influences on employees performance with a significance score of 0.492 which means sig. > 0.05 and the regression path coefficient score is -0.032. This shows organizational culture non-significantly influences employees' performance, and the fourth hypothesis is proposed rejected.

**4.3.5 Fifth Hypothesis**

OCB ( $Y_1$ ) has a significant positive influence on employees performance ( $Y_2$ ) with a significance score of 0.000 which means sig. < 0.05 and regression path coefficient score is 0.713. This shows organizational citizenship behavior significantly influences employees' performance, and therefore fifth hypothesis accepted.

**4.4 Partial Determination Coefficient Calculation Results**

The score of squared multiple correlations ( $R^2$ ) for the OCB variable is 0.759. This means transformational leadership style explains 75.99% of the variation in OCB ( $Y_1$ ) and organizational experience ( $x_2$ ). The score of squared multiple correlations ( $R^2$ ) for employees' performance variable is 0.830. This means 83% of the variation in employees' performance ( $Y_2$ ) can be explained by variables of transformational leadership style ( $X_1$ ), organizational culture ( $X_2$ ), and OCB ( $Y_1$ ).

**4.5 Direct and Indirect Influence Analysis**

Direct and indirect influences are shown in Table 5 as follows.

*Table 5. Direct and Indirect Influence*

Variable	Direct Influence	Indirect Influence (via $Y_1$ )
Transformational leadership style ( $X_1$ ) ® OCB ( $Y_1$ )	0.610(S)	-
Organizational culture ( $X_2$ ) ® OCB ( $Y_1$ )	0.318(S)	-
Transformational leadership style ( $X_1$ ) ® Employees' Performance ( $Y_2$ )	0.258(S)	$0.610 \times 0.715 = 0.435$ (S)
Organizational culture ( $X_2$ ) ® Employees' Performance ( $Y_2$ )	-0.032(NS)	$0.318 \times 0.713 = 0.435$ (S)
OCB ( $Y_1$ ) ® Employees' Performance ( $Y_2$ )	0.713(S)	-

Source: processed data (2019)

Table 5 shows:

- Transformational leadership ( $X_1$ ) has a positif direct and significant positive influence on OCB ( $Y_1$ ) which is 0.610 with significance 0.000.
- Organizational culture ( $X_2$ ) has a direct and significant positive influence to OCB ( $Y_1$ ) which is precisely 0.318 with significance 0.000.

- The transformational leadership style ( $X_2$ ) has a direct and significant positive influence on employees' performance ( $Y_2$ ) precisely 0.258 with significance 0.002.
- Organizational culture ( $X_2$ ) has a direct and non-significant negative influence on employees' performance ( $Y_2$ ) which is -0.032 with significance 0.492.
- OCB variable ( $Y_1$ ) to employees' performance ( $Y_2$ ) has a direct and significant positive influence on employees' performance ( $Y_2$ ) precisely 0.713 with significance 0.000.
- Transformational leadership style variable ( $X_1$ ) has an positive indirect on employees' performance ( $Y_2$ ) via OCB ( $Y_1$ ) which is  $0.610 \times 0.713 = 0.435$ . This shows that organizational citizenship behavior (OCB) as an intervening variable plays strengthen and enlarges the influence of transformational leadership style ( $X_1$ ) on employees' performance ( $Y_2$ ).
- Organizational culture variable ( $X_2$ ) has an positive indirect influence on employees' performance ( $Y_2$ ) via OCB ( $Y_1$ ) which is  $0.318 \times 0.713 = 0.227$ . That shows that OCB as an intervening variable strengthens and enlarges the influence of organizational culture ( $X_2$ ) on employees' performance ( $Y_2$ ).

#### **4.6 The Influence of Transformational Leadership Style to OCB**

The first hypothesis, stating that the transformational leadership style significantly influences OCB is proven or accepted. This is shown by the number of regression path coefficient of transformational leadership style variable ( $X_1$ ) to OCB ( $Y_1$ ) which is 0.610 (Sig. = 0.000; significant). The contribution of transformational leadership style OCB can be seen from partial determination coefficient score ( $r^2$ ) = 0.441 or 44.1%. Also the relation ( $r$ ) between transformational leadership and OCB is 0.664 with significance of 0.000 (table 3). This correlation score shows there is a close relationship between transformational leadership style and OCB.

The results of the descriptive analysis of the transformational leadership style good on average, with an average score of 3.803. This means that respondents highly.

That transformational leadership style significantly influences OCB is empirically supports Trisia et al (2016) which establish that there is a strong and positive relationship between leadership style and OCB. At also stated that leadership style, significantly contributes to the OCB enhancement. Also Jiang et al (2017), Khailili (2017), made the same conclusion. According Muhkit (2018) there isa direct effect between transformational leadership and OCB, That transformational leadership predicts organizational citizenship behaviors (OCB). Mohouddin et al (2017) establish that leadership styles significantly increase organizational citizenship behavior.

#### **4.7 The Influence of Organizational Culture and OCB**

The second hypothesis stating that organizational culture significantly influences OCB is accepted. This is shown in Table 4 which indicates that the number of regression path coefficient of organizational culture ( $X_2$ ) to OCB ( $Y_1$ ) is 0.318 (sig. = 0.000; significant). The contribution of organizational culture to OCB can be seen by partial determination coefficient score ( $r^2$ ) = (0.356).There for the contribution is 35.6%. Additionally, the relationship ( $r$ ) between organizational culture and OCB is 0.597 with significance 0.000 (Table 3), is quite close (very close if almost 1).

The results of descriptive analysis the organizational culture is good with the average score (mean) 3.447 this means that respondents highly rate it.

These research results is empirically supported by Kurniawan and Brahmasari (2016), El Badawy et al (2017), wich established that there is a positive correlation between Organizational Culture and OCB. Trisia et al (2016) conclude that (a) there is a positive between organizational culture, work satisfaction, and OCB; (b) work satisfaction mediates the



relationship between organizational culture and OCB though the mediation effect is weak. Dyah et al (2016) stated that organizational culture had an indirect effect on employee performance via OCB. According Mohuddin et al (2017), organizational culture impacts OCB positively and significantly. Trisia et al (2016) work on organizational Culture predicts the prevalent of the Organizational Citizenship Behaviors.

#### **4.8 The Influence of Transformational Leadership Style to Employees' Performance**

The third hypothesis, stating that the transformational leadership style significantly influences the organizational culture is accepted. Table 4 shows that the number of regression path coefficient of transformational leadership style variable ( $X_1$ ) to employees' performance ( $Y_2$ ) that is 0.258 (Sig. = 0.002; significant). The contribution of transformational leadership style variable to organizational culture is evident from partial determination coefficient score ( $r^2$ ) = 0.109 or 10.9%. Also, the relation of (r) transformational leadership variable with employees' performance is 0.330 with significance 0.002 (table 3). This shows that between transformational leadership style and employees' performance is quite close (very close if almost 1).

The results of descriptive analysis show employees' performance, it shows that in average employees' performance is high, with an average score (mean) of 4.264. This is

These research results empirically supported by Mohiuddin (2017) show that the influence of leadership style, including autocratic, democratic, and free control, on the employees' performance is significant. Mohiuddin (2017) establish that the transformational leadership has a more profitable result in the work execution compared to transactional. where the concentration is on the leaders. The finding is also in line with Khalili et al (2017). The effect of transformational leadership on rated performance was also mediated by the interaction of identification and means efficacy. It was also partially mediated by the interaction of self and means efficacies. Therefore a proper leadership style improve employees' performance. There is adirect relationship between leadership and performance (in-role and OCB).

#### **4.9 The Influence of Organizational Culture to Employees' Performance**

The fourth hypothesis, stating that organizational culture significantly influences performance is accepted,. Table 4 shows that the number of regression path coefficient of organizational culture variable ( $X_2$ ) to employees' performance ( $Y_2$ ) is -0.032 (sig. = 0.492 not-significant).

This finding empirically do not support Muhkit (2018) which establish that an influential of an culture base on managers and leaders improves performance level. Organizational culture influence employees' performance.. The organizational culture was found to impact a variety of processes and performance (Jiang, 2017). It varies across variaty of organizational characteristics and routine measures of performance (Dyah et al., 2016). Moreover a path analysis showed that the achievement and adaptive cultural orientations had a direct effect on performance (Kurniawan, 20016).

#### **4.10 The Influence of Organizational Citizenship Behavior to Employees' Performance**

The fifth hypothesis, stating, that OCB significantly influences the organizational culture of employees is accepted. Table 4 shows that the number of regression path coefficient of orgnizational citizenship behavior (OCB) variable ( $Y_1$ ) to employees' performance ( $Y_2$ ) is 0.713 (Sig. = 0.000 significant). The contribution of the OCB variable to organizational culture can be seen from the partial determination coefficient score ( $r^2$ ) = 0.441. This means the contribution is 44.1%. The relation of (r) transformational leadership variable and employees' performance is 0.664 with significance 0.000 (Table 3). This correlation score shows that the relationship between transformational leadership style and employees' performance is close.

The results of descriptive analysis, it OCB is high, with the average score (mean) of employees' performance of 4.013. This means that respondents rate high the OCB of the employees.

The partial determination coefficient score ( $r^2$ ), shows that the transformational leadership style dominantly influences employees' performance compared to organizational culture. It has partial determination coefficient score ( $r^2$ ) 0.441 while organizational culture has 0.356 (Table 3).

OCB dominantly influences employees' performance compare to transformational leadership and organizational culture. It has partial determination coefficient score ( $r^2$ ) of 0.441 while transformational leadership and organizational culture have 0.109; and 0.006 respectively (Table 3).

The findings of this research show that OCB is an important intervening variable, since it strengthens the influence of transformational leadership style and organizational culture on employees' performance.

OCB significantly influences employees' performance. This is in line with Al-Mahasneh (2015) which establish that it positively influences employees' performance in Greater Oman Municipality. High individual level OCB yield greater significant increases in job performance ratings. Moreover, this research which argued there is a direct positive relationship between the OCB of the employee who directs interact with the customer and the perception towards service quality performances. It influences the perception of the customer regarding the service quality performances. Similarly, Dyah et.al (2016); establish that OCB positively influenced job performance. It has a positive effect on the supervisor's evaluation of the individual performance, both directly and indirectly, through the impact was base on the supervisor's fondness of an individual This means that the perception of employees has a positive and significant influence to on performance. OCB affects the volume and quality of work, the relationship between co-workers as the dependent variables as well as between staffs and their superintendent. It may also be due to more work-related reasons such as the manager's belief that it plays a significant role in the organization's overall success, or its perception as a form of employee commitment due to its voluntary nature (Muhkit et al., 2018).

## V. CONCLUSION

From the analysis of the influence of transformational leadership style and organizational culture on OCB and employees' performance, the following conclusions are made (1) the transformational leadership style significantly influences OCB; (2) the transformational leadership influences employee's performance; (3) the organizational culture insignificantly influences employee's performance significantly; (4) OCB significantly influences employees' performance ; (5) transformational leadership style and organization culture indirectly influences employees performance significantly via OCB; (6) OCB is an intervening variable which strengthens influence of transformational leadership and organizational culture on nurses' performance in mothers and children hospitals in East Java.

There is need to strengthen the OCB of the nurses, in mothers and children hospitals. It can be achieved by motivating and supporting the spirite of helping, raising self-awareness, increasing sportsmanship, enchancing mutual respect, and also giving responsibility and authority to the employees to improve the job quality.

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