

Organizational Citizenship Behavior Reduction: The Role of Transformational Leadership, Job Satisfaction, Organizational Commitment, and Organizational Culture on Employees at The Java Heritage Hotel Purwokerto

Adinda Safirah Maharani^{1*}, Purnadi², Akhmad Darmawan³, Dian Widyaningtyas⁴

Muhammadiyah Purwokerto University, Indonesia

Corresponding Author: Adinda Safirah Maharani

maharaniadindasafira@gmail.com

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ABSTRACT

This study attempts to ascertain the result of transformational leadership, job satisfaction, organizational commitment, and organizational culture on organizational citizenship behavior (OCB) in the Java Heritage Hotel employees of Purwokerto. The research method used in this research was all 143 employees of Java Heritage Purwokerto, and 143 employees used saturated sampling techniques. These results indicate transformational leadership, job satisfaction, and organizational commitment do not affect OCB. However organizational culture has a positive and significant influence on OCB. The anticipated outcomes of this investigation should offer benefits for the leaders and employees of the Java Heritage Hotel Purwokerto.

INTRODUCTION

The tourism sector in Indonesia has a variety of natural beauty in the region so it attracts foreign and local tourists to visit existing tourism. The positive impact of the tourism sector makes the hospitality business develop rapidly. This is seen from the many hotel construction projects in Indonesia due to the increasing market demand for hotel accommodations. Hotel is one of the most important accommodations for business people and tourists who are traveling. As stated by the Regulation of the Indonesian Minister of Creative Economy and Tourism; NO. 2 of 2014, Article 1. as follows: "Hotel is an accommodation provider as spaces within a structure that is furnished with entertainment options, meals and beverages, as well as other daily facilities to obtain profits". A hotel can develop and process its various resources to achieve the company's goals, namely competent employees. Resource employees are very important for a hotel because it has the talents, energy, and creativity that the company needs to achieve its goals.

Human Resource Management (HR) is very important for the sustainability of the organization and overall performance. Talent Retention, Performance Management, and Development of an effective HR management component in addition to the recruitment and selection of new employees. Good human resources are resources that help the organization to achieve its goals. Organizations can increase their market productivity, creativity, and competitiveness by implementing strong human resource management. In an organization, human resources (HR) are very important. Without adequate human resources, an organization will face several challenges in achieving its goals. Therefore, a perspective that sees humans as assets is useful for business and not as a burden (Muktamar et al., 2024).

Employee actions that deviate from the job description (extra-role behavior) are also called organizational citizenship behavior or OCB. According to Badaruddin, (2022) a condition in which an employee carries out behavior or action that is not related to the provisions given by the company voluntarily without expecting more wages or salaries. Employers that are successful must have workers who go above and beyond ordinary job responsibilities and will provide performance above expectations. Employees involved in a good OCB will help others in their team, voluntarily do additional work, respect the spirit of how the rules and regulations, and avoid unnecessary conflicts. So, employees need a strong leader or become the figure of the leader himself.

Transformational Leadership Process between leaders and followers, in the high level of morality and motivation (Sagung et al., 2023). Transformational leadership at the Java Heritage Hotel with the provision of direction, motivation, and inspiration of the leadership to its subordinates, as well as the leader individually gives concern for the problems that are subordinates. In reality, hotel employees often handle a variety of situations and guests with different needs, but other employees seem to be indifferent because they only work with a portion assigned to them. Study carried out by Izzatunnisa et al., (2021), Nenggor et al., (2022), and Shalahuddin, (2021) show that transformational leadership has a positive and significant effect on OCB.

Meanwhile, Baihaqi, (2021) shows that transformational leadership does not affect OCB.

Job Satisfaction One of the drivers in increasing OCB, as job satisfaction is an attitude or perception of employees towards their jobs because employees who do not get job satisfaction will never achieve psychological satisfaction and eventually will cause negative attitudes or behavior. Job satisfaction of the Java Heritage Hotel Employees can be seen from the decline in employee productivity so that the completion of the tasks is delayed and not optimal. This is because employees feel a lack of recognition and appreciation for the contributions they make to the hospitality industry (Setiani et al., 2020). Research conducted by Kurniawan, (2020), Titin et al., (2021), Wanah & Iqbal, (202), and Watoni & Suyono, (2019) shows that job satisfaction has a positive and significant effect on OCB. While Wulandari did, (2019) showed that job satisfaction did not affect OCB.

One important element that forms organizational citizenship behavior (OCB) is organizational commitment. As stated by Izha & Sholikhah, (2022), organizational commitment has a positive and significant relationship with OCB. When organizational employees consider themselves part of the company and strongly desire to remain in the organization, then the organization's employees are encouraged to behave positively for the advancement of the organization. Employees who are not committed to the organization have a greater possibility to leave the organization may be through permanent absence or turnover. Seen some employees who did not depart on time, this showed the low commitment of the company. Research conducted by Izha & Sholikhah, (2022) & Maulana, (2020) shows that organizational commitment has a positive and significant effect on OCB. While research conducted by Wulandari, (2019) shows that organizational commitment has a negative effect on OCB.

Culture in organizations has a variety of important understandings, such as attitudes and norms as well as a belief or belief that has been owned by the organization that has been carried out as it should. Factors that can affect Organizational Citizenship Behavior (OCB) are organizational culture (Oktovianus et al., 2022) The organizational culture formed at the Java Heritage Hotel Purwokerto can be seen from the employees' behavior, namely before leaving the workspace, employees are asked to get used to cleaning and tidying up the work equipment. It aims to maintain the equipment owned by the company further to foster a feeling of community where company work equipment is its work equipment. Sometimes employees when they have changed shifts and the time to go home do not tidy up the equipment that has been used. Research conducted by Aji Winoto, (2020), Yudistira et al., (2023), Goller & Dewi, (2020), and Zahreni et al., (2021) shows that the culture of The organization has a positive and significant effect on OCB. And research conducted by Baihaqi, (2021) shows that organizational culture does not affect OCB.

This research is development research from previous studies conducted by Purwanto, Purba, Bernato, and Sijabat (2021) with transformational leadership variables, job satisfaction, and organizational commitment on

organizational citizenship behavior which states that transformational leadership, job satisfaction, and organizational commitment. and significant to Organizational Citizenship Behavior (OCB). Researchers will develop and add an independent variable, namely organizational culture. The aim is to find out more about the factors that influence the Java Heritage Hotel employees in Purwokerto.

THEORETICAL REVIEW

Social Exchange Theory

The theory used in this study is the theory of social exchange Blau, (1964) explains that the main and most crucial difference is that social exchange requires uncertainty of obligations. Research (Darmasaputra & Sudibya, 2019) states that a company leader who knows the desires of employees can explain what will be obtained if his work is in accordance with expectations such as providing rewards that are proportional to their performance, then employees will show their maximum performance. A good reciprocal process between leaders and employees will lead to communication between the two more smoothly and with smooth communication all employees can understand the values that exist in the company or the organizational culture owned by the company will begin to grow. All of that will certainly have an impact on employee performance which is increasing in terms of employee work. So this social exchange theory can underlie this research, where leaders with employees and employees with organizations maintain each other's social exchange balance.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) Actions taken by members of the organization that exceed the formal provisions of their work (Yulianto et al., 2023). OCB indicators according to Organ (1988) are as follows:

- a) Altruism
- b) Conscientiousness
- c) Sportsmanship
- d) Courtesy
- e) Civic Virtue

Transformational Leadership

Transformational leadership is the type of leader that inspires his followers to promote personal interests and have the ability to influence the extraordinary (Prayudi, 2020). Transformational leadership according to Ciulla, (2020) means that leaders are considered basic concepts that can affect their followers. Transformational leadership indicators according to Wang et al., (2005) as follows:

- a) Idealized Influence
- b) Inspirational Motivational
- c) Intellectual Stimulation
- d) Individual Consideration

Job Satisfaction

Job satisfaction is a form of employee attitudes toward tasks relating to coworkers, work environment, and appreciation that is received as a form of appreciation for their business (Grahandika & Wijayati, 2021). According to Merisa & Safaria, (2023) a work trend that involves positive feelings about work. Positive feelings are obtained when the level of high employee satisfaction is a negative feeling that will arise when the level of job satisfaction is low. Job satisfaction indicators according to Afandi (2019) as follows:

- a) Work
- b) Wages
- c) Promotion
- d) Supervisor
- e) Work Colleague

Organizational Commitment

Organizational Commitment The degree of personnel confidence to accept the values and goals of the company so that they have the desire to remain part of the company Aisyah, (2020). According to Chabib et al., (2022), the situation in which an employee is convinced of the goals, principles, and objectives of the organization will show their willingness to maintain their membership in the organization and feel as part of the organization where they work. Indicators of organizational commitment according to Schwepker, (2001) from Mowday 1979 as follows:

- a) Affective Commitment
- b) Continuance Commitment
- c) Normative Commitment

Organizational Culture

Organizational Culture is a Critical element that must be considered by the organization because organizational culture is an organization's way of influencing employees in thinking and behaving (Asrunputri et al., 2020). Organizational culture is one of the strategies that can improve organizational performance and its implementation is adjusted to the conditions of the organization. Indicators of organizational culture according to Stephen P. Robbins (2018) as follows:

- a) Innovation and Risk-taking
- b) Attention to Detail
- c) Outcome Orientation
- d) People Orientation
- e) Aggressiveness
- f) Stability

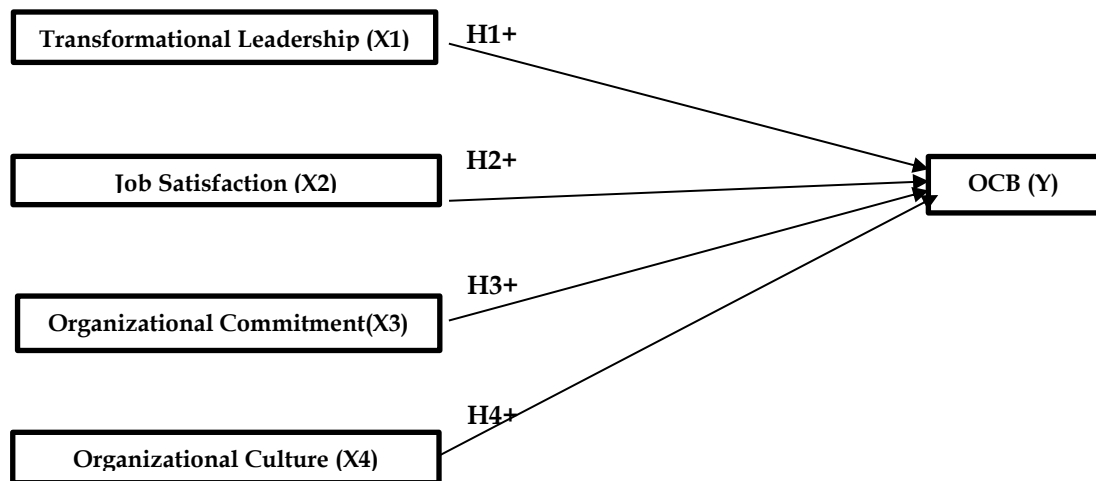


Figure 1. conceptual framework

Hypothesis

a) The Effect of Transformational Leadership (X1) on OCB (Y)

According to Khairuddin, (2021) prove that transformational leadership has a positive and significant effect on organizational citizenship behavior.

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

b) The Effect of Job Satisfaction (X2) on OCB (Y)

According to Kurniawan, (2020) prove that job satisfaction has a positive and significant effect on organizational citizenship behavior.

H2: Job satisfaction has a positive and significant effect on OCB

c) The Effect of Organizational Commitment (X3) on OCB (Y)

According to Izha & Sholikhah, (2022) prove that organizational commitment has a positive and significant effect on organizational citizenship behavior.

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

d) The Effect of Organizational Culture (X4) on OCB (Y)

According to Oktovianus et al., (2022) prove that organizational culture has a positive and significant effect on organizational citizenship behavior.

H4: Organizational culture has a positive and significant effect on OCB

METHODOLOGY

This research uses quantitative research methods that emphasize the analysis of numerical data related to statistical methods. The populace used in this study is workers at the Purwokerto, Java Heritage Hotel which researchers have determined. In this case, the total population of 143 employees. In this study, the sample determination uses non-probability sampling techniques with saturated sample types. The data analysis is carried out by the data testing

method used, the multiple linear regression using SPSS software version 26. This test includes reliability tests, classical assumptions tests normality tests, heteroscedasticity tests, and hypothesis tests. In this investigation, the Conduct of Organizational Citizenship (OCB) includes the dependent variable.

RESULTS

Instrument Test

Reliability test

Table 1. Reliability Test

Variable	Cronbach's Alpha	Description
OCB (Y)	0,629	Reliable
Transformational Leadership (X1)	0,639	Reliable
Job Satisfaction (X2)	0,728	Reliable
Organizational Commitment (X3)	0,698	Reliable
Organizational Culture (X4)	0,730	Reliable

The outcomes of the testing that have been carried out that the variables that influence transformational leadership (X1), job satisfaction (X2), organizational commitment (X3), organizational culture (X4), and organizational citizenship behavior (Y) can be relied upon because Cronbach's Alpha each above 0.60.

Classic Assumption Test

1. Normality Test

Data can be stated to have a normal distribution if the importance is greater than 0.05. After processing the data, the significant value $0.200 > 0.05$ indicates that the information used in this research is normally distributed.

2. Multicollinearity Test

Table 2. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Transformational Leadership (X1)	0,638	1,568
Job Satisfaction (X2)	0,368	2,717
Organizational Commitment (X3)	0,606	1,651
Organizational Culture (X4)	0,458	2,183

Considering the data's findings processing it is discovered that the smallest tolerance value in the job satisfaction variable (X2) = 0.368, it states that the toll value is greater > 0.10 then the index does not occur multicollinearity. While the highest toleration value is in the transformational leadership variable with a toleration value of 0.638, it states that the tolerance value is greater > 0.10. Then the smallest VIF value is in the transformational leadership variable with a VIF value of 1,568 <10. The highest VIF value is in the job satisfaction variable with a VIF value of 2,717 <10. So it is said that there is no multicollinearity problem. So seeing tolerance and VIF can be said that transformational leadership, job satisfaction, organizational commitment, and organizational culture do not occur multicollinearity.

3. *Heteroscedasticity Test*

Table 3. Heteroscedasticity Test

Variable	sig
(Constant)	,637
Transformational Leadership (X1)	,608
Job Satisfaction (X2)	,653
Organizational Commitment (X3)	,663
Organizational Culture (X4)	,524

This method correlates the absolute residual regression results with all independent variables. Heteroscedasticity occurs if the significance value <0.05 is the opposite if the significance value > 0.05 then there is no heteroscedasticity. The results of the statistical test with the Park method show the highest significance value is in the organizational commitment variable (X3) with a significance value of 0.663 while the lowest significance value is in the organizational cultural variable with a significance value of 0.524 so it can be concluded that all variables do not experience heteroscedasticity.

Hypothesis Test

Model Feasibility Test (F)

Table 4. Model Feasibility Test (F)

Model	Sun of Square	df	Mean Square	F	Sig
Regression	824.110	4	206.208	48.510	.000 ^b
Residual	586.100	138	4.247		
Total	1410.210	142			

The value of F count of 48,510 with a probability level of 0.000 is smaller than the significance value of 0.05 which can be interpreted that transformational leadership, job satisfaction, organizational commitment, and organizational culture simultaneously affect the organizational citizenship behavior.

Multiple Linear Regression Analysis

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

$$Y = (0,8225) - 0,011X_1 + 0,122X_2 + 0,115X_3 + 0,428X_4 + e$$

Partial Test

Table 5. Partial Test

Variable	t count	t tabel	P> t
Transformational Leadership (X1)	-0,277	1,655	0,782
Job Satisfaction (X2)	1,258		0,210
Organizational Commitment (X3)	1,462		0,146
Organizational Culture (X4)	7,838		0,000

The results of the test, can be drawn several conclusions as follows:

Transformational Leadership (X1) on OCB (Y)

Transformational leadership with a tcount -0.277 <ttable 1.655 with a regression coefficient value -0.011 with a probability level of 0.782 > 0.05. It might be said that transformational leadership has no significant effect on OCB. From the previous statement, it can be explained that transformational leadership does not affect OCB. With an explanation, H1 is rejected.

Job satisfaction (X2) on OCB (Y)

Job satisfaction with a t_{count} value of 1,258 < t_{table} 1,655 with the regression coefficient value -0.011 with a probability level of 0.210 > 0.05. It can be said that job satisfaction does not have a significant effect on OCB. From the previous statement, it can be explained that job satisfaction does not affect OCB. With an explanation, H2 is rejected.

Organizational Commitment (X3) on OCB (Y)

Organizational commitment with a t_{count} value of 1,462 < t_{table} 1.655 with the regression coefficient value -0.011 with a probability level of 0.146 > 0.05. It can be said that organizational commitment has no significant effect on OCB. From the previous statement, it can be explained that organizational commitment does not affect OCB. With an explanation, H3 is rejected.

Organizational culture (X4) of OCB (Y)

Organizational culture with a t_{count} value of 7,838 < t_{table} 1,655 with the regression coefficient value -0.011 with a probability level of 0,000 > 0.05. It can be said that organizational culture has a significant effect on OCB. From the previous statement, it can be explained that organizational culture influences OCB. With an explanation, H4 is accepted.

Determination Coefficient (*Adjusted R²*)

Table 6. Determination Coefficient (*Adjusted R²*)

<i>Adjusted R Square</i>
0,572

Adjusted R Square value of 0.572 or 57.2% means that 57.2% of factors that influence organizational citizenship behavior (Y) can be explained by independent variables, namely transformational leadership variables, job satisfaction, organizational commitment and organizational culture. While the remaining 42.8% is influenced by other variables that are not examined.

DISCUSSION

The influence of transformational leadership on OCB

As seen from the test conclusions, it's possible to say that transformational leadership (X1) does not affect OCB because the significance value is 0.782 > 0.05. Thus H1 was rejected. This is supported by the results of research conducted by Baihaqi, (2021) which proves that transformational leadership does not affect OCB.

The effect of job satisfaction on OCB

From the test results, Consequently, it can be said that job satisfaction (X2) does not affect OCB because of the significance value of 0.210 > 0.05. Thus H2 was rejected. The outcomes of studies support this conducted by Wulandari, (2019) which proves that job satisfaction does not affect OCB.

The effect of organizational commitment on OCB

From the test results, it can be concluded that organizational commitment (X3) does not affect OCB because the significance value is $0.146 > 0.05$. Thus H3 is rejected. This is supported by the results of Rahayu & Yanti, (2020) which prove that organizational commitment does not affect OCB.

The influence of organizational culture on OCB

From the test results, thus it may be said that corporate culture (X4) affects OCB because the significance value is $0,000 < 0.05$. Thus H4 is accepted. This is supported by the results of Yudistira et al., (2023) which prove that organizational culture has a significant effect on OCB.

CONCLUSIONS AND RECOMMENDATIONS

This research is dominated by respondents who are employees with contract status with the age of 20-30 years. Employees with a history of high school education/equivalent to undergraduate graduates also dominate, and employees with a work period of 3-5 years also dominate respondents. In this study, researchers tested transformational leadership, job satisfaction, organizational commitment, and organizational culture to organizational citizenship behavior to the Java Heritage Hotel Employees Purwokerto. So, it can be concluded that transformational leadership, job satisfaction, and organizational commitment do not affect OCB. While organizational culture has a significant positive effect on OCB.

FURTHER STUDY

This study is very possible for more advanced, in-depth, and comprehensive research. Researchers are further advised to approve the proposed system using research in various fields and different factual strategies to realize strong results. For further research can use the mediation variable.

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