

EFFECT OF LEADERSHIP AND ORGANIZATION CLIMATE THROUGH WORK ENGAGEMENT TO ORGANIZATION CITIZENSHIP BEHAVIOR

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ABSTRACT

Purpose: This study examines the influence of leadership and organizational climate as an organizational motivator and success indicator of system and sub-system implementation in corporate organizational structure, through work engagement as emotional statement and work commitment of employees, and its impact on work behavior beyond the organization's role in organization. Design / Methodology / Approach: Participants of this research are employees of car and motorcycle sales companies in North Sulawesi Province in Indonesia. The research method using quantitative, descriptive and explanatory methods, research data collection through questionnaires distribution, data then analyzed by using SEM-PLS method. Finding: The results show that leadership and organizational climate simultaneously have positive influence on organization citizenship behavior through work engagement. Originality / Value: The results suggest that companies need to develop an inspirational leadership pattern, an organization's climate with a conducive relationship and working environment, in order to improve employee work commitment, thereby enhancing the organization citizenship behavior and ultimately employee productivity in Car companies and Motorcycles in North Sulawesi.

Keyword : Organization Citizenship Behavior, Work Engagement, Organization Climate, Leadership.

Introduction

Globalization is an important factor affecting the organization in competing in the industry today, in an effort to meet increasing customer expectations of organizational performance, the quality of goods and services, and lower costs, it also increases the pressure on human resources to be able to adapt to the needs of the organization and contribute to greater value improvement for the organization.

Human resources into strategic assets and sources of organizational competitive advantage mean a set of resources, capabilities and characteristics that are difficult to replicate, exchanged, rare, precise, privileged and deliver long-term benefits to the company. Becker & Huselid (1998) and Wright & Snell (1998) in Katou (2012) suggest that human resource management affects organizational performance through employee behavior, Becker also asserts that employee attitudes and employee behavior affect the employee's discretionary behavior that ultimately affects organizational performance.

Literature Review

1) Organizational Citizenship Behavior (OCB)

Organization Citizenship Behavior was first introduced by Dennis Organ, Bateman, Smith and Near 1983 and based on the Chester Barnard (1938) concept of "cooperative will," and Daniel Katz (1964) and Katz & Kahn (1966) on the concept of "Dependable role performance and spontaneous and innovative behavior ". Furthermore, Organ (1988) defines Organizational Citizenship Behavior (OCB) as a wise individual behavior, which is not directly or openly appreciated by the formal reward system and will overall support the effectiveness of the functions of the organization, described in Podsakoff, MacKenzie, Paine, and Bachrach (2000). The definition of Organizational Citizenship Behavior (OCB) according to Robbins & Judge (2015; 58,543) is a wise behavior that is not included in the part of the employee's formal employment requirements, and contributes to the psychological and social aspects of the workplace. Organizational Citizenship Behavior according to Pirvali, Ghadam & Asadi (2014) is conceptually based on attitudes, behaviors and responsibilities within the philosophy of citizenship consisting of respecting the order / structure and routine process, loyalty, fellowship, responsible and actively involved in controlling society under the law apply.

According to Podsakoff, MacKenzie, Paine, and Bachrach (2000) the dimensions of Organizational Citizenship Behavior (OCB) are divided into helping behavior, sportmanship, organizational loyalty, organizational, individual civic virtue, self-development. OCB, which is an extra-role behavior found to improve the performance of employees by Organ, Podsakoff & MacKenzie (2006) in Kaur & Kaur (2014). OCB can be very valuable, contribute to the performance as well as competitive advantage for organizations according to Nemeth & Staw (1989) in Zabihi, Hashemzahi & Hashemzahi (2012). Hee, Kyoung & Hyung (2013)

in his research stated that transformational leadership, procedural justice, and organizational structure complexity are determinant and have a positive impact on the organization citizenship behavior.

2) Work Engagement

Bakker & Demerouti (2008) stated that work engagement is a person's statement in full, positive thinking related to his work and divided into three characteristics, namely vigor, dedication and absorption. The definition of engagement by Macey & Schneider (2008) generally concerns the notion of desired conditions, goal-oriented organizations, and signifies engagement, commitment, passion, enthusiasm, business focus, and energy, which reflects the components of attitudes and behavior. According to Anitha (2014) an employee who engage, she will know her responsibility in business targets and motivate her surrounding colleagues, for the success and achievement of company targets.

May, Gilson & Harter (2004) in Babcock & Strickland (2010) describes the concept of work engagement in three dimensions, 1) the physical component of energy used to perform in a job, 2) the emotional component of putting a heart or wholeheartedly in one job, 3) the cognitive component is very solemn and fun in the work so forget other things.

3) Organizational Climate

Armstrong (2006: 305) states that the organizational climate is perceptual and can be described. Perception is the real feeling or experience of the individual that can be explained or reported. The organizational climate according to Robin & Judge (2015,500) refers to the shared perceptions of organizational members about their work environment and organization. When everyone has the same feelings about what's important or how some things go well, the effects of this behavior will be a positive working climate and will be linked to high levels of customer satisfaction and good financial performance.

Tagiuri and Litwin (1968: 27) in Otken & Cenkci (2015) defines the organizational climate as a relatively lasting quality of the organization's internal environment a) the experience of members of the organization, b) things that affect their behavior, c) can be described in terms of value With some set of characteristics or characteristics of the organization. Nordin, Omar, Sehan & Idrus (2010) stated that organizational climate will affect organizational performance through employee motivation. While the organizational climate dimension according to Litwin & Stringer (1968) in research conducted by Holloway (2012) can be measured through several categories: 1) structure, 2) responsibility, 3) identity, 4) reward, 5) warmth, and 6) conflict

4) Leadership

The concept of leadership according to Bass (2009: 25) includes, among others, 1) leadership is the interaction between two or more members of the group that often involves the form or formation of the situation, the perceptions and expectations of all members of the group, 2) the leader is the agent of change, 3) Leadership occurs when one group member makes changes in the motivation and competence of the other members in the group, 4) leadership can be understood as an action to direct the attention of other group members to the organization's goals and the way to achieve that goal. McShane & Von Glinow (2015; 342) stated that leadership is about influencing, motivating, enabling others to contribute to the success and effectiveness of the organizations to which they belong. Leadership by Yukl (2006: 4) is generally defined in terms of traits, behavior, influence, interaction patterns, role relationships, occupation of an administrative position.

Sanders & Davey (2011) indicate three key elements of leadership effectiveness, focus on task, focus on people, and focus on development. All leadership theories according to Gibson, Ivancevich, Doneelly, Konopaske (2009: 355) emphasize the process of exchange between leaders and followers, and rewards as they accomplish the agreed objectives. While Prasertwattanakul & Chan (2007), Hargis, Watt & Piotrowski (2011), Zabihi, Hashemzahi & Hashemzahi (2012), stated the best leadership and motivation theory and related to organizational change are transactional and transformational leadership theory. The difference between the two theories above is how leaders in motivating followers. Transactional leadership theory based on conventional exchange relationships in which the fulfillment of followers of effort, productivity and loyalty will be exchanged with appreciation, while transformational leaders will increase followers awareness of what matters and the value of the outcome image and how to achieve it.

RESEARCH OBJECTIVE

This study aims to analyze simultaneously influence the Leadership and Climate of Organizations through Work Engagement to Organization Citizenship Behavior in Car and Motor Sales Companies in North Sulawesi Province in Indonesia.

METHODOLOGY

This research is designed to examine the effects and relationships of previously described variables using quantitative methods, to analyze the effects and effects of endogenous and exogenous variables. The unit of analysis of this research is employees of car and motorcycle sales companies in North Sulawesi Province with a total sample of 276 of the total population of 2269 people. Design analysis using Structural Equation Model-Partial Least Square (SEM-PLS) with Variance Based, which became an alternative of Covariance Based-Structural Equation Modeling method, the reason to use this method because the result of questionnaire data is not normally distributed.

ANALYSIS, RESULTS AND HYPOTHESES

Evaluation of SEM-PLS model according to Abdillah, Willy and Jogiyanto (193-196; 2015) was done by evaluating outer measurement model and inner structural model.

Outer model is a measurement model to assess the validity that shows how well the results obtained from a measurement according to the theories used to define a construct, measured by Average Variance Extraced (AVE) parameters with values greater than 0.5 and factor Loading more than 0.7 . In addition, also performed measurement of reliability to measure the consistency of measuring tools in measuring a concept including consistency of respondents in answering the question items in the questionnaire or research instrument, and measured by Composite Reliability (CR). Composite Reliability measures the true value of a construct reliability by Chin (1995), and considered better in estimating the internal consistency of a construct according to Salisbury, Chin, Gopal & Newsted (2002) in Abdillah, Willy and Jogyanto (196; 2015); Ghozali, Imam dan Latan, Hengky (74-78; 2015).

Inner model is a structural model in PLS that is evaluated by using R² (R-Square) for the dependent construct and path coefficients or t-values of each path for the significance test of every construct in the structural model. The value of R² is used to measure the level of variation of the independent variable changes to the dependent variable, the higher the R² value means the better the prediction model of the proposed research model, with the values 0.75, 0.50 and 0.25 according to Ghozali, Imam and Latan, Hengky (74; 2015) for predict the causality relationship between latent variables inferred strong model, moderate and weak. The value of the path coefficient or T-values indicates the level of significance in testing the hypothesis, with the score for the significance test should be above 1.96.

1) Outer Model Evaluation

The result of indicator validity and realibility research test presented follows.

Table 1
Validity Test and Reliability Test of Latent Variable Former

Indicator	Latent Variable	Validity		Reliability
		Loading Factor	AVE>0.5	CR>0.7
a1	Leadership (X1)	0.923	0.879	CR=0.956
a2		0.954		
a3		0.934		
b1	Organization Climate (X2)	0.905	0.825	CR=0.904
b2		0.911		
c1	Work Engagement (Y1)	0.841	0.750	CR=0.900
c2		0.868		
c3		0.888		
e1	Organization Citizenship Behavior (Z)	0.863	0.701	CR=0.875
e2		0.800		
e3		0.848		

Based on the above table , Validity based on the calculation of the Average Variance Extraced (AVE) Variable Leadership (X1) is 0.879 ; Organizational Climate Variables (X2) of 0.825; Work Engagement Variable (Y1) is 0.750; And the Organization Citizenship Behavior (Z) variable of 0.701, which shows a value greater than the Standard Average Variance Extraced (AVE) stipulation of 0.5. with the loading factor for all indicator in all variable stipulation of 0.7

Similarly for reliability test, based on the calculation of Composite Reliability (CR) value of Leadership variable (X1) obtained value of 0.956; Organizational Climate variable (X2) obtained value of 0.904; Work Engagement variables (Y1) obtained values of 0.900; and Organization Citizenship Behavior (Z) variable is obtained value of 0.875, where each value of Composite Reliability (CR) latent variable is greater than Standard Composite Reliability (CR) stipulation of 0.7, indicating the reliability level of the latent variable formator is very high.

Based on the values of Composite Reliability (CR) and Average Variance Extraced (AVE), it can be concluded that all the indicators of the latent variable formers are valid and reliable. Thus the latent variables forming indicators have met the validity and reliability requirements and can be continued for SEM – PLS analysis.

2) Inner Model Evaluation

After estimating each of the latent variables on both the exogenous latent and endogenous latent variables, significant tests can be performed using T Value on the Leadership (X1) and Organizational Climate (X2) structural model through Work Engagement (Y1) to Organization Citizenship Behavior (Z), where the significance of testing the influence of leadership (X1) as measured from 3 dimensions, namely; Character (a1), Inspiration (a2), and Ensure others Act (a3); And Organizational Climate (X2) measured from 2 dimensions, namely; Work (b1), and Relationships & Work Atmosphere (b2); Through Work Engagement (Y1) measured from 3 dimensions, namely; Vigor (c1), Dedication (c2), and Absorption (c3); And the Organization Citizenship Behavior (Z) measured from 3 dimensions, namely; Individuals (e1), Groups (e2), and Organizations (e3); For t table with the number of respondents (N) as many as 276 respondents is 1.969. The test results, as follows:

Table 2
Significance Test of Model Research

Var observed → Var laten	t value	Laten eksogen → Laten Endogen	t value
a1 → X1	72.231	X1 → Y1 X1 → Z	3.814 2.028
a2 → X1	149.295		
a3 → X1	89.634		
b1 → X2	64.745	X2 → Y1 X2 → Z	5.398 3.763
b2 → X2	72.187		
c1 → Y1	38.566		
c2 → Y1	57.090	Y1 → Z	8.542
c3 → Y1	57.238		
e1 → Z	51.166		
e2 → Z	24.300		
e3 → Z	44.165		
t value > t tabel = 1,969 → Significant influence			

Based on the above table, it was found that the significance for the lowest validity test of leadership variable is variable observed a1, that is with the value of t count equal to 72.231; Significance for the lowest validity test of organizational climate variable is variable observed b1, that is with t value count equal to 64.745; Significance for the lowest validity test of work engagement variable is variable observed c1, that is with t count value equal to 38.566; and the significance for the lowest validity test variable organization citizenship behavior is variable observed e2, that is with t value counted 24.300. For that to all indicators meet the validity test criteria because the provision in this validity test is if t test for loading factor > t table (1.969), then the questionnaire is valid.

Based on the value of t value it appears for latent variables, all indicators forming latent variables have t value greater than t table (1.969). The information indicates that all indicators of latent variable formers are significant.

The validity of the latent variable forming indicators is based on the significance of t value obtained from the loading factor value divided by the standard error. As for reliability testing in SEM-PLS analysis is based on the value of Construct Reliability (CR) > 0.7 and Variance Extraced > 0.5. The test results of the validity of indicators and reliability testing of this study are presented below.

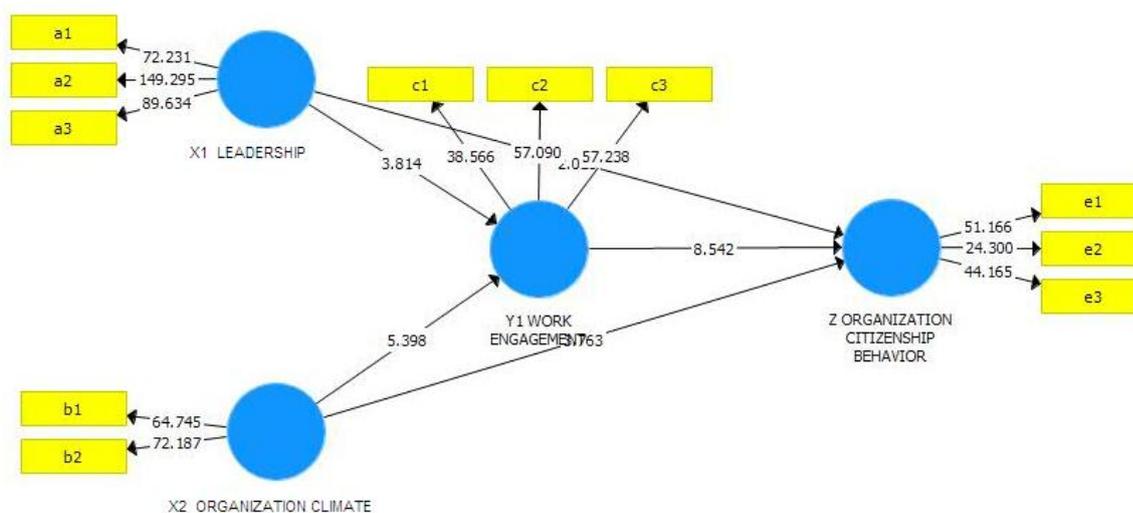


Figure 3
T Value Advanced research Model

Based on the value of t value it appears that all indicators forming latent variables have t value greater than t table (1.969). The information indicates that all indicators of latent variable formers are significant. In addition, based on t value it appears that all

the influence of research variables have t value greater than t table (1.969). The information indicates that all indicators of latent variables and the influence of research variables are significant.

Having known the influence of research variables significant, it can be made standarized solution model used to measure the path coefficient of influence of exogenous latent variable to endogenous latent variable, so the structural equation modeling obtain from SEM-PLS analysis as follows:

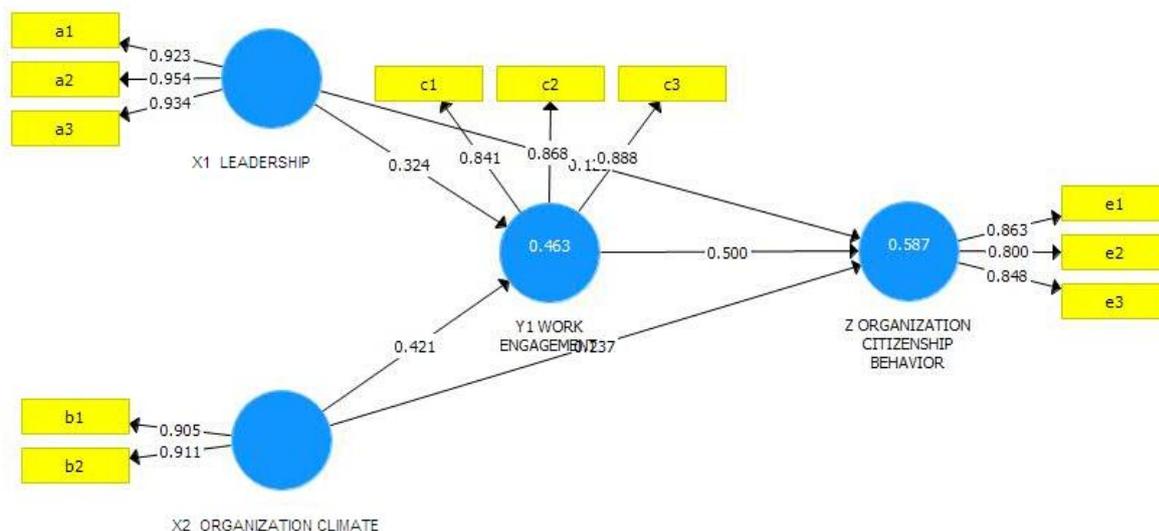


Figure 4
Standarized Solution of Advanced Research Model

Based on the picture above, it can be determined Equation Research Model as follows:

$$Y1 = 0.324 * X1 + 0.421 * X2, \text{ Errorvar.} = 0.050, R_{y1} = 0.463$$

(0.085) (0.078)
3.814 5.398

$$Z = 0.125 * X1 + 0.237 * X2 + 0.500 * Y1, \text{ Errorvar.} = 0.037, R_{y2} = 0.587$$

(0.061) (0.063) (0.059)
2.028 3.763 8.542

Based on the above calculation, then seen from the value of SEM-PLS equation, it is known that the statistical hypothesis of research model simultaneously as follows:

- There is significant influence of Leadership (X1), Organizational Climate (X2), Work Engagement (Y1) towards Organization Citizenship Behavior (Z) equal to 58,7% (seen from R²).
- Conclusion: Hypotheses Accepted and Model can predict the causality relationship between latent variables inferred in moderate level.

Thus, from the results of the study found that the Influence given Leadership, Organizational Climate, Work Engagement and Motivation to Organization Citizenship Behavior is equal to 58.7%. While the influence of other variables outside the variables of research on the Variable Organization Citizenship Behavior is 41.3%.

CONCLUSION AND RECOMMENDATIONS

The results of research with leadership variables, organizational climate, and work engagement proved to influence the organization citizenship behavior in car and motorcycle sales companies in North Sulawesi Province.

Researchers based on the results of the study suggest that priority improvement on the development of cadre leaders with the characters and values appropriate to the conditions of the community, establishing working relationships and working atmosphere based on open communication patterns, attractive schemes and compensation programs, improvement of job design and work targets, which encourages the spirit and commitment of work, with the aim of improving and fostering the positive behavior of individuals, namely organization citizenship behavior, which will increase creativity / innovation and ultimately increase employee productivity in car and motor companies in North Sulawesi in Indonesia. Encourage creativity and innovation, companies share the vision of the organization, including the recruitment process that explains to the candidates the importance of OCB in the organization.

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