

THE EFFECT of TRANSFORMATIONAL LEADERSHIP and QUALITY OF WORK LIFE TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOR at UNIVERSITAS TERBUKA

Helmiatin

helmi@ecampus.ut.ac.id or cmia390@gmail.com

Abstract - Either business or educational institutions at the moment are facing a global competition. Universitas Terbuka as an educational institution has a role to develop the education realm in Indonesia. In order to achieve the organization's goal, a leader needs to be able to create a pleasant working environment for the employees. Through transformational leadership, a leader is able to create positive transformation for its employees.

Efficient employees would have an increase in their quality of work and performance. The conclusion could be seen from their satisfaction that resulted from their Quality of Work Life (QWL) or the work life. If they have a good/ideal quality of work, it is expected that they will go the extra mile. This research focuses on the effect of transformational leadership and quality of work life towards citizenship behavior of the administration employees at Universitas Terbuka.

There are 220 respondents who contributed for this research, and data were gathered by using survey technique with the help of questionnaire. Moreover, data was analyzed with SEM PLS. The result of this study shows that transformational leadership has a positive effect towards citizenship behavior; there is a significant and positive effect between transformational leadership towards quality of work life. And there is a positive and significant effect between quality of work life and citizenship. Based on Oneway Anova, there are no perception differences on transformational leadership, quality of work life and citizenship behavior among respondent's characteristic.

Key Words : Transformational Leadership, Quality of work life, Organizational citizenship behavior

I. INTRODUCTION

In the operating company or organization, human resources is not a simply tool, but it has become a strategic partner with the management to achieve organizational goals. To gain best work beyond the employees, organization should be aware with internal environment. One of the examples is the role of the leader. The leader plays role to motivate employees, and achieve trust from them in order to make the management runs well. One model of leadership is transformational leadership. With transformational leadership, employee along with the leader will strive to achieve the vision and mission of the organization.

In order to achieve a good working condition, there is a good leadership behind. The productivity itself were came from the good work of the employee. Therefore the leadership will give rules for employees to maximise their work. The key indicator of the performance improvement is marked by the implementation of Quality of Work Life (QWL).

Open University as an educational organization is implementing the system of open and distance learning system. The duties and responsibilities of employees, particularly in the areas of administration are many and varied because many units deal directly or indirectly with the student activities and administration. The responsibilities of leader are very diverse because UT has a Distance Learning Unit (UPBJJ) expand across Indonesia. There is a big responsibility from the leader to ensure the continuity of the process. So it takes the role of the leader through the process of good leadership and able to push the human resources to achieve the vision and mission of the organization.

Attention to employees not only demonstrated by the good form of leadership, but also by good productivity with good performance in the end result. The evidence of the performance improvement is marked by the satisfaction of Quality of Work Life (QWL) implementation.

The context of this research is on public organizations, particularly the field of distance education (Open University). The vision of UT are gaining and producing highest quality products in education and become world well known in 2021, development and dissemination of distance education. Transformational leadership is expected to contribute to the future development of the UT. Transformational leadership is not limited to the subject matter, but rather a more holistic leadership again as they relate to the objectives to be achieved with (Sandra, 2010).

In addition, good working conditions are also become issues concerning the good quality of work life. These aspects are very important for the organization. When employees feel comfortable with their working's conditions, then their behavior in life will work better. In fact, they could have been doing work outside their job description, and exceeds his role perception. This behavior is often referred to organizational citizenship behavior, or the extra -role behavior. This behavior refers to the behavior that expected from employees' skill of creating productivity. From the background above, the research tried to answer following questions.

1. Is there a significant effect of transformational leadership on extra role behavior of employees?
2. Is there a significant effect of the application of transformational leadership on the quality of work life?
3. Is there a significant effect on the quality of work life on extra role behavior?

Research Objectives are to analyze the effect of transformational leadership on extra role behavior, analyze the effect of transformational leadership on quality of work life and analyze the effect of quality of work life on the extra role behavior

II. LITERATURE REVIEW

Definition of Leadership

Before understanding on transformational leadership, we see the general theory of leadership. According to Robbins (2001), leadership is the ability to influence a group toward the achievement of goals. Every organization has stated goals and objectives based on the leaders do a variety of ways to influence the groups within the organization to achieve its objectives. Not all leaders have the same capabilities, as

it has a wide range of properties and characteristics in it.

Leadership is at the core of organizational learning tasks based on the Five Disciplines (The Fifth Discipline) of Senge (2002). In the theory of the Five Disciplines, a change in the paradigm of leadership, those leaders must make changes to the role, skills, working facilities and infrastructure (tools). The important principle from a leader is they should act like a planner, services (steward) and teacher by directing and developing subordinates continually improve their capacity to work.

Bernard Bass (2010) defines transformational leadership in terms of how leaders influence followers, which are intended to trust, admire and respect the transformational leader. When leadership comes across the research these two forms of leadership were coming up, that were Transactional leadership and Transformational leadership. Even though those type of leadership are different.

Here is the difference:

Transactional leadership

"... Occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. "

Transformational leadership:

"... Occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality"

While Robbins (2009) stated as follows;

"Transformational are leader who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers, while transactional leaders are leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements".

According to Bass in Yukl (2010), a leader can transform and motivate employees or followers through these ways: (1). Make them more alert or aware of the results of the work or duties, (2). remind employees they have a personal interest for use in the team work in the organization, (3). Enabling high-level needs of employees.

Quality of work life (Quality of Work Life)

Its history begins in Arden house in 1972 in the U.S. The meeting to discuss the two movements, the first is a political movement in western Europe called "industrial democracy". This movement aims to countries in Western Europe ratify rules of employee participation in corporate decision making. The second movement, based on the social theory of "humanizing the workplace". The higher QWL, the higher the level of satisfaction and employee productivity (Raduan Che

Rose, LooSee Beh, Jegak Uli and Khairuddin Idris, 2006)

Cascio (2003), describes the perspective of the quality of work life. "There are two ways of looking what quality of work life means. One way equates QWL with a set of objective organizational conditions and practices (eg promotion from within policies, democratic supervision, employee involvement, safe working conditions). The other QWL way equates with employees' perceptions that they are safe, Relatively well satisfied, and Able to grow and develop as human beings. This way QWL relates to the degree to which the full range of human needs is met".

Organizational Citizenship Behavior

According to Utomo (2002) the extra role behavior is often termed as "organizational citizenship behavior, or often called prosocial behavior, but from a variety of terms that have the same meaning, namely an employee behaviors that work not only on the task (in-role), but also worked as a contract not to get compensated based reward system or a formal payroll system (beyond the job)".

There are five indicators of OCB:

1. Altruism, is the behavior of helping another employee without any coercion on the tasks that are closely related to the organization's operational or altruism.
2. Civic virtue, which shows the voluntary participation and support functions of the organization both professionally and socially natural or voluntary.
3. Conscientiousness, load performance of prerequisite roles that exceed the minimum standards or prudential nature, such as the efficiency of using time, high levels of attendance.
4. Courtesy, which alleviate problem behavior or work-related problems faced by others or polite and obedient nature, such as through a warning letter, or prior notice, and forward the information to the right.
5. Sportsmanship, sportsmanship and positive nature, such as avoiding petty complaints.

OCB on employee research at Canadian universities conducted by Daniel P Skarlicki et al (1995), using a Behavioural Observation Scale (BOS) is used to measure OCB from colleagues in the studied sample. While performance is measured by the number of publications, student ratings and long work. The number of publications including writing articles, writing books, as well as in a publication or a seminar on the preceding five specific period. Factors length works also encourage employees to behave extra role

RESEARCH METHOD

Location of the study is the Open University's headquarters in Tangerang, Banten. Data collection was conducted in September 2011 until November 2011. The population of the research is the employee of UT, and samples are staff of administrative. The amount of the sample size for the analysis of SEM with PLS methods, depending on the number of indicators used in all latent variables multiplied by 5-10. But to make it more representative, samples were taken based on Krecjie table. With a total of 556 administrative staff person, then based on Krecjie table, the sample size became 233 respondents. The method of the research was using stratified random sampling. Table 1 shows the number of samples based on class.

Table 1. Samples based on class

No	Golongan	Population (people)	Sampel (people)
1	I	15	6
2	II	167	70
3	III	352	148
4	IV	22	9
	TOTAL	556	233

Processing Methods and Data Analysis

1. Descriptive Analysis

Descriptive analysis is performed using SPSS software for testing Anova 17:00, in order to determine differences in the level of perceived quality of work life and extra role behavior of employees based on the characteristics of respondents.

2. SEM analysis with SmartPLS

Analysis of the effect of transformational leadership and quality of work life on the extra role behavior using a model of structural equation model (SEM) with PLS. SEM method using two kinds of variables: exogenous and endogenous variables (Table 2).

Table 2. Variabel and Indicator of Transformational Leadership, Quality of Work Life, and Organizational Citizenship Behavior

Variabel	Indicators	Measurement
Exogenous variables Transformational Leadership	X1 = Charisma X2 = Individual Attention X3 = Intellectual motivation X4 = Gives the	Likert Scale

	aspirations	
Exogenous variables Quality of Work Life (QWL)	X5 = Participation of employees X6 = Career development X7 = Conflict resolution X8 = Communications X9 = health X10 = Safety X11 = Job Security X12 = Proper compensation X13 = Pride	Likert Scale
Endogenous variables Perilaku Ekstra peran	Y1= Altruism Y2= Civic virtue Y3= Conscientiousness Y4= Courtesy Y5= Sportsmanship	Likert Scale

III. RESULTS AND DISCUSSION

In this study, the relationship between latent variables with the indicator, is reflective. Transformational leadership variables reflected the charisma, individual attention, Intellectual motivation, and giving aspirations. QWL variables reflected with job secure, pride, health, adequate compensation, communication, employee participation, career development, work safety and conflict resolution. Variable extra role behavior reflected by Altruism, Civic virtue, Conscientiousness, Courtesy, and Sportsmanship (Figure 1).

The next step is to test the feasibility of the model. Testing the feasibility of the model performed on the outer and inner model of the models. According to Ghazaly (2008) that the model for the evaluation of outer - reflection conducted by three (3) criteria, that are; look at the convergent validity, discriminant validity and composite reliability. Testing the feasibility of the inner workings of the model according to Ghazaly (2008) is based on two criterias,

that are, the R - square in order to identify the second construct categories and coefficient path models for hypothesis testing. In multidimensional research, evaluation is done through the inner workings of the model is to evaluate the second phase constructs a model between second order with first order construct and evaluate models of inter-construct second order.

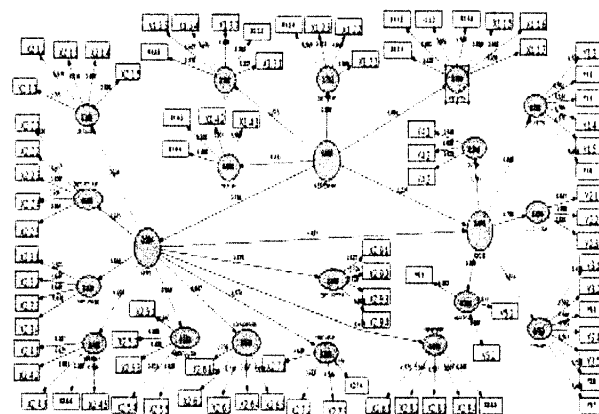


Figure 1. Effects of transformational leadership model and the quality of work life on the extra role behavior

Evaluation reflective measurement model on the relationship

Evaluation Model Reflective Outer conducted by three (3) criterias: convergent validity, discriminant validity and composite reliability (Table 3).

Table 3. Results of assessment criteria and standard model values Reflective outer

Kriteria	Standard	Second Order Construct		
		Transformational Leadership	Quality of Work life	Organizational Citizenship Behavior
Convergent validity (Reliabilitas indikator)	Loading > 0.50	Charisma =0.888 Individual Attention =0.884 Intellectual motivation =0.784 Gives the aspirations =0.814	Participation of employees = 0.608 Career development = 0.627 Conflict resolution = 0.645 Communication = 0.668 Health = 0.668 Safety = 0.748 Job Security = 0.649 Proper compensation = 0.580 Pride = 0.628 = 0.615	Altruism = 0.819 Civic virtue = 0.758 Conscientiousness = 0.821 Courtesy = 0.738 Sportmanship =0.576
		From the overall indicator for each first order construct has met the standard of criteria and fulfill Convergent validity This means indicator has the power to reflect the first order construct		
Discriminat validity	Value of cross loading correlation	Fulfilled (Table 5)	Fulfilled (Table 5)	Fulfilled (Table 5)
		The whole correlation indicator on its first-order constructs have greater value than other first-order constructs This means all indicators can measure the accuracy of the model reflection		
Composite reliability (ρ_c)	$\rho_c > 0,6$	0.8699 good reliability	0.8518 good reliability	0.8805 good reliability
		The 18 first-order constructs standards compliant Composite reliability (ρ_c) This means there is a stability and internal consistency of a good indicator		

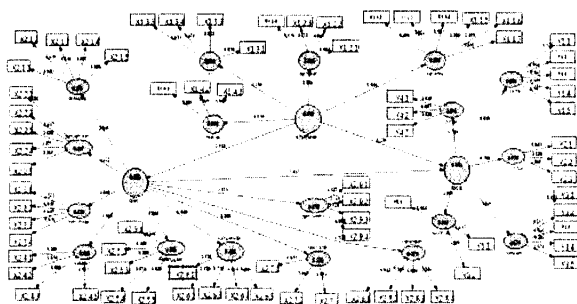


Figure 3. Effects of transformational leadership model and the quality of work life on the extra role behavior. Having dropped.

After the dropping, the loading factor for the first order has met the convergent validity is worth all above 0.50 (Figure 2). Convergent validity value is used to measure the degree of interrelation indicators reflect the first-order constructs. This suggests that reflective models is valid.

Table 4. Value of Indicators Interrelations toward First Order Construct

Cons. Second Order	Cons. First Order	Indikator	
		Higest Interrelati on Value	Lowest Interrelati on Value
Transformati onal	Charisma	X1.1.7	X1.1.2
	Intellectual	X1.2.3	X1.2.4

Leadership	Motivation		
	Individual Attention	X1.3.4	X1.3.3
	Gives the aspirations	X1.4.1	X1.4.3
QWL	Participation of employees	X2.1.4	X2.1.1
	Career development	X2.2.3	X2.2.5
	Conflict resolution	X2.3.3	X2.3.1
	Communications	X2.4.3	X2.4.5
	health	X2.5.1	X2.5.3
	Safety	X2.6.2	X2.6.5
	Job Security	X2.7.2	X2.7.3
	Proper compensation	X2.8.3	X2.8.2
	Pride	X2.9.2	X2.9.1
OCB	Altruism	Y1.4	Y1.1
	Civic virtue	Y2.2	Y2.1
	Conscientiousness	Y3.3	Y3.1
	Courtesy	Y4.2	Y4.3
	Sportmanship	Y5.1	Y5.3

Source: Proceed primer data by smartPLS, 2011

Testing Hypotheses with Structural Model Evaluation (Inner Model)

Evaluation of the inner workings of the model was performed to evaluate the effect of the latent variables by using the R-Square and t value on bootstrapping analysis.

Testing the model's inner performed in two stages, namely the evaluation model of the first-order constructs with second order constructs and constructs an evaluation model of second order.

Evaluation between Inner Model with First Order and Second Order

Transformational leadership is reflected through a first-order construct those are charisma, individual attention, Intellectual motivation, and inspiring. The results showed that charisma has the largest degree of interrelation reflection in describing the transformational leadership factor loading value of 0.888. Followed by individual attention (0.884), inspiring (0.814), intellectuall motivation(0.784).

Quality of work life is reflected through the first-order constructs of employee participation, career development, communication, safety, pride, proper compensation, job security, occupational health,

conflict resolution. Pride has the greatest degree of reflection interrelation with the value of loading factor of 0.748.

Extra role behavior is reflected through the first-order constructs Altruism, Civic virtue, Conscientiousness, Courtesy, and Sportsmanship. The results showed that Conscientiousness has the largest degree of interrelation reflection in describing the behavior of extra role as evidenced by the value of loading factor of 0.821.

Inner Evaluation Model Between Second Order Constructs

In Figure 3, shows that the R - Square of transformational leadership and quality of work life on OCB was 0.370 , this means that the application of transformational leadership has a positive contribution to the OCB by 37 % and 63 % is influenced by other factors such as organizational culture . Furthermore, the R - Square transformational leadership of the QWL is 0.55. That is, the contribution to the application of leadership transformational QWL is 55 %, and the remaining 45 % is influenced by other factors. According to Chin (1998) in Ghazali (2008) that the results of the R - Square of 0.33 - 0.67, indicates that the model described categories included in the model were moderate.

Hypothesis was done by looking at the results of bootstrapping on the path coefficients, by comparing the value of t with table. In Table 5, shows that any relationship between transformational leadership and OCB and also QWL, QWL and the OCB has a positive effect (can be seen in the original field sample).

Tabel 5. Path Coefficients (Mean, STDEV , T-value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STER)	T Statistics (O/STERR)
LEADERSHIP -> OCB	0.2261	0.1944	0.1881	0.1881	1.2022
LEADERSHIP -> QWL	0.7416	0.736	0.0673	0.0673	11.0152
QWL -> OCB	0.421	0.43	0.1866	0.1866	2.2617

> OCB	9	42			
-------	---	----	--	--	--

Hypothesis 1

the hypothesis 1 was rejected because of t statistics = 1.2022 is smaller than the table = 1.96. This suggests that the application of transformational leadership in at UT has no significant effect on extra role behavior (OCB).

Hypothesis 2

Hypothesis 2 was accepted because of t statistics = 11.0152 is greater than the table = 1.96. This suggests that the application of transformational leadership at UT has a positive significant effect on the quality of work life (QWL) of employees.

Hypothesis 3

Hypothesis 3 was accepted because of t statistics = 2.2617 is greater than the table = 1.96. This suggests that the quality of work life has a positive significant effect on extra role behavior of employees at UT.

Overall, transformational leadership applied by capable leaders encourage employees to work more effectively. Another thing that founded was the extra role behavior implementation. Nevertheless, there is still a need to be considered by organizations in implementing Quality of work life due to several things considered unsatisfactory by the employee as the indicator of career development. Transformational leadership does not much affect the extra role behavior of employees, because employee behavior is also influenced by other things. Employees feel that their work has been carried out in accordance with each of job descriptions and employees often assist other colleagues when their workload a little loose.

On extra role behavior, transformational leadership has a positive relationship, but does not significantly affected the extra role behavior. This is because the OCB itself is a variable that is influenced by many factors. The different culture may become the reason why the result didn't have a positive impact. The practice of OCB seemed new to Indonesian employees. Western culture that embraces collective outcome would be different when measured by individual cultural constructs. This study supports the research findings of Pareke (2004) that the OCB is not only influenced by transformational leadership, but there are other constructs that also influence it. Work motivation, job satisfaction, organizational commitment is construct that drives someone's OCB trough their work in the company.

This study also showed a significant relationship between transformational leadership and

the quality of working life of employees. The results are consistent with research from Kaihatu and Rini (2007), which transformational leadership is one of the factors that contribute to the creation or quality of work life. The higher the leadership demonstrated transformational leadership so the quality of work life will increase.

The quality of work life elements has positive influence on employees OCB. This is in line with the opinion from Wibowo in 2009, that an environment with a high quality of work life is characterized by its characteristics, one of which is working to get complete information about the development of the organization . This point is in line with the indicators of extra role behavior, example Courtesy, employees follow the changes and developments in the organization.

The end result of such behavior is expected to affect the effectiveness of the organization as well as to enhance the organization's ability to obtain and maintain a reliable human resources by giving the impression that the organization is a more attractive place to work (Podsakoff et al, 2000) .

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the analysis states that: there was no significant effect between transformational leadership on extra role behavior, It can be seen from the value of the T Statistic (T count) of 1.2022 is smaller than t table (1.96) on the confidence interval of 95%. Further testing proved the hypothesis that transformational leadership significantly influence the quality of work life that can be seen from 11.0152 t Statistic greater than table = 1.96 at 95% confidence interval. Proven quality of work life and significantly affect the extra role behavior. Views of the value of the T Statistic (T count) of 12.2617 is greater than table = 1.96. From the results of ANOVA test with SPSS shows that there is no difference between the quality of work life and extra role behavior for gender, age, class and period of employment.

Policy Implementation

Transformational leadership has a positive influence on the quality of work life through the four factors of transformational leadership, charisma, individual attention, Intellectual motivation, and giving aspirations. Charisma was able to provide employee's comfort in the work, creating a good working atmosphere. Form of leadership is not only intended for the formation of self-image, but as the personification of a personal character as outlined in the leaders of an organization. For an organization that is moving towards changes, certainly better to understand by the leader.

Basically, run a variety of programs that have met the elements of the quality of work life, even if employees do not understand the definition of quality of work life. The values contained in the quality of work life are very important to understand shared between management and employees, so that needs to be disseminated to all employees. Leader with the employee can create conducive working environment, and be able to encourage more employees to participate in extra role. More leaders should show concerns to individuals or teams involved in a job. Attention of the leadership will encourage good productivity of employees and productivity will indirectly created from an extra role behavior (Podsakoff et al . 2000).

terhadap *Organizational Citizenship Behavior* Pada Pt. Carrefour Indonesia [tesis]: Universitas Gunadarma.

- [10] Utomo K.W. 2002. Kecenderungan Kepemimpinan Transaksional dan Transformasional, dan Hubungannya dengan Organizational Citizenship Behavior, Komitmen Organisasi, dan Kepuasan Kerja. *Journal Riset Ekonomi dan Manajemen* Surabaya. 2: 34-52. puslit2.petra.ac.id/ejournal/index.php/man [12 Juni 2010]
- [11] Wibowo. 2009. *Manajemen Kinerja*. Ed ke 2. Rajawali Press. Jakarta.
- [12] Yukl, Gary. 2010. *Leadership in Organizations*. Prentice Hall. Inc. New Jersey

References

- [1] Bass, Bernard M. 2010. *Transformational Leadership*. 2nd ed. 10 Industrial Avenue Mahwah, New Jersey.
- [2] Cascio, W.F. 2006. *Managing Human Resources : Productivity, Quality of Work Life, Profit*. Ed 6. McGraw-Hill Irwan.
- [3] Ghazaly, Imam. 2008. *Structural Equation Modeling Metode Alternatif dengan Partial Least Square*. Edisi 2. Badan Penerbit Universitas Diponegoro. Semarang.
- [4] Kaihatu Thomas. Stefanus. Rini Wahyu Astjarjo. *Kepemimpinan Transformasional dan Pengaruhnya Terhadap Kepuasan atas Kualitas Kehidupan Kerja, Komitmen Organisasi, dan Perilaku Ekstra Peran: Studi pada Guru-Guru SMU di Kota Surabaya. Jurnal manajemen dan kewirausahaan. 98 no. 1, maret 2007: 49-6.*
- [5] Pareke, Fahrudin, Js. Hubungan Keadilan dan Kepuasan dengan Keinginan Berpindah: Peran Komitmen Organisasional sebagai Variabel Pemediasi. *Jurnal Siasat Bisnis, Vol 2, No 9 (2004)*.
- [6] Podsakoff P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26(3), 513-563*.
- [7] Robbins S.P. 2001. *Organizational Behaviour, Concepts, Controversies And Application* (9th edition). Prentice Hall International Inc. New
- [8] Senge, P. M. 2002. *The Fifth Discipline (Disiplin Kelima)*. Penerbit Interaksa. Batam
- [9] Sandra, Devi. *Kontribusi Komitmen Organisasional dan Kepemimpinan Transformasional*



Name of the Author. Helmiatin was born in Magetan, on April 26 1978. She took her Master degree at Bogor Agricultural University, in Bogor West Java Indonesia finish in year 2012. Her major is in Human Resources Management.

The current job is a lecture of Management in Universitas Terbuka, Indonesia. She is interesting in human resources research. Current Research involves human Resources and marketing. Previous Research is about leadership and performance. She is interested in any other fields of study, such as Marketing, Strategic Management, Organizational Behaviour, and Entrepreneurship.