

Industrial Marketing

Digital Transformational Leadership A Village Head On Organizational Citizenship Behavior Through Work Climate And Job Satisfaction Village Officials In Lombok Island

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ABSTRACT

The purpose of this study was to determine the effect of the Village Head's Transformational Leadership on Organizational Citizenship Behavior (OCB) through Organizational Climate and Job Satisfaction of Village Officials in East Lombok Regency. The steps used to analyze the data are Confirmatory Factor Analysis, Multiple Regression Analysis and Path Analysis. The results showed that Transformational Leadership has a positive but not significant effect on Job Satisfaction, Transformational Leadership has a positive and significant effect on Work Climate, Transformational Leadership has a positive and significant effect on OCB, Work Climate has a positive and significant effect on OCB, Work Climate has a positive and significant effect on Job Satisfaction. Behavior and Job Satisfaction have a positive and significant influence on Organizational Citizenship Behavior (OCB). has a positive but not significant effect on OCB and job satisfaction has a positive and significant effect on OCB.

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INTRODUCTION

Entering the industrial era 4.0, the organization demands to be able to optimize its resources as an organizational effort to achieve its goals. Human resources play a very important role in dealing with the changes that occur and which move the factors of production to become more productive. Therefore, good management of human resources is needed which will increase the effectiveness and efficiency of the organization in carrying out its functions, including one of the government agencies in this case is the village government [1].

Village government basically has the main purpose and function as a public service for community services and carrying out general government and development tasks that are quite complex in line with the dynamics of life. In carrying out its duties, the village government is led by a village head who is assisted by village officials. According to Law Number 6 of 2014 concerning Villages [2].

Village officials is an element of village administration whose task is to assist the village head or what is called by another name in carrying out his duties and authorities in the administration of government affairs and the interests of the local community in the village [3]. Therefore, the village officials' resources as one of the most important factors in determining the movement of village organizations need to be continuously improved in quality in order to achieve effectiveness and efficiency in the implementation of the tasks assigned. One way that can be done is by developing Organizational Citizenship Behavior (OCB) [4].

According to Silalahi, (2018) [5] OCB is a behavior of freedom of choice that is not

part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace [6]. This OCB is reflected through the behavior of employees who like to help others, volunteer in carrying out extra tasks, and comply with existing rules within the company or organization. Employees who have high OCB will have high performance, can increase loyalty and will also make a positive contribution to the organization [7].

In this case, the leadership role of the village head is very important in village government organizations, the village head needs to understand the attitudes and behavior of village officials in village government organizations in order to achieve effectiveness and efficiency in work so that ultimately it has a positive impact on village government organizations [8]. In this case, the transformational leadership of the village head is needed to answer the challenges of change that occurs due to progress in various fields of human life, including changes in individual needs, namely individuals who want to actualize themselves for organizational progress [9].

The village head's transformational leadership not only pays attention to the need for self-actualization and appreciation, but also raises awareness for village heads to do their best in carrying out the leadership wheel of village government organizations by paying more attention to human factors, their performance and the growth of village government organizations [10].

Besides that, OCB can also contribute to the success of the organization. Satisfied employees are more likely to speak positively about the organization, help others, and far exceed normal expectations

in their work. Job satisfaction can be seen from various employee characteristics that can be observed from attitudes, behavior, perspectives and situations in the workplace [11]. Job satisfaction can be seen by a decrease in productivity, strikes, absenteeism. Job satisfaction is defined as pleasure or positive emotions that share the assessment of employee performance on their work or work experience [12] [13].

According to research conducted by Wazirman et al (2004) [14], transformational leadership has a positive effect on OCB and research conducted by Fauzia et al (2019) [3] which reveals that transformational leadership and job satisfaction have a positive effect on OCB. Meanwhile, job satisfaction according to Yusuf (2015) [15] is a positive feeling about work, resulting from an evaluation of its characteristics. Job satisfaction is a major determinant of OCB behavior because satisfied workers should appear to speak positively about the organization, help co-workers and work beyond normal expectations in their work. If the employee has OCB, the employee is able to control his own behavior or choose the appropriate behavior for the benefit of the organization. Behavior will arise because they have a feeling as a member of the organization and feel satisfied when doing something more for the organization. This condition occurs when employees have a positive perception of their organization [16].

Meanwhile, organizational climate, also called organizational atmosphere, is a series of work environments around the workplace that affect a person's behavior in carrying out work which ultimately makes organizational goals quickly achieved [17]. Organizational climate is the quality of the organization's internal environment that is relatively ongoing experienced by members

of the organization, influencing their behavior [18]. Organizational climate is a characteristic that distinguishes one organization from another that can influence employees so that they are willing to work willingly without being forced [19]. Based on the results of Hendry (2020) [4], it shows that organizational climate as one of the external factors has an influence on OCB [20].

Based on field observations that the implementation of village Officials performance on the island of Lombok is still not optimal, it can be seen from several village work programs and work targets that have not been achieved optimally, such as the low work output or productivity of village officials towards the achievement of village programs that were previously set [15]. The realization of village income every year against the set targets, there are still village officials who do not carry out their duties in accordance with the standards and provisions previously set and the completion of services is still low, resulting in a decrease in the level of the number of services produced, such as services in the completion of moving letters. / come), letter of requirements for heirs, letter of retirement, certificate of incapacity, letter of resident's domicile, general/multipurpose letter and other letters and there are still village officials who do not provide support between the framework t village in carrying out their work duties. This is inseparable from the influence of the village head's transformational leadership, job satisfaction and a non-conducive work climate experienced by village officials so that the OCB of village officials is still relatively low [21] [22].

This is a fact phenomenon that shows the urgency of this research to be carried out so that in order to obtain solutions, especially

those related to human resource management, with the hope that village officials have an important and strategic role in supporting the achievement of organizational goals, researchers are interested in conducting empirical studies or research on the influence of leadership [23] [24]. Transformational Against OCB Through Job Satisfaction and Work Climate of Village Officials in Lombok.

RESEARCH METHOD

The type of research used in this research is causal research. According to Silalahi (2010:33) [5] "Causal research is research that aims to determine the causal relationship between two or more variables". The type of causal research used in this study is expected to provide a formula to find the effect of each of the variables studied, namely the influence of transformational leadership on OCB through job satisfaction and the organizational climate of Village Officials on Lombok Island.

The population in this study was village officials in Lombok which consisted of four districts with 530 villages and 3180 village officials consisting of: East Lombok Regency (239 villages and 1434 village officials, 5 sample villages with 30 village officials), Central Lombok (139 villages and 834 village officials, 4 sample villages were 24 village officials), West Lombok (119 villages and 714 village officials, 3 sample villages were 18 village officials) and North Lombok (33 villages and 198 village officials, 1 sample village as many as 6 village officials).

The selection of villages and village officials as samples was carried out by multistage sampling. Multistage sampling is a sampling method that uses a combination of two or more different sampling [25]. The reasons

for using multistage sampling in this research are the impossibility of reaching every sample element and the high cost. In this study, the considerations used in taking sample villages from each village category were the number of villages in each district and then the highest number of residents in the sampled village was selected. Based on these considerations, 16 (sixteen) sample villages were obtained with the number of village officials taken as a sample of 78 village officials consisting of: Village Heads, Village Consultative Body (BPD), Technical Implementers (Head of Government Affairs, Head of Development Affairs, Head of People's Welfare and Head of Financial Affairs).

The data collected in this study were analyzed using PLS as a data analysis technique with SmartPLS version 2.0.M3 software. The stages used to analyze the data, namely: Confirmatory Factor Analysis (Confirmatory Factor Analysis), Multiple Regression Analysis and Path Analysis (path analysis).

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The data collection tool used in this research is a list of questions (questionnaires) given to respondents. Distribution of questionnaires to all respondents, where data were collected on August 1 – August 31, 2021.

RESULT AND DISCUSSION

Based on [Table 1](#), it can be seen that the average total transformationa leadership item is 4.07 with good category, the average total work climate item is 4.21 with very

good category, the average total job satisfaction item is 3.96 with the category satisfied and the average total OCB item is 4.17 with high category with very good criteria

Table 1. Respondents' Responses to Research Variables

No	Item (X)	Number of Items	Average	Average Category
1	Transformationa Leadership	8	4,07	Well
2	Work Climate (X2)	10	4,21	Very good
3	Job Satisfaction (Z)	10	3,96	Satisfied
4	<i>Organizational Citizenship Behaviour (Y)</i>	10	4,17	Tall

Source : Data processed

Validity test

Items from OCB, Job Satisfaction, Work Climate and Transformational Leadership. Each item of each variable gets the validity test treatment using the product moment correlation test. In this study using the SPSS program with bivariate correlation. The test criteria, if the standard r count of each variable item is

greater than r table ($r_{5\%}(78) = 0.2227$) then each variable item is said to be valid.

Reliability Test Results

The results of the research questionnaire reliability test for research variables as shown in [table 2.](#), below:

Table 2. Research Variable Reliability Criteria

No	Variabel	Reliability Coefficient	Value Limit	Criteria
1	Transformational Leadership (X1)	0,856	0,600	Reliabel
2	Work Climate (X2)	0,867	0,600	Reliabel
3	Job Satisfaction (Z)	0,805	0,600	Reliabel
4	<i>Organizational Citizenship Behaviour (Y)</i>	0,871	0,600	Reliabel

Source: Data processed

Based on [table 2.](#), it appears that the calculated Cronbach's alpha value for each research variable instrument is greater than the standard Cronbach's alpha 0.60 (60%) so it can be concluded that each research instrument is reliable.

PLS Analysis Results

Testing with the PLS approach is practical because this test is not limited by the fulfillment of normally distributed data and limitations on the number of data samples. Data analysis with the PLS

approach was carried out by evaluating the measurement model and structural model.

Max number iteration: 500, stop criterion accuracy: 0.0010) then we get describe individual reliability as follows;

Item Reliability Individual Test

Individual Item Reliability Transformational Leadership Variable

By using PLS (Partial Least Square) version 2.0, and by calculating the algorithm (missing value: -0.1, data metric: mean 0 and variance 1, Weighting scheme: Path,

The following [table 3](#) presents the results of the calculation of Individual Item Reliability Leadership Variables

Table 3. Individual Item Reliability Variable Transformationa Leadership

No.	Item Variabel	Outer Loading
1	KP1	0,694928
2	KP2	0,703481
3	KP3	0,776301
4	KP4	0,849783
5	KP5	0,656271
6	KP6	0,476082
7	KP7	0,704240
8	KP8	0,854920

Source: Data processed

Individual Item Reliability Work Climate Variable

The following [table 4](#) presents the calculation results of Individual Item Reliability Work Climate Variables.

Table 4. Individual Item Reliability Work Climate Variable

No.	Item Variabel	Outer Loading
1	IK1	0,853097
2	IK2	0,824946
3	IK3	0,805061
4	IK4	0,445218
5	IK5	0,752955
6	IK6	0,778415
7	IK7	0,826980

Source: Data processed

From the output path diagram in Figure 4.1, it can be seen that the indicator has a factor loading value of < 0.50. Therefore, these indicators are then deleted in the research model.

Individual Item Reliability Variable Job Satisfaction

The following table 5. presents the results of the calculation of the Individual Item Reliability Variable Job Satisfaction.

Table 5. Individual Item Reliability Variable Job Satisfaction

No.	Item Variabel	Outer Loading
1	KK1	0,321919
2	KK2	0,593272
3	KK3	0,433962
4	KK4	0,730615
5	KK5	0,600659
6	KK6	0,682441
7	KK7	0,729819
8	KK8	0,561631
9	KK9	0,632820
10	KK10	0,667778

Source: Data processed

From the output path diagram in [table 5](#), it can be seen that the indicator has a factor loading value of < 0.50. Therefore, these indicators are then deleted in the research model.

Individual Item Reliability Variable OCB

The following [table 6](#) presents the results of the calculation of Individual Item Reliability Variable Organizational Citizenship Behavior.

Table 6. Individual Item Reliability Variable OCB

No.	Item Variabel	Outer Loading
1	OCB1	0,675766
2	OCB2	0,728339
3	OCB3	0,703698
4	OCB4	0,696197
5	OCB5	0,677134
6	OCB6	0,695302
7	OCB7	0,714779
8	OCB8	0,782113
9	OCB9	0,628651
10	OCB10	0,555880

Source: Data processed

From the output path diagram in [table 6](#), it can be seen that the indicator has a factor loading value of < 0.50. Therefore, these indicators are then deleted in the research model. After the indicator that

has a factor loading value < 0.50 is removed in the research model, the results are obtained according to [Figure 1](#). which is the output path diagram on SmartPLS 2.0. as follows.

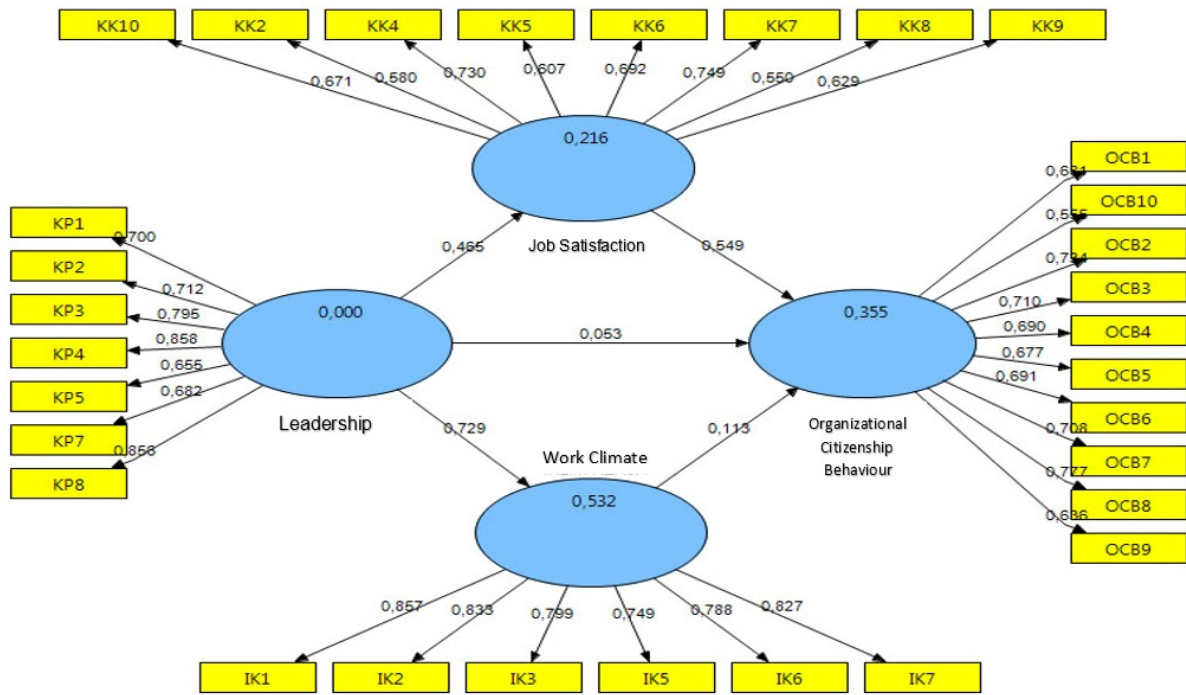


Figure 1. The output path diagram

Internal Consistency Test

The value of composite reliability and Cronbach's alpha from the research model after the removal of indicators that have a factor loading < 0.50, it can be seen in [Table 7](#) that the composite reliability

value of each variable is greater than 0.70 as the cut-off value. Likewise for Cronbach's alpha value is in accordance with the recommended value (> 0.70). Therefore, the internal consistency was concluded to have been met.

Table 7. Quality Criteria

Variabel	AVE	Composite Reliability	R Square	Cronbachs Alpha
Working Climate	0,655371	0,919281	0,532116	0,894409
Leadership	0,570221	0,901846	-	0,871688
Job satisfaction	0,428108	0,855622	0,215991	0,810632
OCB	0,473630	0,899379	0,355093	0,876051

Discriminant validity test

In this test, the first condition that must be met is that the AVE value must be greater than 0.50. In [Table 8](#), it can be seen that the AVE value of all variables is > 0.50 so that the first condition is met. Then, the next condition that must also be fulfilled is the square root value of the AVE of each variable, which must be

greater than the correlation value with other variables.

[Table 8](#), made to show that the value of the square root of the AVE (the number marked "*" which is in the diagonal position) for each variable, is greater than the correlation value with the other variables (the number that is in one row and one column with the corresponding

variable AVE). The correlation value between these indicators is obtained from rounding the correlation value in the

SmartPLS output table which can be seen in the Appendix. Thus, the research model has met discriminant validity.

Table 8. Latent Variable Correlation

Variable	Working Climate	Leadership	Job satisfaction	Organizational Citizenship Behaviour
Working Climate	0,809550*			
Leadership	0,729463	0,755130*		
Job satisfaction	0,599832	0,464749	0,654300*	
OCB	0,403186	0,284299	0,591737	0,688208*

AVE (*)square root value of AVE

Based on the stages of testing the measurement model, it has been proven that the research model has fulfilled all the stages of testing. Therefore, the structural model test phase can be carried out. Structural model test is used to determine whether the proposed hypothesis is accepted or not.

Structural Model Test Results

Total Influence

The R2 value generated as a result of the evaluation of this research model can be seen in the following [table 9](#).

Table 9. R Square Model Nilai Value

No.	Variabel	R Square
1	Working Climate	0,532116
2	Job satisfaction	0,215991
3	Organizational Citizenship Behaviour	0,355093

The total diversity of data that can be explained by this research model is measured by:

$$Rm2 = 1 - R1^2 - R2^2 - R3^2$$

$$Rm2 = 1 - (0.532)^2 - (0.216)^2 - (0.355)^2$$

$$Rm2 = 1 - 0.326$$

$$Rm2 = 0.674$$

In this case, Rm2 is the same as the interpretation of the coefficient of determination (R2) in the regression analysis. Based on the results of the total determination coefficient of 0.674, it

means that the diversity of data that can be explained by this research model is 67.4%. While the rest is explained by other variables from outside the model that are not included in this research model.

Significance Test Results

To determine the significance level of the path coefficient, the t value (t-value) generated by running the Bootstrapping algorithm is used to determine whether

the proposed hypothesis is accepted or not. At a significance level of 0.05, the hypothesis will be supported if the t-value exceeds the critical value, which is 1.990847. The results of the significance level test can be seen in the [table 10](#).

[Table 10](#) summarizes the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output which can be seen in the Appendix, while the t-value is obtained from the SmartPLS output.

Table 10. Structural Model Test Results

Effect Between Variable	Coefficient	T Statistics Statistics	T Table	Description
WORKING CLIMATE -> OCB	0,112570	0,489688	1,990,847	No Significant
LEADERSHIP -> WORK CLIMATE	0,729463	14,419,406	1,990,847	Significant
LEADERSHIP -> JOB SATISFACTION	0,464749	6,089,145	1,990,847	Significant
LEADERSHIP -> OCB	0,284299	2,597,619	1,990,847	Significant
JOB SATISFACTION -> OCB	0,548782	4,997,279	1,990,847	Significant

Based on the table above, it can be seen that:

1. Work climate has a positive but not significant effect of 0.113 on OCB.
2. Leadership has a positive and significant effect of 0.729 on the work climate.
3. Leadership has a positive and significant effect of 0.465 on Job Satisfaction.
4. Leadership has a positive and significant effect of 0.284 on OCB Job satisfaction has a positive and significant effect of 0.549 on OCB

Hypothesis Proving

Results of Hypothesis Testing 1

The first hypothesis states that "It is suspected that there is a significant influence of Leadership on village officials Job Satisfaction on Lombok Island". Through hypothesis testing with PLS with test results showing that leadership has a positive and significant influence on job satisfaction, it can be concluded that the first hypothesis can be accepted.

Hypothesis Testing Results 2

The second hypothesis states that "It is suspected that there is a significant influence of leadership on the work climate of village officials on the island of Lombok.". Through hypothesis testing with PLS with test results showing that leadership has a positive and significant influence on work climate, it can be concluded that the second hypothesis can be accepted.

Hypothesis Testing Results 3

The third hypothesis states that "It is suspected that there is a significant influence of Leadership on Organizational Citizenship Behavior of village officials on Lombok Island". Through hypothesis testing with PLS with test results showing that leadership has a positive but not significant effect on OCB, it can be concluded that the third hypothesis is rejected.

Results of Hypothesis Testing 4

The fourth hypothesis states that "It is suspected that there is a significant influence of Job Satisfaction on OCB of village officials on Lombok Island.". Through hypothesis testing with PLS with test results showing that job satisfaction has a positive and significant effect on OCB, it can be concluded that the fourth hypothesis is accepted.

Hypothesis Testing Results 5

The fifth hypothesis states that "It is suspected that there is a significant influence of Work Climate on OCB of village officials on Lombok Island". Through hypothesis testing with PLS with test results showing that the work climate has a positive and significant influence on

OCB, it can be concluded that the fifth hypothesis can be accepted.

CONCLUSION

From the results of the research and discussion above, the conclusions from the research that can be drawn are Leadership has a positive but not significant effect on Job Satisfaction, Leadership has a positive and significant effect on Work Climate, Leadership has a positive and significant effect on OCB, Job satisfaction has a positive and significant effect on OCB and work climate have a positive but not significant effect on OCB.

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