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Research pa

The Influence of Transformational Leadership and Employee Engagement to Organizational Citizenship Behavior (OCB) and the Effect to Division Effectiveness at PT. X in Indonesia

Vina S. Marinda[1], Mohd Haizam Mohd Saudi[2]*, Yenny Maya Dora[1], Nur Surayya Mohd Saudi[3]

[1]Faculty of Business and Management, University of Widyatama, Bandung, Indonesia
[2]School of Postgraduate, University of Widyatama, Bandung, Indonesia
[3]Faculty of Business and Management, University Pertahanan, Malaysia
**Corresponding author E-mail: haizam@widyatama.ac.id*

Abstract

Division effectiveness can be achieved and grown by a good OCB, which such behavior will grow both through the influence of good employee engagement and transformational leadership. The purposes of this research are to figure out how transformational leadership, employee engagement, OCB, and division effectiveness in PT. X and to figure out how influence of transformational leadership and employee engagement on OCB and their impact on division effectiveness in PT. X either simultaneously or partially. Descriptive research method is used to get an idea of transformational leadership, employee engagement, OCB, and division effectiveness quality. Verificative research method tests truth through collecting data in the field and tests causal hypotheses about influence of two independence variables (transformational leadership and employee engagement), one intervening variable OCB and one dependence variable (division effectiveness) by using path analysis. The paper is shows that transformational leadership and employee engagement has significant influence to OCB and also affect division effectiveness either simultaneous or partial.

Keywords: *division effectiveness; employee engagement; OCB; transformational leadership.*

1. Introduction

Organizations or companies are owned and managed by the private and state is currently faced with the rapid changes caused by globalization, market demand, technological innovation, and access to information. The leader has been a concern in the research since the early, a reformist leader who is able to become the motor of change (transformation).

Transformational leadership can make the employees more involved and cares about his job, devoting more attention and time to work, and become less attention to his personal interests [1].

Involvement and awareness of employee engagement must yield engage the employees who are fully involved in the activities of the organization or company and have enthusiasm for their work. Employee engagement is the level of an individual's emotional, both positive and negative that is attached to the organization, work, and their coworkers [2]. Employee engagement can be seen as a level of ownership where each employee wants to do whatever they can for the benefit, success, and effectiveness in the organization as a whole. The importance of employee engagement affects the behavior in contributing to other organizations or companies, one of which is the behavior that exceeds the demands of the role in the workplace [10].

Such behavior is necessary for the attainment of the objectives of the organization or company and known as the Organizational Citizenship Behavior (OCB) that individual behavior is a form of satisfaction based on performance and not based on a formal order, and behavior as well as the role of extra employees do not expect compensation in the form of matter (money) or voluntary behavior is not an action that forced to the things that puts the interests and the achievement of goals of the organization or company. Therefore, the behavior of human resources required to create and improve the effectiveness of the organization or company must be created first group effectiveness [3, 15].

PT. X was making the change in order to maintain its position in the business environment. Driven by the change in leadership at the level of directors in 2009, followed by a change in the vision, mission, goals, strategy, and organizational structure to the portfolio. The effectiveness of an organization devoted to the achievement of goals such as through the achievement of revenue and profit [11].

Table 1: Revenues and Net Income (Loss) Net PT. X

Year	2006	2007	2008	2009*
Operating revenues (Million IDR)	616,503.7	663,772.5	730,993.6	594,347.7
Net profit (Loss) (Million IDR)	8625.2	1384.3	(15319.3)	3903.6

* = Unaudited

The above table addressed in net profit compared to revenue in 2006-2009 is not more than 2% of them, even in 2008 PT. X had got losses of Rp 15.3 billion, it is addressing that PT. X has not been able to achieve the effectiveness of the organization or company based on the achievement of revenue and profit as one of its goals.

Achievement of the effectiveness of the organization or company, of course, created through the achievement of group effectiveness in this division it is intended in the Individual Performance Stand-

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ards (*Standar Kinerja Individu*/SKI) in each division at PT. X as in Table 2.

Table 2: Achievement of SKI, Year 2007-2010

Achievement SKI	Total Employees are Encouraged			
	2007	2008	2009 *	2010
> 100	420	191		27
90 -100	166	140		383
80 - 89.9	59	263		5
70 - 79.9	0	32		0
< 70	32	51		262
Number of employees	677	677	677	677

* 2009: Achievement scores SKI all employees are considered 100

Achievement of SKI year 2007-2010 above shows the distribution changes of SKI achievement year 2007 - 2010 in which the achievement of SKI number of employees with a score < 70 increased until the year 2010 is reached by 262 employees. It is addressed that the division has not been effective in achieving its goals. As disclosed previously, the achievement of the effectiveness of the role of division leaders. Leadership Division Head shown by the results of internal surveys conducted HRM Division in 2011 regarding the satisfaction of the employees of the Division Head as shown in Table 3.

Table 3: Employee Satisfaction Assessment PT. X 2011

No.	Factors	Score
1	Team Work	3.74
2	Decision Making	3.70
3	Vision	3.65
4	Customer Focus	3.63
5	My Supervisor	3.59
6	Job Satisfaction	3.56
7	My Manager	3.50
8	Senior Leader	3.47
9	Communication	3.46
10	Career opportunities	3.38
11	Structure	3.33
12	Compensation	3,31
13	Performance Appraisal	3,18
	Average	3.50

Employee satisfaction against the leadership of Head of Division at PT. X is based on the results of employee satisfaction surveys in the above table is shown by a factor My Manager who is ranked seventh with a value of 3.50 and in the group of Satisfaction Medium.

The effectiveness of the group (division) cannot be separated from human resources one of which is the involvement of employees (employee engagement) [8]. The level of employee engagement PT. X can be seen from the results of an internal survey conducted by the Division of Human Resource in 2011 as shown in Table 4.

Table 4: Measuring Employee Engagement PT. X 2011

No.	Dimension	Commentary	Value	Values Dimension
1	What do I get	Clarity task	4.05	3.84
		Infrastructure	3.63	
		Best expertise	3.63	
2	What do I give and reward	Work award	3.35	3.61
		As Personal Choice	3.88	
		Encouragement growing	3.59	
		Opinion taken into account	3,31	
3	Do I belong	Important work	3.95	3.82
		Fellow strong commitment	4.09	
		Close companions	3.92	
4	How can we grow	Feedback progress	2.87	3,31
		Grow and thrive	3.74	
	Average		3.67	engaged

The level of employee engagement based on measurements made by PT. X in the above table is shown reaching a value of 3.67 or Engaged in the group.

In addition to employee engagement is another factor that comes from Human Resources that employee behavior shown by Organizational Citizenship Behavior (OCB) may affect the effectiveness of the group (division). One of the things that may indicate how Organizational Citizenship Behavior (OCB).

Judging from the work attendance and working time of employees of PT. X report shown that the behavior of employees to meet the obligations of work attendance is still not good. It is one Addressing Organizational Citizenship Behavior (OCB) on employees at PT. X is still not good.

Based on this background, the identification of problems that transformational leadership in PT. X felt not good at all of the leaders in each division making it less encouraging employees to get involved (employee engagement) in contributing to the company so that Organizational Citizenship Behaviour (OCB) is shown the employee was still less priority to the interests of the company, it is be an obstacle for the company in achieving and improving division effectiveness.

Based on this background, the formulation of the problem as follows:

a. How transformational leadership, employee engagement, Organizational Citizenship Behavior (OCB), and division effectiveness in PT. X.
b. How does the influence of transformational leadership and employee engagement on Organizational Citizenship Behavior (OCB) and their impact on division effectiveness in PT. X either simultaneously or partially [4].

2. Methodology

The method used in this study adjusted for purposes of research previously disclosed. To answer the first research goal is to determine and analyze the transformational leadership, employee engagement, Organizational Citizenship Behavior (OCB), and division effectiveness in PT. X then used the descriptive method. Where the purpose of descriptive research is to create a description or picture of systematic, factual, and accurate information on the facts, properties and relationships over and investigated phenomena. Meanwhile, to answer the second research goal, which is to identify and analyze the effect of transformational leadership and employee engagement on Organizational Citizenship Behavior (OCB) and their impact on division effectiveness in PT. X either simultaneously or partially used research that is verification that aims to systematically examine the allegations concerning the relationship between the variables and issues being investigated in hypothesis [5]. To obtain the data that is relevant, reliable and valid, then in this study consists of two types of data based on its source, the data used are:

1. Primary data, i.e. data obtained by using particular techniques or tools such as interviews with management and employees in HRM Division PT. X as well as data obtained from questionnaires to employees.
2. Secondary data, i.e. data obtained from literature and written data from PT. X.

The sampling technique used is proportionate stratified random sampling which is a group of probability sampling. The sampling technique stratified proportionate random sampling is used because the population is not homogeneous or stratified, in this study based on division. Based on the results of sample calculations, of a total population of 664 employees, the minimum sample size is 249.62 samples or 250 employees. Some 250 employees are dis-

tributed proportionally to each division that is the subject of research by using proportional size of the population strata.
Descriptive statistical analysis was done for qualitative variables. Descriptive statistical analysis is to analyze the data by describing the data that has been collected from the respondents' answers on the items in the questionnaire. Inferential statistical analysis used in this study is the path analysis. Path analysis model has a pattern of causality [14]. This calculation is done manually and with the help of software SPSS 19.0 for Windows and lisrel 8.7 for Windows.
Based on the framework and research hypothesis that simultaneous hypothesis test can be formulated:
Ho: $P_{ZX1} = P_{ZX2} = P_{ZY} = 0$
There is no influence of transformational leadership and employee engagement to division effectiveness with the mediation Organizational Citizenship Behavior (OCB) at PT. X.
Ha: at least there is a $P_{ZXiY} \neq 0$
There is the influence of transformational leadership and employee engagement to division effectiveness with the mediation Organizational Citizenship Behavior (OCB) at PT. X.
Test partial hypothesis can be formulated:
Ho: $P_{ZXiY} = 0$
Ha: $P_{ZXiY} \neq 0$, i = 1 and 2

Hypothesis 1:
Ho: There is no effect of transformational leadership on Organizational Citizenship Behavior (OCB) at PT. X.
Ha: There is the influence of transformational leadership on Organizational Citizenship Behavior (OCB) at PT. X.

Hypothesis 2:
Ho: There is no effect of employee engagement on Organizational Citizenship Behavior (OCB) at PT. X.
Ha: There is the influence of employee engagement on Organizational Citizenship Behavior (OCB) at PT. X.

Hypothesis 3:
Ho: There is no effect of transformational leadership to division effectiveness in PT. X.
Ha: There is the influence of transformational leadership on division effectiveness in PT. X.

Hypothesis 4:
Ho: There is no effect of employee engagement to division effectiveness at PT. X.
Ha: There is the influence of employee engagement to division effectiveness in PT. X.

Hypothesis 5:
Ho: There is no effect of Organizational Citizenship Behavior (OCB) to division effectiveness in PT. X.
Ha: There is the influence of Organizational Citizenship Behavior (OCB) to division effectiveness in PT. X.

3. Results and Analysis

3.1. Descriptive Statistics

Once deciphered respondents in each dimension, then to classify scores of respondents regarding the quality criteria of Transformational Leadership, conducted categorization to total score of respondents, the quality criteria determined as follows:

0% - < 25% (Minimum to Quartile I) : Not Good
25% - < 50% (Quartile I to Median) : Not Good
50% - < 75% (Median to Quartile III) : Moderate
75% - 100% (Quartile III to the Maximum) : Good

Table 7: Description Transformational Leadership (X_1)

Dimension	Score	Percentage	Criteria
Ideal Influence	5665	75.44%	Good
Inspiring Motivation	3395	75.33%	Good
Intellectual stimulation	3056	65.31%	Moderate
Individual consideration	4130	66.53%	Moderate
Total	16 246	71.02%	Moderate

Judging from the responses of respondents, scores, and the percentage is known that transformational leadership is included in the criteria for being. Data is addressing that quality possessed Transformational Leadership Division Head at PT. X is moderate [9].
Once deciphered respondents in each dimension, then to classify scores of respondents regarding quality criteria Employee Engagement, conducted categorization to total score of respondents, the quality criteria determined as follows:

Table 8: Description of Employee Engagement (X_2)

Dimension	Score	Percentage	Criteria
Stay	863	51.51%	Moderate
Say	4540	75.62%	Good
Strive	3520	79.02%	Good
Total	8923	73.88%	Moderate

Judging from the responses of respondents, scores, and the percentage is known that Employee Engagement is included in the criteria for being. Data is addressing that quality possessed Employee Engagement Employee PT. X is moderate.
Once deciphered respondents in each dimension, then to classify scores of respondents regarding the quality criteria Organizational Citizenship Behavior (OCB), conducted categorization to total score of respondents, the quality criteria determined as follows:

Table 9: Description Organizational Citizenship Behavior (OCB) (Y)

Dimension	Score	Percentage	Criteria
Altruism	1163	78.10%	Good
Courtesy	3449	76.92%	Good
Accuracy/Conscientiousness	3194	69.39%	Moderate
Sportsmanship	4616	77.30%	Good
Civic Virtue	4744	80.14%	Good
Peacekeeping	2159	70.70%	Moderate
Giver spirit/Cheerleading	2319	77.79%	Good
Total	21644	75.99%	Good

Judging from the responses of respondents, scores, and the percentage is known that Organizational Citizenship Behavior (OCB) is included in both criteria. This data shows that the quality of the Organizational Citizenship Behavior (OCB) owned Employees PT. X is good [6].
Once deciphered respondents in each dimension, then to classify scores of respondents regarding quality criteria Effectiveness Division, performed the categorization of the total score of respondents, the quality criteria determined as follows:

Table 10: Description Effectiveness Division (Z)

Dimension	Score	Percentage	Criteria
OFM / Flexibility	2195	72.30%	Moderate
OFE / Acquisition of Resources	2077	67.07%	Moderate
OCM / Planning	1915	59.88%	Moderate
OCE / Productivity and Efficiency	2053	66.00%	Moderate
PCM / Availability	2264	75.36%	Good
PCE / Stability	2149	70.26%	Moderate
PFM / Cohesive Workforce	3118	67.14%	Moderate
PFE / Skill Workforce	3283	72.02%	Moderate
Total	19 054	68.84%	Moderate

Judging from the responses of respondents, scores, and the percentage of it can be seen that division effectiveness included in the

criteria for being. This data directing that the quality of division effectiveness owned divisions in PT. X is moderate.

3.2. Inferential Statistical Analysis

In the analysis of inferential statistics hypothesis test to determine the effect of Transformational Leadership (X_1) and the Employee Engagement (X_2) of the Effectiveness Division (Z) directly and indirectly through the Organizational Citizenship Behavior (OCB) (Y) at PT. X.

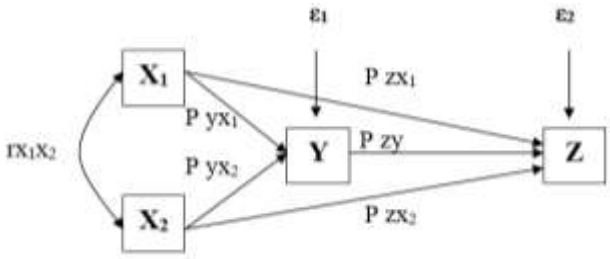

Fig. 1: Relationship Structure X1, X2, and Y to Z

Transformational Leadership (X_1) a significant effect on Organizational Citizenship Behavior (OCB) (Y), as has been served on the t-test with a total effect of 5.39%, consisting of a direct influence by 1.43% and the indirect effect of 3.95%.

Characteristics of Employee Engagement (X_2) significantly affects the Organizational Citizenship Behavior (OCB) (Y), has been served on the t-test with a total effect amounted to 48.96%, consisting of the direct influence of 45.01% and an indirect effect 3.95%.

Transformational Leadership (X_1) a significant effect on the Effectiveness Division (Z), as has been served on the t-test with a total effect amounted to 37.42%, consisting of the direct influence of 30.95% and an indirect effect by 6.47%.

Characteristics of Employee Engagement (X_2) significantly affects division effectiveness (Z), as has been served on the t-test with a total effect amounted to 12.06%, consisting of a direct influence by 5.59% and the indirect effect of 6,47 %.

Thus, it can be concluded that the variable Organizational Citizenship Behavior (OCB) (Y) have a significant influence on division effectiveness (Z) of 31.95%. The remaining 68.05% is the influence of other variables that are not observed in this study.

Transformational Leadership (X_1) a significant effect on the Effectiveness Division (Z) through Organizational Citizenship Behavior (OCB) (Y) as at present in the table above, which the t (2.513) is greater than t table (1.969), and the total effect amounted to 6.77%.

Employee Engagement (X_2) significantly affects the effectiveness of the Division (Z) through Organizational Citizenship Behavior (OCB) (Y) as at present in the table above, which the t (8.969) is greater than t table (1.969), and the total effect amounting to 37.92%. All paragraphs must be justified alignment. With justified alignment, both sides of the paragraph are straight.

4. Discussion

For academics or other researchers are advised to conduct further research to add another variable in research that can be known variables or factors other than transformational leadership, *employee engagement, Organizational Citizenship Behavior* (OCB) that influence division effectiveness, for example by adding a variable competence of human resources or training programs and employee development. And also to conduct research with the scope or object broader become an organization's effectiveness by comparing the effectiveness of the organization with other similar organizations [13].

5. Conclusion

Based on the results of data processing and analysis has been done on research, it can be concluded as follows transformational leadership in PT. X are generally located on moderate / medium quality. Head can already have and give effect to the ideal and motivational inspirational to his subordinates, but the intellectual stimulation and individualized consideration to his subordinates still being, so that subordinates feel less compelled to create creative ideas and innovative in the working process and his subordinates also feel less attention on their working conditions as well as attention in the form of guidance, advice, and advice that can improve their performance and division.

Employee engagement in PT. X in general are at moderate / medium quality. The desire of employees to stay in the company they're making sense of involvement to work or matters related to the company felt is not an important thing. But, for top quality in the work enthusiasm, willingness to invite coworkers positive outlook and talk about the positive things about the divisions and companies to co-workers and external parties as well as the company's desire to seek to use all the resources of the company to optimally shown well.

Organizational Citizenship Behavior (OCB) at PT. X is generally located on good quality. This is evidenced by the desire to help, show politeness, fairness in work, virtue with fellow coworkers, and the desire to encourage each other to coworkers. But still there is a lack in accuracy in carrying out the work and control themselves against things likely to cause conflicts with coworkers both the boss, coworkers and subordinates so that it can interfere work conduciveness environment, especially in the division.

Effectiveness division at PT. X is generally located at the medium-quality criteria. Despite of that the availability of resources both human and other resources available to support division effectiveness but in terms of flexibility, resource empowerment, planning productivity and efficiency, stability, labor cohesive, skilled labor is still being, so yet smaksimal in supporting the creation division effectiveness.

Partially influence of transformational leadership on Organizational Citizenship Behavior (OCB) significant, but the effect is very small. Effect of employee engagement on Organizational Citizenship Behavior (OCB) significant and moderate. Simultaneously, the effect of transformational leadership and employee engagement to Organizational Citizenship Behavior (OCB) significant and large. The influence of transformational leadership directly to division effectiveness is significant. The effect of employee engagement directly to division effectiveness is significant and very small. Simultaneously, the effect of transformational leadership and employee engagement directly to division effectiveness is a significant and moderate. While simultaneously, the influence of transformational leadership and employee engagement to division effectiveness through mediation Organizational Citizenship Behavior (OCB) significant and moderate. So, with the Organizational Citizenship Behavior (OCB) as an intervening / mediation variable makes the effect of transformational leadership and employee engagement to the larger effectiveness of division [12].

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