



SEBELAS MARET BUSINESS REVIEW

Available online at <http://jurnal.uns.ac.id/smbr>



THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: DOES WORK ENGAGEMENT MATTER?

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ARTICLE INFO

ABSTRACT

Article History:

Received 11 December
2017

Accepted 21 February
2018

Available online 22
February 2018

Keywords:

transformational
leadership, work
motivation, work
engagement,
Organizational
Citizenship Behavior
(OCB)

This study aims to analyze if transformational leadership and work motivation affect work engagement which in turn affect Organizational Citizenship Behavior (OCB). We also analyze whether work engagement mediates the effect of transformational leadership and work motivation on OCB. Using census method, our sample in this study is 73 civil servants in the Education Office in Surakarta Municipality. The sample taken for this study is all employees with census method, thus, resulting in 73 people as samples. From the analysis using Structural Equation Modelling (SEM), we find that transformational leadership positively and significantly affect OCB, this implies that leader's attitude that inspires and motivates subordinate, stimulates creativity and innovation of subordinate, train and provide direction for subordinate, will improve subordinate OCB. Work motivation also has a positive and significant effect on OCB. Employee's work motivation affects the development of employee's job attachment to their organization. If the work motivation is higher, the OCB behavior will be stronger. Thus extra role behavior will increase. Also, we also find that transformational leadership and work motivation indirectly affect OCB through employee work engagement. The implication this study brings to Surakarta Municipality

Education Office is to improve transformational leadership style because the style has been proven to be able to improve work engagement and OCB. Thus, it is necessary for the leaders in the office to be open-minded or open to changes that will benefit the organization either in system or technology. Besides that, the result also brings implication to Surakarta Municipality Education Office to consider subordinate's work motivation.

INTRODUCTION

Education office of Surakarta Municipality is an office that responsible for education and development that directly refers to the improvement of human resource quality and responsible for the sustainability of education. The vision and mission of Surakarta Education Office are "To realize high-quality education service for Surakarta Municipality residents." Surakarta Municipality Education Office has employees well known as Civil Servants (Pegawai Negeri Sipil-PNS).

There is a general phenomenon in PNS, including the one in Surakarta Municipality Education Office, in which PNS who only perform the job described in the job description. There are arguments which support the importance of employees who want to do the job beyond their job descriptions. For example, as argued by Organ *et al.*, (2006), an employee with high Organizational Citizenship Behavior (OCB) will help co-workers and voluntarily perform extra activities in the workplace. Moreover, an employee will avoid conflicts with co-workers, respect organization rules, provides supportive suggestions or ideas in the workplace, and do not waste time in the workplace.

OCB is an important factor that contributes to the sustainability of an organization. Thus, it is vital to understand the variable that has significant and positive effect in improving employee's OCB in an organization. An employee with OCB is expected to have higher performance and job satisfaction. Baron and Greenberg (2003) defines OCB as informal behavior, exceed standard organization expectation and will in turn increase organization welfare. OCB may appear due to various factors in an organization, for example, job satisfaction, job motivation, and high organizational commitment. Currently, high job motivation is needed by PNS to create conducive and maximum working condition. This is also needed in a job, for once, in Surakarta Municipality Education Office. Because nowadays education field has become the target for job hunters, thus it needs employees who are competent and capable of performing their job maximally. Several factors may affect OCB in PNS, among others are transformational leadership, job motivation, and work engagement (Jahangir *et al.*, 2004).

A transformational leader in education office is expected to show authority and evoke respect from their subordinate. Thus they will inspire their subordinate to follow the job attachment and develop OCB. The effectiveness of transformational leadership will encourage employees to follow job attachment. The effect of a transformational leader and job motivation on OCB could also be mediated by job attachment, which means that OCB is not directly affected by transformational leadership and job motivation, but the effect appears because there is a good belief that the organization has a trustworthy leader (Humphrey, 2012). Employee's perception of transformational leadership will affect the development of employee's job attachment to their organization. The high job

attachment will strengthen OCB behaviors, so that extra role activity will increase. As a form of embodiment, employees will show good OCB behaviors to the organization although it is not directly related to job attachment system. Besides, their job attitudes are not a result of coercion but come from willingness and sincerity to put forward organization's interests. Similarly, in Surakarta Municipality Education Office, OCB is vital. Human resources in Surakarta Municipality Education Office are essential to form education system and other parts. Motivation is needed to manage the broad activities of Surakarta Municipality Education Office employees to achieve the organization objective.

According to Arsyad (2011), motivation is a process in which needs encourage somebody to perform a series of activities that will lead to the achievement of the specific objective. With motivation process in employees, it is expected to improve employee's performance and generate fondness for their job. According to Ambriyanto (2012), a personality that shows high job motivation is a personality that shows certain characteristics such as positive attitudes motivated to achieve objectives and has an outlook to gain the best result. Job motivation is a complicated concept because it includes individual and organizational factors. Individual factors include needs, objectives, attitudes, and abilities. While organizational factors consist of salary, safety, supervision, praise, and the job itself. Job motivation is an interrelated process between business and satisfying needs. When an individual is motivated, they will try to perform activities that are more well known as OCB.

The effect of transformational leadership and job motivation will be useful in improving OCB if the employee has good work engagement. Employee work engagement has a positive effect on all aspects of the job. An employee who is engaged in their job will have energy and relation to their job activities, and they will be able to fulfill all the demands of their job (Schaufeli and Bakker, 2003). Work engagement is a positive, satisfaction, and motivation that related to the job, and the opposite of boredom felt from doing the job (Bakker and Leiter, 2010). High work engagement will motivate employees in performing their job and develop commitment, enthusiasm, competence, and eagerness in working. Work engagement may give meaning to the employee's existence in a company or organization. Thus it will improve their lives, which in turn will improve performance and OCB, especially in Surakarta Municipality Education Office.

Based on the description above, this study wants to analyze if transformational leadership and job motivation affects work engagement which in turn will affect OCB, as well as to analyze if work engagement mediates the effect of transformational leadership and job motivation on OCB in Surakarta Municipality Education Office.

The Concept of Organizational Citizenship Behavior

OCB is an individual contribution in exceeding the demands of their role and reward from the performance. OCB involves several behaviors such as helping others, volunteering for extra jobs and obeying rules and procedures in the workplace (Organ *et al.*, (2006).

Independently, the definition from Organ *et al.*, (2006) consider OCB as a constructive behavior, and not described in formal employee job description. Employee's behavior such as helping a co-worker in the context of the similar job, helping co-worker learning a new job, becoming a volunteer to perform the job that benefits their group, and new worker oriented.

Organ (1988) defines OCB as individual behavior that is independent and is not directly related or explicit with the reward system and may improve effective organizational function. The term OCB firstly introduced by Organ (1988) and described

in five dimensions that form it (Allison *et al.*, 2001) as follow, altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

Transformational Leadership

Rivai *et al.*, (2014) define transformational leadership as a leadership style that guides or motivate their follower to a destination enforced by clarifying roles and demands from duty. Northouse (2013) defines transformational leadership as a leader that motivate followers to perform more than what they were expected to do by 1) improving follower's understanding on the importance and value of detailed and ideal objectives, 2) making the follower to set aside their interest for team or organization, and 3) mobilizing followers to fulfill higher level needs.

According to Avolio *et al.*, (1999), the transformational leader can be formed into four components: 1) Idealized Influence, which describes leader as reliable role model for their followers; 2) Inspirational Motivation, which describes a leader who talks about the high expectation to their followers and motivates them through vision; 3) Intellectual Stimulation, which describes a leader who supports their followers to try a new approach and develop it through innovative ways; 4) Individual Consideration, which describes a leader who builds supporting climate by listening to their follower's needs and become a new mentor for their follower to be more actualized.

Jha, (2014) studies the relationship between transformational leadership and OCB. The study involves 319 employees from nine five stars hotel in Mumbai, India. The result finds that there is the positive and significant effect of transformational leadership on OCB. Besides that, (Wang *et al.*, 2005) also study the relationship between transformational leadership and OCB. The study is conducted in several companies in China with 357 respondents. The result of the study is there is a positive and significant relationship between transformational leadership and OCB. A leader who leads company by stimulating their employees through motivation, directing employees, encouraging employees' performance, and inspiring and motivating employees will encourage employees to contributes and perform the activities that support their performance voluntarily. Based on the existing theories and research, we propose the following hypothesis:

H₁: Transformational leadership positively and significantly affect OCB

A study conducted by Bui *et al.*, (2017) proves that transformational leadership has a positive and significant effect on employee work engagement based on fit theory. Employee perception regarding job match (person job-fit) may mediate the relationship between transformational leadership and employee work engagement. The study involves 691 respondents from permanent employees in China. Another study conducted by Pourbarkhordari *et al.*, (2016) proves that transformational leadership has a positive effect on work engagement. When leader treats employees with transformational leadership characters such as by proper intellectual stimulation to the employees and encourages employees to improve their abilities in problem-solving, thus employees will be more attached to their job, which in turn will make them more diligently performing their job.

Based on the theory and previous studies on transformational leadership effect in improving work engagement, the researchers propose the following hypothesis:

H₂: Transformational leadership has a positive and significant effect on work engagement

Work Engagement

According to Schaufeli *et al.*, (2002) work engagement is the condition of positive thought, fulfilling and related to job marked by vigor, dedication, and absorption. Vigor is marked by the high level of energy and mental endurance when working, one's willingness to give maximum efforts on the job they do, and perseverance even in facing difficulties. Dedication refers to an attachment, enthusiasm, inspiration, pride, and challenges on the job done. Absorption is marked by happiness and focus when working. Thus someone feels that time flies quickly, and develop a sense of belonging to the job he or she are doing.

Babcock-Roberson and Strickland (2010) study the relationship between OCB and engagement. The result of a study with 102 respondents shows that work engagement positively affects OCB. The positive effect is described as when an employee has job attachment, marked by the keen feeling in working and high dedication in performing the job; it will develop pleasure in working, thus, spontaneously employees will perform the job exceeding what is required from them without expecting rewards.

Based on the theory and Babcock-Roberson and Strickland (2010) study on how work engagement may improve OCB, the researchers proposed the following hypothesis:

H₃: Work engagement positively and significantly affect OCB

Job Motivation

According to Robbins and Judge (2013), motivation is a willingness to perform high efforts to achieve organization objectives. Motivation is a drive or willingness from employees to perform a job due to the wish to fulfill needs (Cahyono, 2012). Motivation is a condition that moves the employee to be able to achieve the objective from their motives. Motivation and learning are two things that correlate. According to Iskandar (2009), learning motivation is the driving force from an individual to perform learning activities that will add their knowledge, skills, and experiences. Motivation grows due to the wish to know and understand something and drive as well as direct student's interest to learn so that they learned seriously and motivated to gain accomplishments.

In this study, to measure job motivation, we combine measurement model from Barbuto Jr and Story (2011) and Harianto *et al.*, (2008), as satisfaction factor and maintenance factor. Barbuto Jr and Story (2011) test the relationship between the source of work employee motivation and OCB. The study that draws 239 employees from 38 locations in 4 companies running in agricultural industry shows that there is a positive and significant relationship between individual internal motivation and OCB. Mushtaq *et al.*, (2014) research tests the relationship between work motivation and each OCB factors: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. The result shows that there is a positive and significant relationship between work motivation and OCB factors: Altruism, Civic Virtue, and Conscientiousness. Based on the theory and research conducted by Barbuto Jr and Story (2011) and Mushtaq *et al.*, (2014) on how work motivation can increase OCB, the researchers proposed the following hypothesis:

H₄: Work motivation has a positive and significant effect on OCB

In Masvaure *et al.* (2014), work engagement has been proved as a vital factor for company sustainability. Understanding work engagement within the diamond mining industry in Zimbabwe can go a long way in addressing the possible challenge of unhealthy employer-employee relations resulting from low employee motivation and satisfaction, which contribute to employees' not fully applying themselves to work. This, in the end, leads to inefficiency and ineffectiveness, the situation that is not expected by the management. The ability to understand broader work engagement as a concept, its supporting factors, and the consequences in line with work engagement, is the most significant asset that can be owned by an organization if a human resource (employee) is well managed. Based on the theory and the study conducted by (Masvaure *et al.*, 2014) on how work motivation can improve work engagement, the researchers proposed the following hypothesis:

H₅: Work motivation has a positive and significant effect on work engagement

The role of work engagement in mediating the effect of transformational leadership and work motivation on OCB

Based on the four previous studies assessed, it is predicted that transformational leadership will affect OCB through work engagement. When leader stimulates their employees by motivating, inspiring, and encouraging employees to work better, employees will be more active in working and having dedication and loyalty to their job, thus spurring employees to work more in supporting organization objectives even though the job is not included in their job description. Based on the previous studies and this logic, the researchers proposed the following hypothesis:

H₆: Transformational leadership positively and significantly affect OCB with work engagement as a mediating variable

Another study conducted by Masvaure *et al.* (2014) proves that that work motivation has a positive effect on work engagement. The implication of the result is that the intervention in human resource management is needed to improve work engagement, intrinsic motivation, and job satisfaction. Further, the result also shows that intrinsic motivation and work engagement can increase job satisfaction. Babcock-Roberson and Strickland (2010) study about the relationship between work engagement and OCB. The result of a study which involves 102 respondents shows that work engagement has a positive effect on OCB. The positive effect indicates that employees with job attachment marked by the energetic efforts and high dedication in performing jobs will bring enjoyment in working. Thus employees will spontaneously perform a job that exceeds their job description without expecting a reward.

Based on the result of the previous study, we predict that work motivation will affect OCB through work engagement. When employees are motivated to work better, then they will show more energetic efforts and shows dedication as well as loyalty to their job, which in turn will encourage employees to support organization's objectives, even though the job is not included in their job description. Based on this logic, the researchers proposed the following hypothesis:

H₇: Work motivation has a positive and significant effect on OCB mediated by work engagement

THE RESEARCH MODEL

Based on the review of previous studies and theories, the framework of this study is as follows:

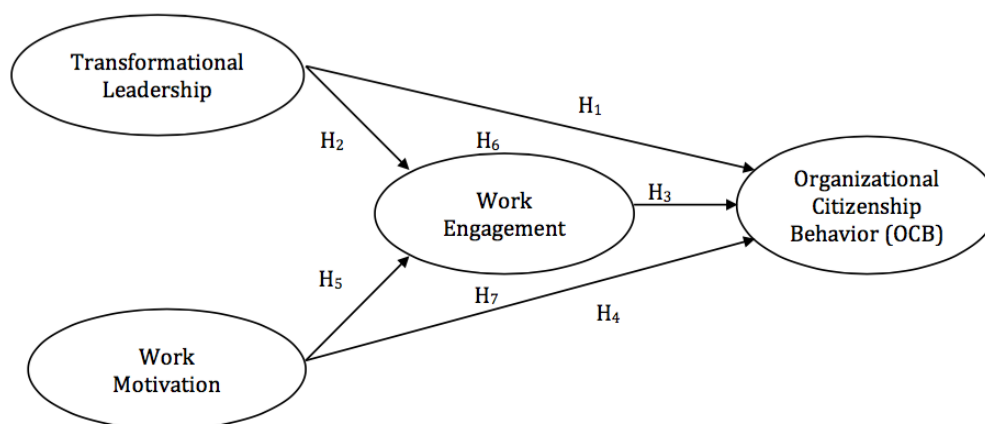


Figure 1. Research Framework

RESEARCH METHOD

Data Collection and Sampling Method

This study is carried out using census method; taking all population members as a sample. The population in this study is all PNS in Surakarta Municipality Education Office with a total of 73 people, which also means a total number of samples are 73 employees. The data analyzed in this study is primary data. Primary data is the information collected by researchers directly from its sources. Primary data in this study is gathered by preparing a questionnaire and distribute it to the respondents.

Definition of Variable

The studied variables in this study consist of the independent variable, dependent variable, and mediating variable. The independent variable in this study is transformational leadership which is measured using 18 items adapted from Podsakoff *et al.* (1990) study. The second independent variable is work motivation, which is measured using 14 items adapted from Barbuto Jr and Story (2011) and Harianto *et al.* (2008). Satisfaction indicators (11 items) and maintenance indicators (3 items). Mediating variable is in-between variable located between the independent variable and the dependent variable. Therefore independent variable does not directly affect the changes or emerges of the dependent variable (Sugiyono, 2010). The mediating variable in this study is work engagement, which is measured using nine items to assess three dimensions of work engagement: vigor (3 items), dedication (3 items), and absorption (3 items) (Schaufeli *et al.*, 2006). The dependent variable is OCB, which is measured using 15 questions developed based on the instrument Podsakoff *et al.*, (1990) and the questions to measure the dimension that support OCB consists of Altruism (3 items), Courtesy (3 items), Civic Virtue (3 items), Sportsmanship (3 items), and Conscientiousness (3 items), as the indicators.

Data Analysis Technique

Before performing the analysis, the data went through validity and reliability testing. The result of validity testing shows that all question items are valid, and reliability

testing shows that all variables are reliable. The data are analyzed using Structural Equation Model run on SMART PLS 3.0. Program.

RESULTS AND DISCUSSION

The Result of Instrument Testing

Before statistical testing is performed, try out the test is performed to test the validity of research instrument. Validity test using all samples are 73 respondents. The instrument is tested using Confirmatory Factor Analysis (CFA), in which the correlation among items can be seen from Anti Image Correlation value. If the correlation score is > 0.50, then the item is valid (Ghozali and Latan, 2012). The result of validity testing is as follows:

Table 1. The result of Validity Testing

Variable	Coefficient of Correlation	Critical Value	Note
Transformational Leadership	0.741 s/d 0.919	0.5	Valid
Work Motivation	0.714 s/d 0.924	0.5	Valid
Work engagement	0.568 s/d 0.909	0.5	Valid
OCB	0.823 s/d 0.936	0.5	Valid

The result of testing shows that all question items have a correlation value more than 0.5. Thus it can be concluded that all question items are valid.

Meanwhile, the reliability testing is performed using Cronbach Alpha formula. The result of the testing is summarized in the following table:

Table 2. The Result of Reliability Testing

Variable	Cronbach Alpha Coefficient	Critical Value	Note
Transformational Leadership	0.946	0.6	Good Reliability
Work Motivation	0.901	0.6	Good Reliability
Work Engagement	0.876	0.6	Good Reliability
OCB	0.930	0.6	Good Reliability

Based on the summary of reliability testing result as presented in Table 2, we can see that the Cronbach Alpha coefficient for the four variables: transformational leadership, work motivation, work engagement, and OCB are higher than 0.6. Referring to the above theory, thus all question items in the research variables are reliable.

Descriptive Analysis

From the 73 questionnaires filled by PNS in Surakarta Municipality Education Office, we can draw respondent's profile as shown in Table 3.

Table 3. Respondent Profile

Characteristic	Profile	Number of Respondents	Percentage
Gender	Male	39	53.4%
	Female	34	46.6%
	Total	73	100.0%
Age	20-30	12	16.4%
	31-40	23	31.5%
	41-50	20	27.4%
	> 50	18	24.7%
	Total	95	100.0%
Education	High school	9	12.3%
	Diploma/similar level	13	17.8%
	Bachelor	30	41.1%
	Postgraduate	21	28.8%
	Total	73	100.0%
Tenure	1-5 years	11	15.1%
	6-10 years	25	34.2%
	> 10 years	37	50.7%
	Total	73	100.0%
Position	Staff	53	71.6%
	Head of Division	4	5.4%
	Supervisor	16	21.6%
	Head Office	2	1.4%
	Total	74	100.0%

The respondent profile shows that the majority of employees in Surakarta Municipality Education Office are male (53.4%), between 31 – 40 years old (31.5%), hold a bachelor degree (41.1%), has worked more than ten years (50.7%), and staffs (71.6%).

The result of descriptive analysis of the data are as follows:

Table 4. The result of Descriptive Analysis

Assessment	Transformational Leadership		Work Motivation		Work Engagement		OCB	
	F	%	F	%	F	%	F	%
<i>Strongly Disagree</i>	0	0.0%	1	1.4%	0	0.0%	0	0.0%
<i>Disagree</i>	2	2.7%	2	2.7%	3	4.1%	3	4.1%
<i>Neutral</i>	13	17.8%	16	21.9%	21	28.8%	17	23.3%
<i>Agree</i>	44	60.3%	42	57.5%	39	53.4%	40	54.8%
<i>Strongly Agree</i>	14	19.2%	12	16.4%	10	13.7%	13	17.8%
<i>Total</i>	73	100.0%	73	100.0%	73	100.0%	73	100.0%
<i>Mean</i>	3.93		3.91		3.76		3.87	

Based on the result of the descriptive analysis presented in Table 4, we can see that the mean value from respondent's assessment on research variable is highest in Transformational Leadership with 3.93 (agree). Next is work motivation with 3.91 (agree), Organizational Citizenship Behavior with 3.87 (agree), and Work Engagement with 3.76 (agree).

1. Structural Model Evaluation (Inner Model)

Structural model or inner model is evaluated by evaluating the R-square score for each endogenous latent variable as the power of prediction from the structural model. To test the hypothesis, this study analyzes the coefficient of the structural path and the stability of estimation (evaluated using t-test statistic from bootstrapping procedure).

Table 5. R-Square Score

	R Square
OCB	0.693
Work Engagement	0.483

Based on the data in Table 5, the model has an R-square score of 0.693 in OCB, which can be considered as a substantial effect. This means the path model that connected to OCB has the high goodness of fit. Thus we can say that the variation in OCB can be affected by transformational leadership, work motivation and work engagement variables to 69.3% and the rest 30.7% is affected by other variables outside the model. While the R-square score is 0.483 in work engagement variable which means that 48.3% variation in work engagement is affected by transformational leadership and work motivation, while the 51.7% is affected by the variables that are not included in the model.

To measure general Goodness of Fit, we use the coefficient of determination total. The coefficient of determination total is 0.841 shows that the total effect of transformational leadership and work motivation on OCB through work engagement is 84.1%. As much as 15.9% of the variation in OCB is explained by other variables outside the model.

2. Hypothesis Testing (Inner Weight)

Hypothesis testing can be done by considering the level of significance and path parameter among latent variables. The output from PLS 3.0 shows bootstrapping score with 73 samples and significance (t-value) are presented in figure 2.

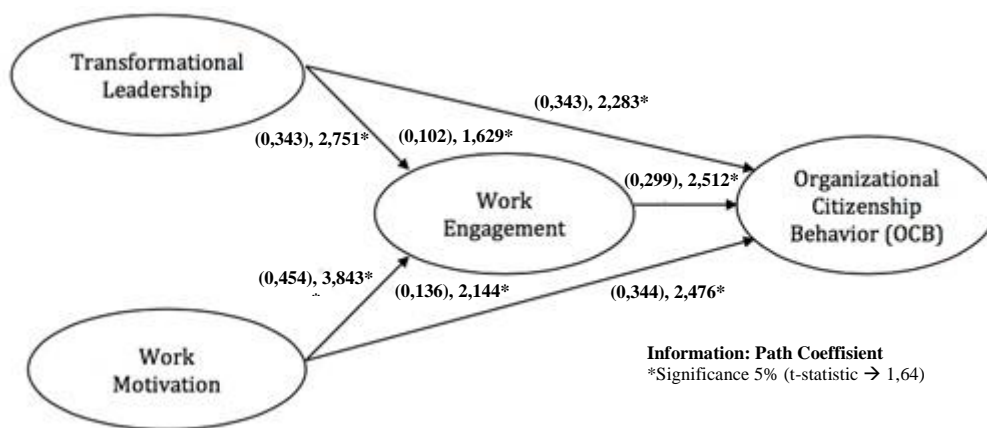


Figure 2. Structural Model Testing

The result of inner weight testing shows the correlation among constructs that connects the variables and form a hypothesis.

Table 6. The Result of Direct Effect among Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational -> OCB	0.343	0.345	0.150	2.283	0.011
Transformational -> Work Engagement	0.343	0.342	0.125	2.751	0.003
Work Engagement -> OCB	0.299	0.305	0.119	2.512	0.006
Work Motivation -> OCB	0.344	0.335	0.139	2.476	0.007
Work Motivation -> Work Engagement	0.454	0.455	0.118	3.843	0.000

Based on the beta coefficient score (original sample) and T-statistic (t-value) from Table 6, we can describe the result of each hypothesis testing as follows:

a. First Hypothesis Testing

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

From Table 6 in the output from PLS 3.0, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of the direct influence of transformational leadership on OCB has a beta coefficient value of 0.343 with t-value of 2.283 > 1.64 and p-value value 0.011 < 0.05 at the significance level of 5%. It can be interpreted that transformational leadership has a positive and significant effect on OCB. Thus the first hypothesis is supported.

The result indicates that leader's attitude that can grow pride and trust from a subordinate, inspire and motivate subordinate, stimulates creativity and innovation of subordinate, treat subordinate individually and always train and provide direction for subordinate, will improve subordinate OCB. Increased OCB is marked with the increased initiative to help co-worker voluntarily, maintain a good relationship to avoid conflict, willing to accept organizational decisions even if not reasonable, high dedication to their job and willingness to surpass the standard from various aspects, and is responsible for engaging, participating, and caring in the various activities conducted by the organization. OCB in Surakarta Municipality Education Office employees can be increased by adding the intensity of transformational leadership implementation to the head of each section or department.

b. Second Hypothesis Testing

H₂: Transformational leadership has a positive and significant effect on work engagement

From Table 6, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of the direct influence of transformational leadership on work engagement has a beta coefficient value of 0.343 with t-value of 2.751 > 1.64 and p-value value 0.003 < 0.05 at the significance level of 5%. It can be interpreted that transformational leadership has a positive and significant effect on work engagement. Thus the second hypothesis is supported.

This result is in line with the study conducted by Pourbarkhordari *et al.* (2016) which find that the characteristics of transformational leadership attitude will increase employee's work engagement. In line with the study conducted by Bui *et al.* (2017), transformational leadership has a positive and significant effect on employee's work

engagement. This result indicates that transformational leadership is well perceived by Surakarta Municipality Education Office employees, such as paying attention to subordinate's needs, appreciation of individual differences, and providing training and direction for subordinate, these examples bring real effect to work engagement. When leader treats their subordinate with transformational leadership characters, such as proper intellectual stimulation for employees and encourage employees to improve their ability to solve the problem, thus employees will be more attached to the job they perform, and in turn, they will provide extra efforts.

c. Third Hypothesis Testing

H₃: Work engagement has a positive and significant effect on OCB

From Table 6, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of the direct influence of work engagement on OCB has a beta coefficient value of 0.299 with t-value of 2.512 > 1.64 and p-value of 0.006 < 0.05 at the significance level of 5%. It can be interpreted that work engagement has a positive and significant effect on OCB. Thus the third hypothesis is supported.

This result is in line with the study conducted by Babcock-Roberson and Strickland (2010) which finds that work engagement has a positive effect on increasing employee's OCB. This positive effect means that when an employee has job attachment marked with working hard and high dedication in performing their job, they will develop enjoyment in working, thus spontaneously their performance will exceed their job description without wanting rewards. The result of this study indicates that Surakarta Municipality Education Office employees who have work engagement will develop a wiliness to perform jobs outside their job description. The positive energy during work, capable of working in the extended period, finding that the job is full with meaning and in line with live purposes, and feeling proud with the current job will increase employee's OCB. The increase in OCB can be achieved by improving employee's work engagement.

d. Fourth Hypothesis Testing

H₄: Work motivation has a positive and significant effect on OCB

From Table 6, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of the direct influence of work motivation on OCB has a beta coefficient value of 0.344 with t-value of 2.476 > 1.64 and p-value of 0.007 < 0.05 at the significance level of 5%. It can be interpreted that work motivation has a positive and significant effect on OCB. Thus the fourth hypothesis is supported.

This study is in line with the study conducted by Barbuto Jr and Story (2011) which states that work motivation has a positive effect on OCB. The study conducted by Mushtaq *et al.* (2014) also states that work motivation has a positive effect on OCB. Motivation is one of the essential factors that encourage employees to work. Motivation is individual's willingness to make the highest efforts to achieve organization's objectives (Robbins and Judge, 2013). If someone is motivated, he/she will give his/her most significant efforts to achieve the objective. However, high effort does not always translate into high performance. That is why, intensity and quality of the efforts are also necessary, and it should be focused on organization's objectives. This urge brings the behavior to look for and finding purposes. Employee's work motivation affects the development of

employee's job attachment to their organization. If the job attachment is higher, the OCB behavior will also be stronger. Thus extra role behavior will increase.

e. Fifth Hypothesis Testing

H₅: Work motivation has a positive and significant effect on work engagement

From Table 6, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of the direct influence of work motivation on work engagement has a beta coefficient value of 0.454 with t-value of 3.843 > 1.64 and p-value of 0.000 < 0.05 at the significance level of 5%. It can be interpreted that work motivation has a positive and significant effect on work engagement. Thus the fifth hypothesis is supported.

This result is in line with Masvaure *et al.*(2014) study which found that work motivation has a positive effect on work engagement, the result of the study shows a positive relationship between job satisfaction, work engagement, and intrinsic motivation in employees. Work engagement has been proved very important for the sustainability of an organization. If the company has provided the conditions and requirements for an ideal job such as wage, work environment, safety, and pension, therefore employee's motivation to work will increase, and they will identify themselves with their job, thus work engagement will be higher.

Table 7. The Result of Indirect Effect Testing among the Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational -> OCB	0.102	0.107	0.063	1.629	0.052
Work Motivation -> OCB	0.136	0.136	0.063	2.144	0.016

f. Sixth Hypothesis Testing

H₆: Transformational leadership positively and significantly affect OCB with work engagement as a mediating variable

From Table 7, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of indirect influence of transformational leadership on OCB through work engagement has a beta coefficient value of 0.102 with t-value of 1.629 < 1.64 and p-value of 0.052 > 0.05 at the significance level of 5%. This means that transformational leadership has a direct effect on OCB and not mediated by work engagement. It means that the better the leadership in Surakarta Municipality Education Office, the better is employees OCB without the need to consider employee's work engagement. From this result, we can conclude that hypothesis 6 is not supported because it does not fulfill the requirement to be tested as mediation.

This due to leader who treats their employee with transformational leadership character, such as providing proper intellectual stimulation and encourage employees to improve their ability in solving the problem, so that employees provide more efforts without having to engaged and entirely focused on to their job. This means, employee's OCB will be increased with the presence of transformational leadership, thus employees

are not only performing their primary job but also performing extra jobs such as cooperating with other employees, helpful, give a suggestion, actively participate, and provide extra service to customers, as well as utilizing their work hours efficiently. Leader stimulates their employees by motivating, inspire, and encourage employees to work better so that employees will give more efforts and have high dedication and loyalty to their job, which in turn makes employees support organizational objectives.

g. Seventh Hypothesis Testing

H7: Work motivation has a positive and significant effect on OCB mediated by work engagement

From Table 7, the PLS 3.0 output, we can see the direct effect of an exogenous variable on an endogenous variable. The test results show that the path between the coefficients of indirect influence of work motivation on OCB through work engagement has a beta coefficient value of 0.136 with t-value of 2.144 > 1.64 and p-value of 0.016 < 0.05 at the significance level of 5%. This means work engagement mediates the relationship between work motivation and OCB. Thus hypothesis 7 is supported.

This result is in line with the study conducted by Barbuto Jr and Story (2011), which study the relationship between sources of employee's work motivation on OCB. They find that there is a positive and significant relationship between individual internal motivation and OCB. In line with the study conducted by Masvaure *et al.* (2014) which states that work motivation has a positive effect on work engagement and Babcock-Roberson and Strickland (2010) study which states that work engagement has a positive effect on OCB. High work engagement will make employees motivated in performing their jobs, having the commitment, enthusiastic, competent, and full of energy when working. Work engagement will provide meaning to the existence of employees in a company or organization, improve their lives, which in the final stage will improve performance and OCB, especially in Surakarta Municipality Education Office.

CONCLUSION

Based on the analysis results described in the previous section, we can draw several conclusions. First, transformational leadership has a positive and significant effect on OCB. Second, transformational leadership has a positive and significant effect on work engagement. Third, work engagement has a positive and significant effect on OCB. Fourth, work motivation has a positive and significant effect on OCB. Fifth, work motivation has a positive and significant effect on work engagement. Sixth, transformational leadership does not significantly have an indirect effect on OCB through the mediation of employee's work engagement. Seventh, work motivation significantly has an indirect effect on OCB through the mediation of employee's work engagement.

This study focused on an in-depth analysis of the role of work engagement as mediating variable. The result brings an implication to future study to develop the model in this study by reviewing several kinds of literature and journals to formulate appropriate/fit model. The implication this study brings to Surakarta Municipality Education Office is to improve transformational leadership style because the style has been proven to be able to improve work engagement and OCB. Thus, it is necessary for the leaders in the office to be open-minded or open to changes that will benefit the organization either in system or technology, and to improve knowledge, skills, and

information to give assistance or guidance to their subordinates in finishing their job using the new more effective method.

Besides that, the result also brings implication to Surakarta Municipality Education Office to consider subordinate's work motivation. The career path in the governmental system is regulated by law. Thus employees have their exact career path, and often set according to their age. Thus, it will be better if employees with younger age and still productive to improve their abilities and knowledge, and the agency provide the opportunity for the employees to pursue higher education by providing scholarship, training, or enlist employees to join various seminar for self-empowerment.

In this study not all hypotheses are supported, the role of work engagement as mediating variable is not complete in the relationship between transformational leadership and work motivation with OCB. Thus, future research can develop the model by testing work engagement as an exogenous variable, or add other variables such as job satisfaction, which is expected to generate the best fitting model.

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