

# Strengthening Organizational Culture, Transformational Leadership and Emotional Intelligence in Efforts to Improve Teachers Organizational Citizenship Behavior (OCB)

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## ABSTRACT

The purpose of this study was to analyze the relationship between organizational culture, transformational leadership and emotional intelligence on improving teacher organizational citizenship behavior (OCB). This research method is quantitative, collecting data by distributing questionnaires to the teacher population and data received as many as 241 teachers in the city of Bogor. The results of the analysis show that there is a positive and very significant relationship between organizational culture and Organizational Citizenship Behavior (OCB) so that strengthening organizational culture can improve Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between transformational leadership and Organizational Citizenship Behavior (OCB). So that strengthening transformational leadership can improve Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between emotional intelligence and Organizational Citizenship Behavior (OCB). So that strengthening emotional intelligence can increase Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between organizational culture and transformational leadership together with Organizational Citizenship Behavior (OCB). So that strengthening organizational culture and transformational leadership can improve Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening transformational leadership and emotional intelligence can increase Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between organizational culture and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening organizational culture and emotional intelligence can improve Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between organizational culture and leadership. transformational and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening organizational culture, transformational leadership and emotional intelligence can improve Organizational Citizenship Behavior (OCB)

## Keywords

organizational culture, transformational leadership, emotional intelligence, organizational citizenship behavior (OCB), teachers.

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## Introduction

Building human resources is a big responsibility of a country and it is a process that must be carried out in a sustainable manner, starting from the pre-school level, elementary school, middle school, and college level. The level of learning cannot guarantee the competitive advantage of human resources in Indonesia to compete against other countries in this era of global competition. One way for the government to balance this competition is by making a nine-year compulsory education program while at the same time improving the existing systems, facilities and infrastructure in educational institutions. An organization is a formal union system of two or more people who work together to achieve certain goals. The achievement of organizational goals is largely determined by the behavior of the people in the organization. Each person has duties and responsibilities aimed at achieving the objectives

of the implementation of functions in the organization. Every person in the organization is required to have a commitment so that the organizational functions run as expected so that the planned goals can be achieved.

Workers' behaviors are conceptually differentiated as in-role (task dependent behavior) and extra-role (individual behavior that exceeds the expected standard of behavior). In achieving organizational success, it not only requires qualified and competitive people, but also requires resources who have extra role behaviors which are then referred to as Organizational Citizenship Behavior (OCB). The term organizational citizenship behavior is also used to identify employee behavior so that they can hold it as "good organizational citizens", where organizations will succeed well with members acting as "good organizational citizens". Thus a higher level of organizational citizenship behavior will result in

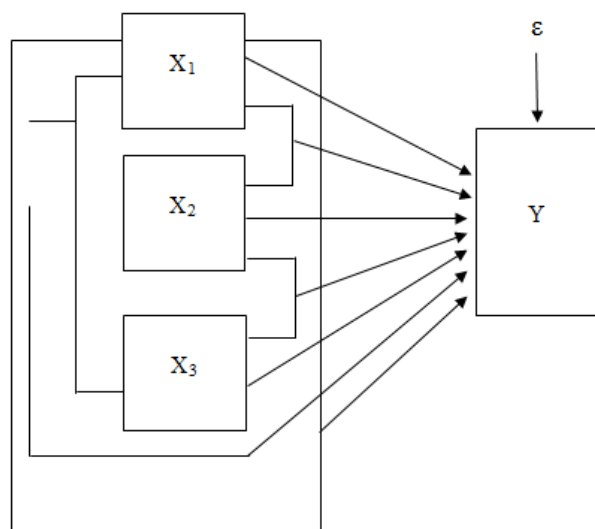
higher levels of productivity, efficiency and effectiveness for organizations and help bring new resources into the organization by contributing to resource transformation, innovation, and adaptability. OCB itself can improve job performance because this behavior is the lubricant of the social engine in the organization, or in other words, this behavior will facilitate social interaction with each member of the organization, reduce the occurrence of disputes, and increase efficiency. The ability of team members to work in this team will also determine the effectiveness and performance of the team in the future so that it will also increase the performance and effectiveness of the company as well. Developing positive Organizational Citizenship Behavior (OCB) is an alternative so that teachers as human capital can become good quality educators in the life of educational organizations and can help colleagues in their work problems. The teacher's role in Organizational Citizenship Behavior (OCB) is also a sincere and voluntary individual contribution that goes beyond the demands of the assigned role without expecting a reward.

In the initial survey of research related to Organizational Citizenship Behavior (OCB) teachers in Raudhatul Athfal (RA) who had the status of Permanent Teachers in Bogor City by distributing questionnaires to 30 teacher respondents in Raudhatul Athfal (RA) who were Permanent Teachers in Bogor City. This distribution was carried out on March 24 - April 03 2020. The following is from the initial research survey related to Organizational Citizenship Behavior (OCB) teachers in Raudhatul Athfal (RA) who are permanent teachers in Bogor City. The results obtained are 46.67% of teachers who have problems in Altruistic behavior, namely problems in the behavior of helping other teachers to complete their assignments voluntarily, and behavior of voluntarily helping colleagues in giving assignments to students when they are unable to attend. There are 40.00% of teachers. sportmanship behavior problems, namely problems in the behavior of continuing to teach happily at the time of late payment of salaries and still teaching happily using inadequate teaching facilities. There were 38.33% of teachers who had problems in Civic virtue behavior, namely

problems in behavior completing additional tasks carefully outside of formal work time and developing the school seriously beyond formal working time. There are 43.33% of teachers who have problems with Conscientiousness behavior, namely problems in the behavior of doing really sudden tasks from the principal and submitting pad job report a principal is earlier than the predetermined deadline. There are 36.67% of teachers who have problems with Courtesy behavior, namely problems with behavior problems, happily reminding colleagues to follow the rules and procedures that apply in school and admit mistakes and apologize sincerely to fellow teachers. There are 41.67% of teachers who have problems in Boosterism behavior, namely problems in the behavior of telling the strengths of the organization where they work when they are outside the organization and uploading to social media about positive activities at school. So, if on average there are 41.11% of teachers who have problems with OCB behavior. Meanwhile, teachers who already had OCB behavior only reached 58.88%. Thus it can be said that teachers in Raudhatul Athfal (RA) who have the status of permanent teachers in Bogor, still need to be improved in relation to OCB behavior. The purpose of this study was to analyze the relationship between organizational culture, transformational leadership and emotional intelligence on improving teacher organizational citizenship behavior (OCB).

## **.METHOD**

This research method is quantitative , variabel penelitian ini terdiri dari tiga variabel bebas dan satu variabel terikat, variabel bebas adalah budaya organisasi ( $X_1$ ) kepemimpinan transformasional ( $X_2$ ) dan kecerdasan emosional ( $X_3$ ), sedangkan variabel terikatnya adalah *Organizational Citizenship Behavior* (OCB) (Y). Konstelasi hubungan antara budaya organisasi, kepemimpinan transformasional dan kecerdasan emosional dengan *Organizational Citizenship Behavior* (OCB). dapat dilihat pada gambar dibawah ini.



**Figure 1 Constellation of relationship between variables.**

Information :

Y = Organizational Citizenship Behavior (OCB) (dependent variable)

X1 = organizational culture (independent variable)

X2 = Transformational Leadership (independent variable)

X3 = Emotional Intelligence (independent variable)

$\varepsilon$  = Other factors

In the research constellation above, it is explained that the relationship X1 to Y, the relationship X2 to Y, the relationship X3 to Y, the relationship X1 and X2 together with Y, the relationship X1 and X3 together with Y, the relationship X2 and X3 together. -same as Y, the relationship X1, X2 and X3 together with Y.

### Statistical Hypothesis

Based on the description of the data analysis technique above, this study was conducted to analyze the relationship between three variables, namely Organizational Citizenship Behavior (OCB) as variable Y, organizational culture as variable X1, as transformational leadership variable X2 and emotional intelligence as variable X3. The proposed hypothesis is:

H1: there is a positive relationship between organizational culture (X1) and Organizational Citizenship Behavior (OCB) (Y).

H2: There is a positive relationship between transformational leadership (X2) and Organizational Citizenship Behavior (OCB) (Y).

H3: there is a positive relationship between emotional intelligence (X3) and Organizational Citizenship Behavior (OCB) (Y).

H4: there is a positive relationship between organizational culture (X1) and transformational leadership (X2) together with Organizational Citizenship Behavior (OCB) (Y)

H5: There is a positive relationship between organizational culture (X1) and emotional intelligence (X3) together with Organizational Citizenship Behavior (OCB) (Y).

H6: There is a positive relationship between transformational leadership (X2) and emotional intelligence (X3) together with Organizational Citizenship Behavior (OCB) (Y).

H7: There is a positive relationship between organizational culture (X1), transformational leadership (X2) and emotional intelligence (X3) together with Organizational Citizenship Behavior (OCB) (Y).

## RESULTS AND DISCUSSION

The description of the results of this study begins with the results of descriptive statistical analysis to describe the data of each variable followed by the prerequisite test results to determine the validity of the use of parametric statistics in hypothesis testing and inferential results to test the hypothesis. The data were obtained through measuring the Organizational Citizenship Behavior (OCB) variable, organizational culture, transformational leadership and emotional intelligence based on the responses of respondents to the instrument items of these variables. Data collected from a sample of 241 permanent teachers in Raudhatul Athfal (RA) throughout the city of Bogor. The summary of the results of testing the research hypothesis can be seen in the following table:

Table 1: Summary of the significance test analysis of the regression equation

No	Correlation	Regression	Regression significant			Conclusion
			F <sub>hitung</sub>	F <sub>tabel</sub> 0,05	F <sub>tabel</sub> 0,01	
1	Y-X <sub>1</sub>	$\hat{Y} = 46,976 + 0,581X_1$	121.77	3,881	6,742	significant
2	Y-X <sub>2</sub>	$\hat{Y} = 38,285 + 0,652X_2$	176.80	3,881	6,742	significant
3	Y-X <sub>3</sub>	$\hat{Y} = 33,295 + 0,688X_3$	214.95	3,881	6,742	significant
4	Y-X <sub>1</sub> , X <sub>2</sub>	$\hat{Y} = 8,301 + 0,355X_1 + 0,488 X_2$	131,271	3,034	4,695	significant
5	Y-X <sub>1</sub> , X <sub>3</sub>	$\hat{Y} = 4,432 + 0,337X_1 + 0,534 X_3$	153,666	3,034	4,695	significant
6	Y- X <sub>2</sub> . X <sub>3</sub>	$\hat{Y} = 1.802 + 0,431X_2 + 0,484 X_3$	180,028	3,034	4,695	significant
7	Y-X <sub>1</sub> X <sub>2</sub> , X <sub>3</sub> ,	$\hat{Y} = 12,751 + 0,236X_1 + 0,339X_2 + 0,413X_3$	141.685	2,643	3,865	significant

Table 2: Summary of the Correlation Significance Test Results

No	Corelation	Correlation Cooefficient	Correlation Significant			Kesimpulan
			F <sub>hitung</sub>	F <sub>tabel</sub> 0,05	F <sub>tabel</sub> 0,01	
1	Y-X <sub>1</sub>	r <sub>y1</sub> = 0,762	121.77	3,881	6,742	Ho is rejected, H1 is accepted. There is a positive relationship between organizational culture and OCB
2	Y-X <sub>2</sub>	r <sub>y2</sub> = 0,807	176.80	3,881	6,742	Ho is rejected, H1 is accepted. There is a positive relationship between transformational leadership and OCB
3	Y-X <sub>3</sub>	r <sub>y3</sub> = 0,829	214.95	3,881	6,742	Ho is rejected, H1 is accepted. There is a positive relationship between emotional intelligence and OCB
4	Y-X <sub>1</sub> , X <sub>2</sub>	r <sub>y12</sub> = 0,850	131,271	3,034	4,695	Ho is rejected, H1 is accepted. There is a positive relationship between organizational culture and transformational leadership with OCB
5	Y-X <sub>1</sub> , X <sub>3</sub>	r <sub>y13</sub> = 0,866	153,666	3,034	4,695	Ho is rejected, H1 is accepted. There is a positive

No	Corelation	Correlation Cooefficient	Correlation Significant			Kesimpulan
			F <sub>hitung</sub>	F <sub>tabel</sub> 0,05	F <sub>tabel</sub> 0,01	
						relationship between transformational leadership and emotional intelligence with OCB
6	Y- X <sub>2</sub> . X <sub>3</sub>	r <sub>y23</sub> = 0,880	180,028	3,034	4,695	Ho is rejected, H1 is accepted. There is a positive relationship between organizational culture and emotional intelligence with OCB
7	Y-X <sub>1</sub> X <sub>2</sub> , X <sub>3</sub> ,	r <sub>y123</sub> = 0,895	141.685	2,643	3,865	Ho is rejected, H1 is accepted. There is a positive relationship between organizational culture, transformational leadership and emotional intelligence with OCB

#### Partial Correlation Test

Relationship between Organizational Culture (X1) and Organizational Citizenship Behavior (OCB) (Y) controls on Transformational Leadership (X2)

The results of the analysis of the relationship between organizational culture and Organizational Citizenship Behavior (OCB) control on transformational leadership are shown in the following table:

Table 3: Results of Partial Correlation Test between Organizational Culture and Organizational Citizenship Behavior (OCB) control in Transformational Leadership

Correlations					
Control Variables			OCB	Culture	Transformational Leadership
-none- <sup>a</sup>	OCB	Correlation	1.000	.581	.652
		Significance (2-tailed)	.	.000	.000
		df	0	239	239
	Org Culture	Correlation	.581	1.000	.462
		Significance (2-tailed)	.000	.	.000
		df	239	0	239
	Transformational Leadership	Correlation	.652	.462	1.000
		Significance (2-tailed)	.000	.000	.
		df	239	239	0
Transformational Leadership	OCB	Correlation	1.000	.416	
		Significance (2-tailed)	.	.000	
		df	0	238	
	Budaya Organisasi	Correlation	.416	1.000	
		Significance (2-tailed)	.000	.	



		df	238	0	
a. Cells contain zero-order (Pearson) correlations.					

From the table above, it illustrates that there is a very significant positive relationship between organizational culture (X1) and Organizational Citizenship Behavior (OCB) (Y) and as a control is transformational leadership (X2). Initially, the relationship between organizational culture and Organizational Citizenship Behavior (OCB)  $r = 0.762$  (strong category) then when partially calculated the correlation coefficient decreased to  $r = 0.416$  in the moderate category. This means that the relationship between organizational culture (X1) and Organizational Citizenship

Behavior (OCB) (Y) is significantly influenced by transformational leadership (X2).

Relationship between Organizational Culture (X1) and Organizational Citizenship Behavior (OCB) Control on Emotional Intelligence (X3)

The results of the analysis of the relationship between organizational culture and Organizational Citizenship Behavior (OCB) control on transformational leadership are shown in the following table:

Table 4: Results of Partial Correlation Test between Organizational Culture and Organizational Citizenship Behavior (OCB) control on Emotional Intelligence

Correlations					
Control Variables			OCB	Culture	Emotional Intelligence
-none <sup>a</sup>	OCB	Correlation	1.000	.762	.688
		Significance (2-tailed)	.000	.000	.000
		df	0	239	239
	Culture	Correlation	.762	1.000	.456
		Significance (2-tailed)	.000	.	.000
		df	239	0	239
	Emotional Intelligence	Correlation	.688	.456	1.000
		Significance (2-tailed)	.000	.000	.
		df	239	239	0
Emotional Intelligence	OCB	Correlation	1.000	.414	
		Significance (2-tailed)	.000	.000	
		df	0	238	
	Culture	Correlation	.414	1.000	
		Significance (2-tailed)	.000	.	
		df	238	0	

a. Cells contain zero-order (Pearson) correlations.

From the table above, it illustrates that there is a very significant positive relationship between organizational culture (X1) and Organizational Citizenship Behavior (OCB) (Y) and as a control is emotional intelligence (X3). Initially, the relationship between organizational culture and Organizational Citizenship Behavior (OCB)  $r = 0.762$  (very strong category) then when partially

calculated the correlation coefficient decreased to  $r = 0.414$  in the moderate category. This means that the relationship between organizational culture (X1) and Organizational Citizenship Behavior (OCB) (Y) is significantly influenced by emotional intelligence (X3).

Relationship between Transformational Leadership (X2) and Organizational Citizenship

Behavior (OCB) Control on Emotional Intelligence (X3)

The results of the analysis of the relationship between transformational leadership and

Organizational Citizenship Behavior (OCB) control on emotional intelligence are shown in the following table:

Table 5: Results of Partial Correlation Test between Transformational Leadership and Organizational Citizenship Behavior (OCB) Control on Emotional Intelligence

Correlations					
Control Variables			OCB	Transformational	Emotional Intelligence
-none <sup>a</sup>	OCB	Correlation	1.000	.807	.688
		Significance (2-tailed)	.000	.000	.000
		Df	0	239	239
	Transformational	Correlation	.807	1.000	.495
		Significance (2-tailed)	.000	.	.000
		Df	239	0	239
	Emotional Intelligence	Correlation	.688	.495	1.000
		Significance (2-tailed)	.000	.000	.
		Df	239	239	0
Emotional Intelligence	OCB	Correlation	1.000	.494	
		Significance (2-tailed)	.000	.000	
		df	0	238	
	Transformational	Correlation	.494	1.000	
		Significance (2-tailed)	.000	.	
		df	238	0	

a. Cells contain zero-order (Pearson) correlations.

From the table above, it illustrates that there is a very significant positive relationship between transformational leadership (X2) and Organizational Citizenship Behavior (OCB) (Y) and as a control is emotional intelligence (X3). Initially, the relationship between transformational leadership and Organizational Citizenship Behavior (OCB)  $r = 0.807$  (strong category) then when partially calculated the correlation coefficient decreased to  $r = 0.494$  for moderate category. This means that the relationship between transformational leadership (X2) and

Organizational Citizenship Behavior (OCB) (Y) is significantly influenced by emotional intelligence (X3).

Relationship between Emotional Intelligence (X3) and Organizational Citizenship Behavior (OCB) (Y) Control on Organizational Culture (X1)

The results of the analysis of the relationship between emotional intelligence and Organizational Citizenship Behavior (OCB) control on organizational culture are shown in the following table:

Table 6: Results of Partial Correlation Test between Emotional Intelligence and Organizational Citizenship Behavior (OCB) Control in Organizational Culture

Correlations			
Control Variables	OCB	Emotional Intelligence	Org Culture

-none <sup>a</sup>	OCB	Correlation	1.000	.829	.581
		Significance (2-tailed)	.000	.000	.000
		Df	0	239	239
	Emotional Intelligence	Correlation	.829	1.000	.456
		Significance (2-tailed)	.000	.	.000
		Df	239	0	239
	Org Culture	Correlation	.581	.456	1.000
		Significance (2-tailed)	.000	.000	.
		Df	239	239	0
Org Culture	OCB	Correlation	1.000	.584	
		Significance (2-tailed)	.000	.000	
		Df	0	238	
	Emotional Intelligence	Correlation	.584	1.000	
		Significance (2-tailed)	.000	.	
		Df	238	0	

a. Cells contain zero-order (Pearson) correlations.

From the table above, it illustrates that there is a very significant positive relationship between emotional intelligence (X3) and Organizational Citizenship Behavior (OCB) (Y) and as a control is organizational culture (X1). Initially, the relationship between emotional intelligence and Organizational Citizenship Behavior (OCB)  $r =$

0.829 (very strong category) then when partially calculated the correlation coefficient decreased to  $r = 0.584$  for moderate category. This means that the relationship between emotional intelligence (X3) and Organizational Citizenship Behavior (OCB) (Y) is significantly influenced by organizational culture (X1).

Table 7: Summary of the Significance Test of Partial Correlation

No	Correlation	Independent Var	Coorelation Coeficient	significant			Conclusion
				T <sub>Value</sub>	T <sub>tabel</sub> 0,05	T <sub>tabel</sub> 0,01	
1	Y-X <sub>1</sub>	X <sub>2</sub>	ry <sub>12</sub>	0,416.	1,970	2,596	Very Significant
2	Y-X <sub>1</sub>	X <sub>3</sub>	ry <sub>13</sub>	0,414	1,970	2,596	Very Significant
3	Y-X <sub>2</sub>	X <sub>3</sub>	ry <sub>23</sub>	0,494	1,970	2,596	Very Significant
4	Y-X <sub>3</sub>	X <sub>1</sub>	ry <sub>31</sub>	0,584	1,970	2,596	Very Significant

### Discussion

Relationship between Organizational Culture and Organizational Citizenship Behavior (OCB)

The results showed that there was a positive relationship between organizational culture and Organizational Citizenship Behavior (OCB). Schools that have a good organizational culture

show an increase in teacher behavior towards coworkers and teacher behavior towards schools to achieve the school's goals. This behavior allows teachers to contribute to organizational effectiveness. This engagement is in accordance with the statement according to Jones (2001: 130). Organizational culture can be used to increase



organizational effectiveness. This is because organizational culture can control how members make decisions to interpret and regulate the organizational environment, what they do to the organization and how they behave towards their colleagues.

Based on the results of the research hypothesis the functional relationship between organizational culture and Organizational Citizenship Behavior (OCB) is shown by a simple linear regression equation  $\hat{Y} = 46,957 + 0.581 X_1$  which means that every one unit increase in organizational culture values will be followed by an increase in the value of Organizational Citizenship Behavior (OCB) of 0.581 units with a constant value of 46,957. The results show that this equation can be used to predict the level of Organizational Citizenship Behavior (OCB) based on organizational culture scores. The strength of the relationship between organizational culture variables ( $X_1$ ) and Organizational Citizenship Behavior (OCB) ( $Y$ ) is shown by the coefficient  $((r^2_{y1}) = 0.762$  with strong relationship level category. The probability value (sig 0,000 <0.01),  $H_0$  is rejected. So it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between organizational culture and Organizational Citizenship Behavior (OCB). The coefficient of determination between Organizational Citizenship Behavior (OCB) ( $Y$ ) and organizational culture ( $X_1$ ) is  $(r_{y12}) = 0.581$ . This means that 58.1% Organizational Citizenship Behavior (OCB) is the result of the contribution of organizational culture and the remaining 41.9% influenced by other factors.

This research is in line with the results of previous research conducted by Shane P. Desselle, Leela Raja, Brienna Andrews, & Julia Lui (2017: 1877-1297) entitled: Perceptions of organizational culture and organizational citizenship by faculty in the U.S. colleges and schools of pharmacy. There is a positive relationship between organizational culture and Organizational Citizenship Behavior (OCB)  $r = 0.644$  ( $p < 0.01$ ). Based on the results of the SITOREM analysis, there is a relationship between organizational culture and Organizational Citizenship Behavior (OCB) by looking at the weight of the scoring of

each indicator on organizational culture variables, namely: Innovation and courage to take risks (17.6%) and rank first with empirical findings average (4,4). Then the orientation to the results (16.7%) and ranks second with the mean empirical findings (4.3). Furthermore, the team orientation (15.4%) and ranks third with the average empirical findings (3,9). Then, stability (13.8%) and ranks fourth with the mean empirical findings (4,1). Meanwhile, norms and behavior (13.3%) and ranks fifth with empirical findings mean (4.3). Attention to details follows (13.0%) and ranks sixth with the mean empirical findings (4.3). The last rank was aggressiveness (10.1%) with the mean empirical findings (3,9).

### **Relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB)**

The results showed that there was a positive relationship between transformational leadership and Organizational Citizenship Behavior (OCB). Schools that have a leader with a good transformational style will inspire and motivate followers, provide intellectual stimulus, and individual attention by first providing examples and then encouraging them to take advantage of their respective strengths to achieve organizational goals beyond what is expected. This behavior can encourage teachers to behave well beyond their main voluntary duties. This attachment is in accordance with the statement according to Northouse (2013: 176) which states that transformational leadership motivates followers to do something more than expected by doing the following: (a) increasing the level of followers' awareness of the importance and value of the goals that are determined and desired, (b) ask followers to prioritize the interests of the team or organization over personal interests, and (c) move followers to lead to needs at a higher level.

Based on the results of the research hypothesis the functional relationship between transformational leadership and Organizational Citizenship Behavior (OCB) is shown by a simple linear regression equation  $\hat{Y} = 38.285 + 0.652 X_2$ , which means that every one unit increase in the value of transformational leadership will be followed by an

increase in Organizational Citizenship Behavior (OCB) values 0.652 units with a constant value of 38.285. The results show that this equation can be used to predict the level of Organizational Citizenship Behavior (OCB) based on the scores between transformational leadership. The strength of the variable relationship between transformational leadership (X2) and Organizational Citizenship Behavior (OCB) (Y) is shown by the coefficient  $((r^2_{y2}) = 0.807$  with the category of very strong relationship level. The probability value ( $\text{sig } 0,000 < 0.01$ ),  $H_0$  is rejected. It can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between transformational leadership and Organizational Citizenship Behavior (OCB). The coefficient of determination between Organizational Citizenship Behavior (OCB) and transformational leadership quality (X2) is  $(r^2_{y2}) = 0.652$ . This means that 65.2% of Organizational Citizenship Behavior (OCB) is the result of the contribution between transformational leadership and the remaining 34.8% is influenced by other factors.

This research is in line with the results of previous research conducted by Raazia Irshad Maryam & Saeed Hashmi's Research (2014: 413 - 425) entitled: How Transformational Leadership is related to Organizational Citizenship Behavior? The Mediating Role of Emotional Intelligence. There is a significant relationship between transformational leadership and Organizational Citizenship Behavior (OCB)  $r = 0.607^{**}$  ( $p < 0.01$ ). Based on the results of the SITOREM analysis, there is a relationship between transformational leadership and Organizational Citizenship Behavior (OCB) by looking at the weight of each indicator's score assessment on transformational leadership variables, namely: Idealized influence (27.1%) and ranks first with empirical findings average (4,2). Then intellectual stimulation (25.8%) and ranks second with the mean empirical findings (3,9). Furthermore, individualized consideration (giving individual attention) (24.7%) and ranks third with the average empirical findings (3.6). Finally in fourth place is Inspirational Motivation (22.4%) with mean empirical findings (4.2). Based on the exposure of this discussion, it can be stated that

increasing Organizational Citizenship Behavior (OCB) can be done by strengthening or developing transformational leadership.

#### Relationship between Emotional Intelligence and Organizational Citizenship Behavior (OCB)

The results showed that there was a positive relationship between emotional intelligence and Organizational Citizenship Behavior (OCB). A teacher who has an optimistic nature, is able to manage emotions, is able to motivate himself, will certainly encourage a teacher to maximize his task by working beyond the predetermined prerequisites. In addition, emotional intelligence will increase a teacher's self-confidence so that he will have a tolerant attitude towards schools for less than ideal circumstances. This behavior can encourage teachers to behave well beyond their main voluntary duties. This attachment is in accordance with the statement according to Singh, I., & Jha, A. (2012: 667). (2013: 176) states that emotional intelligence is a social intelligence related to an individual's ability to monitor both his own emotions and the emotions of others, and also his ability to differentiate between his own emotions and those of others, where this ability is used to direct his thought patterns and behavior. . Based on the results of the research hypothesis the functional relationship between emotional intelligence and Organizational Citizenship Behavior (OCB) is shown by a simple linear regression equation  $\hat{Y} = 33.295 + 0.688X_3$  which means that every one unit increase in the value of emotional intelligence will be followed by an increase in the Organizational Citizenship Behavior (OCB) value of 0.688 units with a constant value of 33.295. The results show that this equation can be used to predict the level of Organizational Citizenship Behavior (OCB) based on scores between emotional intelligence. The strength of the variable relationship between emotional intelligence (X3) and Organizational Citizenship Behavior (OCB) (Y) is shown by the coefficient  $((r^2_{y3}) = 0.829$  with a very strong relationship level category. The probability value ( $\text{sig } 0.000 < 0.01$ ),  $H_0$  is rejected. So it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between

emotional intelligence and Organizational Citizenship Behavior. (OCB). The coefficient of determination between Organizational Citizenship Behavior (OCB) (Y) and emotional intelligence (X3) is  $(r_{22}) = 0.688$ . This means that 68.8% Organizational Citizenship Behavior (OCB) is the result of the contribution between emotional intelligence and The remaining 31.2% is influenced by other factors.

This research is in line with the results of previous research conducted by Raazia Irshad Maryam & Saeed Hashmi's Research (2014: 413 - 425) entitled: Chao Miao, Ronald H. Humphrey & Shanshan Qian (2017: 144 - 156) entitled: Are The Emotionally Intelligent Good Citizens Or Counterproductive? A Meta-Analysis Of Emotional Intelligence And Its Relationships With Organizational Citizenship Behavior And Counterproductive Work Behavior. There is a significant relationship between emotional intelligence and Organizational Citizenship Behavior (OCB)  $r = 0.712$  ( $p < 0.01$ ). Based on the results of the SITOREM analysis, there is a relationship between emotional intelligence and Organizational Citizenship Behavior (OCB) by looking at the weight of the scoring of each indicator on the emotional intelligence variable, namely: Managing the emotions of oneself and others (23.4%) and ranks first with empirical findings. average (4,4). Then the ability to adapt to new conditions (20.5%) and ranks second with empirical findings mean (4,4). Furthermore, Self-motivation in facing difficulties (19.9%) and ranks third with empirical findings on average (3,8). Then Social Awareness of the emotions of others (18.2%) and ranks fourth with average empirical findings (4,3) Finally, in fifth place is Self-Control of emotions and stress (17.9%) with empirical findings on average - average (3,7). Based on the exposure of this discussion, it can be stated that an increase in Organizational Citizenship Behavior (OCB) can be done by strengthening or developing emotional intelligence.

The relationship between Organizational Culture and Transformational Leadership together with Organizational Citizenship Behavior (OCB) The results showed that there was a very significant positive relationship between

organizational culture and transformational leadership together with Organizational Citizenship Behavior (OCB). Based on the results of research with hypothesis testing, it is known that the correlation coefficient between organizational culture and transformational leadership together with Organizational Citizenship Behavior (OCB)  $(r_{12})$  is 0.850 with a very strong relationship level category. rejected, it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between organizational culture and transformational leadership with Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) diversity is related to organizational culture and transformational leadership. reflected in the coefficient of determination 0.724 or 72.4% of the Organizational Citizenship Behavior (OCB) factor is determined jointly by the quality of organizational culture and transformational leadership, and the remaining 27.6% is determined by other variables / factors. In this study, the equation  $\hat{Y} = 8.301 + 0.355X_1 + 0.488X_2$  can be used to predict Organizational Citizenship Behavior (OCB) based on organizational culture and transformational leadership scores. This means that the equation can be predicted that every 1 increase in organizational culture score and transformational leadership together will increase Organizational Citizenship Behavior (OCB) by 0.355 times for organizational culture variables and 0.488 times for transformational leadership variables at a constant of 8.301. The findings obtained in this study identified that if a school has a good level of organizational culture and transformational leadership, these two variables together contribute to the improvement of Organizational Citizenship Behavior (OCB).

#### **The relationship between Organizational Culture and Emotional Intelligence together with Organizational Citizenship Behavior (OCB)**

The results showed that there was a very significant positive relationship between organizational culture and emotional intelligence together with Organizational Citizenship Behavior

(OCB). Based on the results of research with hypothesis testing, it is known that the correlation coefficient between organizational culture and emotional intelligence together with Organizational Citizenship Behavior (OCB (ry23) is 0.866 with the category of the level of the relationship is very strong. rejected, it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between organizational culture and emotional intelligence with Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) diversity is related to organizational culture and emotional intelligence. reflected in the coefficient of determination 0.751 or 75.1% of the Organizational Citizenship Behavior (OCB) factor is determined jointly by the quality of organizational culture and emotional intelligence, and the remaining 24.9% is determined by other variables / factors. The results of this study get the equation  $\hat{Y} = 4.432 + 0.337X_1 + 0.534X_3$  can be used to predict Organizational Citizenship Behavior (OCB) based on scores of organizational culture and emotional intelligence. This means that the equation can be predicted that every 1 increase in organizational culture score and emotional intelligence together will increase Organizational Citizenship Behavior (OCB) by 0.377 times for organizational culture variables and 0.534 times for emotional intelligence variables at a constant of 4.432. The findings obtained in this study identified that if a school has a good level of organizational culture and emotional intelligence, these two variables together contribute to the improvement of Organizational Citizenship Behavior (OCB).

The relationship between Transformational Leadership and Emotional Intelligence together with Organizational Citizenship Behavior (OCB)

The results showed that there was a very significant positive relationship between transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB). Based on the results of research with hypothesis testing, it is known that the correlation coefficient between transformational leadership and emotional

intelligence together with Organizational Citizenship Behavior (OCB (ry23) is 0.880 with a very strong relationship level category. rejected, it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between transformational leadership and emotional intelligence with Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) diversity is associated with transformational leadership and emotional intelligence. reflected in the coefficient of determination 0.776 or 77.6% of the Organizational Citizenship Behavior (OCB) factor is determined jointly by the quality of transformational leadership and emotional intelligence, and the remaining 39.8% is determined by variables / other factors. in.

The results of this study get the equation  $\hat{Y} = 1.803 + 0.431X_2 + 0.484X_3$  can be used to predict Organizational Citizenship Behavior (OCB) based on scores of transformational leadership and emotional intelligence. This means that the equation can be predicted that every 1 increase in transformational leadership score and emotional intelligence together will increase Organizational Citizenship Behavior (OCB) by 0.431 times for transformational leadership variables and 0.484 times for emotional intelligence variables at a constant of 1.803. The findings obtained in this study identified that if a school has a good level of transformational leadership and emotional intelligence, the two variables together contribute to the improvement of Organizational Citizenship Behavior (OCB).

The relationship between Organizational Culture, Transformational Leadership and Emotional Intelligence together with Organizational Citizenship Behavior (OCB)

The results showed that there was a very significant positive relationship between organizational culture, transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB). Based on the results of research with hypothesis testing, it is known that the correlation coefficient between organizational culture, transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB



(ry123) is 0.895 with a very strong relationship level category. Probability value (sig 0,000 <0.01) ) then Ho is rejected, it can be concluded that the correlation coefficient is significant. Thus this study confirms that there is a very significant positive relationship between organizational culture, transformational leadership and emotional intelligence with Organizational Citizenship Behavior (OCB). with organizational culture, transformational leadership and emotional intelligence are reflected in the coefficient of determination 0.801 or 80.1% of the Organizational Citizenship Behavior (OCB) factor is determined jointly by the quality of the organizational culture, transformational leadership and emotional intelligence, and the remaining 19.9% is determined by other variables / factors.

The results of this study get the equation  $\hat{Y} = -12,751 + 0,236X_1 + 0,339X_2 + 0,413X_3$  can be used to predict Organizational Citizenship Behavior (OCB) based on scores of organizational culture, transformational leadership and emotional intelligence. This means that the equation can be predicted that every 1 increase in organizational culture score and emotional intelligence together will increase Organizational Citizenship Behavior (OCB) by 0.236 times for organizational culture variables, 0.339 times for transformational leadership variables and 0.413 times for emotional intelligence variables at a constant of -12.751.

The findings obtained in this study identified that if a school has a good level of organizational culture, transformational leadership and emotional intelligence, these two variables together contribute to the improvement of Organizational Citizenship Behavior (OCB).

## CONCLUSION

Based on the research results of empirical studies using a correlational approach and SITOREM analysis through data processing, statistical calculations, hypothesis testing and discussion of research results followed by contribution analysis, indicator analysis, indicator weight analysis by experts and analysis of indicator classification determination, it can be concluded that things as follows There is a positive and very significant relationship between organizational culture and Organizational Citizenship Behavior (OCB) so

that strengthening organizational culture can improve Organizational Citizenship Behavior (OCB). There is a positive and very significant relationship between transformational leadership and Organizational Citizenship Behavior (OCB). So that strengthening transformational leadership can improve Organizational Citizenship Behavior (OCB).. There is a positive and very significant relationship between emotional intelligence and Organizational Citizenship Behavior (OCB). So that strengthening emotional intelligence can increase Organizational Citizenship Behavior (OCB).. There is a positive and very significant relationship between organizational culture and transformational leadership together with Organizational Citizenship Behavior (OCB). So that strengthening organizational culture and transformational leadership can improve Organizational Citizenship Behavior (OCB).. There is a positive and very significant relationship between transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening transformational leadership and emotional intelligence can increase Organizational Citizenship Behavior (OCB).. There is a positive and very significant relationship between organizational culture and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening organizational culture and emotional intelligence can improve Organizational Citizenship Behavior (OCB).. There is a positive and very significant relationship between organizational culture, transformational leadership and emotional intelligence together with Organizational Citizenship Behavior (OCB) so that strengthening organizational culture, transformational leadership and emotional intelligence can increase Organizational Citizenship Behavior (OCB).

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