

Organizational Citizenship Behavior and Transformational Leadership in the Civil Service

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Keywords: Transformational Leadership, Emotional Intelligence, Organizational Climate, Citizen Behavior.

Abstract: The purpose of this study was to ascertain the direct positive effect of transformational leadership, emotional intelligence, organizational climate, and teamwork on the organizational citizenship behavior of civil servants at the Central Sulawesi Province Education and Culture Office. The novelty of this research is that no prior study has examined the effect of transformational leadership, emotional intelligence, organizational climate, and teamwork on the organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province, both methodologically and practically. This research employs a survey method and falls under the category of quantitative research. The population of this study was 433 individuals, and the sample size was 100 individuals drawn using a random sampling technique. Interviews, questionnaires, and documentation studies were used to collect data. The findings of this study are as follows: (1) transformational leadership (X1) and organizational climate (X3) have a direct positive effect on organizational citizenship behavior (Y); (2) emotional intelligence (X2) and organizational climate (X3) have a direct positive effect on teamwork (X4); (3) emotional intelligence and teamwork have no direct positive effect on organizational citizenship behavior; and (2) transformational leadership does not have a direct positive effect on organizational citizenship behavior.

1 INTRODUCTION

Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being done in teams (teamwork), flexibility is very important. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions. The facts show that organizations that have employees who have good organizational social behavior (organizational citizenship behavior) will have better performance than other organizations (Kim and Park, 2020). National development carried out in the era of bureaucratic reform was carried out jointly by the government and the community. The development process will expose the government apparatus to the complex conditions of government and development tasks and the demands of more varied and quality public services (Mansoor et al., 2021).

As a public sector organization, organizations managed by the government with the aim of serving the community are often described as unproductive and efficient, always providing less benefits, low

quality, poor innovation and creativity, and various other criticisms. In these conditions, many things need to be updated, and adapted to the demands of real needs in society (Kim and Park, 2020; Kipfelsberger et al., 2016). The reforms in the public sector that are currently rolling out lead to changes in patterns and styles of government administration that are better, democratic, open, flexible, efficient, and accountable (Bosak et al., 2017). One of the concepts of managing government organizations in order to be able to serve the community well is the concept of good governance, which refers to efforts to improve and improve government management processes so that service performance becomes better (Kennedy, 1983; Koo Moon and Kwon Choi, 2014).

The purpose of this study is to analyze whether transformational leadership, emotional intelligence, organizational climate, transformational leadership, have a direct positive effect on organizational citizenship behavior of civil servants at the Education and Culture Office of Central Sulawesi Province. Practical benefits that can be drawn from this research are as input and consideration for the Department of Education and Culture of Central Sulawesi Province in making policies to improve the efficiency and

effectiveness of the performance of Civil Servants through increasing organizational citizenship behavior of employees in their environment, as well as to add insight and knowledge for researchers in understanding human resource management (HRM) related to organizational citizenship behavior.

2 MANUSCRIPT PREPARATION

2.1 Organizational Citizenship Behavior (OCB)

The paper size must be set to A4 (210x297 mm). Studies on organizational citizenship behavior (OCB) are growing in line with the awareness that individual behavior affects individual, group, and organizational performance (Yasir and Rasli, 2018). Performance means how to be a good worker, who makes a positive contribution to the organization, with categories, namely, first task performance (employee performance), second citizenship behavior (employee social behavior), and thirdly related to morals that contribute negatively and must be avoided, namely counterproductive behavior (employee negative behavior) (Kia et al., 2019). Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being done in teams (teamwork), flexibility is very important (Bellou and Andronikidis, 2009). Organizations want employees who are willing to perform tasks that are not listed in their job descriptions. The fact shows that organizations that have employees who have good organizational citizenship behavior will have better performance than other organizations (Stamenkovic et al., 2018). Views among experts about organizational citizenship behavior are also very diverse.

Deitz et al (Ghavifekr and Adewale, 2019) stated that, "Organizational citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but the contribute to the organization by improving the overall quality of the setting in which work takes place". Organizational citizenship behavior is defined as employee voluntary activities that may or may not be rewarded, but contribute to improving the overall quality of the organization by the setting in which work takes place (Zayas-Ortiz et al., 2015). Organizational citizenship behavior is a unit aspect of individual behavior in a job. In other words, organizational citizenship behavior is a willingness to do tasks beyond the main task or a

willingness to do tasks outside the tasks or formal roles that have been set without any formal requests and rewards from the organization (Shahin et al., 2014a).

OCB or individual contributions such as helping others, consideration of the needs of others, protection and care for organizational resources, constructive suggestions that go beyond strict job definitions and rarely qualify for wage guarantees based on reward systems (Lau et al., 2016). Organizational citizenship behavior is employee behavior that is shown to increase the effectiveness of organizational performance without ignoring the goals of individual employee productivity. This opinion is in line with that stated by Davidson (Meira and Hancer, 2021) that, "Organizational citizenship behavior (OCB) is discretionary behavior that is not part of an employee's formal job requirements but nevertheless promotes the effective functioning of the organization". Organizational citizenship behavior (OCB) is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Yılmaz and Tasdan, 2009). In other words, OCB is employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system. Gammoh et al (Narzary and Palo, 2020) define, "Organizational citizenship behaviors which are discretionary and helpful actions above and beyond the call of duty that promote the organization's success". Organizational citizenship behavior is the freedom of choice and helpful action above and beyond the call of duty that promotes organizational success (Suleiman Awwad and Mohammad Agti, 2011). Organizational citizenship behavior is also often interpreted as behavior that exceeds formal obligations (extra role) that is not related to direct compensation (Ancarani et al., 2011).

The explanation above confirms that organizational citizenship behavior is an additional activity played by employees to help achieve organizational goals regardless of the income that the employee will receive. Chang et al (Al-Shammari, 1992), suggested that in general organizational citizenship behavior refers to 3 main elements, namely obedience (obedience), loyalty (loyalty), and participation (participation). Compliance and loyalty are naturally definitions of citizenship in a broad sense, so the essence of citizenship behavior is participation (Shahin et al., 2014b). In participation, attention is mainly focused on the national arena (governance), the communal arena (local lives), and the organizational arena (workplace) (Chen et al., 2010). Graham provides a conceptualization of

organizational citizenship behavior based on political philosophy and modern political theory. Using this theoretical perspective, (Aryati et al., 2018), suggest three forms of organizational citizenship behavior, namely:

- Obedience which describes the willingness of employees to accept and comply with organizational rules and procedures.
- Loyalty which describes the willingness of employees to put their personal interests for the benefit and continuity of the organization.
- Participation which describes the willingness of employees to actively develop all aspects of organizational life

Based on the above, it can be synthesized that organizational citizenship behavior is employee behavior shown by trying to exceed what the company expects in their duties, carried out voluntarily without expecting certain awards or rewards. Indicators of organizational citizenship behavior are: (1) altruism (2) conscientiousness (3) civic virtue (4) sportsmanship and (5) courtesy.

2.2 Transformational Leadership

Leadership is one of the important elements that influence the work results (performance) of organizational members, both individually and as a whole (Wen et al., 2016). Almost all tasks related to activities involve leaders, both leadership in the fields of government, education, politics, industry, and every form of organization. In general, leadership is the process of influencing a person, or group of people, and the process of cooperating with others to achieve goals in certain situations (M.K. Alhyasat, 2012). In this case the author will try to see the effectiveness of leadership itself, for this reason an effort is made to analyze the opinions of experts. There are many different views about the notion of leadership (leadership). According to Murphy (Murphy et al., 2002), "Leadership is the ability to influence a group toward the achievement of a vision or set of goals". Leadership is the ability to influence a group to achieve a goal. Sources of influence may be formal, as given to managerial positions in organizations (Rosario Nuñez et al., 2020). This concept illustrates that a leader must try to optimally move subordinates, so that they can work together productively to achieve goals.

Leadership is a process in which one individual influences other group members towards the achievement of defined group or organizational goals (Davidson, 2003). While the leader is the individual

in the group or organization who has the most influence on others (Jain, 2015). Leadership is an important factor that helps individuals or groups identify their goals, and then motivate them to achieve the goals that have been set (Gammoh et al., 2021). Leadership is the use of power and influence to direct the activities of followers towards the attainment of goals (Agbejule et al., 2021). This direction can influence followers' interpretation of events, the organization of their work activities, their commitment to a major goal, their relationship with followers, or their access to cooperation and support from other work units (Mishra and Tikoria, 2021). Leadership is the process of influencing others, the process of facilitating individual and collective efforts to accomplish common goals (Deitz et al., 2021). Leadership is an attempt to use influence to motivate individuals to accomplish some goal. This understanding implies that leadership involves the use of influence and all interpersonal relationships, the importance of being an agent of change, and focusing on accomplishing goals (Dai et al., 2018).

2.3 Emotional Intelligence

Discussing emotions is not usually done as a standalone term. There are three interrelated emotional terminology, namely between affects, emotions and moods. Affects is a generic term that covers a broad range of feelings that people experience. While emotions are strong feelings directed at someone or something. Meanwhile, moods are feelings that tend to be less intense than emotions and with a lack of contextual encouragement. Moods can be given the meaning more or less as a mood or inner mood (Manoli and Hodgkinson, 2021). According to Alhyasat (M.K. Alhyasat, 2012), emotion is a reaction to an object, not a trait. On the other hand, the mood is not directed at an object. Emotions can turn into moods when we lose focus on contextual objects. Another understanding given to emotion is as a reaction that clearly expresses feelings about events. Meanwhile, mood is defined as a feeling of unfocused, relatively weak that occurs as a background in our daily experiences (Kim and Park, 2019). Pohl et al (Pohl et al., 2013) provide an understanding of emotion as a psychological, behavioral and psychological experience of an object, person or event that creates a state of readiness.

Kovoor (Kovoor-Misra et al., 2021) gives an understanding of emotion as a complex, patterned, organismic reaction to how we think and do business in the long term to survive and thrive and achieve

what we expect for ourselves. Emotions have four basic properties in common:

- Emotions always have an object. Something or someone triggers an emotion. For example, our boss makes us angry when he falsely accuses us of doing something wrong. In this case, someone causes our emotional reaction.
- There are six categories of emotions. People don't have an unlimited number of different emotions. Greenberg and Baron's research categorizes emotions into six categories, namely anger, fear, joy, love, sadness, and surprise.
- The ultimate expression of emotion is universal. People all over the world generally describe the same emotions using the same facial expressions. In fact, even people living in remote areas tend to show the same emotions in the same way. As a result, we can recognize the emotional level of others when we pay attention to their facial expressions.
- Culture considers how and when people express emotions. Although people around the world express their emotions in the same way, informal standards determine the degree to which it is acceptable to do so. These expectations are called display rules, cultural norms about the appropriate way to express emotions. For example, Italian culture accepts to show emotions in public, whereas British culture dislikes that way, encouraging people to speak more slowly in their emotional expression.

2.4 Theoretical Framework

Leadership is one of the important elements that affect the work (performance) of members of the organization, both individually and as a whole. Almost all tasks related to individual or team activities in organizations involve leaders. Pradhan et al (Pradhan et al., 2020) stated, "Leadership is defined as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals". Leadership is defined as a process of social influence from a leader who seeks voluntary participation from employees to realize organizational goals.

Assessment of organizational climate can be done by extracting data from the perceptions of individuals in the organization. This is in line with Chen et al (Pradhan et al., 2020) which states that, "Organizational climate is the study of perceptions that individuals have of various aspects of the environment in the organization". Organizational

climate is a study of individual perceptions that exist in the organizational environment. Then Alhyasat et al (M.K. Alhyasat, 2012) define organizational climate as a quality of the organization's internal environment that is experienced by its members, affects their behavior, and can be described by the values of the organization's characteristics. Furthermore, Steers stated that organizational climate can be seen from two perspectives, namely: (1) organizational climate seen from members' perceptions of the organization, (2) organizational climate seen from the relationship between organizational activities and management behavior (Chang et al., 2012).

Team work is a consistent collaboration between two or many people who work between fields at a certain time in order to achieve predetermined goals. This definition helps to clarify why recently so many organizations have restructured team work processes. The widespread use of teams is expected to create the potential for an organization to increase the achievement of organizational goals. A successful or highperforming team has certain characteristics. Lau et al (Deitz et al., 2021) stated that "Teamwork are groups whose members work intensively on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills". Teamwork consists of groups whose members work very specifically, have positive goals, take responsibility for each other, and complement each other's skills. On the other hand, studies on organizational citizenship behavior are growing in line with the awareness that individual behavior greatly influences individual, group, and organizational performance. The positive behavior of human resources, both as superiors and subordinates, will create a comfortable work environment, which in turn will improve individual and organizational performance. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being done in teams (teamwork), flexibility is very important. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions. The fact shows that organizations that have employees who have good organizational citizenship behavior will have better performance than other organizations (Reza Zeinabadi, 2014). Organizational experts and practitioners really understand the importance of the determinants that can lead to organizational citizenship behavior in organizations (Crawley et al., 2015).

Emotional intelligence is one of the intelligences that is very important and needed by people who want to be successful in their careers or in life. Emotional intelligence will provide benefits in the process and quality of decision-making, leadership, conflict resolution skills, bridging gaps, technical and strategic breakthroughs in communication, collaboration, trusting relationships, customer loyalty, creativity and innovation, self-management effectively, social skills, and the ability to be assertive (Douglas et al., 2017). An ordinary worker or those who occupy leadership positions need the benefits of the benefits of emotional intelligence so that they are able to carry out their functions well in the organization. The quality of human relationships begins with emotional intelligence. Good social skills will help create better interactions for business negotiations and the ability to pursue a career on a global scale (Kao, 2017). These functions and benefits are in line with Baron's view that emotional intelligence includes optimism, flexibility, the ability to manage stress, solve problems, the ability to understand other people's feelings, and maintain satisfying interpersonal relationships. Murphy (Murphy et al., 2002) in their theory state that emotional intelligence includes the ability to monitor one's own and others' feelings and emotions, distinguish them and use the information to guide one's thoughts and actions (Zhou et al., 2018).

Based on the description above, the theoretical framework in this study can be explained that transformational leadership (transformational leadership), organizational climate (organizational climate), teamwork (teamwork), and emotional intelligence (emotional intelligence) identified as having elements that affect organizational citizenship behavior. The theoretical model of the research variables or the theoretical framework of the research can be seen in Figure 1 below:

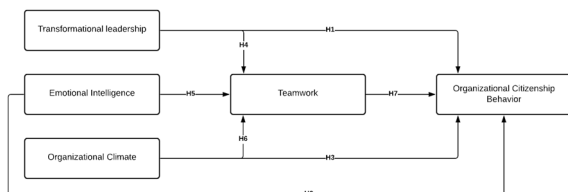


Figure 1: Theoretical Models of Research Variables.

3 RESEARCH

This study uses causal research because it wants to know the direct positive effect of independent variables consisting of Transformational Leadership

(X1), Organizational Climate (X2), Teamwork (X3), Emotional Intelligence (X4) on the dependent variable Organizational Citizenship Behavior (Y). This research was conducted at the Education and Culture Office of Central Sulawesi Province, for 12 months starting from January to December 2020.

The quantitative research strategy in this study is in the form of survey research using statistical tests. Path analysis is used to test predetermined hypotheses. For this reason, a construct is first compiled in the form of a theoretical model framework as shown in Figure 1.

3.1 Population and Sample

The population in this study were all Civil Servants (PNS) at the Education and Culture Office of Central Sulawesi Province, totaling 425 people.

Table 1: Civil Servants (PNS) at the Education and Culture Office of Central Sulawesi Province in 2020.

	Category	Number (People)	Percentage (%)
Class	I	1	0.002
	II	83	0.195
	III	225	0.529
	IV	74	0.174
Eselon	Eselon II	1	0.002
	Eselon III	11	0.026
	Eselon IV	25	0.059
	Total	425	100

Determination of the number of samples in this study was calculated by the Slovin formula, namely:

$$n = \frac{N}{(1+N.e^e)} = \frac{425}{(1+425 \times 0.1)} = 80.95 \quad (1)$$

So, the number of samples is rounded up to 100 civil servants at the Education and Culture Office of Central Sulawesi Province.

3.2 Data Collection Technique

Interviews with competent and authorized parties to provide data and information about Civil Servants at the Education and Culture Office of Central Sulawesi Province in connection with this research.

Questionnaire, namely data collection is done by providing a list of questions to respondents. Documentation study is data collection which is done by collecting and studying documents obtained from the Education and Culture Office of Central Sulawesi Province.

This study uses an instrument in the form of a questionnaire as a measuring tool that utilizes a Likert Scale to reveal the variables. Each statement item consists of 5 (five) scores as shown in Table 2 as follows:

Table 2: Statement Score Conditions.

No.	Score	Statement
1	5	Strongly Agree
2	4	Agree
3	3	Neutral
4	2	Disagree
5	1	Strongly Disagree

The distribution of the questionnaires was carried out using a simple random sampling method, the sample was selected directly from the population and the probability of each member of the population being the sample was the same. This method is called the best procedure. The questionnaire that has been prepared is followed by a test questionnaire. Quantitative questionnaire test can be done by testing the validity and reliability. The test was carried out statistically with the help of a computer through the PLS Version 3.0 program.

3.3 Data Analysis Technique

3.3.1 Descriptive Analysis using SEM-PLS

Descriptive analysis is a statistical analysis used to analyze data based on the answers or opinions of respondents, by describing (describes) the data as they are without intending to draw generally accepted conclusions or generalizations. In this study, the data analysis used was structural equation modeling which is often called Structural Equation Modeling (SEM). In this study, an approach was used using Partial Least Square (PLS) or often referred to as soft modeling. PLS is a powerful analytical method because it can be applied to all data scales, does not

require many assumptions and the sample size does not have to be large. PLS can also be used for structural modeling with reflective or formative indicators.

In this study, data analysis on SEM-PLS will use the help of SmartPLS 3.0 software. In the analysis method using regression, there are assumptions that must be checked by researchers to ensure that the regression equation formed is BLUE (Best Linear Unbiased Estimate). One of the assumptions that often stumbles researchers is the assumption of normality. In business and management research, especially in the fields of marketing and human resources, which measure perceptions, it will be difficult to obtain data that are normally distributed. Therefore, by using the regression method, the researcher will find it difficult to get a BLUE regression equation. PLS uses bootstrapping method or random multiplication. Therefore the assumption of normality will not be a problem for PLS. In addition to being related to the normality of the data, by doing bootstrapping, PULSA does not require a minimum number of samples. Research that has a small sample can still use PLS. The SmartPLS 3.0 program estimates a nonlinear relationship by identifying a set of functions of several latent predictor variables (exogenous) on a criterion latent variable (endogenous). In general, the regression equation can be written as follows:

3.3.2 SEM Analysis using SmartPLS

In this study, data analysis on SEM-PLS will use the help of SmartPLS 3.0 software. In the analysis method using regression, there are assumptions that must be checked by researchers to ensure that the regression equation formed is BLUE (Best Linear Unbiased Estimate). One of the assumptions that often stumbles researchers is the assumption of normality. In business and management research, especially in the fields of marketing and human resources, which measure perceptions, it will be difficult to obtain data that are normally distributed. Therefore, by using the regression method, the researcher will find it difficult to get a BLUE regression equation. PLS uses bootstrapping method or random multiplication. Therefore the assumption of normality will not be a problem for PLS. In addition to being related to the normality of the data, by doing bootstrapping, PULSA does not require a minimum number of samples. Research that has a small sample can still use PLS. The SmartPLS 3.0 program estimates a nonlinear relationship by identifying a set of functions of several latent

predictor variables (exogenous) on a criterion latent variable (endogenous).

The equation shows that Y is the dependent variable and X is the independent variable. It can be seen in the equation that there is only one dependent/dependent variable and many independent/independent variables. In addition, by using the path analysis approach, PLS will be able to provide analysis if the dependent variable is more than one.

Hypothesis testing is done by looking at the probability value and t-statistics. For probability values, the p-value with an alpha of 5 percent is less than 0.05. The t-table value for the 5 percent alpha is 1.96. So the criteria for acceptance of the hypothesis is when $t_{statistics} > t_{table}$. In general, the explanatory research method is a method approach that uses PLS. This is because in this method there is a hypothesis testing. Testing the hypothesis can be seen from the value of t-statistics and probability values. For hypothesis testing using statistical values, for alpha 5 percent the t-statistic value used is 1.96. So the criteria for acceptance/rejection of the hypothesis are that H_a is accepted and H_o is rejected when the $t_{statistic} > 1.96$. To reject/accept the hypothesis using probability then H_o is accepted if the $p \text{ value} < 0.05$. First, the research construct model is described at the level of dimensions and indicators. It can be seen that organizational citizenship behavior has dimensions of organizational citizenship behavior. Civil servants of the Education and Culture Office of Central Sulawesi Province have 5 (five) reflective indicators.

4 RESULT

4.1 Test Result

Testing the direct influence hypothesis in this study was carried out by looking at the acquisition of the T statistic and P values. The T statistic and P values in SmartPLS are carried out through a bootstrapping process on models that have been declared valid and reliable. The results of the hypothesis are accepted if the T statistic value $> T_{table}$ (1.960) or P values < 0.05 . Based on the results can be explained as follows:

Hypothesis 1: Transformational leadership has a direct positive effect on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on bootstrapping test, the influence of

transformational leadership on organizational citizenship behavior of civil servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 2.107 greater than T table (1.960) and P values of 0.0006 smaller than sig (0.005). Thus, it can be concluded that the first hypothesis is accepted which states that transformational leadership has a direct positive effect on organizational citizenship behavior of civil servants at the Education and Culture Office of Central Sulawesi Province.

Hypothesis 2: Emotional intelligence has a direct positive effect on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on bootstrapping test, the effect of emotional intelligence on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 0.841 smaller than T table (1.960) and P values of 0.401 greater than sig (0.05). Thus, it can be concluded that the first hypothesis is rejected which states that emotional intelligence does not have a direct positive effect on organizational citizenship behavior for Civil Servants at the Education and Culture Office of Central Sulawesi Province.

Hypothesis 3: Organizational climate has a direct positive effect on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on bootstrapping testing, the influence of organizational climate on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 2.888 greater than T table (1.960) and P values of 0.004 less than sig (0.05). Thus, it can be concluded that the first hypothesis is accepted which states that organizational climate has a direct positive effect on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province.

Hypothesis 4: Transformational leadership has a direct positive effect on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on bootstrapping testing, the influence of transformational leadership on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 1.879 smaller than T table (1.960) and P values of 0.061 greater than sig (0.05). Thus, it can be concluded that the first hypothesis is rejected which states that transformational leadership does not have a direct positive effect on the teamwork

of Civil Servants at the Education and Culture Office of Central Sulawesi Province.

Hypothesis 5: Emotional intelligence has a direct positive effect on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on bootstrapping testing, the effect of emotional intelligence on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 2.505 greater than T table (1.960) and P values of 0.013 less than sig (0.05). Thus, it can be concluded that the first hypothesis is accepted which states that emotional intelligence has a direct positive effect on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province

Hypothesis 6: Organizational climate has a direct positive effect on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province. Based on the bootstrapping test, the influence of organizational climate on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province resulted in a T statistic of 4.239 greater than T table (1.960) and P values of 0.000 less than sig (0.05). Thus, it can be concluded that the first hypothesis is accepted which states that the organizational climate has a direct positive effect on the teamwork of Civil Servants at the Education and Culture Office of Central Sulawesi Province.

4.2 Transformational Leadership on Organizational Citizenship Behavior

The results of hypothesis testing indicate that transformational leadership has a direct positive effect on organizational citizenship behavior. This shows that if the transformational leadership of the leader or Head of the Central Sulawesi Provincial Education Office goes well and effectively, then this will make organizational citizenship behavior and employee performance at the Central Sulawesi Provincial Education Office increase. On the other hand, the operational definition of: (1) organizational citizenship behavior is the behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province which is shown by trying to exceed the expectations of the Central Sulawesi Provincial Education and Culture Office in carrying out their duties voluntarily without expecting rewards. or certain rewards, (2) transformational leadership is the perception of Civil Servants at the Education and Culture Office of Central Sulawesi Province on the behavior pattern of the Head of Service in influencing, mobilizing and controlling its

members to understand the vision and mission in achieving organizational goals.

Transformational leadership is how to lead, change strategy and organizational culture so that it becomes more in line with the surrounding environment. Transformational leaders are change agents who energize and direct employees to a new set of organizational values and behaviors. This is in line with the concept of organizational citizenship behavior, where transformational leadership is not only based on the need for self-esteem, but fosters awareness in leaders to do their best in accordance with the study of management and leadership development which views people, performance, and organizational growth as mutually exclusive.

Based on the results of the study, respondents agreed that there was a direct positive effect of transformational leadership on organizational citizenship behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province. However, until now, there is still low performance and organizational citizenship behavior for Civil Servants at the Education and Culture Office of Central Sulawesi Province has not been established due to the fact that there are still leaders or Heads of Service who:

- Not yet have a clear, directed, and measurable vision and mission
- Can't be an example of a symbol of success for employees
- Still rigid in leading so they don't get the trust and respect of employees
- Unable to be an innovator and motivator for employees
- Lack of trust in employees, especially in making decisions
- Being less objective and honest with employees, and not paying attention to the needs of employees.

In line with the findings in the study, the leaders or the Head of the Education and Culture Office of Central Sulawesi Province need to improve in order to increase the effectiveness of their transformational leadership, namely the leader must be able to:

- Create a vision of the future for all employees that binds employees to achieve goals they may not have thought of.
- Communicating the vision to all employees in the leadership process. Where one's leadership qualities are most important is how leaders can build and share their vision for the organization.
- Realizing its vision as a reality as outlined in its mission and work program. Leaders or Heads of

Service always walk the talk by stepping out of the comfort of the executive and doing something that reflects the vision.

- Transforming the vision into reality, which requires the commitment of all employees. Leaders or Heads of Service in building this commitment can do it in various ways, words, symbols, and stories that build enthusiasm so that they can energize all employees.

4.3 Emotional Intelligence against Organizational Citizenship Behavior

The results of hypothesis testing indicate that emotional intelligence does not have a direct positive effect on organizational citizenship behavior. This shows that until now emotional intelligence has not been running well, making organizational citizenship behavior and employee performance at the Education Office of Central Sulawesi Province remain low (no increase). On the other hand, the operational definition of: (1) organizational citizenship behavior is the behavior of Civil Servants at the Education and Culture Office of Central Sulawesi Province which is shown by trying to exceed the expectations of the Central Sulawesi Provincial Education and Culture Office in carrying out their duties voluntarily without expecting rewards or certain rewards, and (2) emotional intelligence is the perception of Civil Servants at the Education and Culture Office of Central Sulawesi Province on managing emotions to be able to control, feel, understand, and recognize their feelings and be able to understand other people's attitudes.

In principle, respondents agree that emotional intelligence is a set of abilities to feel and express emotions, stimulate emotions in thinking, understand the reasons for one's emotions, and connect emotions in oneself and others, so it is suspected that emotional intelligence is closely related to organizational citizenship behavior. In line with this, the respondents also agreed that the level of emotional intelligence (emotional intelligence) of Civil Servants should be increased in order to influence the organizational citizenship behavior of employees in carrying out their professional duties and personal development tasks as expected by the organization and ultimately affect the performance of the Department of Education and Culture. Culture of Central Sulawesi Province as a whole.

In line with the findings in this study, there are things that need to be improved by Civil Servants at the Education and Culture Office of Central Sulawesi

Province in order to improve their emotional intelligence (emotional intelligence) so that it is hoped that later organizational citizenship behavior of employees can increase, namely employees must be able to improve their organizational citizenship behavior. :

Self-awareness. The point is, the employee must be able to control his emotions, that is, knowing what we are feeling at any given moment, and using it to guide self-decision making, have realistic benchmarks of self-efficacy and strong self-confidence.

Self management. The point is, the employee must be able to manage himself, namely selfregulation in dealing with our emotions in such a way that it has a positive impact on the implementation of tasks, sensitive to conscience, and able to delay enjoyment before achieving a goal, and able to recover from emotional stress.

Motivation. What this means is that the employee must be motivated by the initiative to use our deepest desires to move and guide us towards our goals, to help us take the initiative and act very effectively, and to endure failure and frustration

Empathy. The point is, the employee must be able to have empathy in the form of social awareness, namely feeling what other people feel, being able to understand their perspective, fostering a trusting relationship and aligning themselves with various people.

Relationship management. The point is, the employee must be able to manage relationships – social skills, namely handling emotions well when dealing with other people and carefully reading situations and social networks, interacting smoothly, using these skills to influence and lead, deliberation and resolving disputes, and to cooperate and work in teams.

4.4 Organizational Climate on Organizational Citizenship Behavior

The results of hypothesis testing indicate that organizational climate has a direct positive effect on organizational citizenship behavior. This shows that if the leaders or the Head of Service and all employees at the Education Office of Central Sulawesi Province can create a conducive, peaceful and comfortable organizational climate, then this will increase organizational citizenship behavior and employee performance. On the other hand, the operational definition of: (1) organizational citizenship behavior is the behavior of Civil Servants at the Education and

Culture Office of Central Sulawesi Province which is shown by trying to exceed the expectations of the Central Sulawesi Provincial Education and Culture Office in carrying out their duties voluntarily without expecting rewards. or certain rewards, (2) organizational climate is the perception of Civil Servants at the Education and Culture Office of Central Sulawesi Province on a quality of the organization's internal environment that influences their behavior, and can be described by the values of the organization's characteristics. Several aspects in the definition of organizational climate are as follows: (1) organizational climate is related to large units that contain certain characteristics, (2) organizational climate describes an organizational unit rather than assesses it, (3) organizational climate comes from organizational practices, and (4) organizational climate affects the behavior and attitudes of members.

Based on the results of the study, respondents agreed that there was a direct positive influence of organizational climate on organizational citizenship behavior of Civil Servants at the Department of Education and Culture of Central Sulawesi Province. However, until now, there is still low performance and organizational citizenship behavior for Civil Servants at the Education and Culture Office of Central Sulawesi Province is still found which is caused by an organizational climate that is not conducive, safe, and comfortable, such as employees who feel there is a lack of clarity in their duties and obligations. its role so that the completion of work is hampered, there is an injustice in the division of work time in the employee's work environment, job security is felt by employees to be less guaranteed, and the centralization of decisionmaking that employees feel is unfair so that it can trigger conflicts between Civil Servants. This can trigger job dissatisfaction from the employee so that employees do not display organizational citizenship behavior.

5 CONCLUSIONS

This study has seven conclusions as follows: First, transformational leadership has a direct positive effect on organizational citizenship behavior. This shows that if the transformational leadership of the leader or Head of the Central Sulawesi Provincial Education Office goes well and effectively, then this will make organizational citizenship behavior and employee performance at the Central Sulawesi Provincial Education Office increase.

Second, emotional intelligence does not have a direct positive effect on organizational citizenship

behavior. This shows that until now emotional intelligence has not been running well, making organizational citizenship behavior and performance of civil servants at the Education Office of Central Sulawesi Province remain low (no increase).

Third, organizational climate has a direct positive effect on organizational citizenship behavior. This shows that if the leaders or the Head of Service and all employees at the Education Office of Central Sulawesi Province can create a conducive, peaceful and comfortable organizational climate, then this will increase organizational citizenship behavior and employee performance.

Fourth, transformational leadership does not have a direct positive effect on teamwork. This shows that until now the transformational leadership of a leader or Head of the Education and Culture Office of Central Sulawesi Province has not run well and effectively, making teamwork not formed (synergy) and employee performance remains low (no improvement).

Fifth, emotional intelligence has a direct positive effect on teamwork. This shows that if every team member at work maintains good and stable emotional intelligence, then this will create solid teamwork and increase employee performance at the Central Sulawesi Provincial Education Office.

Sixth, organizational climate has a direct positive effect on teamwork. This shows that, if every team member at work always tries to create a conducive, safe, and comfortable organizational climate, solid teamwork can be created and the performance of employees at the Central Sulawesi Provincial Education Office will increase.

Seventh, teamwork does not have a direct positive effect on organizational citizenship behavior. This shows that until now solid teamwork and synergies have not been created, making organizational citizenship behavior and employee performance at the Education Office of Central Sulawesi Province remain low (no improvement).

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