

EFFECTS OF SITUATIONAL LEADERSHIP, MOTIVATION, AND SOCIAL CAPITAL ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract: This study aimed to determine the effects of situational leadership, extrinsic motivation, and social capital on organizational citizenship behavior at the Kremboong Sugar Factory, Sidoarjo. The population was all of its permanent employees. The research sample of 72 employees in the production department was taken by the census method and analysed using inferential statistical tests with the Structural Equation Model Partial Least Square (SEM-PLS) approach using the SmartPLS 3.2.8 software. The test results proved that each situational leadership and social capital has a positive and significant direct effect on organizational citizenship behavior. In comparison, extrinsic motivation has a positive and significant impact on organizational citizenship behavior.

Keywords: Motivation, OCB, Leadership

1. Introduction

The problems faced by the national sugar industry have been going on for a long time, in terms of the efficiency of the sugar factory, the sugar trading system, and the decline in sugarcane productivity. This situation has led to a deficit, showing that the consumption is greater than domestic sugar production. To meet public demand, Indonesia must import sugar from several countries such as Thailand, India, and Australia. This phenomenon has caused the competitiveness between sugar factories in Indonesia to decline and become chronic with the permanent closure of some of them. For this reason, the government has made various efforts to compile a roadmap for the sugar industry in the future as a way out of the existing problems.

A company's performance is determined by its human resources, both leaders and employees. Every employee has different levels of knowledge, skills, and competences. Besides, the presence of personality, attitudes, and behavior also affects performance. For this reason, the role of leadership style as an organizational driving force has an essential position in generating and improving employee performance.

Organizational citizenship behavior (OCB) is considered as a strong foundation for employee activities at work. An organization is said to be successful when its employees do not only work according to the job description set, but also have extra-role behaviors such as mutual assistance, cooperating, providing input, and utilizing working time effectively. Employees

who work beyond the expectations of the organization are known to have OCB (Solihin dan Manurung, 2020).

One of the factors that trigger employees to invest their time, competence, and energy is the situational leadership style. An organization, to direct its members to its predetermined goals, should have a leadership style model that serves as the primary indicator. Hersey and Blanchard have developed a situational leadership style, departing from the heterogeneous in employee maturity, age, and educational background. Here, a leader must be observant in analyzing the competence of employees to which the coaching process to be carried out. Situational leadership emphasizes the interaction between leader behavior and the readiness of employees or followers (Azizah, 2017).

Another factor that affects organizational citizenship behavior (OCB) is extrinsic motivation. Extrinsic motivation is a motive that comes from outside the individual to do something. Sources of external stimulation or goals to be achieved are, for example, awards, gifts, and praise. Employees who have strong motivation will have a positive influence on organizational progress. Ibrahim dan Aslinda (2015), stated that extrinsic motivation has a significant effect on OCB.

Sugar factories work to process sugarcane into sugar that provides services to sugarcane farmers. The existence of the factory is also inseparable from the surrounding community who interact either directly or indirectly, requiring social capital as a series of norms or informal values that are shared to establish harmonious cooperation. These conditions shape the quantity and quality of social relations as social glue.

Based on the explanation above, it could be stated that the objectives of this study were 1) analyzing the effect of situational leadership on organizational citizenship behavior (OCB), 2) analyzing the effect of extrinsic motivation on organizational citizenship behavior (OCB), and 3) analyzing the effect of social capital on organizational citizenship behavior (OCB).

2. Literature Review

Literature Review

Situational Leadership

The popular situational leadership theory coined by Hersey and Blanchard focuses on a tangible behavioral approach, not on innate leadership abilities. According to Hasibuan (2016:173), it focuses on leadership behavior as a practical model used by managers, marketers, teachers, or parents to make decisions in an effective time series to influence others.

This leadership further explains that a leader carries out four functions, namely telling, selling, participating, and delegating styles (Hersey and Blanchard in Wahjono, 2018). The telling style is a leadership style where subordinates should be given more specific work orders and introduced to organizational rules and procedures. The selling style is high task-oriented leadership that is still needed because subordinates are not ready to accept it fully. At this stage, the leader's trust and support by directing and supervising subordinates for task completion is needed.

Participating style is the third stage in which the ability and achievement motivation of subordinates increases so that they are active in seeking responsibility and being involved in the decision-making process. The high relationship and low task orientation at this stage are proper orientation. Delegating style is a leadership style that is applied to subordinates because they have self-confidence, are experienced enough, and have responsibility. At this fourth stage, delegation is carried out because of the low task orientation and relationships.

Motivation

Motivation is an effort to direct employees to be able to work sincerely and more optimally according to the company's wishes to achieve organizational goals efficiently and economically. It increases and leads behavior to a particular purpose. Maslow's motivation theory, known as the "Hierarchy of Needs," views human needs based on a hierarchy, from the lowest to the highest. Mc Clelland argued that a person's motivation is based on three main things, namely the need for achievement, the need for power, and the need for affiliation.

Work motivation factors in a person are driven by psychological needs concerning feelings of perfection in doing work in the form of direct personal appreciation. In practice, there are two categories of motivational factors, namely intrinsic and extrinsic factors. Extrinsic motivation arises from stimuli outside the individual in the form of invitations, orders, or coercion from others. According to Herzberg in Fernadi et al., (2017), external factors are salary, job security, working conditions, supervision, interpersonal relations, policy, and administration.

Social Capital

Social capital is rooted in the values or norms that establish cooperation between members of the group with a leadership pattern involving honesty and integrity. Social capital, as a tie of informal relationships, is the key to successful performance improvement in organizations (Tjahjono, 2017). The opinion of Coleman (1999) in Rapih et al. (2015) expressed social capital as the ability of people to work together to achieve common goals in various groups and organizations.

Furthermore, there are three dimensions in social capital, namely: (1) Structural dimension, namely a pattern of relationships between people and social interactions within organizations, (2) Relational dimension, namely, assets that are created and grow in organizations such as trust and trustworthiness, (3) Cognitive dimension, namely resources as representative and shared interpretation to become a system of meaning in the organization.

Organizational Citizenship Behavior (OCB)

OCB means voluntary behavior of employees outside of their primary duties to contribute to the organization in an effective, efficient, and positive manner. This behavior is free and voluntary that goes beyond company expectations in productivity and a work environment for the welfare of the organization. Organizational Citizenship Behavior (OCB) is a behavior policy for employees that has a contribution to both the physical and social aspects of the workplace (Robbins dan Judge, 2017:53).

According to Organ et al., (2006) in Rohmana and Yuniasanty (2018), there are five main dimensions, namely: (1) Altruism, namely the behavior of employees helping colleagues who have difficulties related to organizational tasks, (2) Conscientiousness, namely voluntary employee behavior that exceeds corporate expectations such as attendance and obedience to applicable rules, (3) Sportsmanship, namely employee behavior to be consistent without complaining about non-ideal conditions without raising objections, (4) Courtesy, namely employee behavior to avoid conflict both from outside parties or colleagues, (5) Civic Virtue, namely employee behavior showing an attitude of responsibility for active participation and providing recommendations in improving organizational efficiency.

3. Method

Research Framework and Hypotheses

The thoughts of this research can be seen in Figure 1 as follows:

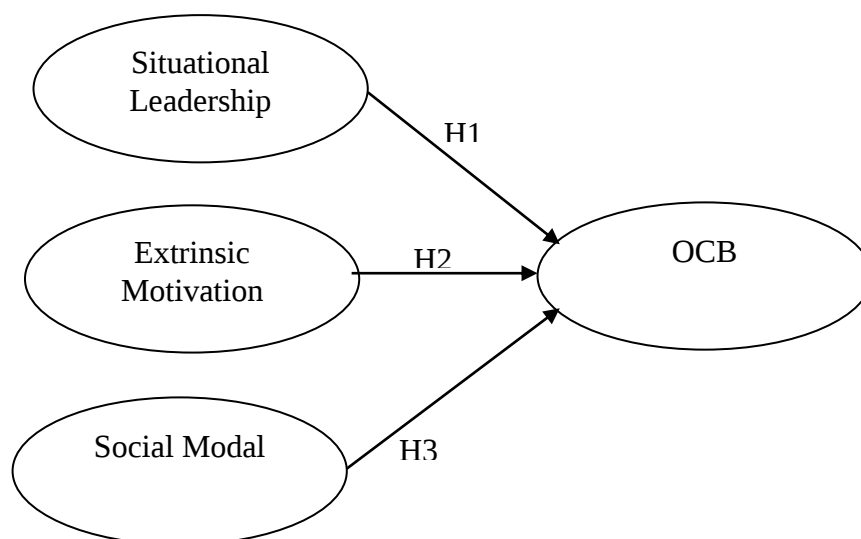


Figure 1 : Research Framework

The research hypotheses were formulated as follows:

H1 : Situational Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

H2 : Exectric Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).

H3 : Social Capital has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Research Method

The quantitative approach is used in a study where theory plays a firm grip in the formulation of problems, hypotheses, and research variables. Primary data is obtained by directly approaching the respondents to get their opinions using questionnaires, by which information is collected to be measured using Likert scales.

The population in the study were all permanent employees in the production division of the Kremboong Sugar Factory, Sidoarjo. According to Malhotra (2015:387), a sample is part of the population taken as a data source which can represent the population. The saturated sampling technique was used so that the sample of the study was all permanent employees, amounting to 72 respondents. The object of this research is located in the Kremboong Sugar Factory, Sidoarjo.

Measurement of Situational Leadership indicators, based on Hersey and Blanchard in Wahjono (2018), includes Telling (X1.1), Selling (X1.2), Participating (X1.3), and Delegating (X1.4). The indicators of the variable Extrinsic Motivation, according to Herzberg in Robbins and Judge (2017) are Salary (X2.1); Job Security (X2.2); Working Condition (X2.3); Company Procedures (X2.4); Leadership (X2.5); and Interpersonal Relations (X2.6). Social capital indicators based on Muchtar (2009) in Rapih et al. (2015) are the Ability to Build Cooperation (X3.1), the Ability to Build Trust (X3.2), and Local Community Participation (X3.3). Meanwhile, the indicators of OCB, according to Organ in Rohmana and Yuniasanti (2018), were Altruism (Y1), Conscientiousness (Y2); Civic Virtue (Y3); Courtesy (Y4); and Sportsmanship (Y5).

The data analysis technique was carried out using the Structural Equation Model Partial Least Style (SEM-PLS) approach using SmartPLS 3.2.8. There were three exogenous variables,

namely situational leadership, motivation, and social capital, while OCB was as an endogenous variable. The SEM-PLS approach would analyze the data with the outer model, inner model, and test the research hypothesis.

4. Results and Discussion

Measuring the Outer Model

The measurement model or outer model is concerned with testing the validity and reliability of research instruments. Solimun *et al.*, (2018) suggested that the validity of a questionnaire shows the extent to which the questionnaire is able to measure what you want to measure according to actual conditions. While reliability is a measure that shows the extent to which a questionnaire is able to measure a variable consistently (Solimun *et al.*, 2018).

Convergent Validity and Composite Reliability are the criteria for the SmartPLS analysis technique, in which the measurement model with reflective indicators is assessed based on the correlation between the item score and knowing the consistency and accuracy of the instrument in measuring latent variables. The results of the convergent validity test are valid if all indicator values have a larger loading factor equal to 0.50 to 0.60 (Solimun *et al.*, 2018). The acceptance limit or cut off in this study was ≥ 0.60 . Meanwhile, the reliability test uses two approaches, namely Composite Reliability and Cronbach's Alpha, with the requirements that each construct variable has a value of more than 0.7 and 0.6, which concludes that the data meets the element of reliability (Solimun *et al.*, 2018).

Based on the description of the explanation, the test results data on convergent validity and composite reliability are presented as follows:

Table 1. Loading Factor Values				
	X1	X2	X3	Y
X1.1	.910			
X1.2	.847			
X1.3	.870			
X1.4	.909			
X2.1		.915		
X2.2		.820		
X2.3		.846		
X2.4		.745		
X2.5		.834		
X2.6		.866		
X3.1			.742	
X3.2			.749	
X3.3			.812	
Y1				.804
Y2				.882
Y3				.730
Y4				.771
Y5				.737

Source: Data processing results (2020)

Table 2. Composite Realibility and Cronbach's Alpha

Variable	Composite Realibility	Cronbach's Alpha
Situational Leadership (X1)	.853	.805
Extrinsic Motivation (X2)	.869	.797
Social Modal (X3)	.896	.792
OCB (Y)	.897	.727

Source: Data processing results (2020)

Based on the analysis results in Table 1 and Table 2, the elements of Convergent Validity and Composite Reliability have been fulfilled. This can be shown by each indicator that is valid because the overall loading factor value is above ≥ 0.60 , and all construct variables are reliable based on the composite reliability value above 0.70 and the Cronbach's alpha value, which is more than > 0.60 .

Measuring the Inner Model

Inner model testing aims to see the relationship between constructs, significance value, and R-square of the research model. In principle, the inner model measurement is to test the effect of one latent variable with other latent ones. The purpose of this test is to see the path value in interpreting whether the effect is significant or not by looking at the t value of the path value. It will also see the percentage of R2 for the endogenous latent variable being modeled, how much it is affected by the exogenous latent variable.

Table 3. R-Square

Variable	R-Square
Situational Leadership (X1)	
Extrinsic Motivation (X2)	
Social Modal (X3)	.696
OCB (Y)	

Suource: Data Processing Results (2020)

In the output display results, the R-Square value is 0.696, thus describing a good model. The value of 0.696 shows that the variable organizational citizenship behavior OCB (Y) can be explained by situational leadership (X1), extrinsic motivation (X2) and social capital (X3) of 69.60%, while the remaining 30.40% is influenced by other unexamined constructs.

To test the significance of the study, the bootstrapping feature on SmartPLS 3.2.8 was carried out in order to accept or reject the proposed hypothesis. The hypothesis would be accepted at the alpha degree level (0.05) if the t-statistic value $>$ table (1.96) or the p-value < 0.05 . It was also to see the results of the path coefficients between latent variables, whether they are positive or negative. The results of the output path coefficients processed with SmartPLS are as follows.

Table. 4 Path Coefficients

	Original Sample	t-statistics (O/STDEV)	p-values
Situational Leadership (X1) --> OCB (Y)	.347	3.467	.001
Extrinsic Motivation (X2) --> OCB (Y)	.278	3.766	.001
Social Modal (X3) → OCB (Y)	.255	2.817	.002

Source: Data Processing Results (2020)

Effect of situational leadership on organizational citizenship behavior (OCB)

The results of the hypothesis testing found that the variable situational leadership has an effect on organizational citizenship behavior (OCB) in Kremboong Sugar Factory, because the t-statistic value (3.467) > t-table (1.96) and p-value (0.001) < 0.05, and the path coefficient value was 0.347. Thus, situational leadership has a positive and significant direct effect on organizational citizenship behavior (OCB). That is, a well-implemented situational leadership pattern will make employees have a high spirit of organizational citizenship behavior.

The results of this study were in line with research which proved that situational leadership has a positive and significant effect on organizational citizenship behavior (Mattalatta, 2019; Solihin dan Manurung, 2020). This is because employees of the Kremboong Sugar Factory considered that the situational leadership style by implementing telling, selling, participating, and delegating that is implemented appropriately can influence the growth of the spirit of organizational citizenship behavior.

In addition, the meaningfulness of the leader will be able to describe and convey the company's vision and mission properly through work programs. The spirit of leadership will provide a stimulus to stimulate creativity and train its staff which will lead to organizational citizenship behavior (OCB). The theory of social exchange when employees are treated well in the organization will tend to return the favor by behaving and participating more in the organization.

Effect of extrinsic motivation on organizational citizenship behavior (OCB)

The second hypothesis was stated by the formulation that extrinsic motivation affects organizational citizenship behavior. Based on the results of the tests that have been carried out, it can be concluded that hypothesis 2 is accepted based on the t-statistic value (3.766) > t-table (1.96) and p-value (0.001) < 0.05. It can be said that the better the extrinsic motivation in employees, the better the organizational citizenship behavior. Likewise, if this extrinsic motivation gets worse, the value of organizational citizenship behavior from employees will also do so.

The results of this study are in line with research which states that extrinsic motivation has a positive and significant effect on organizational citizenship behavior (Mukhodah dan Ranihusna, 2018). Extrinsic motivation for the Kremboong Sugar Factory employees is also supported by a work environment conducive, working rules, and clear system operating procedures (SOP). So, it can be concluded that extrinsic motivation has a direct effect on organizational citizenship behavior (OCB).

In addition, employees who have high commitment automatically have organizational citizenship behavior (OCB), because they feel they belong to the company and are responsible for the assigned tasks. The company also always involves employees in the process of analyzing, evaluating, and in providing input, suggestions, and innovations on ongoing performance.

Effect of social capital on organizational citizenship behavior (OCB)

In the third hypothesis, the researcher stated that social capital affects organizational citizenship behavior. Based on the results of the tests that have been done, it can be concluded that hypothesis 3 is accepted. This is indicated by the t -statistic value $(2.817) > t$ -table (1.96) and p -value $(0.002) < 0.05$ and the path coefficient value of 0.278 . These results proved that social capital has a positive and significant direct effect on organizational citizenship behavior. The better the social capital in the company, the better the organizational citizenship behavior received. Likewise, the social capital that gets worse will have an impact on the low value of organizational citizenship behavior perceived.

The results of this study were in line with research which stated that there is a positive and significant relationship between social capital on organizational citizenship behavior (Ubaidillah, 2017 and Tjahjaningsih, 2015). Observations also showed that the Kremboong Sugar Factory is also able to foster good cooperation between employees and the surrounding community. Thus empowering social capital has a positive impact on organizational citizenship behavior.

5. Conclusions

Conclusions

1. Situational leadership has a positive effect on organizational citizenship behavior (OCB) at Kremboong Sugar Factory, where the t -value is $3.467 \geq 1.96$.
2. Extrinsic motivation has a positive effect on organizational citizenship behavior (OCB) at Kremboong Sugar Factory, where the t -value is $3.766 \geq 1.96$.
3. Social capital has a positive effect on organizational citizenship behavior (OCB) at Kremboong Sugar Factory, where the t -value is $2.817 \geq 1.96$.

Recommendations

1. Companies should pay attention to situational leadership patterns to spur employee performance in having an attitude of organizational citizenship behavior (OCB) and also always develop other leadership styles given the increasingly rapid flow of technological development.
2. Companies should maintain extraneous motivation combined with intrinsic motivation to be better in creating a conducive work environment.
3. Social capital should be considered as a valuable corporate asset in fostering a harmonious community environment and social ties through effective communication and corporate social responsibility programs.

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