



The Effect of Transformational Leadership on Organizational Citizenship Behavior E-Government Based

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Abstract. The background of this research highlights the importance of Transformational Leadership for the application of information technology in local government in Indonesia, primarily through the implementation of the Electronic-Based Government System (SPBE) in Sumedang Regency with innovative efforts such as e-Office applications have marked a commitment in implementing technology to improve public services. However, the critical role of regional heads and organizational structures, especially the head of the General Section at the Sumedang Regional Secretariat, is still faced with significant challenges related to technology adoption, integration of modern applications, and human resource management that have not been in line with the digital era. Quantitative research methods were used to investigate the relationship between Transformational Leadership and *Organizational Citizenship Behavior* (OCB) with data analysis using SPSS. Data were obtained through surveys, interviews, questionnaires, and related documentation. The analysis showed a positive, albeit weak, relationship between Transformational Leadership and OCB. However, a low correlation (0.381) indicates a minimal relationship. A high p-value (0.26) indicates the statistical insignificance of this relationship. Regression confirms that changes in Transformational Leadership do not significantly affect OCB. A low R Square (0.112) indicates that Transformational Leadership explains only a tiny percentage of OCB behavior. Despite the positive relationship, Transformational Leadership is needed to drive more significant changes in the application of technology and improvement of public services in the local government of Sumedang.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, HR

INTRODUCTION

In the era of global dynamics and technological acceleration, the course of government has entered a new chapter full of challenges and opportunities. In the midst of the need for efficiency, transparency, and better public services, the application of information and communication technology in government management is a must. In the midst of the need for efficiency, transparency, and better public services, the application of information and communication technology in government management is a must because in accordance with the Presidential Regulation of the Republic of Indonesia Number 95 of 2018 is an important guide in the

development and implementation of the Electronic-Based Government System (SPBE) at all levels of government in Indonesia.

SPBE is a governance approach that integrates information and communication technology to provide services to SPBE users. In accordance with Presidential Instruction (INPRES) Number 3 of 2003 concerning National Policy and Strategy for E-Government Development, the President of the Republic of Indonesia in this instruction underlines the importance of the national strategy in encouraging the development of e-Government in all regions of the country as a guide and direction for all levels of government, this instruction stipulates the responsibility of local governments, including the Regent, in taking strategic steps in accordance with the task, their functions, and authority. This is also stated in Sumedang Regent Regulation Number 63 of 2020 which regulates the Electronic-Based Government System in Sumedang Region. This is the foundation for Sumedang Regency in adopting and implementing information and communication technology to improve governance and public services in the digital era.

The Sumedang Regency Government has shown a strong commitment in implementing the Electronic-Based Government System (SPBE), with impressive achievements. Through continuous initiatives, they not only started the initial steps, but also continued to develop SPBE with significant achievements in the form of public service innovation through super e-Office applications. The organizational structure of the government, namely the regional secretariat, the General Section has an important role headed by a section head, in accordance with the Sumedang Regent Regulation Number 170 of 2021 concerning the Job Description of Structural Positions in the Regional Secretariat in Article 15 it is stated that, the General Section is led by the head of the General Section which has clear and crucial Main Duties in supporting the implementation of tasks within the Sumedang Regional Secretariat.

The General Section in the Regional Secretariat of Sumedang Regency is crucial in preparing activity plans in various administrative fields, including leadership administration, personnel, equipment, and housekeeping. In managing these tasks, this section also involves formulating technical policies related to personnel and management of office facilities and official vehicles. High quality of service and dedication in carrying out administrative duties are essential foundations in supporting the smooth running of a transparent and accountable government. However, the success of the General Section in carrying out its functions depends mainly on the performance of employees.

Low Organizational Citizenship Behavior (OCB) in this environment indicates challenges in increasing employee commitment. Factors such as lack of adaptation to changes towards digitalization, difficulties in developing modern applications, and human resource management that have not been in line with the vision of digital transformation further confirm that transformational leadership still needs to be fully implemented. Lack of training, ineffective communication, and uncertainty of employees towards change are vital indications of deficiencies in the leadership approach needed to drive the transformation toward E-Government.

LITERATURE

In an ever-evolving time, where challenges and continuous change are integral to running a business, organization, management, and government, transformational leadership needs to be emphasized. Organizational effectiveness and development would not have been possible without Madeline and Corry's style. Harmein and Nazarrudin (2016) define: "Transformational leadership is based on the influence of the leader and his relationship with followers or subordinates. Followers feel trust, admiration, loyalty, and respect for the leader and show high commitment and motivation to achieve and work at a higher level.

According to Robbin (2015: 261), transformational leaders are leaders who inspire their followers to put aside personal interests for the good of the organization and can influence their followers in a big way. They pay attention to their subordinates' personal development needs and change their subordinates' perceptions. Customers solve current problems by helping others tackle old problems from new angles while being able to satisfy and communicate. According to Rafferty (2017), Indicators of transformational leadership style are formulating four indicators owned by a leader so that they have transformational qualities, including:

- The leader has charisma recognized by his followers (charisma),
- Leaders can provide inspiration or be a source of inspiration for their subordinates (inspirational),
- His behavior and attention to subordinates who are individualized (individualized consideration),
- Leaders can stimulate the thoughts or ideas of their subordinates (intellectual stimulation).

Success in the tasks carried out by the General Department also depends heavily on employee performance. Employee performance is the result of work that a group of employees

has achieved by the duties and obligations given to them Arifin et al. (2019), and their work results are also influenced by the leadership style applied. *Organizational citizenship behavior* (OCB) results from various factors in the organizational environment, including employee job satisfaction and high public engagement. Employees who are satisfied with their work and are committed to the organization will be more motivated to give their best.

According to (Internal et al., 2014), Organizational Citizenship Behavior (OCB) is a voluntary behavior adopted by individuals within an organization beyond their primary job requirements. This behavior is not required in formal employment contracts and is not always accompanied by formal rewards or rewards. OCB includes many positive actions, such as helping colleagues, actively participating in organizational activities, behaving politely, and contributing to creating a harmonious and effective work environment.

Indonesia has a deep context of Organizational Citizenship Behavior (OCB), which has nuances. Indonesian employees tend to adhere to high collective values emphasizing cooperation and team attachment. At the same time, seniority is also appreciated, so respecting those with more extended experience becomes critical. This value is an essential cornerstone of work culture in Indonesia, influencing the way employees interact, work together, and contribute to the organization. The emphasis on group harmony and respect for seniority can influence how OCB presents itself in Indonesian culture.

According to (Internal et al., 2014), Organizational Citizenship Behavior has five dimensions, including *altruism* (selflessness), *conscientiousness* (*cautious nature*), *sportsmanship* (sportsmanship), *courtesy* (politeness), and *civic virtue* (social morals). With this attitude, employees contribute to creating a more harmonious work environment and developing the surrounding community.

METHOD

This research uses quantitative methods to test theories by testing relationships between variables. These variables are measured using *Statistical Product and Service Solutions* (SPSS) so that the data is in the form of numbers that can be analyzed based on statistical procedures. Sources of data and information can be obtained through surveys, interviews, questionnaires, and related documents. This method not only explains or describes events at the time of research but also explains and analyzes their effects according to existing theories so that they can be used to test the validity of the research or process and analyze data. From it, conclude to prepare scientific work.

The research location is at the General Section Regional Secretariat at the Sumedang Regency Government Headquarters, 5W69+9JJ, Situ, North Sumedang District, Sumedang Regency, West Java 4562. Furthermore, the population in this study is the employees of the State Civil Apparatus (ASN) in the general section, totaling 34 people whom the researchers use as respondents to fill out questionnaires by the reality in the General Section so that the research carried out can be truly representative.

DISCUSSION

This study has two variables, namely the Transformational Leadership Style variable as an independent variable (X) and Organizational Citizenship Behavior (OCB) as a dependent variable (Y). Variable operations are carried out by explaining the concrete understanding of each variable so that indicators and measurements can be made, based on the table below regarding the operational variables of Transformational Leadership and Organizational Citizenship Behavior in the preparation process.

Validity Test

Based on the calculation results, the transformational leadership indicator concluded that out of 22 items, 21 items were declared valid. The results of calculating the questionnaire answer score on the variable transformational leadership, namely 3,104, are classified as high. The Organizational Citizenship Behavior (OCB) Indicator concluded that out of 22 items, 10 items were declared valid. The results of calculating the questionnaire answer score on the Organizational Citizenship Behavior variable were 2,596, with the highest results.

Reabilitas

Table 1.1 Research Instrument Reliability Test Results

No	Research Variables	Reliable Value	Information
1	Transformational Leadership (x)	0,957	Amazingly Good
2	Organizational Citizenship Behavior (y)	0,874	Very good

Source: Research Data

From the table above, it can be stated that the items used as tools in the measurement of this study are extraordinarily good, so the Transformational Leadership indicator as an analytical tool used to measure the variables of Organizational Citizenship Behavior is appropriate.

Correlation Coefficient Test

Table 1.2 Correlation of Transformational Leadership with Organizational Citizenship Behavior Correlations

			Kepemimpinan Transformasional	Organizational Citizenship Behavior
Spearman's rho	Kepemimpinan Transformasional	Correlation Coefficient	1,000	,381*
		Sig. (2-tailed)	.	,026
		N	34	34
	Organizational Citizenship Behavior	Correlation Coefficient	,381*	1,000
		Sig. (2-tailed)	,026	.
		N	34	34

*. Correlation is significant at the 0.05 level (2-tailed).

As seen in the table above, Transformational Leadership and Organizational Citizenship Behavior have a significance value of 0.381, which is >0.05 , so the relationship between the two has no significant relationship or can be called uncorrelated. *Correlation* is a statistical measure used to measure the extent to which two variables relate to each other. When the value of the Correlation Coefficient of 0.26 is considered a low relationship, there is no strong relationship between Transformational Leadership and Organizational Citizenship Behavior in the analyzed data. In other words, variation in transformational leadership did not significantly correlate with variation in organizational citizenship behavior.

Although there is a low relationship, it should also be noted that it may be due to many other factors that influence Organizational Citizenship Behavior. In other words, the authors cannot definitively state that the relationship between "Transformational Leadership" and "Organizational Citizenship Behavior" is not statistically significant based on the sample of data used.

Simple Linear Regression Test

Table 1.3 Coefficients of Transformational Leadership with Organizational Citizenship Behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	27,297	5,821		4,690	,000
Kepemimpinan Transformasional	,137	,065	,350	2,113	,042

a. Dependent Variable: Organizational Citizenship Behavior

This regression output table presents information on the relationship between the independent variable "Transformational Leadership" (x) and the dependent variable "Organizational Citizenship Behavior" (y). Results showed that the "Transformational Leadership" coefficient (0.137) was not statistically significant (Sig. = 0.042), meaning that changes in "Transformational Leadership" did not significantly affect "Organizational Citizenship Behavior" at the level of significance generally used. A standardized Beta value (0.350) indicates a relatively small effect. In conclusion, based on this analysis, there is no substantial evidence to support a significant association between "Transformational Leadership" and "Organizational Citizenship Behavior" in the sample tested.

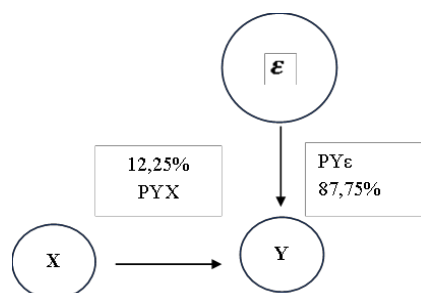
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,350 ^a	,122	,095	4,846

a. Predictors: (Constant), Kepemimpinan Transformasional

Coefficient of Determination Test Picture

R Square can be called the coefficient of determination, which means that the contribution of the transformational leadership variable to organizational citizenship behavior is 12.25% of the variable (Y), which can be explained by an independent variable (X) above. In comparison, the rest is explained by other variables (100% - 12.25% = 87.75%). R Square ranges from 0 to 1, with a note that the smaller the R Square, the weaker the influence of the two variables; it can be seen that the contribution of the Transformational Leadership variable to Organizational Citizenship Behavior is 12.25% of the dependent variable (Y) can be explained by the independent variable (X). The Transformational Leadership variable can explain 12.25% of the Organizational Citizenship Behavior variable. While the rest, which is 87.75% (100% - 12.25%), is explained by other variables. Transformational leadership has a positive, albeit weak, influence on what researchers predict is explained by other variables:



Results

X: Transformational Leadership

Y: Organizational Citizenship Behavior (OCB)

ϵ : Other variables beyond transformational leadership variables that are not measured and affect Organizational Citizenship Behavior (OCB)

PY ϵ : Pengaruh Variabel lain diluar penelitian

PYX: Pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior (OCB)

Based on the figure above, it shows that the conclusion is that Transformational Leadership has a positive influence of 12.25% although it is weak on what the researchers predicted. However, there are many other factors that influence this.

CONCLUSION

From the results of this study, it can be seen that Transformational Leadership in the General Government of Sumedang Regency positively influences Organizational Citizenship Behavior (OCB). Based on observations and questionnaires involving 34 civil servants, the majority showed positive acceptance of the head of the General Section regarding charisma, the ability to inspire, individual attention, and the ability to stimulate creative thinking. The Head of General Affairs is considered capable of creating a work environment that is productive, harmonious, and positively impacts the organization. However, several challenges were also identified in the aspect of Transformational Leadership. This includes consistency in providing inspiration, handling internal conflicts, and dealing with rapid changes in the work environment.

More resources are needed in the implementation of programs in the organization. Meanwhile, in Organizational Citizenship Behavior (OCB), employees in the General Section show strong altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The majority showed involvement in voluntary actions, prudence, cooperation, decency, and a civic moral spirit in carrying out their duties. However, there are still obstacles, such as difficulty adapting to change and an imbalance between the spirit of innovation and adaptability to change.

The results of the analysis showed that there was a positive, albeit weak, relationship between Transformational Leadership and Organizational Citizenship Behavior. However, a low correlation (0.381) indicates that variation in transformational leadership has little to do with variation in organizational citizenship behavior. Furthermore, a high p-value (0.26) indicates that

this relationship is not statistically significant at the general confidence level. The regression results also confirmed that changes in Transformational Leadership did not significantly affect Organizational Citizenship Behavior. In addition, a low R Square (about 0.112) indicates that Transformational Leadership explains only a fraction of the variation in Organizational Citizenship behavior.

This research identifies that transformational leadership in the SETDA General Section of the Sumedang Regency Government positively impacts Organizational Citizenship Behavior (OCB). However, its influence must still be higher due to organizational culture, political uncertainty, limited resources, complicated bureaucracy, and workload imbalances.

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