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Analysis Of The Effect Of Leadership And Organizational Culture On Organizational Citizenship Behavior With Job Satisfaction As An Intervening Variable At Ubud Wana Resort, Gianyar

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Abstract

³This study has several objectives. First, to determine ¹²the influence of leadership and organizational culture partially on organizational citizenship behavior at Ubud Wana Resort. Second, to find out the influence of leadership and organizational culture partially on job satisfaction at Ubud Wana Resort. ¹¹Third, to determine the effect of job satisfaction on organizational citizenship behavior at Ubud Wana Resort, and Fourth, to determine the influence of leadership and organizational culture partially on organizational citizenship behavior with job satisfaction as an intervening variable at Ubud Wana Resort. This research is included in causal associative research using a quantitative approach. Quantitative approaches are used because the data used to analyze relationships between variables is expressed by numbers. This study connects ³the influence of Leadership, Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior. The result of this study are Leadership has a positive and significant effect partially on organizational citizenship behavior, Organizational culture has a positive and significant effect partially on organizational citizenship, Leadership has a positive and significant partial effect on job satisfaction, Organizational culture has a partial and positive influence on job satisfaction, Job satisfaction has a significant influence on organizational citizenship behavior, Leadership influences OCB through Job Satisfaction" is not proven, and Organizational Culture influences OCB through Job Satisfaction" is not proven

Keywords : Leadership, Organizational Culture, Job Satisfaction, OCB

I. INTRODUCTION

Nowadays tourism increasingly growing and developing very dynamically, this really requires the existence of an effective and efficient management system which means it can easily change or adjust and can accommodate any changes both those that have been and have happened quickly, precisely and directed and at a low cost. ²Survival and growth of a company is not only determined by the success in managing finances based on the strength of capital or profit alone, but also determined by the success of managing human resources. Human resource development companies must be able to unite perceptions or perspectives of employees and company leaders in order to

achieve company goals. Given the importance of human resources in achieving company performance, it is necessary to conduct an in-depth study of several factors that affect employee performance in order to improve the efficiency and productivity of the company's human resource management. One important factor that influences employee performance is leadership and organizational culture.

According to Juni Priansa there are various kinds of leadership styles used by leaders in carrying out their leadership functions [1]. The leadership style, including:

1. Personal Leadership
This leadership style is carried out by leaders by establishing direct relationships with their employees so that a close and harmonious personal relationship arises.
2. Non Personal Leadership
This leadership style does not establish direct relations with employees so that between leaders and employees does not arise close personal contact.
3. Authoritarian Leadership
This leadership style treats employees arbitrarily, because they consider themselves the most powerful people in an organization.
4. Democratic Leadership
This leadership style can be seen from the way leaders always hold discussions with their employees in completing various jobs within the organization.
5. Transactional leadership
This leadership focuses on interpersonal transactions, between management and employees.
6. Charismatic leadership
This leadership style emphasizes symbolic leader behavior, messages about vision and provides inspiration, non-verbal communication, attraction to ideological values, intellectual stimulation of leaders by participation, the appearance of self-confidence and for performance that goes beyond the call of duty
7. Visionary Leadership
The visionary leadership style is a leadership style that is able to create and articulate realistic, trustworthy, attractive visions with the future of the organization that continues to grow and increase.

According to Pearce and Robinson organizational culture is a group of important assumptions (which are often not clearly stated) held together by members of an organization [2]. Every organization has its own culture, the culture of an organization is similar to a person's personality or a theme that is intangible but exists and is present, provides meaning, direction, and basis or action.

Furthermore, explained organizational culture is a pattern of tacit sharing assumptions learned by groups, such as solving problems, external adaptation and internal integration that have worked well enough to be considered valid and therefore to be taught to new members as the right way to see, thinking, and feeling in relation to the problem [3]

Ubud Wana Resort is one of the companies engaged in Hospitality, Restaurant and Entertainment (Spa) in the Ubud area. In recent years, Ubud Wana Resort has experienced a high turnover (LTO) and has caused a decline in company productivity. The following is the rate of labor turn over employee data at Ubud Wana Resort in 2017 and 2018.

Year	Employee {1}	Total Employee In {2}	out {3}	Total Employee {4 = (1+2)-3}	Average of Employees {5 = (1+4) ^{1/2} }	LTO (%) {6 = ((3-2):5) x 100}
2017	109	5	17	97	103	11,65%
2018	97	7	27	77	87	22,99%

Table 1 Labor Rate Turn over Employees at Ubud Wana Resort in 2017 and 2018 (in Persons).

Table 1 explain that total labor turnover that occurred in 2017 and 2018 at Ubud Wana Resort is 16.84 percent. Where in 2017 LTO reached 11.65 percent and then in 2018 it increased to reach 22.99 percent. Based on Edison opinion, labor turnover is good, which is no more than 10 percent, so the labor turn over that occurs at Wana Ubud Resort can be said to be quite high [4]

Based on interviews and observations, discharge of employees occurs not only because the time the contract has expired, but indeed because of the wishes of the employee itself. The policy of the company should be employees who have no problems, get an extension of the contract but some employees decide not to renew their contracts. Based on the theory of Mobley labor turn over can be influenced by external and internal factors of the company. Where external factors include environmental aspects and individual aspects themselves, while internal factors include leadership, organizational culture, compensation, job satisfaction and career development [5]

According to employees at Ubud Wana Resort, leadership developed within the company is authoritarian leadership, where leaders like this tend to direct and supervise employees hard by using their power to ensure that the tasks given by the company are carried out in accordance with what they want. Leaders in the company pay more attention to the implementation of work than the development and growth of employees and have low trust in employees, so that some employees feel uncomfortable with their work because they feel leadership like this is not in accordance with individual characteristics.

While for organizational culture at Ubud Wana Resort, according to some employees it is not too strong, because companies can quickly accept changes in new things, especially in the company there is a high level of nepotism, which can lead to gaps between fellow employees. In addition, with the existence of companies that predominantly have employees with Hindu beliefs, there are other religions that feel intimidated by the power of the environment, where the majority is always enshrined in company policy.

As for compensation and career development, Ubud Wana Resort carries out policies in accordance with existing regulations, where employee compensation is given in accordance with government regulations, namely the regional minimum wage and added bonuses and other benefits according to the level of employment and work that obtained. Then for career development, Ubud Wana Resort carries out career development in accordance with the work orientation of employees, where career advancement does not only refer to long time levels of work but to the extent of employee contributions and loyalty to the company.

With the gaps in leadership and corporate organizational culture, some employees feel dissatisfied with their work even though compensation and career development given by the company are in accordance with the rules. This triggers, lack of organizational membership behavior or organizational citizenship behavior that occurs in the employee environment and tends to lead to high labor turnover

The problem regarding organizational membership behavior was also conveyed by the General Manager of Ubud Wana Resort namely Mr. Ryan Rianto, where according to him employees tend to only work on individual task interests and lack concern for work among other teams, while employee performance that exceeds normal company time is still relatively minimal , and that only happens at the direction of the leadership and the company must pay extra time bonuses in accordance with the excess work time of the employee.

This study has several objectives. First, to determine the influence of leadership and organizational culture partially on organizational citizenship behavior at Ubud Wana Resort. Second, to find out the influence of leadership and organizational culture partially on job satisfaction at Ubud Wana Resort. Third, to determine the effect of job satisfaction on organizational citizenship behavior at Ubud Wana Resort, and Fourth, to determine the influence of leadership and organizational culture partially on organizational citizenship behavior with job satisfaction as an intervening variable at Ubud Wana Resort.

Based on the theories and problems that occur at Ubud Wana Resort, the authors are interested in conducting research with the title Analysis of the Effect of Leadership and Organizational Culture on

Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable at Ubud Wana Resort in Gianyar".

Based on the literature review or a combination of several theories and previous studies which have been described previously and clearly described, the following framework is obtained:

II. METODE

This research is included in causal associative research using a quantitative approach. According to Sugiyono Causative associative research is research that aims to determine the influence of two or more variables [6]. This study will explain the relationship affects and is influenced by the variables to be studied. Quantitative approaches are used because the data used to analyze relationships between variables is expressed by numbers. This study connects the influence of Leadership, Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior. Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn.

In this study the population consisted of 69 people, namely all staff contracts at Ubud Wana Resort in 2018-2019. Where this number includes: 6 accounting people, 3 Sales Marketing people, 9 Front Office people, 20 House Keeping, 9 Food & Beverage Product people, 6 Food & Beverage Service people, 7 Therapy's Spa People, 6 Security people and 3 Engineering people .

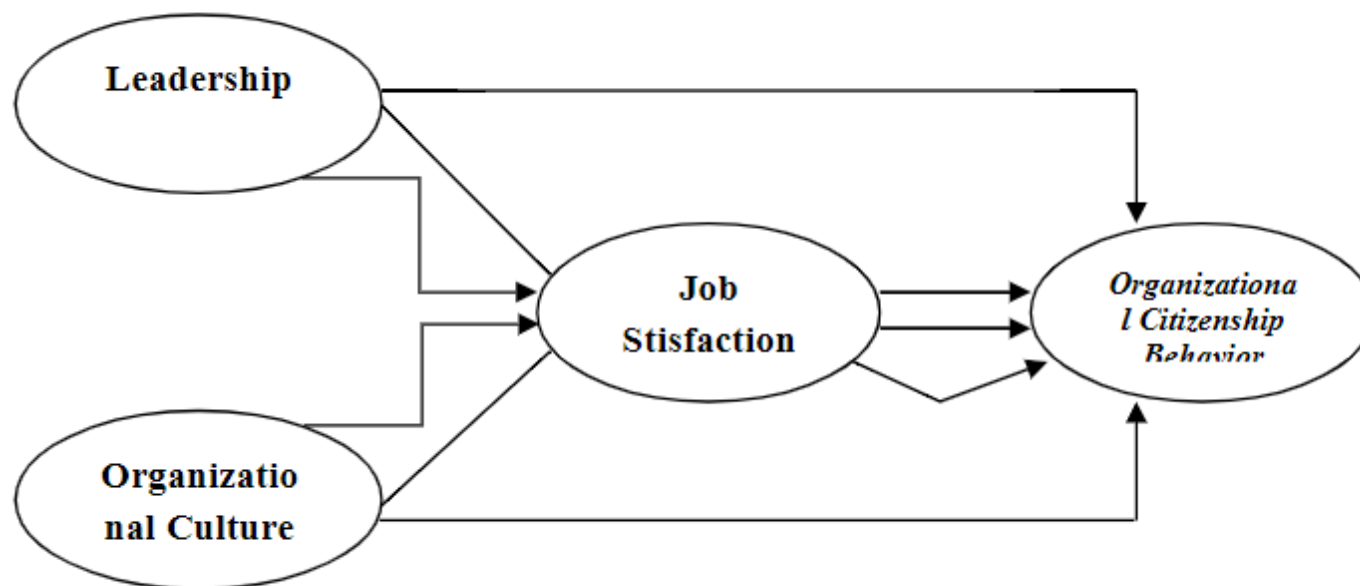


Figure I. Conceptual Framework

III RESULT & DISCUSSION

Charactristic Respondent

Based on the results of research obtained from respondents consisting of 69 people, the research data can be grouped based on the characteristics of respondents. Based on gender, the respondents in this study are classified in Table 2 as follows:

No	Gender	Total (People)	Percentage (%)
1	Male	51	73,9
2	Woman	18	26,1
Total		69	100

Table 2 Characteristics of Respondents based on Gender

14 Based on Table 2, it can be concluded that the respondents in this study were mostly men with a total of 51 people or 73.9 percent, while female respondents with a total of 18 people or 26.1 percent. Based on the age of the respondents, the respondents in this study can be grouped in Table 3 as follows:

No	Ages (Year)	Total(Peoples)	Percentage (%)
1	< 20	6	8,7
2	20-30	46	66,7
3	31-40	15	21,7
4	> 40	2	2,9
Total		69	100

Table 3 Characteristics of Respondents based on Ages

14 Based on Table 3 it can be concluded that the respondents in this study were mostly aged between 20 to 30 years with a percentage of 66.7 percent namely as many as 46 respondents, while the lowest percentage was respondents with an age range of more than 40 years which amounted to 2.9 percent with the number of respondents is 2 people. This shows that most employees at Ubud Wana Resort are between 20 and 30 years old. Based on the length of work of the respondents, the respondents in this study can be grouped in table 4 as follows:

No	Length of Work(Year)	Total (Peoples)	Percentage (%)
1	< 1	4	5,8
2	1-2	35	50,7
3	3-4	28	40,6
4	>4	2	2,9
Total		69	100

Table 4 Characteristics of Respondents based on Lengths of Work

Based on table 4, it can be concluded that the respondents in this study mostly worked between 1 to 2 years with a percentage of 50.7 percent, namely as many as 35 respondents, while the lowest percentage was respondents with a work period of more than 4 years which amounted to 2.9 percent with the number of respondents as many as 2 people. This shows that employees at Ubud Wana Resort predominantly have a working period of 1 to 2 years.

Normality Test

19 One-Sample Kolmogorov-Smirnov Test

	x1	x2	Z	Y	
N	69	69	69	69	
Normal Parameters ^{a, b}	Mean	46.2899	58.0435	47.3333	59.1304
	Std. Deviation	2.67396	2.53467	2.62155	2.56626
Most Extreme Differences	Absolute	.094	.123	.089	.116
	Positive	.094	.123	.089	.116
	Negative	-.091	-.099	-.079	-.100
Kolmogorov-Smirnov Z	.780	1.024	.736	.960	
Asymp. Sig. (2-tailed)	.577	.245	.650	.315	

a. Test distribution is Normal.

b. Calculated from data.

Table 5 Normality Test

2 Based on the table above it can be seen that the value of Asymp. Sig of each variable sequentially is 0.577, 0.245, 0.650, and 0.315 which is greater than 0.05. So it can be concluded that the data from each variable is normally distributed.

Multicollinearity Test

Multicollinearity X1, X2 to Y			
No	Dependent	Tolerance	VIF
1	Leadership	0.185	5.413
2	Organizational Cultural	0.185	5.413
Multicollinearity X1, X2 to Z			
No	Dependent	Nilai Tolerance	VIF
1	Leadership	0.185	5.413
2	Organizational Cultural	0.185	5.413

Table 6 Multicollinearity Test

2 Based on the table above, it can be seen that the coefficient for each independent variable has a VIF value of less than 10 and a tolerance value of more than 0.10 means that there is no multicollinearity in the regression model.

Correlation's Variables

The analysis technique used to analyze the data that has been collected in order to answer the problems stated in Chapter I is a statistical analysis using the SPSS 24.00 program, where the following results are obtained:

Dependent	Independent	r(partial)	B	T.count	Sig
Organizational Citizenship Behavior	Leadership	0.726	0.338	8.567	0.000
	Organizational Behavior	0,893	0.669	16.089	0.000
R	0.990				
D	0.979				
T.table	1.668				
Constanta	4.690				0,000
Regression	Y= 4.690 +0.338X1+0.669X2				
F.count	1572.882				0.000
F.table	3.99				

Table 7 Results of Statistical Analysis on Leadership (X1) and Organizational Culture (X2) on Organizational Citizenship Behavior (Y) at Ubud Wana Resort in Gianyar

Dependent	Independent	r(partial)	B	T.count	Sig
Job Satisfaction	Leadership	0.962	0.901	28.446	0.000
	Organizational Behavior	0.300	0.085	2.554	0.013
R	0.994				

D	0.987	
T.count	1.668	
Constanta	0.697	0.432
Regression,	Z = 0.697 +0.901X1+0.085X2	
F.count	2562.546	0.000
F.table	3.99	

Table 8 Results of Statistical Analysis on Leadership (X1) and Organizational Culture (X2) on Job Satisfaction (Z) at Ubud Wana Resort in Gianyar.

To find out the joint relationship between leadership and organizational culture on organizational citizenship behavior (Y) at Ubud Wana Resort in Gianyar, multiple correlation was used. Based on the analysis as seen in Table 7, obtained multiple correlation coefficient (R = 0.990) means that there is a positive and very strong relationship together between leadership and organizational culture towards organizational citizenship behavior.

To find out the joint relationship between leadership and organizational culture on job satisfaction (Z) at Ubud Wana Resort in Gianyar, multiple correlation was used. Based on the analysis as seen in Table 8, obtained multiple correlation coefficient (R = 0.994) means that there is a positive and very strong relationship together between leadership and organizational culture on job satisfaction.

In this study the model used in analyzing the influence of leadership and organizational culture on organizational citizenship behavior (Y) at Ubud Wana Resort in Gianyar is multiple linear regression analysis with the help of the SPSS 24.00 program. In multiple linear regression models, the dependent variable is organizational citizenship behavior (Y) and independent variables namely leadership (X1) and organizational culture (X2). From the results of the analysis using the SPSS 24.00 program as in Table 7, the regression equation can be determined as follows:

$$Y = 4.690 + 0.338X1 + 0.669X2$$

In addition to the influence of leadership and organizational culture on organizational citizenship behavior (Y), in this study also analyzed the influence of leadership and organizational culture on job satisfaction (Z) using multiple linear regression analysis with the help of the SPSS 24.00 program. In multiple linear regression models, the dependent variable is job satisfaction (Z) and independent variables namely leadership (X1) and organizational culture (X2). From the results of the analysis using SPSS 24.00 as in table 8, the regression equation can be determined as follows:

$$Z = 0.697 + 0.901X1 + 0.085X2$$

Path Analysis

6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.987	.987	.30004

a. Predictors: (Constant), x2, x1

Table 9 R Square Coefficient Effect of Leadership and Organizational Culture on Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	.697	.881			.791	.432
x1	.901	.032	.919		28.446	.000
x2	.085	.033	.082		2.554	.013

a. Dependent Variable: z

Table 10 Coefficient Effect of Leadership and Organizational Culture on Job Satisfaction

Analysis of the effect of X1 through Z on Y

It is known that the direct effect given X1 to Y is 0.871. While the indirect effect of X1 through Z on Y is the multiplication between the values of P1 and P5, namely: $0.919 \times -0.565 = -0.519$. Then the total influence given X1 to Y is a direct effect added by indirect effects, namely: $0.871 + (-0.519) = 0.352$. Based on the results of the calculation above, it is known that the direct effect of leadership on OCB is 0.871 while the indirect effect of leadership on OCB is through job satisfaction of -0.519. So it can be concluded that the direct influence of leadership on OCB is greater than the indirect influence of leadership on OCB. That is, because the direct influence is greater than the indirect effect so "Leadership influences OCB through Job Satisfaction" is not proven.

Analysis of the effect of X2 through Z on Y

It is known that the direct effect given by X2 to Y is 0.707. While the indirect effect of X2 through Z on Y is the multiplication between the values of P2 and P5, namely: $0.082 \times -0.565 = -0.04$. Then the total effect given X2 to Y is the direct effect added by indirect effects namely: $0.707 + (-0.04) = 0.667$. Based on the above calculation, it is known that the direct effect of organizational culture on job satisfaction is 0.707 while the indirect effect of organizational culture on organizational citizenship behavior is through job satisfaction of -0.04. So it can be concluded that the direct effect of organizational culture on OCB is greater than the indirect influence of organizational culture on OCB. That is, because the direct influence is greater than the indirect effect so "Organizational Culture influences OCB through Job Satisfaction" is not proven

IV CONCLUSION

- Leadership has a positive and significant effect partially on organizational citizenship behavior at Ubud Wana Resort in Gianyar. This is seen in the t test with a t value calculated at the alpha (α) level of 5% which is 8.567 greater than t.table, which is 1.668.
- Organizational culture has a positive and significant effect partially on organizational citizenship behavior at Ubud Wana Resort in Gianyar. This is seen in the t test with a t-count value at the alpha (α) level of 5% which is 16,089 greater than t.table which is 1,668.
- Leadership has a positive and significant partial effect on job satisfaction at Ubud Wana Resort in Gianyar. This is seen in the t test with the value of tcount at the level of alpha (α) 5% is 28,446 greater than t.table is 1,668.
- Organizational culture has a partial and positive influence on job satisfaction at Ubud Wana Resort in Gianyar. This is seen in the t test with the value of t count at the level of alpha (α) 5% is equal to 2.554 greater than t.table is 1.668.
- Job satisfaction has a significant influence on organizational citizenship behavior at Ubud Wana Resort in Gianyar. This is seen from the sig value. 0,000 which is smaller than 0.05.

6. ³The direct influence of leadership on organizational citizenship behavior (0.871) is greater than the indirect influence of leadership on organizational citizenship behavior (-0.519). That is, because the direct influence is greater than the indirect effect so hypothesis 6, namely "Leadership influences OCB through Job Satisfaction" is not proven.
7. ¹²The direct effect of organizational culture on organizational citizenship behavior (0.707) is greater than the indirect influence of leadership on organizational citizenship behavior (-0.04). That is, because the direct influence is greater than the indirect effect so hypothesis 7, namely "Organizational Culture influences OCB through Job Satisfaction" is not proven.

¹⁸Based on the results of the research and the conclusions that have been elaborated, further suggestions can be proposed which are expected to be useful for Ubud Wana Resort and other parties who wish to conduct similar research.

1. ³For Ubud Wana Resort in Gianyar, seeing the enormous influence of leadership and organizational culture on organizational citizenship behavior, it is expected that the company will maintain and always improve leadership and organizational culture to achieve corporate goals. By creating good organizational citizenship behavior in a company, it will create good performance for employees and certainly will improve company performance.
2. ²Based on the results of respondents' answers, the average item statement received a very good response, but the Ubud Wana Resort needs to pay attention to several things related to the research variable
3. In this study, researchers realized that there are still many shortcomings that researchers have because of the many limitations, so in the next study it is expected to use more samples so that research is more accurate. And it is also recommended for the next study ¹³to be able to use other variables that have not been present in this study, in order to get better results.

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