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RESEARCH ARTICLE

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON MANAGER WORK
 PRODUCTIVITY AT PT. PERUSAHAAN GAS NEGARA, Tbk WITH ORGANIZATIONAL
 CITIZENSHIP BEHAVIOR AS INTERVENING**

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Abstract

This study aims to analyze the effects of transformational leadership on work productivity with organizational citizenship behavior (OCB) as an intervening variable. The study was conducted at PT. Perusahaan Gas Negara, Tbk by using quantitative methods and a sample of 127 managers taken with simple random sampling. Data collection using a 5-point Likert Scale questionnaire and analyzed using the Structural Equation Modeling (SEM). The results showed that transformational leadership and OCB have a positive and significant impact on manager work productivity. The research findings also show that OCB as an intervening variable for the effect of transformational leadership on work productivity, so that effective transformational leadership will increase OCB and subsequently have an impact on increasing work productivity. Based on these results, the leader needs to increase the effectiveness of transformational leadership. Leaders must put their subordinates as partners and deepen their ability to communicate interpersonal and strengthen their emotional intelligence.

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Introduction:-

In developing countries like Indonesia, the existence of State-Owned Enterprises (SOEs) has a very important role in helping to create social welfare. SOEs is engaged in various strategic sectors, such as mining, electricity, finance, pharmaceuticals, agriculture, trade, manufacturing, construction and transportation, so that it has a very important contribution in building the national economy. According to Botlhale (2020) SOEs have the function of providing social and economic services related to the growth and development of economic sectors that are considered too strategic to be left to the private sector. On a global scale, SOEs will still be an influential force in the economy for the next few years (Sturesson, McIntyre, & Jones, 2015). Therefore, SOEs must give their best performance in order to contribute optimally to the country. In a dynamic and competitive business environment, SOEs are also required to have high productivity in order to meet the targets imposed by the government.

PT. Perusahaan Gas Negara, Tbk (PGN) is one of the SOEs in Indonesia in the mining sector which has a strategic role in supplying gas needs for both industry and households. However, so far, PGN has generally not shown satisfactory performance. One indicator is the ratio of earnings before interest, taxes, depreciation, and amortization (EBITDA) to the number of workers, which is an indicator of work productivity. The EBITDA ratio to the number of employees at PGN is still below of competitors such Pertamina and British Gas as shown in Figure 1.

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Fig. 1:- The EBITDA of PGN and its Competitors.

From the graph in Figure 1, it can be seen that PGN has not shown optimal employee productivity so far, even has a downward trend. The decline in productivity is thought to be caused by external factors, in the form of a decline in gas supply which has decreased and intense competition has resulted in decreased sales, with a decrease in worker productivity as the source. Apart from being caused by these external factors, the decrease in the measure of worker productivity is thought to be caused by the low productivity of managers, which affects the performance of all employees who are subordinate to them.

The condition of the lack of work productivity of managers is not without cause, but at least it is influenced by transformational leadership and organizational citizenship behavior (OCB). Transformational leadership is the superior's ability to bring about changes in subordinates to do more positively and better which affects performance improvement and contributes to the achievement of organizational goals, which is characterized by the influence of idealism, inspirational motivation, intellectual stimulation, and individual consideration. Several studies have shown the effect of transformational leadership on employee productivity (Butt, Waseem, Rafiq, Nawab, & Khilji, 2014; Vatankhah, Alirezaei, Khosravizadeh, Mirbahaeddin, & Alipanah, 2017). While OCB is a form of voluntary action that is carried out continuously and exceeds the standards required by the organization that can make a positive contribution to the development and effectiveness of the organization, which is reflected in altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. When individuals have these five traits or characteristics, it will encourage an increase in their work productivity. The results of previous research also show that there is a significant relationship between OCB and work productivity (Ranjbar, Zamani, & Amiri, 2014). This study aims to analyze the work productivity of managers in relation to transformational leadership factors and OCB in PGN. Previous studies that place OCB as an intervening variable, the influence of transformational leadership on work productivity is still limited, so this study attempts to fill this gap. Thus this research is expected to contribute in enriching the study of the factors that affect the productivity of managers' work.

Literature Reviews Hypothesis Development:- Work productivity

In the concept of productivity, it is generally understood as the ratio between input and output, as explained by Cascio (2016, p. 20), "productivity is a measure of the output of goods and services relative to the input labor, capital and equipment", so that individuals or organization that more productive will obtain more goods and services from a given amount of labor, capital, and equipment than less productive organizations. In line with this opinion, Robbins and Coulter (2016, p. 562) state "productivity is the amount of goods or services produced divided by the inputs needed to generate that output". Furthermore, Prokopenko (1992, p. 3) in relation to productivity explains that productivity is the relationship between the output produced by a production or service system with the input provided to create output. Thus productivity is the efficient use of resources (labor, capital, land, materials, labor, information) in producing various goods and services.

Productivity can be measured in various ways depending on the type of work and the output produced. Productivity measurement can refer to qualitative measures, especially for someone with performance that not measured by quantitative parameters. Hamilton-Attwell (1998) shows qualitative measures to see work productivity, including: being innovative, finding opportunities to; improve the company's competitive edge; bargaining for the best deal; wheeling and dealing; being goal-oriented; delivering results; satisfying the customer; working awkward hours. Villotti et al. (2017) also use qualitative measures to measure work productivity adapted from the Endicott Work Productivity Scale, namely: time use (including attendance), work quality, performance capacity and personal qualities (social, mental, and emotional abilities).

Transformational Leadership and Work Productivity

Leadership is needed by organizations to maintain the organization in order to survive, develop and compete for a long time. The leadership style that is relevant to the dynamics of today's environment is transformational leadership. According to Ivancevich, Konopaske and Matteson (2014), transformational leaders are able to influence others by using charisma, paying attention to followers, and giving encouragement to others or subordinates. Thus, an important characteristic of transformational leadership is the presence of charisma and strong individual concern for subordinates. Hughes, Ginnett, and Curphy (2015, p.579) argue that transformational leadership changes the status quo by attracting followers to have higher values, feelings, and goals. Meanwhile, Robbins and Coulter (2016, p. 532) also say "transformational leaders stimulates and inspires (transforms) followers to achieve extraordinary outcomes". This opinion shows that transformational leadership tries to encourage and inspire subordinates to maximize their abilities so that they can provide extraordinary work results.

Leaders who exhibit such patterns of leadership behavior can inspire and stimulate subordinates so that they can work more actively which reflects an increase in work productivity, namely the efforts of employees who are supported by motivation and abilities gained through training to produce a high ratio between the results achieved and the resources used. , which is reflected in the effectiveness and efficiency of work (Gomes, 2005). Productivity is essentially a concept that is closely related to employee performance, and Colquitt, LePine, and Wesson (2019, p. 465) state "transformational leadership has a moderate positive effect on Performance. Employees with transformational leaders tend to have higher levels of Task Performance. They are also more likely to engage in Citizenship Behavior ". Previous studies on the effect of transformational leadership on work productivity by Butt et al. (2014) show that leadership has a positive impact on employee work productivity. A similar study was conducted by Vatankhah et al. (2017) who found that transformational leadership influences employee productivity. Thus the research hypothesis can be formulated as follows:

H1. Transformational leadership has a positive direct effect on work productivity

Organizational Citizenship Behavior and Work Productivity

Work productivity is not only determined by individual external factors, but also the role of individual internal factors, such as organizational citizenship behavior (OCB). Robbins and Judge (2015, p. 30) explain "OCB is discretionary behavior that is not part of an employee's formal job requirement, but that nevertheless promotes the effective functioning of the organization". Schultz and Schultz (2016) explain that OCB is related to making continuous efforts and working more than the required minimum standards as shown in the form of taking on additional tasks, voluntarily helping other people's work, developing professions, complying with organizational rules even when no one is available. see, promote and protect the organization, and maintain a positive attitude and have tolerance for workplace inconveniences. This shows that OCB only occurs after employees reach the minimum work standards, so that it is impossible for OCB to occur for employees who work not according to standards. Another explanation about OCB is put forward by Kreitner & Kinicki (2008, p. 174), "OCB is consist of employee behavior that is beyond the call of duty". Meanwhile, Aamodt (2013) explains that people who are engaged in OCB are motivated to help the organization and their colleagues, by doing small things that are not actually asked to do, as shown in the behavior of helping colleagues and guiding new employees.

Organ (1997) describes five dimensions of OCB, namely: (a) altruism; namely the behavior of helping other employees without being coerced into tasks related to organizational operations; (b) civic virtue, namely the behavior of employees who take responsibility for, participate in and pay attention to organizational life, such as providing advice and efforts to improve the progress of the company; (c) conscientiousness, namely behavior carried out to fulfill obligations by arriving on time and not spending time for interests outside of work; (d) courtesy, namely behavior to prevent problems in the work environment, such as accepting opinions from colleagues or superiors; (e) sportsmanship, namely behavior that puts forward something positive for the company.

OCB is needed to optimize work productivity, because with strong OCB, individuals will be more active in their work and try to do many positive things for the company. Individuals who have strong OCB not only work within the scope of their job description, but try to do other things that can help other people and the company grow. The relevant research on the effect of OCB on work productivity was conducted by Ranjbar et al. (2014) with results showing that there is a significant relationship between OCB and work productivity. Thus the research hypothesis can be formulated as follows:

H2. OCB has a positive direct effect on work productivity

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Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership as a leadership approach that places a lot of emphasis on individual aspects has an important contribution in developing individual OCB. Brown and Keeping (2005) explain that transformational leadership style is characterized by a leader's ability to articulate a shared vision of the future, intellectually stimulate employees, and pay attention to individual employee differences. Kreitner and Kinicki (2008) explain that the transformational leadership model results in significant organizational changes because this form of leadership emphasizes a higher level of intrinsic motivation, trust, commitment and loyalty from subordinates. These opinions show that transformational leaders have great concern for individuals, which is shown by providing motivation, inspiration, giving trust, tolerating and appreciating differences. Basically, every employee wants to be noticed by their superiors, because this attention is a form of recognition of the employee's self-existence in an organization. Therefore, if employees feel sufficient attention from their leader, it will give rise to the impetus to make greater positive efforts for organizational success.

Transformational leaders also have the ability to motivate subordinates to have an attitude that prioritizes the interests of the company, as stated by Bateman and Snell (2015, p. 425) that transformational leadership is "leaders who motivate people to transcend their personal interests for the good of the group". This provides an understanding that a transformational leader has the ability to be able to influence and direct his subordinates to prioritize the interests of his organization over his personal interests. If this attitude is embedded in employees, then employees will be willing to do jobs outside their job description for the success of the organization. Previous research conducted by Meihami et al. (2013) proved that transformational leadership has a significant effect on OCB, especially for the dimensions of altruism, prudence, and virtue. Other research conducted by Supriadi, Hardhienata, and Retnowati (2016) and Ismaelzadeh, Anjomshoa, and Fard (2016) also proved that transformational leadership has a positive effect on OCB. Thus the research hypothesis can be formulated as follows:

H3. Transformational leadership has a positive direct effect on OCB.

Transformational Leadership, Organizational Citizenship Behavior and Work Productivity

In the previous explanation, it was stated that theoretically transformational leadership has a direct effect on OCB (Colquitt et al., 2019) and is also supported by the results of previous studies which prove that productivity is significantly influenced by transformational leadership (Butt et al., 2014, Vatankhah et al., 2017). Meanwhile, theoretically and based on the results of previous studies, OCB is also known to affect work productivity (Ranjbar et al., 2014). This pattern of influence allows OCB to act as an intervening variable in the effect of transformational leadership on work productivity. A leader with effective transformational leadership will be able to increase subordinates' OCB, and with strong OCB, it will have an impact on increasing work productivity. This indicates that OCB can be an intervening variable in the effect of transformational leadership on work productivity. Thus the research hypothesis can be formulated as follows:

H4. Transformational leadership has a positive direct effect on work productivity with OCB as an intervening.

Based on the literature review described above, the following theoretical framework can be made.

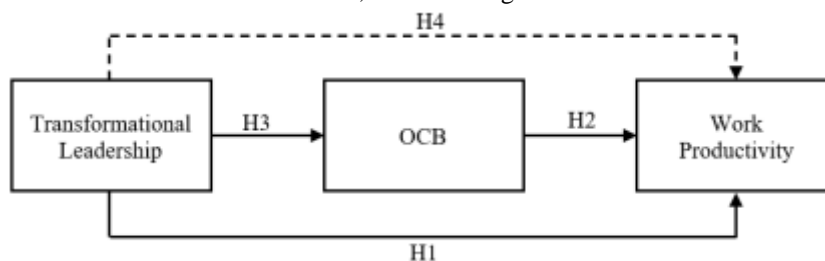


Fig. 2:- Research Framework.

Methods:-

This study uses a quantitative approach with a survey design. The survey was conducted on managers at PGN with a population of 186 managers spread over five directorates, namely the main directorate, commercial directorate, infrastructure directorate, finance directorate, human resources and general directorate. The research sample consisted of 127 managers who were taken randomly with the respondent profiles shown in table 1. Based on their gender, most of them were male (66%), while 34% were female. Most of the respondents were 31-40 years old (54%), followed by respondents aged 41-50 years (29%), and the last respondents were in the age group > 50 years (17%). Most of the respondents worked 11-15 years (39%), followed with tenure > 20 years (33%), 6-10 years (18%), and 16-20 years (10%). Furthermore, based on education level, most of the respondents were bachelor (45%), followed by \leq Diploma (28%), and magister (27%). Based on their marital status, most of them were already married (93%), while 7% were unmarried. Meanwhile, referring to the work directorate, most of the respondents worked at the infrastructure directorate (42%), followed by respondents at the HRD and general directorate (20%), the commercial directorate (18%), the finance directorate (11%), and the main directorate (9%).

Table 1:- Demographics Profile.

Demographics		Percentage
Sex:	a. Male	66
	b. Female	34
Age:	a. 31-40 years	54
	b. 41-50 years	29
	c. > 50 years	17
Tenure:	a. 6-10 years	18
	b. 11-15 years	39
	c. 16-20 years	9
	d. > 20 years	33
Education:	a. \leq Diploma	28
	b. Bachelor	45
	c. Magister	27
Status:	a. Kawin	93
	b. Belum Kawin	7
Directorate:	a. Main Directorate	9
	b. Commercial Directorate	18
	c. Infrastructure Directorate	42
	d. Finance Directorate	11
	e. HRD and Affairs Directorate	20

Furthermore, to measure research variables using a 5-point Likert scale questionnaire from never (1) to always (5). Measurement of work productivity variables (WP) uses five indicators: work innovation, time use, work quality, performance capacity, and personal quality (Hamilton-Attwell, 1998, Villotti et al., 2017), for transformational leadership (TL) using four indicators: the influence of idealism, inspirational motivation, intellectual stimulation, and individual consideration (Avolio & Bass, 2002), and for the variable organizational citizenship behavior (OCB) measured by indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1997).). The instrument used has been tested for validity and reliability and shows reliable results, where for the work productivity instrument the coefficient of Alpha= 0.890, transformational leadership= 0.941, and OCB= 0.935. Meanwhile, for data analysis using Structural Equation Modeling (SEM) and processed with LISREL 8.80.

Results:-

Descriptive Statistics

The descriptive statistics presented include the correlation coefficient, minimum score, maximum score, average and standard deviation which are used to obtain a description or condition of each research variable. Correlation coefficient which shows the degree of relationship between variables is known for the relationship between transformational leadership and work productivity obtained by a positive correlation coefficient of 0.767, OCB and work productivity 0.763, transformational leadership and OCB 0.724. The correlation coefficient obtained has a positive and significant value at *p-value* <0.01. Work productivity has the lowest score of 2.8 and the highest of 5 with an average of 4.2 and a standard deviation of 0.4. Furthermore, transformational leadership has the lowest score

of 2.7 and the highest is 5 with an average of 4.1 and a standard deviation of 0.5. Meanwhile, OCB has the lowest score of 2.9 and the highest of 5 with an average of 4.2 and a standard deviation of 0.5.

Table 1:- Results of Descriptive Statistics.

Variables	Correlations			Minimum	Maximum	Mean	Std. Deviation
	1	2	3				
1. WP	-			2.8	5.0	4.2	0.4
2. TL	0.767**	-		2.7	5.0	4.1	0.5
3. OCB	0.763**	0.724**	-	2.9	5.0	4.2	0.5

** p-value < 0.01

Furthermore, in Figure 2, the results of the calculation of Structural Equation Modeling (SEM) are presented to test the research hypothesis.

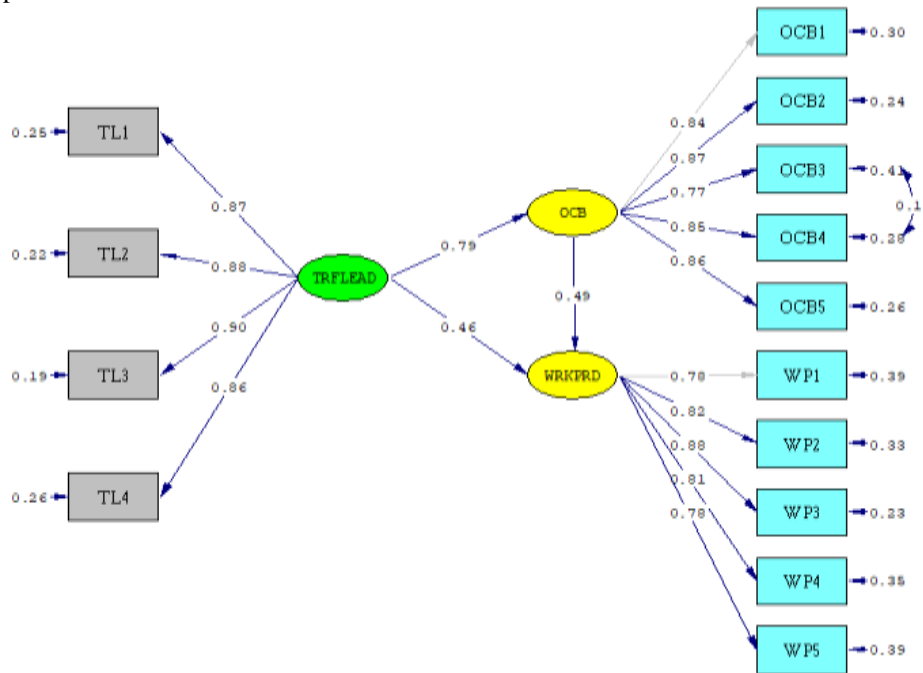


Fig 2:- Results of Structural Equation Modeling.

SEM analysis also displays the model accuracy index that is used to see the suitability between the theoretical model and the empirical model. The index obtained shows the p-value of Chi Square = 0.082 > 0.05, RMSEA = 0.043 ≤ 0.08, GFI = 0.91 > 0.9, NFI = 0.98 > 0.09, CFI = 1 > 0.9, IFI = 1 > 0.9, RFI = 0.97 > 0.9, and RMR = 0.01 ≤ 0.05. The index has met the criteria so that it can be concluded that the theoretical model of the effect of transformational leadership and OCB on work productivity tested in this study has met the empirical model.

The recapitulation of the calculation of the path coefficient and t-value of the effect of transformational leadership and OCB on work productivity is presented in Table 2 below.

Table 2:- Path Coefficients and t-value.

Hypothesis	Path Coefficients	T-value	Decision
TL → WP	0.46	4.43	Accepted H1
OCB → WP	0.49	4.61	Accepted H2
TL → OCB	0.79	8.60	Accepted H3
TL → OCB → WP	0.38	4.35	Accepted H4

The results of the calculations presented in Table 2 show the path coefficient of the direct effect of transformational leadership on work productivity 0.46. The path coefficient obtained is positive, so that effective transformational

leadership will increase work productivity. While the t-value is 4.43 and the t-critical is 1.96, so the t-value > t-critical, which means supported H1. This means that transformational leadership has a positive direct effect on work productivity. The path coefficient that shows the direct effect of OCB on work productivity is 0.49 and the t-value is 4.61. The path coefficient is positive and the t-value > 1.96, which means it supported H2. The conclusion is that OCB has a positive direct effect on manager work productivity. The path coefficient of direct effect of transformational leadership on OCB 0.79 and t-value 4.86. The path coefficient obtained is positive which indicates a positive influence, so that effective transformational leadership will increase OCB. The t-value > 1.96 which means supported H3, which can be concluded that transformational leadership has a positive direct effect on the manager's OCB. Furthermore, for the indirect effect of transformational leadership on work productivity through OCB, the path coefficient is 0.38 and t-value is 4.35. The result shows t-value > 1.96 which means supported H4. Thus it can be concluded that there is indirect effect of transformational leadership on work productivity through OCB.

Discussion:-

The results of hypothesis testing indicate that transformational leadership has a positive direct effect on the work productivity of managers at PGN. These findings indicate that transformational leadership at PGN has an important role in influencing the work productivity of managers. In accordance with the dynamics of the organizational environment, one of the leadership models needed is transformational leadership, namely the ability of superiors to make changes to subordinates to be positive and better so that they can have a positive impact on improving performance and contribute to the achievement of organizational goals, which is achieved through influence idealism, inspirational motivation, intellectual stimulation, and individual consideration (Sunarsih, 2003). Transformational leaders also try to provide motivation and inspiration to their subordinates to work with extraordinary results or exceed expectations, so this has the potential to make subordinates more productive at work. Leaders who can properly apply these principles will have a positive impact on the work productivity of their subordinates which is reflected in their effectiveness and work efficiency (Gomes, 2005). Productivity is a concept that is closely related to performance, and Colquitt et al. (2019) emphasize that transformational leadership has a moderate positive effect on performance, so that employees who are led by transformational leaders will have a higher level of performance. In other words, transformational leadership can make a positive contribution to increasing the work productivity of subordinates. Previous research reported by Butt et al. (2014) also proved that transformational leadership has a positive impact on employee productivity. Another study conducted by Vatankhah et al. (2017) also proved that transformational leadership has a significant effect on work productivity. Thus the results of this study support and strengthen previous research which shows the important role of transformational leadership in influencing work productivity.

The results of hypothesis testing confirm that OCB has a positive direct effect on the work productivity of managers at PGN. These results indicate that the OCB conditions of the managers at PGN play a significant role in determining the level of work productivity of the managers. In concept OCB is seen as voluntary action and exceeds the standards required by the organization and can make a positive contribution to the development and effectiveness of the organization which can be seen from the aspects of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Muchinsky, 2006). Organizational members who have these characteristics can encourage active behavior to be positive for their company, so that it will determine their work productivity. Individuals who have high OCB will tend to be more active at work so that their work results are more productive. Podsakoff et al. (2000) explained that OCB has an important contribution to organizational success, among others, through increasing cooperation and managerial productivity. Previous research conducted by Ranjbar et al. (2014) proved that there is a significant relationship between OCB and work productivity. The findings in this study mean supporting the theory and research that has been done previously regarding the role of OCB in influencing work productivity.

Transformational leadership in this study has also been shown to have a positive direct influence on OCB managers at PGN. This finding means that the condition of the leadership's ability to apply the transformational leadership model effectively will have an impact on increasing OCB for managers in PGN. Transformational leaders, among others, are characterized by a strong sense of self-identification, the creation of a shared vision for the future, and a relationship between leader and followers based on something more than simply rewarding for obedience. Transformational leaders define the need for change, create a new vision, mobilize commitment to live the vision and transform followers at both the individual and organizational levels. Transformational leaders also seek to encourage and inspire followers to achieve extraordinary results (Langton & Robbins, 2006). Such patterns of leader

behavior can encourage employees to have a willingness to work harder and harder and without expecting a reward with organizational progress. Such behavior is a reflection of OCB. Colquitt et al. (2019) emphasized that employees who are led by transformational leaders will have stronger OCB. The results of research conducted previously by Meihami et al. (2013) confirmed that transformational leadership has a significant effect on OCB. Another study by Lian and Tui (2012) also indicated that transformational leadership has a significant effect on OCB. Likewise, the research of Supriadi, Hardhienata, and Retnowati (2016) and Ismaeelzadeh, Anjomshoa, and Fard (2016) also found that transformational leadership has a significant effect on OCB. Therefore, the findings in this study support the theory and research that has been done previously regarding the important role of transformational leadership in influencing OCB.

In this study also examined the effect of mediation, namely positioning OCB as an intervening variable for the effect of transformational leadership on work productivity. The test results prove that OCB as an intervening variable has the effect of transformational leadership on work productivity. This is possible because from the results of the previous hypothesis testing, it is known that transformational leadership has a direct effect on OCB and OCB has a direct effect on work productivity. With these results, it will lead to an indirect effect of transformational leadership on work productivity through OCB. This means that effective transformational leadership will encourage the growth of OCB and in turn will have an impact on increasing work productivity, so that OCB can play a role in strengthening or weakening the influence of organizational culture on work productivity.

The implication of the results of this study is to provide greater reinforcement for company leaders to become transformative leaders in a highly competitive climate. Company leaders must be able to improvise in implementing transformational leadership according to the demands of the digital era and industry 4.0, such as focusing more on learning and innovation and having a good understanding of digital environments. The OCB factor has also been shown to have a significant influence on work productivity, so this will provide important information for organizations or companies (especially the human resources division) that OCB, which has been rarely discussed formally in organizational practice, actually plays an important role in supporting success. organization. Therefore, OCB will not be positioned as a secondary factor but as a primary factor in efforts to strengthen work productivity. This will be a challenge for practitioners in the field of human resources to formulate effective strategies to improve employee OCB.

Conclusion and Recommendation:-

The conclusion of this study shows that transformational leadership and OCB have a positive and significant contribution to the work productivity of managers at PGN. Therefore, transformational leadership that is executed effectively and supported by strong OCB will have an impact on increasing the productivity of the manager's work. The research findings also show that OCB acts as an intervening variable in the effect of transformational leadership on work productivity, so that effective transformational leadership will increase OCB and subsequently have an impact on increasing work productivity. Based on these conclusions, the application of transformational leadership needs to be further strengthened, especially by emphasizing the attention of individual subordinates, such as asking about the difficulties faced by subordinates, being willing and following up on ideas of change submitted by subordinates, making programs aimed at self-development, shows respect and tolerance for differences of opinion, and avoids authoritarian attitudes that impose their opinions on subordinates. The point is that the leadership must be even stronger in placing subordinate positions as partners. Therefore, it is very important for leaders to deepen their ability to carry out interpersonal communication and strengthen their emotional intelligence. These two skills are an important basis for a leader to be able to position himself appropriately and proportionally and to maintain closeness and good relations with his subordinates.

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