PLANNED BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: TRANSFORMATIONAL LEADERSHIP AS MODERATING VARIABLE

Nur Hidayat[1*], Budiyanto[2]

[1] Doctor of Management Science, STIESIA, Surabaya, Indonesia
[2] Sekolah Tinggi Ilmu Ekonomi Indonesia, Surabaya, Indonesia

*Corresponding Author: nurgasar831@gmail.com

_____

Abstract: Planned behavior affects various aspects of human life, one of them toward the behavior of members in the organization. The organizationial citizenship behaviour is also influenced by several things, including transformational leadership. The study goals to determine examine and analyze the effect of planned behavior toward the organizational citizenship behavior with transformational leadership as a moderating variable. The study determined the target population, they are all stakeholders of the Al Hikmah *Fullday* and *Boarding* School including teachers and staff/employees. The samples taken in the study were 220 (two hundred and twenty) people using the stratified random sampling method. The analytical technique used is the *structural equation model*. The conclusion obtained in this study there is a positive relationship between planned behavior and the organizational citizenship behavior. Transformational leadership is also positively related to the organizational citizenship behavior. Transformational leadership is able to moderate the relationship between planned behavior and the organizational citizenship behavior.

Keywords: Planned Behavior, Transformational Leadership, and Organizational Citizenship Behavior

_____

1. Introduction

Planned behavior is an extension of reasoned action (Ajzen & Fishbein, 1980). The main factor in planned behavior is the individual's intention to perform a certain behavior. Intention is assumed to be a motivating factor that influences behavior that is an indication of how hard people are willing to try, how much effort they plan to put in, to perform the behavior. The stronger the intention to engage in a behavior, the more likely it is to perform.

Planned behavior postulates three conceptual determinants of intention. The first is attitude towards behavior and refers to the degree which a person has a favorable or unfavorable evaluation or judgment of the behavior in question. The second predictor is a social factor called subjective norm; it refers to the perceived social pressure to perform or not perform the behavior. The third antecedent of intention is the level of perceived behavioral control, referring to the perceived ease or difficulty in performing the behavior and is assumed to reflect past experiences and obstacles encountered.

Leadership has been documented and able to influence individual behavior in the workplace (Humphrey, 2012). Effective leaders provide more benefits to the workplace than any other human factor (Gibson, et al., 1991). A good leader in an organization is one who has the ability to engage employees to engage in behaviors that have positive outcomes in the workplace. The researcher's main interest is leaders who influence the organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) is behavior performed by employees outside of routinely recognized duties and job assignments (Humphrey, 2012). This behavior is organizationally desirable because of its relationship with organizational effectiveness (Podsakoff et al., 2009).

Planned behavior affects the organizational citizenship behavior (Brown & Carnetta, 2016). Research by Brown and Carnetta (2016) shows that the organizational citizenship behavior can provide an important competitive advantage for organizations. Several studies have also found that planned behavior (PB) has been used to understand the underlying structure of organizational citizenship behavior (Altmann, 2009; Casper, 2007; Meyer, 2002). Planned behavior is generally used as a tool to understand and modify organizational behavior. The results also show that planned behavior (PB) is a potentially important framework for understanding the behavior of organizational members in the workplace.

The research of Majed, Ramaya, Mustamil, Nazri and Jamsheeed (2017) contributes to the relationship between leadership and organizational citizenship behavior (OCB) in different ways. First, this study contributes to the significant role of transformational leadership (TL) in motivating employee organizational citizenship behavior (OCB). Second, extending previous research by theoretically integrating transformational leadership (TL) and organizational citizenship behavior (OCB).

Based on previous studies, the researcher tried to bring up several research gaps, there were not many studies that discussed the influence of planned behavior on the behavior of members of the organization as a whole. The addition of transformational leadership variables as moderating variables enriches the discussion of this research. Research on the effect of planned behavior on the organizational citizenship behavior has been mostly conducted in the fields of health and psychology. In this study, an additional research gap emerged, namely research conducted in the field of education. Based on the background of the problems that have been stated above, the formulation of the problem can be made as follows:

1. Does planned behavior affect the organizational citizenship behavior?
2. Does transformational leadership affect the organizational citizenship behavior?
3. Does planned behavior affect the organizational citizenship behavior with transformational leadership as a moderating variable?

Based on the formulation of the problem, the objectives of this research are:
1. To examine the effect of planned behavior on the organizational citizenship behavior.
2. To examine the effect of transformational leadership on the organizational citizenship behavior.
3. To examine the effect of planned behavior on the organizational citizenship behavior with transformational leadership as a moderating variable.

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya
ICOBUSS
e-ISSN 2746-5667

2. Literature Review

Planned Behavior (PB)

Intention to perform a behavior can be predicted from attitudes toward behavior, subjective norms, and perceived behavioral control; and this intention, together with perceived behavioral control, explains the considerable variation in actual behavior. Attitudes, subjective norms, and perceived behavioral control have been shown to be associated with an appropriate set of behavioral, normative, and control beliefs about behavior. Figure 1 illustrates the theory of planned behavior in the form of a structural diagram

The main factor in the theory of planned behavior is the individual's intention to perform a certain behavior. The intention is assumed to be a motivating factor that influences behavior; they are an indication of how hard people are willing to try, how much effort they plan to put in, to perform the behavior.

The true importance of behavioral control is self-evident: The resources and opportunities available to a person must to some extent determine the likelihood of achieving the behavior. Of greater psychological importance than actual control, however, is the perception of behavioral control and its impact on intentions and actions. Perceived behavioral control plays an important role in the theory of planned behavior. Consistent with the emphasis on factors directly related to a particular behavior, perceived behavioral control refers to people's perceptions of the ease or difficulty of performing the desired behavior. Whereas locus of control is a general expectation that remains stable across situations and forms of action, perceived behavioral control, and usually, varies across situations and actions.
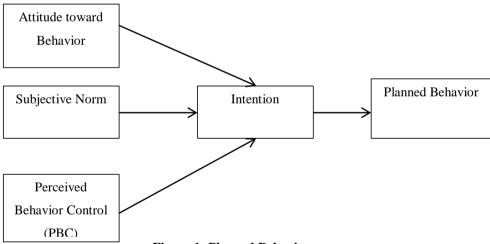

Figure 1: Planned Behaviour

Source: Ajzen, Icek (1991), Theory of Planned Behavior, *Organizational Behavior and Human Decision Process*, Vol 50, 179-211

The theory of planned behavior postulates three conceptual determinants of intention. The first is an attitude toward behavior and refers to the degree to which a person has a favorable or unfavorable evaluation or judgment of the behavior in question. The second is a social factor called subjective norm; it refers to the perceived social pressure to perform or not perform the behavior. The third is the level of perceived behavioral control which, as we saw earlier, refers to the perceived ease or difficulty in performing the behavior and is assumed to reflect past experiences and obstacles encountered. As a general rule, the better the subjective attitudes and

norms with respect to a behavior, and the greater the perceived behavioral control, the stronger the individual's intention to perform the behavior under consideration. The relative importance of attitudes, subjective norms, and perceived behavioral control in the prediction of expected intentions varies across behaviors and situations. So, in some applications it may be found that: only attitude has a significant impact on intention, on the other hand, attitude and perceived behavioral control are sufficient to explain intention, and on the other hand, all three predictors make independent contributions.

Organizational Citizenship Behavior

Researchers, managers realize that organizational success can only be achieved when employees do more than just complete the required job tasks (Majeed, et al, 2017). They need time to go beyond the assigned tasks to achieve work goals. Bateman and Organ (1983) call such behavior the organization citizenship behavior (OCB). Organ (1988:4) defines organizational citizenship behavior (OCB) as "individual behavior, i.e. discretion, not directly or explicitly recognized by formal reward systems, and in the aggregate promotes the effective functioning of the organization." Organ (1988) defines the organizational citizenship behavior more broadly and includes three categories of behavior, courtesy, sportsmanship, and civic virtue.

Smith et al. (1983) tried to explain the term "organizational citizenship behavior" in their study of the nature and antecedents of OCB and proposed three distinct classes of OCB identified as "general compliance".

Employee OCB is becoming increasingly vital in organizations in an era of downsizing, austerity, and as a reaction to the economic pressures of the last decade (Lo and Ramayah, 2009). Then, Podsakoff et al. (2000) recognized thirty different possible types of OCB and grouped them into only seven dimensions, namely 1) helpful behavior, namely helpful behavior to support personnel or employees, coworkers who have duties and responsibilities related to the problem 2) sportsmanship (fair behavior that prevents too many complaints in the organization), 3) organizational loyalty 4) organizational compliance 5) individual initiative (behavior that causes people to do more than expected) 6) civic virtue (revealing people's behavior to engage in work-related activities) and 7) self-development.

OCB historically has been explored in two streams of research as it is not a uni-dimensional concept 1) OCB and group and 2) OCB and individual. Williams and Anderson (1991) first described two factors: 1) OCBI – behaviors that directly benefit the individual and 2) OCBO behaviors that benefit the organization. Their evidence suggests that the two factors can be distinguished from performance in roles and may be related to other variables differently.

Organizational citizenship behavior has been variously defined in the extensive literature (eg, Borman & Motowidlo, 1993; Organ, 1988, 1997). The definition of all is the idea that OCB is employee behavior, although not essential to the task or job, that serves to facilitate the functioning of the organization (Lee and Allen, 2002). So examples of OCB include helping colleagues, attending events that are not needed, and so on. It is not surprising that understanding why employees engage in OCB is very interesting.

Several researchers have shown that organizational citizenship behavior is related to job satisfaction (Organ, 1988, 1990), and two different theoretical explanations for this relationship have been proposed. The first emphasizes the role of cognition (Podsakoff, 1991) and, in particular, perceptions of justice (Organ, 1990). Employees who feel they are treated fairly are

2nd INTERNATIONAL CONFERENCE ON
BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
e-ISSN 2746-5667

ICOBUSS

more likely to engage in OCB to maintain a balance between themselves and the organization; those who feel they are being treated unfairly will restrain OCB behavior.

The second explanation of the relationship between organizational citizenship behavior and job satisfaction shows the superiority of affective factors over cognitive factors in influencing the organizational citizenship behavior. This position is based on the social-psychological finding that people in positive moods are more likely to help others than those in negative or neutral moods (Isen & Baron, 1991). In addition to helpful behavior, George and Brief (1992) suggest that a positive mood can also lead to extra role behaviors such as protecting the organization, making constructive suggestions, developing oneself, and spreading goodwill.

McNeely and Meglino (1994) suggest that individual-directed (OCBI) and organizational-directed (OCBO) should be distinguished. If we assume that OCB is a deliberate attempt to maintain a balance in the social exchange between employees and the organization, it is reasonable to suggest that this behavior is aimed more directly at benefiting the organization. Therefore, OCBO is more likely to be a direct function of what employees think about their job characteristics. In contrast, OCBI, especially involving helping individuals in the workplace, appears to have only indirect implications, for maintaining balance within the organization (Lee & Allen, 2002). Consistent with this view is the evidence to suggest that OCBO is more strongly associated with employee confidence than OCBI.

Lee and Allen (2002), in measuring the organizational citizenship behavior (OCB) related to the intended target or beneficiaries of the organizational citizenship behavior. Although the altruism and adherence subscale developed by Smith, Organ, and Near (1983) has been used to represent OCBI and OCBO (Farh et al., 1990). McNeely and Meglino (1994) note that using these two subscales to differentiate the intended beneficiaries may be problematic. For example, this measure's altruism scale (supposedly measuring OCBI) contains items that clearly touch on OCBO (eg, makes suggestions to improve the department). Lee and Allen (2002) use a set of indicators created by the previous organizational member behavior scale. Eight items reflecting OCBI and OCBO were selected in Lee and Allen's research to measure organizational citizenship behavior

Transformasional Leadership
Leadership is described as the ability to influence followers to complete tasks at work. Lord et al. (2001, p.311) note that there is no universal definition of leadership due to "innumerable situational and contextual factors." Yukl (2010) notes that the term conveys a variety of connotations for a wide variety of individuals.

Most definitions of leadership reflect the assumption that it includes the process by which one person intentionally exerts influence over another to direct, structure, and facilitate activities and relationships within a group; in addition, they differ in their emphasis on behavioral styles (Den Hartog and Koopman, 2001). Northouse (2012, p.3) describes leadership as "a process in which an individual influences a group of individuals to achieve a common goal.

When discussing the important nature of transformational leadership, Williams et al., (2007) stated that this type of leadership will reap the trust, loyalty, admiration, and respect of employees for their leaders. This leadership style offers several advantages for organizations including influencing employee commitment (Dunn, Dastoor, & Sims, 2012; Joo, Jun-Yoon & Jung, 2012); increase productivity (Eunyoung, 2007) increase employee morale Bass & Riggio, (2006) this type of leadership also encourages employees to exceed the expected performance

(Andrews, Richard, Robinson, Celano, & Hallaron, 2012; Miia, et al., 2006). The transformational leadership style has the potential to institutionalize change at the organizational level (Bass & Avolio, 1994).

The six main transformational leadership (TL) behaviors identified by Podsakoff et al. (1990) articulate vision refers to leadership behavior that inspires employees with an attractive vision of the organization's future. Accepting group goals refers to behaviors that encourage collaboration among employees that lead them to work together to achieve shared organizational goals. Having high performance expectations refers to the expectations that leaders have regarding the performance of their employees. Providing individualized support refers to leadership behavior that concentrates on employee feelings. Providing intellectual stimulation for leadership behavior challenges employees to take different perspectives on tasks and assignments and to think about how work is done (Podsakoff et al., 1990).

Transformational leaders are able to motivate follow-up of subordinates outside of job tasks and challenge the status quo (Bass and Avolio, 1990), they can expand their employees' daily work-related efforts to go beyond job requirements and descriptions and thus exhibit more OCB (Podsakoff et al., 1990). In fact, leaders who have a transformational leadership style (TL) encourage the obligations of their subordinates to the company's mission and values and the motivations that shape collective beliefs and goals (Guay and Choi, 2015).

In measuring leadership style, there is a great debate about measuring leadership effectively. Among the top-ranking leadership measures are the Multifactor Leadership Questionnaire (MLQ); which measures both transformational leadership and transactional leadership (Bass, 1985). Improved and revised several times; this instrument only included transactional and transformational leadership components. Then a third-order domain consisting of transformational, transactional, and laissez-faire leadership was included by Bass (1985).

In addition, Kirkbride, (2006) announced "The Full Range Leadership Model" based on seven factors; These factors are very similar to those introduced by (Bass, 1998 & Avolio, 1999). MLQ has been used both as uni-dimensional as well as multidimensional. In the original MLQ 5X Bass and Avolio (1995) scale introduced 45-item.

It is also evident from previous research that the measurement of leadership style has been based on a multidimensional and uni-dimensional approach. The current study evaluates leadership style on the grounds of uni-dimensionality referring to the recommendations made by (Emery & Baker, 2007; Berson & Linton, 2005). Based on research for further investigation made by Yukl (2006); The current study sought to address the construct validity of the short form MLQ 5X in which 36 items have selected a total of 45 based on recommendations from leading research in the leadership domain Antonakis et al. (2003) Boehnke et al. (2003) and recently used by Hasim & Mohamood 2012, 2011, Pahi and Kamal, 2015)

2.   Literature Review
Conceptual Framework
The conceptual framework research that describes the relationship between variables can be seen in figure 2

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
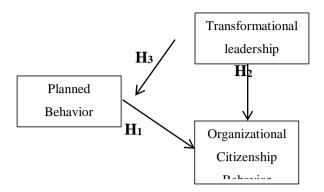Digital Transformation Business Strategy in Post Covid-19

STIESIA
Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya
ICOBUSS
INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
e-ISSN 2746-5667

Figure 2: Analysis Model of Relationship between Variables

Hypothesis

Planned behavior affects the organizational citizenship behavior (Brown & Carnetta, 2016). Research by Brown and Carnetta (2016) shows that the organizational citizenship behavior can provide an important competitive advantage for organizations. Several studies have also found that planned behavior (PB) has been used to understand the leadership structure that underlies the organizational citizenship behavior (Altmann, 2009; Casper, 2007; Meyer, 2002). Planned behavior is generally used as a tool to understand and modify organizational citizenship behavior. Based on the above considerations, the first hypothesis is formulated as follows:

H₁: There is a positive relationship between planned behavior (PB) and organizational citizenship behavior (OCB)

Several studies have found that transformational leadership/TL (Lam and O'Higgins, 2012; López-Domínguez et al., 2013; Suliman and Obaidli, 2013) plays a positive role in the organizational citizenship behavior (OCB) employees. Leadership plays an important role in fostering and improving organization citizenship behavior (Khalili, 2016).

The available research on the relationship between leadership and organizational citizenship behavior has considered transformational leadership. The nature of and influence on transformational leadership in organizations is deeply rooted (Burns, 1978). Transformational leadership refers to a leader's transformation procedure involving individuals, teams, and companies. This leadership theory involves creating major changes in employee behavior and the direction of the company.

Podsakoff et al. (1990) showed a positive relationship between transformational leadership (TL) factors and organizational citizenship behavior (OCB). Likewise, Purvanova et al. (2006) showed that transformational leadership behavior (TL) improves organizational citizenship behavior (OCB). Based on the findings of previous studies, the second hypothesis was formulated related to the influence of transformational leadership (TL) on the organizational citizenship behavior (OCB).

H₂: There is a positive relationship between transformational leadership (TL) and employee organizational citizenship behavior (OCB)

Based on the relationship between the variables described above, it indicates that the position of transformational leadership can be a moderating variable of the relationship between planned behavior and the organizational citizenship behavior. This can also be a research gap because it will enrich the research discussion. The position of transformational leadership is very central in influencing the organizational citizenship behavior. Meanwhile, on the other

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya
ICOBUSS
e-ISSN 2746-5667

hand, transformational leadership is obtained from planned behavior. Based on the considerations above, the third research hypothesis is formulated as follows:

H₃: There is a positive and significant relationship between planned behavior (PB) and the behavior of organizational citizenship behavior with transformational leadership (TL) as a moderating variable

3. Method

Identification and Definition of Operational Variables

Identification and operational definition of research variables are as follows:

1. Exogenous variables, namely planned behavior (PB)

   Planned behavior (PB) is behavior that is based on the intentions possessed by each individual in doing something. The variable construct of planned behavior (PB) refers to the theory of planned behavior proposed by Ajzen (1991), where behavior is influenced by the intention to do something based on attitudes, subjective norms, and behavioral control.

2. The moderating variable is transformational leadership, namely leadership based on trust, loyalty, admiration, and respect from employees for their leaders. The transformational leadership variable construct refers to the theory proposed by Bass and Avolio (1995). This transformational leadership construct was measured using the Multifactor Leadership Questionnaire (MLQ) which contains twenty items. This scale was given by Bass and Avolio (1995) with four dimensions and 20 items

3. The endogenous variable is the organizational citizenship behavior (OCB), namely the behavior of employees carrying out their duties and obligations beyond those set by the organization.

The variable construct of organizational citizenship behavior refers to the opinion of Lee and Allen (2002). Organizational citizenship behavior is assessed using a 16-item scale provided by Lee and Allen (2002) which is conceptualized in terms of individual organizational citizenship behavior/OCBI (individual) and organizational citizenship behavior/OCBO (organizational).

Population and Sample

The population in this study was determined by all stakeholders of the Al Hikmah *Fullday* School and *Boarding* School. The target population includes teachers/teachers and staff/employees at Al Hikmah Fullday and Boarding Schools.

The sampling method used in this research is the stratified random sampling method. The use of random sampling is based on the consideration that the samples taken can represent the entire research population. The stratified random sampling method is based on the consideration that the target population consists of several sample levels, namely employees/staff and teachers. The stepwise random sampling method is possible because the total sampling frame and personnel are known. The total members of the population are 516 people. To determine the size of the research sample, the Cochran (1977) formula is used as follows:

$$n = [Z^2 \cdot \{p * (1-p)\} * N] / [Z^2 \{p * (1-p)\} + (N-1) \cdot E^2]$$

Note;

Z	:	Z value in the confidence interval (at CI = 95% then Z value = 1.96)
p	:	desired population variation (p=0.5, then 1-p=0.5)
e	:	the desired sample error (sampling error), of 5%
n	:	number of samples
N	:	number of population members

Based on the above formula, the number of samples taken in this study is

n $= 1.96^2 * 0.5*0.5* 516 /$

$1.96^2 *0.5*0.5 + 515*0.05^2$

$= 220{,}45$ sample

$= 220$ sample

The composition of the sample in each stratum or sample group ca**n be seen in table 1**

Table 1 Composition of Research Samples

No	Group Sample	Population	%	Sample
1	Teacher	384	74.4	164
2	Staff/worker	132	25.6	56
	TOTAL	516	100.0	220

Source: Al Hikmah Fullday & Boarding School Personnel and Human Resources Data

Data Analysis Techniques

To answer the research hypothesis above, statistical analysis techniques are used, namely the SEM (Structural Equation Model) model with moderating variables. Processing data using the AMOS Version 21 data processing package. SEM model with moderating variables involves several research variables, namely exogenous variables, namely planned behavior (PB), then moderating variables, namely transformational leadership (TL), and endogenous variables, namely organizational member's behavior (OCB). In the SEM model, there are 2 (two) stages of analysis, namely the measurement model and the structural model.

4. Result and Discussion

Confirmatory Factor Analysis

To test the construct validity theoretically using confirmatory factor analysis. A variable unidimensionality test will be carried out on each of the three latent variables in this study, using the Confirmatory Factor Analysis method, to assess the validity, reliability, and contribution of each indicator in constructing the latent variables.

The loading factor value can be used to assess construct validity. The main requirement is a statistical test of the loading factor value using the t distribution test. If the t-count > 1.96 or the significance value is less than 0.05, then the indicator is considered capable of measuring the latent variable. The following is the loading factor and the significance value of each indicator in measuring the construct

Table 2 Construct Validity Test

Indicator	Loading Factor	t count	Signif Level
Niat 1 – PB	0.978	8.779	0.000
Niat 2 – PB	0.860	8.664	0.000
Niat 3 – PB	1.000		0.000
Niat 4 – PB	1.036	9.603	0.000
Att1 – PB	1.785	10.905	0.000
Att2 – PB	1.771	10.939	0.000
Att3 – PB	1.701	10.844	0.000
Att4 – PB	1.819	11.001	0.000
SN 1 – PB	1.807	9.747	0.000
SN2 – PB	1.734	10.156	0.000
SN 3 – PB	1.723	9.956	0.000
SN 4 – PB	1.708	10.377	0.000
PBC 1 – PB	1.610	10.183	0.000
PBC 2 – PB	1.440	8.187	0.000
PBC 3 – PB	1.591	9.675	0.000

Indicator	Loading Factor	t count	Signif Level
PBC 4 – PB	1.310	6.509	0.000
TL 1 – TL	0.998	8.286	0.000
TL 2 – TL	0.966	8.299	0.000
TL 3 – TL	1.020	8.024	0.000
TL 4 – TL	1.121	8.553	0.000
TL 5 – TL	1.103	8.280	0.000
TL 6 – TL	1.011	8.291	0.000
TL 7 – TL	.426	2.605	0.009
TL 8 – TL	.986	8.055	0.000
TL 9 – TL	1.120	8.484	0.000
TL 10 – TL	1.148	8.256	0.000
TL 11 – TL	.994	5.876	0.000
TL 12 – TL	1.047	8.208	0.000
TL 13 – TL	.656	3.915	0.000
TL 14– TL	1.000		0.000
TL 15 – TL	1.124	8.479	0.000
TL 16 – TL	1.085	8.482	0.000
TL 17 – TL	1.029	7.098	0.000
TL 18 – TL	1.143	7.127	0.000
TL 19 – TL	1.081	8.065	0.000
TL 20 – TL	0.873	6.210	0.000
OCB1 – OCB	0.921	19.983	0.000
OCB2 – OCB	0.989	20.149	0.000
OCB3 – OCB	0.985	22.147	0.000
OCB4 – OCB	0.986	12.248	0.000
OCB5 – OCB	0.976	20.231	0.000
OCB6 – OCB	0.962	19.343	0.000
OCB7 – OCB	0.976	21.018	0.000
OCB8 – OCB	0.915	14.034	0.000
OCB9 – OCB	1.047	23.334	0.000

Table 3 Construct Validity Test (continued)

Indicator	Loading Factor	t count	Signif Level
OCB10 – OCB	0.943	17.350	0.000
OCB11 – OCB	0.878	13.030	0.000
OCB12 – OCB	1.054	21.816	0.000
OCB13 – OCB	1.035	22.229	0.000
OCB14 – OCB	1.035	17.380	0.000
OCB15 – OCB	0.892	10.603	0.000
OCB16 – OCB	0.873	11.156	0.000
OCB17 – OCB	0.969	20.686	0.000
OCB18 – OCB	0.962	21.598	0.000
OCB19 – OCB	0.982	22.338	0.000
OCB20 – OCB	0.974	22.272	0.000
OCB21 – OCB	1.000		0.000
OCB22 – OCB	1.013	21.560	0.000
OCB23 – OCB	1.006	23.469	0.000
OCB24 – OCB	0.969	22.065	0.000
OCB25 – OCB	1.011	19.167	0.000
OCB26 – OCB	1.000		0.000
OCB27 – OCB	1.016	16.889	0.000
OCB28 – OCB	1.026	22.301	0.000
OCB29 – OCB	0.913	16.184	0.000

Indicator	Loading Factor	t count	Signif Level
OCB30 – OCB	0.989	23.284	0.000
OCB31 – OCB	0.955	19.759	0.000
OCB32 – OCB	0.925	10.425	0.000

Source: Research data, processed

Based on table 2 shows all the latent variables of each indicator for the variables of planned behavior (PB), transformational leadership (TL), and organizational member's behavior (OCB) statistically significant.

Next, a convergent validity test is carried out using a standardized loading estimate, where if the standardized loading estimate value is less than 0.5 then it does not meet the requirements for convergent validity (Ghozali, 2011:137). The results of the convergent validity test can be seen in Table 3

Table 4 Convergent Validity Test

Indicator	Standardize Loading Estimate	Conclussion
Niat 1 – PB	0.630	Valid
Niat 2 – PB	0.619	Valid
Niat 3 – PB	0.648	Valid
Niat 4 – PB	0.699	Valid
Att1 – PB	0.867	Valid
Att2 – PB	0.871	Valid
Att3 – PB	0.859	Valid
Att4 – PB	0.878	Valid
SN 1 – PB	0.739	Valid
SN2 – PB	0.779	Valid
SN 3 – PB	0.756	Valid
SN 4 – PB	0.794	Valid
PBC 1 – PB	0.767	Valid
PBC 2 – PB	0.594	Valid
PBC 3 – PB	0.721	Valid

Table 5 Convergent Validity Test (continued)

Indicator	Standardize Loading Estimate	Conclusion
PBC 4 – PB	0.467	Invalid
TL 1 – TL	0.809	Valid
TL 2 – TL	0.812	Valid
TL 3 – TL	0.761	Valid
TL 4 – TL	0.871	Valid
TL 5 – TL	0.804	Valid
TL 6 – TL	0.814	Valid
TL 7 – TL	0.180	Invalid
TL 8 – TL	0.759	Valid
TL 9 – TL	0.853	Valid
TL 10 – TL	0.805	Valid
TL 11 – TL	0.459	Invalid
TL 12 – TL	0.794	Valid
TL 13 – TL	0.279	Invalid
TL 14– TL	0.522	Valid
TL 15 – TL	0.850	Valid
TL 16 – TL	0.851	Valid

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA ICOBUSS
e-ISSN 2746-5667

Indicator	Standardize Loading Estimate	Conclusion
TL 17 – TL	0.607	Valid
TL 18 – TL	0.608	Valid
TL 19 – TL	0.766	Valid
TL 20 – TL	0.496	Invalid
OCB1 – OCB	0.849	Valid
OCB2 – OCB	0.852	Valid
OCB3 – OCB	0.883	Valid
OCB4 – OCB	0.656	Valid
OCB5 – OCB	0.853	Valid
OCB6 – OCB	0.837	Valid
OCB7 – OCB	0.866	Valid
OCB8 – OCB	0.713	Valid
OCB9 – OCB	0.898	Valid
OCB10 - OCB	0.797	Valid
OCB11 – OCB	0.682	Valid
OCB12 – OCB	0.878	Valid
OCB13 – OCB	0.883	Valid
OCB14 - OCB	0.798	Valid
OCB15 – OCB	0.595	Valid
OCB16 – OCB	0.616	Valid
OCB17 – OCB	0.860	Valid
OCB18 – OCB	0.874	Valid
OCB19 – OCB	0.885	Valid
OCB20 - OCB	0.884	Valid
OCB21 – OCB	0.860	Valid
OCB22 – OCB	0.873	Valid
OCB23 – OCB	0.900	Valid
OCB24 – OCB	0.881	Valid
OCB25 – OCB	0.834	Valid
OCB26 - OCB	0.865	Valid
OCB27 – OCB	0.787	Valid
OCB28 – OCB	0.885	Valid
OCB29 – OCB	0.770	Valid

Table 6 Convergent Validity Test (continued)

Indicator	Standardize Loading Estimate	Conclusion
OCB30 – OCB	0.897	Valid
OCB31 – OCB	0.844	Valid
OCB32 - OCB	0.588	Valid

Source: Research Data, processed

Based on table 3 above, it can be seen that there are 5 indicators that have a low standardized loading estimate (less than 0.5), namely PBC4, TL7, TL11, TL 13, and TL 20 indicators, so that the five indicators will be removed from the model because they do not meet the validity requirements. Convergent (Ghozali; 2011:137). Based on the results of the measurement model (measurement model) using the AMOS 21.00 software, it can be seen that the CFA model has met the goodness of fit criteria model (RMSEA value of 0.072) which means the CFA model is good enough to be used to test the validity and reliability of the research indicator constructs.

Structural Model Testing
The next stage after testing the validity and construct reliability of each latent variable involved in the research model is to test the structural model to test the research hypothesis. There are 3
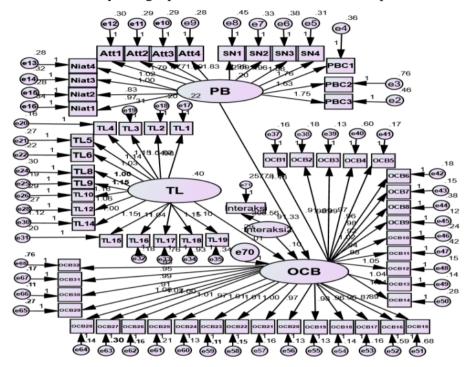
hypotheses determined in the research which will be answered through the structural model equations that are formed. The causal relationship between the three latent variables can be shown in the structural model in picture 3

Structural equation model aims to test the model that has been developed from the theoretical basis. The next step that must be done is to test whether all latent variables meet the normal multivariate assumption. The results of data processing using AMOS 21.0 show that the normal multivariate critical ratio value of 80.589 is greater than the critical ratio skewness value of 2.58. These results indicate that the multivariate data is not normally distributed. One solution to normalize data is by using a procedure known as the "bootstrap" method.

Picture 3 Standardized Estimation Value Structural Equation Model

From the output of data processing, the determinant value is 0.000, thus indicating a moderating relationship in the model. The determinant indicator also shows the occurrence of multicollinearity in the structural model. To answer the first to third hypotheses can be seen in Table 4 shows that planned behavior (PB) has a positive effect on the organizational citizenship behavior (OCB) and the variable of transformational leadership (TL) has a positive effect on the organizational citizenship behavior (OCB).

These results can be seen from the test significance level of the two relationships between variables approaching 0.000 which is smaller than the required value of 0.05 (5%). Based on the results of testing the relationship between variables able to answer 2 (two) research hypotheses that have been determined, namely the planned influence on OCB and transformational leadership on OCB.

Table 7 Structural Model Significance Test

Relationship Between Variables	Estimation	Sig Level	Conclusion
PB – OCB	1.181	0.000	Significantly influent
TL – OCB	0.290	0.000	Significantly influent
Moderation – OCB	0.099	0.000	Significantly influent

Source: Research Data, processed

The moderating variable in this study is transformational leadership. Through data processing using AMOS 21.0 software, it shows that planned behavior (PB) has a positive effect on the organizational citizenship behavior (OCB) with transformational leadership (TL) as a moderating variable. These results can be seen from the effect of the moderating variable on the organizational citizenship behavior (OCB) of 0.099 with a significance level of less than 0.05 (5%) These results also answer the formulation of the third hypothesis of the study, namely that there is a positive relationship between planned behavior (PB) and organizational citizenship behavior (OCB) with transformational leadership as a moderating variable.

Discussion

The results showed that there was a positive relationship between planned behavior (PB) and organizational citizenship behavior (OCB). The direct effect of planned behavior (PB) on the organizational citizenship behavior (OCB) is 1.181. The magnitude of the direct influence of planned behavior on the organizational citizenship behavior also shows the greatest influence of all the relationships between variables in this study. This finding supports several previous studies which stated that there was a positive influence between planned behavior (PB) and organizational citizenship behavior (OCB), which were conveyed by Brown and Carnetta (2016).

The results of this study also reveal the fact that transformational leadership (TL) has a positive influence on the organizational citizenship behavior (OCB). The magnitude of the direct influence of the transformational leadership variable (TL) on the organizational citizenship behavior (OCB) is 0.290. This fact is in accordance with research submitted by Khalili (2016) which states that leadership has an important role in directing the organizational citizenship behavior. Transformational leadership plays a positive role in the organization citizenship behavior (OCB) (Lam and O'Higgins, 2012). In addition to the direct influence between the variables in the study, this study also found the fact that there was a moderating effect of transformational leadership (TL) on the relationship between planned behavior (PB) on organizational citizenship behavior (OCB). Transformational leadership strengthens the positive relationship between planned behavior and the organizational citizenship behavior.

The results showed that the moderating effect of transformational leadership was 0.099 in strengthening the relationship between planned behavior and the organizational citizenship behavior. The effect of transformational leadership in moderating the relationship between planned behavior and organizational citizenship behavior is positive and significant. This shows the importance of transformational leadership in influencing the relationship between planned behavior and the organizational citizenship behaviour

5. Conclusion

This study aims to examine and analyze the effect of planned behavior on the organizational citizenship behavior by including transformational leadership as a moderating variable. The study took a sample of 220 respondents including teachers and staff/employees at the Al Hikmah *Fullday* and *Boarding* School. To test and analyze the research objectives, an analytical technique is used, such as the structural equation model (SEM) using the AMOS 21.0 software. After analyzing and discussing the research results, some conclusions can be drawn as follows:

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

e-ISSN 2746-5667

1. Based on the results of the study, it was found that H1 was accepted where there was a positive relationship between planned behavior and the organizational citizenship behavior. These results indicate that the variables of planned behavior with indicators of attitude (attitude), subjective norm (subjective norm), behavioral control (perceived behavior control) affect the organizational citizenship behavior.

2. Based on the results of the study found the fact that H2 is accepted that there is a positive relationship between transformational leadership and the organizational citizenship behavior. Thus the research can prove that transformational leadership as measured by indicators in the multifactor leadership questionnaire (MLQ) can influence the organizational citizenship behavior.

3. Based on the results of the study also resulted in the conclusion that H3 was accepted where there was a positive relationship between planned behavior and the organizational citizenship behavior with transformational leadership as a moderating variable. Thus this research is able to prove the strategic role of transformational leadership in strengthening the relationship between planned behavior and the organizational citizenship behavior.

References

Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In J. Kuhi & J. Beckmann (Eds.), *Actioncontrol: From cognition to behavior* (pp. 1139). Heidelberg: Springer

Ajzen, Icek (1991), Theory of Planned Behavior, *Organizational Behavior and Human Decision Process*, Vol 50, 179-211

Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: PrenticeHall

Altmann, T. K. (2009). Nurses' attitudes towards continuing formal education: A comparison by level of education and geography. (69), *ProQuest Information & Learning*, US

Bass, B.M. and Avolio, B.J. (1995), *Multifactor leadership questionnaire: Manual leader form, rater, and scoring key for MLQ (Form 5x-Short)*, Mind Garden, Redwood City

Brown, Carnetta R (2016), Organizational Citizenship Behavior, Theory of Planned Behavior, and Behavioral Intent, *Conference: Association of Psychological Science, Chicago, Illinois*

Casper, E. S. (2007). The theory of planned behavior applied to continuing education for mental health professionals. *Psychiatric Services, 58*(10), 1324-1329

Cochran, W. G. (1977). *Sampling techniques,* 3rd edition, New York: John Wiley & Sons

Ghozali, Imam, (2011) *Structural Equation Model: Metode Alternatif dengan Partial Least Squares*, Badan Penerbit Universitas Diponegoro, Semarang.

Gibson,J.L, Ivancevich, J.M. and Donnelly, J.H. Jr (1991), *Organizations: Behavior, Structure, Processes*, Irwin, Homewood, IL

Humphrey, A. (2012), "Transformational leadership and organizational citizenship behaviors: the role of organizational identification", *The Psychologist-Manager Journal*, Vol. 15 No. 4, pp. 247-268

Kalili, Ashkan (2017), Transformational Leadership and Organizational Citizenship Behavior, the moderating role of Emotional Intelligence, *Leadership & Organizational Development Journal,* Vol 38, No 7, pp 1004-1015

Lee, K. and Allen, N.J. (2002), "Organizational citizenship behavior and workplace deviance: the role of affect and cognitions", *Journal of Applied Psychology*, Vol. 87, No. 1, p. 131

Lo, M.C. and Ramayah, T. (2009), "Dimensionality of organizational citizenship behavior (OCB) in a multicultural society: The case of Malaysia*", International Business Research*, Vol. 2, No. 1, p. 48

Majeed, N, Ramaya, T, Mustamil, N, Nazri, M, and Jamsheed S (2017), Transformational Leadership and Organizational Citizenship Behavior, modeling emotional intelligence as mediator, *Management & Marketing Challenges for The Knowledge Society,* Vol 12, No1 4, pp 571-590

Meyer, L. (2002). Applying the theory of planned behavior: nursing students' intention to seek clinical experiences using the essential clinical behavior database. *Journal of Nursing Education, 41*(3), 107-116

Nguni, S., Sleegers, P. and Denessen, E. (2006), "Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: the Tanzanian case", *School Effectiveness and School Improvement*, Vol. 17 No. 2, pp. 145-177

Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington Books, Lexington, MA

Organ, D.W. (1990), "The motivational basis of organizational citizenship behavior", *Research in Organizational Behavior*, Vol. 12, No. 1, pp. 43-72

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000), "Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research", *Journal of Management*, Vol. 26, No. 3, pp. 513-563

Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. and Blume, B.D.(2009), "Individual-and organizational level consequences of organizational citizenship behaviors: a meta-analysis", *Journal of Applied Psychology*, Vol. 94 No. 1, pp. 122-141

Smith, C.A., Organ, D.W. and Near, J.P. (1983), "Organizational citizenship behavior: Its nature and antecedents", *Journal of Applied Psychology*, Vol. 68, No. 4, p. 653

Williams, L.J. and Anderson, S.E. (1991), "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors", *Journal of Management*, Vol. 17, No. 3, pp. 601-617

Yammarino, F.J., Dansereau, F. and Kennedy, C.J. (2001), "A multiple-level multidimensional approach to leadership: viewing leadership through an Elephant's eye", *Organizational Dynamics*, Vol. 29 No. 3, pp. 149-163

Yukl, G. (2010), *Leadership in Organizations*, 7th ed., Prentice-Hall, Upper Saddle River, NJ