

THE CORRELATION of THE MASTER TRANSFORMATIONAL LEADERSHIP and THE CREW ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

by Octavera Sulistiana

Submission date: 17-Nov-2021 11:50AM (UTC+1100)

Submission ID: 1705071056

File name: 22_Oktavera_The_correlation_of_the_master.._Original.docx (99.84K)

Word count: 3262

Character count: 18752

THE CORRELATION of THE MASTER TRANSFORMATIONAL LEADERSHIP and THE CREW ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

(Studies on the implementation of Safety Management System)

Oktavera Sulistiana, Andi Dewi Neswaty, Dodik Widarbowo
Politeknik Pelayaran Barombong, Politeknik Ilmu Pelayaran Makassar
Jl,Permandian Alam no.1
e-mail: oktavera@pipmakassar.ac.id

8
This research was conducted to determine the correlation of the Master's Transformational Leadership and Organizational Citizenship Behavior of the ship's crew (Studies on the Implementation of the Safety Management System). The benefits of this research is to contribute to academic research and the maritime world about how to maximize the Master's transformational leadership on the implementation of Safety Management System. The analytical technique used is the rank spearman correlation analysis method, this method is used to determine a relationship between variables. The sample used is 105 crew members of Indonesian Ship with national shipping areas. Data were collected using a Likert model scale. The results of the study show that there is a strong positive correlation between the Master's transformational leadership and the organizational citizenship behavior of the ship crew on the implementation of the safety management system

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Safety Management System

6 1. Introduction

Indonesia which is known as an archipelagic country, has a sea area larger than the land area, which is 2 (two) times the land area. This condition makes sea transportation as an important transportation methods in realizing the unity and integrity of defense, security, politics, social, culture, and especially economic and trade sectors. Therefore, management is needed in the ship organization to achieve the safety objectives effectively and efficiently. The characteristics of management on board include the following characteristics (1) mobility, high mobility where the ship is always mobile and spreads out in the waters; (2) the environment, including the weather, during the business processes of each ship in the waters of course can experience drastic weather changes that can disrupt the work, both physically and mentally of the crew, including other environments; (3) risk, having a higher job risk, such as the occurrence of accidents in shipping; and (4) the recruitment process, in recruiting shipping companies, it is more difficult to obtain the criteria for human resources required by the lack of crew members who have sufficient experience in their fields, this is in line with what was stated by Engkos Kosasih and Hananto Soewodo (2014: 134).) that in developed countries the attractiveness of working at sea is reduced.

The master as the highest rank on the ship, has an important role in the safety and security of the ship. The Master has full authority and responsibility for the seaworthiness of a ship and the safety of the crew and passengers or cargo of the ship. The captain is one of the crew members who is the highest rank on the ship and has certain powers and responsibilities in accordance with the provisions of the legislation (Indonesian Law No. 17 of 2008 about Shipping).

In simple terms, the task of the Master is: (1) leading the movement of ships in every shipping service; and (2) leading other crew members maintaining the safety, security and protection the maritime environment by implementing the safety management system set by the shipping company. The master is responsible to make the system work on board the ship. He must encourage/motivate the crew to implement the system and give them the necessary instructions.

²⁷ Safety Management System (SMS) is a safety management in the safe operation of ships as well as efforts to prevent environmental pollution which are implemented in companies and on ships (Government Regulation No. 45, 2012). Several marine accidents that still often occurred in this time prove that the implementation of the Safety Management System (SMS) has not been implemented optimally. Siti Umaiyah (2015) states that the occurrence of ship accidents was caused by the low implementation of the Safety Management System (SMS). The implementation of the Safety Management System (SMS) has not been fully implemented by the ship's crew.

Christian Patolenganeng (2019) stated that safety work is an effort or activity to create a safe work environment and prevent the accident. Christian Patolenganeng's Research (2019) on Optimizing the Understanding of the International Safety Management Code (ISM Code) of Engine Department Crew on MV.DK 02 In Order To Improve Safety Work On Board Ships, shows that the ship's crews tend to ignore the benefits of implementing safety work.

²¹ Work behavior is influenced by several factors, one of the factors that influence work behavior is the leadership factor, where the leadership factor most influences the work behavior of subordinates (Bushra., 2011: 261). Shunlong & Weiming (2012: 88) suggests that a leader who has the ability to lead will encourage the innovative ability of employees to achieve organizational goals. In addition, leaders function as catalysts in bringing and maintaining work behavior at individual, team and organizational levels as a whole (Faraz et al., 2018 : 51-62).

In the last few decades, there are two leadership styles that influence work behavior attracting the attention of a number of researchers, namely transformational leadership and transactional leadership (Khan et al., 2012 : 17-22, Contreas et al., 2017 : 9-25; Naqvi et al., 2017 : 27-37; Skudiene et al., 2018 : 21 - 40; Hansen & Phil Thingvad., 2018 : 918 - 944; Khan et al., 2020 : 1 - 16). Chang et al (2018 : 1797-1801) state that transformational leadership is the most powerful and important leadership style because the transformational leadership uses logical reasoning, is active, effective, results-oriented and directs employees to give new values and behaviors to the company. This is also in line with research conducted by several researchers who found the results that transformational leadership style was more effective than transactional

leadership style in shaping positive work behavior of employees. (Hansen & Pihl Thingvad, 2018 : 13; Khan et al, 2012: 18; Skudiene et al, 2018: 28-29).

Transformational leadership style is also known as charismatic leadership style, it is based on the vision of a leader who can change individuals or employees (Khan et al, 2020:1-16). Transformational leaders strengthen the performance capacity of employees by motivating employees to create new ideas as a motivating, influential, and inspirational leader. Leaders help employees to improve their performance, abilities, and qualities of each by using inspirational motivation. Transformational leaders facilitate new understanding by increase or change awareness of the problem (Zareen & Razzaq., 2015: 531-549).

Transformational leaders will change the behavior of their subordinates in order to change the way they work for the better by motivating their subordinates. The resulting behaviors can lead to Organizational Citizenship Behavior and job satisfaction from each of his subordinates. A leader is required to be able to change employee behavior for the better in order to improve performance in a company or agency. In theory, transformational leadership has an influence in causing Organizational Citizenship Behavior, as stated Luthans (2006 : 654) revealed that transformational leadership produces an indirect effect on Organizational Citizenship Behavior. In case on the ship organization the figure of the ship master was important who is able to direct and move the ship crew to continue to make changes in his work environment.

Based on the description that has been proposed above, the problem that will be discussed in this reserach is, "Is there any correlation between the Master transformational leadership and the Ship Crew Organizational Citizenship Behavior (Studies on the Implementation of the Safety Management System)?".

2. Research Method

The method in this research is a quantitative approach. There are two variables, namely the independent variable and the dependent variable. The independent variable in this study is the Master's Transformational Leadership, while the dependent variable is the Ship's crew Organizational Citizenship Behavior. The research population used is crew members who have active status on voyage duties. Accidental sampling technique was used in this research. The accidental sampling technique was chosen because the research respondents were large and the number of research populations was unknown so, this technique will make the researcher easier in finding research samples. This study has a total sample of 105 respondents.

Two scales were used to collect the data in this research, namely the transformational leadership scale and the Organizational Citizenship Behavior (OCB) scale, both scales using the Likert model. The transformational leadership scale was compiled by researchers based on four aspects proposed by Bass (1985) which include (1) *Idealized influence*, (2) *Inspirational motivation*, (3) *Intellectual stimulation* dan (4) *Individualized consideration*. The scales of *Organizational Citizenship Behavior (OCB)* using a scale developed by Morrison (1995) which is one of the measurement scales that has been refined and has good psychometric abilities in measuring the five dimensions of Organizational Citizenship Behavior (OCB), this scale was developed by

Hardiningtyas (2004) with a total of 30 items, which was modified to an adjusted statement editor with a research setting that measures the five dimensions of Organizational Citizenship Behavior, namely (1)*Altruism*, (2)*Courtesy*, (3)*Concentiousness*, (4)*Sportmanship*, and (5)*Civic Virtue*.

The formula used to test the validity of the instrument in this study is Pearson's Coefficient Of Correlation from Karl Pearson using the SPSS 25.0 for windows program, and the results of the validity test carried out on the transformational leadership scale, namely out of 30 statements there are 2 items that are declared not valid. Meanwhile, on the Organizational Citizenship Behavior (OCB) scale of 30 statement items, all of them are declared valid. In addition to testing the validity of the research instrument, a reliability test was also carried out using the Cronbach Alpha formula. The reliability coefficient value of the transformational leadership scale with 105 subjects obtained an alpha value of 0.928 and after screening valid items, an alpha value of 0.939 was obtained. The reliability coefficient value of the Organizational Citizenship Behavior (OCB) scale with 105 subjects obtained an alpha value of 0.914.

The data analysis in this research used descriptive statistics. This analysis consists of the average value, standard deviation, maximum value, minimum value, and frequency distribution. The results of data analysis are classified into three theories, namely high, medium, and low, but this reasearch has a hypothesis that will be tested using the Spearman Rank correlation test that aimed to knowing the correlation between the Master's transformational leadership and the Ship Crew Organizational Citizenship Behavior on Safety Management System Implementation.

3. Results and Analysis

The purpose of this research was to find out the correlation between the Master's transformational leadership and the Ship Crew Organizational Citizenship Behavior on Safety Management System Implementation. The process of data analysis in this research used SPSS 25.0 for windows. The research data were analyzed using descriptive statistics, and hypotheses were tested using the Spearman Rank correlation test. The results of the descriptive tests carried out are as follows:

3.1. Descriptive Analysis Result

Description of research data is presented to find out some basic data related to research. This is obtained through the collection and summarization of research data. The data is empirical data, namely data obtained from the subject's response to the given scale. In addition, there are also hypothetical data, namely the average value, maximum value, and minimum possible value on each of these scales. The complete results regarding the data can be seen in the table below:

Table. 3.1 Descriptive Statistics Test Results
Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Std. Error	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Transformational Leadership	105	63	46	109	8955	85.29	1.091	11.182	125.033
OCB	105	43	74	117	9910	94.38	.983	10.077	101.546
Valid N (listwise)	105								

20

Based on the table above, it can be seen that the highest score for the Master's transformational leadership scale is 109, and the lowest score is 46, and for the Ship Crew's Organizational Citizenship Behavior (OCB) scale, it is known that the highest score is 117 and the lowest score is 74. In addition, the description of the research data used by researchers to make categorization criteria, where the purpose of this categorization is to place individuals into separate groups in stages. The categorization score is divided into 3 categories, namely low, medium and high.

Table 3.2 Categorization & Interpretation of the Master's Leadership Scale Scores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	1	1.0	1.0	1.0
	High	104	99.0	99.0	100.0
	Total	105	100.0	100.0	

Based on the ordinal categorization for the Master's transformational leadership variable, there is 1 subject who has a Master with a moderate transformational leadership pattern, and there are 104 subjects who have a Master with a high transformational leadership pattern. So it can be concluded that in general the Master's transformational leadership is high.

Tabel 3.3 Categorization & Interpretation Scale Score of The Ship's Crew Organizational Citizenship Behavior (OCB)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hlgh	105	100.0	100.0	100.0

Based on the ordinal categorization for the variable the Ship's crew Organizational Citizenship Behavior (OCB), the results showed that all 105 subjects, had high Organizational Citizenship Behavior (OCB). So it is concluded that in general the Organizational Citizenship Behavior (OCB) of the Ship's crew is high.

3.2. Hypothesis Testing Analysis Results

Tabel 3.5 Spearman's Rank Correlation Hypothesis Testing Analysis Results

		Transformasional Leadership	OCB
Spearman's rho	Master Transformasional Leadership	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	105
	OCB	Correlation Coefficient	.997**
		Sig. (2-tailed)	.000
		N	105

** Correlation is significant at the 0.01 level (2-tailed).

The hypothesis was tested using the Spearman Rank correlation test. Based on the formulation of the first hypothesis in this research that Is there any correlation between the master's transformational leadership and the ship's crew Organizational Citizenship Behavior (OCB) that Ha: there is any correlation between the master's transformational leadership and the ship's crew Organizational Citizenship Behavior (OCB) Study on the Implementation of the Safety Management System), and Ho: there is no correlation between the master's transformational leadership and the ship's crew Organizational Citizenship Behavior (OCB) (Study on the Implementation of Safety Management Systems).

From the results of test, it is known that the significance value is a significance value (2-tailed) of 0.000 because the value of Sig (2-tailed) < 0.05, it means that there is a significant correlation between the master's transformational leadership and the ship's crew Organizational Citizenship Behavior (OCB). From the output of SPSS, also obtained a correlation coefficient of 0.997, meaning that the level of correlation strength is a very strong correlation and has a positive/direct effect, meaning r. The more the implementation of the master's transformational leadership increases, the more the ship's crew organizational citizenship behavior will increase, and vice versa.

Transformational leaders always encourage their employees to work in teams, support each other and help each other even though they are not within their work authority. In the maritime world, this OCB process often occurs in the work between the Master and the crew. This research is supported the results of research conducted by Krishnan and Arora (2008) which also states that transformational leadership has a positive and significant effect on employee organizational citizenship behavior. Transformational leadership improvement can be done by paying attention to each dimension of transformational leadership, namely: ideal influence; inspirational motivation; intellectual stimulation; and individualized consideration.

4. Conclusion

This research tries to analyze the implementation of the Master's transformational leadership variable on the ship's crew organizational citizenship behavior variable on the implementation of the safety management system. Based on

the results¹⁵ of the research in the previous chapter, this research can conclude that the Master's transformational leadership has a positive and significant effect on organizational citizenship behavior of crew members in the implementation of the safety management system. This means that by increasing the Master's transformational leadership, the ship's crew will have a high organizational citizenship behavior.

Based on the conclusions above, it is recommended to shipping companies as follows:

1. Increasing idealized influence can be done by making the Master as a more respected leader. Increasing respect for the master can be done by respecting and appreciating the crew so that the crew can respect the master more.
2. Increasing inspirational motivation⁴ can be done by explaining the vision and mission to be achieved by the company to the crew. Notification of the company's vision and mission can be done properly with each meeting event beginning with the familiarization of the vision and mission by all crew members or by writing down the company's vision and mission on paper and pasting it on the walls of the ship and company office so that it can be read by the crew.
3. Increasing intellectual stimulation can be done by responding to every question from ship's crew properly. In helping the master to be able to answer questions from the ship's crew, it can be done by improving the communication process from the ship's crew by opening lines of communication with them such as creating group chats on social media to make it easier to express opinions and specially healthy and effective communication on safety meeting.
4. Increasing individualized consideration can be done by spending time providing training and teaching to the crew members.
5. Pay more attention to the dimensions of transformational leadership³ given by the masters to the ship's crew so that the crew are willing to take on extra roles or Organizational Citizenship Behavior in higher work.

References

- Bass. Leadership and Performance Beyond Expectation. New York : Academic Press. 1985
- Bushra. Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan). International Journal of Business and Social Science. 2011; 2(18): 261–267.
- Chang, J. C., Lee, C. Y., Wei, P. Y., & Huang, W. C. How Do Employees Inspire Innovative Work Behavior? Transformational Leadership And Work Motivation Perspectives. IEEE International Conference on Industrial Engineering and Engineering Management. 2018: 1797–1801.

- Christian Patolenganeng. Optimalisasi Pemahaman International Safety Management Code (Ism Code) oleh Kru Departemen Mesin Mv. Dk 02 guna Meningkatkan Keselamatan Kerja diatas Kapal. Skripsi. Semarang: Politeknik Ilmu Pelayaran Semarang; 2019.
- Contreras, F., Espinosa, J. C., Dornberger, U., & Acosta, Y. A. C. Leadership and Employees' Innovative Work Behavior: Test of a Mediation and Moderation Model. *Asian Social Science*. 2017; 13(9): 9-25.
- Engkos Kosasih, Hananto Soewedo. Manajemen Perusahaan Pelayaran. Jakarta: PT. Raja Grafindo Persada. 2014 : 134.
- Faraz, N. A., Raza, A., Yanxia, C., Ahmed, F., & Gebretsadik Estifo, Z. The Influence of Transactional Leadership on Innovative Work Behaviora Mediation Model. *European Journal of Business and Social Sciences*. 2018; 07(01): 51–62.
- Fred Luthans. Perilaku Organisasi. Edisi Sepuluh. Yogyakarta: PT. Andi. 2006 : 654.
- Hansen, J. A., & Pihl-Thingvad, S. Managing Employee Innovative Behaviour Through Transformational and Transactional Leadership Styles. *Public Management Review*. 2018; 21(6): 918–944.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*. 2020; 10(1): 1–16.
- Khan, M. J., Aslam, N. Leadership Styles as Predictors of Innovative Work Behavior. *Pakistan Journal of Social & Clinical Psychology*. 2012; 9(2): 17-22.
- Naqvi, J. A., Ullah, S., & Javed, B. Effect of Leadership Styles on Employees Innovative Behaviour: The Mediating Role of Employees Creativity. *European Journal of Business and Management*. 2017; 9(28): 27– 37.
- Peraturan Pemerintah No. 45. Tahun 2012.
- Shunlong Xie, Weiming Zhang. The Relationships between Transformational Leadership, LMX, and Employee Innovative Behavior. *Journal of Aplied Business and Economics*. 2012; 13(5): 88.
- Skudiene, V., Augutytė-Kvedaravičiene, I., DemeSko, N., & Suchockis, A. Exploring The Relationship between Innovative Work Behavior and Leadership: Moderating Effect of Locus of Control. *Organizations and Markets in Emerging Economies*. 2018; 9(1): 21–40.
- Siti Umaiyyah. Analisa Penyebab Kecelakaan pada Kapal-kapal Penyeberangan Jarak Pendek dan Usulan Peningkatan Sistem Manajemen Keselamatannya. Skripsi. Depok: Universitas Indonesia; 2015.
-

UU No. 17. Tentang Pelayaran. Tahun 2008.

Zareen, M., Razzaq, K., & Mujtaba, B. G. Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation: A Quantitative Study of Banking Employees in Pakistan. Public Organization Review. 2015; 15(4): 531–549.

THE CORRELATION of THE MASTER TRANSFORMATIONAL LEADERSHIP and THE CREW ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

ORIGINALITY REPORT

19%

SIMILARITY INDEX

16%

INTERNET SOURCES

7%

PUBLICATIONS

4%

STUDENT PAPERS

PRIMARY SOURCES

1	umexpert.um.edu.my Internet Source	1 %
2	archives.palarch.nl Internet Source	1 %
3	journals.sagepub.com Internet Source	1 %
4	www.scribd.com Internet Source	1 %
5	commons.wmu.se Internet Source	1 %
6	Hayatun Nufus. "The Court of Shipping System For Ship Accident", KnE Social Sciences, 2021 Publication	1 %
7	Submitted to Liberty University Student Paper	1 %
8	ejournal.polbeng.ac.id Internet Source	

1 %

9

ejournal.unida.gontor.ac.id

Internet Source

1 %

10

staimnglawak.ac.id

Internet Source

1 %

11

Samuel Nguni, Peter Slegers, Eddie Denessen. "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, 2007

Publication

1 %

12

123dok.com

Internet Source

1 %

13

Submitted to Universitas Brawijaya

Student Paper

1 %

14

ejournal.unitomo.ac.id

Internet Source

1 %

15

ojs.unud.ac.id

Internet Source

1 %

16

Submitted to Universiti Malaysia Terengganu
UMT

Student Paper

<1 %

17	Submitted to University of Bahrain Student Paper	<1 %
18	repository.pip-semarang.ac.id Internet Source	<1 %
19	tutorsonspot.com Internet Source	<1 %
20	feb.ulm.ac.id Internet Source	<1 %
21	www.sysrevpharm.org Internet Source	<1 %
22	Alexandra de Oliveira Rodrigues, Maria Cristina Ferreira. "The Impact of Transactional and Transformational Leadership Style on Organizational Citizenship Behaviors", Psico-USF, 2015 Publication	<1 %
23	shura.shu.ac.uk Internet Source	<1 %
24	worldwidescience.org Internet Source	<1 %
25	www.researchgate.net Internet Source	<1 %
26	citeseerx.ist.psu.edu Internet Source	<1 %

27	en.wikipedia.org Internet Source	<1 %
28	eprints.ubhara.ac.id Internet Source	<1 %
29	garuda.ristekbrin.go.id Internet Source	<1 %
30	link.springer.com Internet Source	<1 %
31	www.cstp.umkc.edu Internet Source	<1 %
32	www.ejournal.aibpm.org Internet Source	<1 %
33	Muhammad Asad Khan, Fadillah Binti Ismail, Altaf Hussain, Basheer Alghazali. "The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior", SAGE Open, 2020 Publication	<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On