

The Effects Of Transformational Leadership And Organizational Citizenship Behavior (Ocb) On Islamic School Teachers' Satisfaction

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Abstract

The goal of this study is to examine the relationship between transformational leadership variables and satisfaction among Islamic school teachers, as well as the relationship between satisfaction variables and organizational citizenship behavior (OCB) among Islamic school teachers. the impact of transformational leadership variables on the organizational citizenship behavior (OCB) of Islamic school teachers This quantitative study employs a survey method, with an online questionnaire using a 5-scale Likert scale distributed via social media to 320 teachers in Islamic schools. Respondents were 320 teachers chosen at random. The data processing analysis employed structural equation modeling (SEM) with the SmartPLS 3.0 software tool. Purwanto et al. (2020) and Asbari et al (2020). The job satisfaction indicator variable was developed by Novitasari et al.(2020) and Asbari et al.(2020) created it (2021). Purwanto et al. (2021) and Asbari et al. (2022) developed the OCB indicator (2021). Based on the discussion, we conclude that transformational leadership has no effect on OCB. According to the findings of this study, whether transformational leadership is implemented well or poorly in Islamic schools has no direct impact on OCB. Job satisfaction benefits from transformational leadership. The higher the level of employee job satisfaction in Islamic schools, the better the leader's transformational leadership style. Employee job satisfaction is beneficial to OCB. Employees who are happy with their jobs exhibit high levels of OCB behavior, and employee job satisfaction mediates the relationship between transformational leadership and OCB.

Keywords: Knowledge Sharing, Transformational leadership, Organizational Citizenship Behaviour (OCB), Performance, Satisfaction, Islamic School Teachers

Introduction

According to Adil et al. (2021), Knowledge sharing has full-size advantages for faculties if it's far carried out and carried out nicely via way of means of its personnel. The advantages encompass faculties having personnel who're equipped to perform their paintings so that with the formation of a pleasant workforce, Islamic faculties can attain their dreams of Islamic faculties greater easily. With the implementation of precise know-how sharing in Islamic faculties, it's far been hoped that personnel could be

capable of taking a look at nicely and performing their features in Islamic faculties. In addition, it's also was hoping that the improvement of attitudes, attitudes, know-how, and additionally the capacity of human assets in Islamic faculties can assist attain the dreams of Islamic faculties. According to Hamid et al (2022) Knowledge sharing for personnel is a manner or step to offer an area for participants of a set in an Islamic faculty to proportion their know-how and facts with different participants. With the implementation of know-how sharing nicely, it

will likely be capable of assisting Islamic faculties to attain their dreams. According to Adil et al. (2021); Arifiani et al (2020); Al-Mamary (2021); Hamid et al (2022) the utility of know-how sharing for personnel is likewise beneficial for strengthening the connection among personnel, specifically personnel whose greater senior and feature greater and longer paintings enjoy in Islamic faculties, with new personnel who may also have simply been customary in Islamic faculties and also have little enjoy and know-how approximately the realities that arise withinside the Islamic faculty.

According to Adil et al. (2021); Budur and Poturak (2021) The function of Organizational Citizenship Behavior (OCB) is taken into consideration essential and determines organizational overall performance in bureaucratic reform as presently being completed in diverse authorities groups together with Islamic faculties. Podsakoff et al. (2000) said that OCB has a critical function in organizational effectiveness due to the fact with OCB businesses can adapt nicely to the ever-converting commercial enterprise environment. Udur and Poturak (2021) kingdom that businesses can extrude for the higher if organizational participants can display teamwork. Teamwork may be displayed via way of means of those who show extra-function conduct which is likewise called OCB, for that reason businesses want to shape worker OCB due to the fact, without OCB, the employer will now no longer be most suitable in reaching it's imaginative and prescient and venture or may even preclude organizational improvement. Organs et al. (2006:8) kingdom that OCB is character conduct that isn't regulated withinside the employer and isn't immediately rewarded via the formal payroll device however could be very influential on the performance and effectiveness of the employer. The effectiveness of the function of a frontrunner is wanted so that the OCB of personnel is proven nicely. Ismail et al. (2011) said that increasingly more businesses

are converting their management paradigm to transformational from transactional management so that businesses can attain their dreams. Transformational leaders are aware of the self-improvement wishes in their fans, manual their subordinates to look at and remedy issues from a brand new perspective, and might inspire fans to attain not unusual place dreams via way of means of operating harder. Adil et al. (2021) said that powerful chief profits from the beliefs of his fans. Budur and Poturak (2021); Hamid et al (2022) said that one of the major motives why fans are encouraged via way of means of transformational leaders to carry out past expectancies is that fans believe and admire their chief Mohammad et al. (2011) have a look at empirical studies which states that worker pride is a critical aspect influencing OCB. Al-Mamary (2021) states that the majority of transformational management studies postulate that transformational leaders boom follower pride, so pride emerges as a cap potential mediator of the effect of transformational chief conduct on fans' OCB. According to Nurhidayati et al. (2021); Purwanto et al (2021); Singgih et al (2020); Trong (2017) Followers of transformational superiors have admire, loyalty, belief, and admiration for superiors and are encouraged to do OCB. The impact of transformational management on OCB is mediated via way of means of belief in superiors and fans. Transformational management fashion has a fine and extensive impact on worker pride. The reason for this take a look at is to research the connection of know-how sharing variables to the overall performance of Islamic faculty teachers, the connection of transformational management variables to the overall performance of Islamic faculty teachers, and the connection of know-how sharing variables to Islamic faculty instructor pride. The dating of transformational management variables to madrasa instructor pride. organizational citizenship conduct r (OCB) at the overall performance of Islamic faculty teachers, the

connection of organizational citizenship conduct (OCB) variables at the pride of Islamic faculty teachers. The motive for deciding on the variable of transformational management, now no longer transactional or laissez-faire management is due to the fact it's far primarily based totally on numerous research via way of means Nurhidayati et al. (2021); Purwanto et al (2021); Singgih et al (2020); Trong (2017) that transformational management has a fine and extensive impact at the overall performance of Islamic faculty teachers.

Method

This study's approach is quantitative with a survey approach, an internet questionnaire the use of a 5-scale Likert scale disbursed to 320 instructors in Islamic colleges thru social media. Respondents had 320 instructors who had decided on the use of a random sampling system. The statistics processing evaluation used structural equation modeling (SEM) with the SmartPLS three. zero software program tool. The transformational management variable indicator

become evolved with the aid of using Purwanto et al.(2020) and Asbari et al.(2020). The process delight indicator variable becomes evolved with the aid of using Novitasari et al.(2020) and Asbari et al.(2021). The OCB indicator becomes evolved from Purwanto et al.(2021) and Asbari et al.(2021). The levels of PLS evaluation the use of clever pls three consists of three levels, namely:

- The outer version checking out section is to check the validity & reliability of signs and constructs
- The goodness of in-shape version checking out section to check the predictive energy of the version and the feasibility of the version.
- The internal version checking out section examines the significance of exogenous variables' impact on endogenous variables.

In this study, the hypothesis is :

H1: Transformational Leadership has a positive and significant effect on OCB.

H2: Transformative leadership has a positive and significant impact on job satisfaction.

H3: Job Satisfaction has a positive and statistically significant effect on OCB.

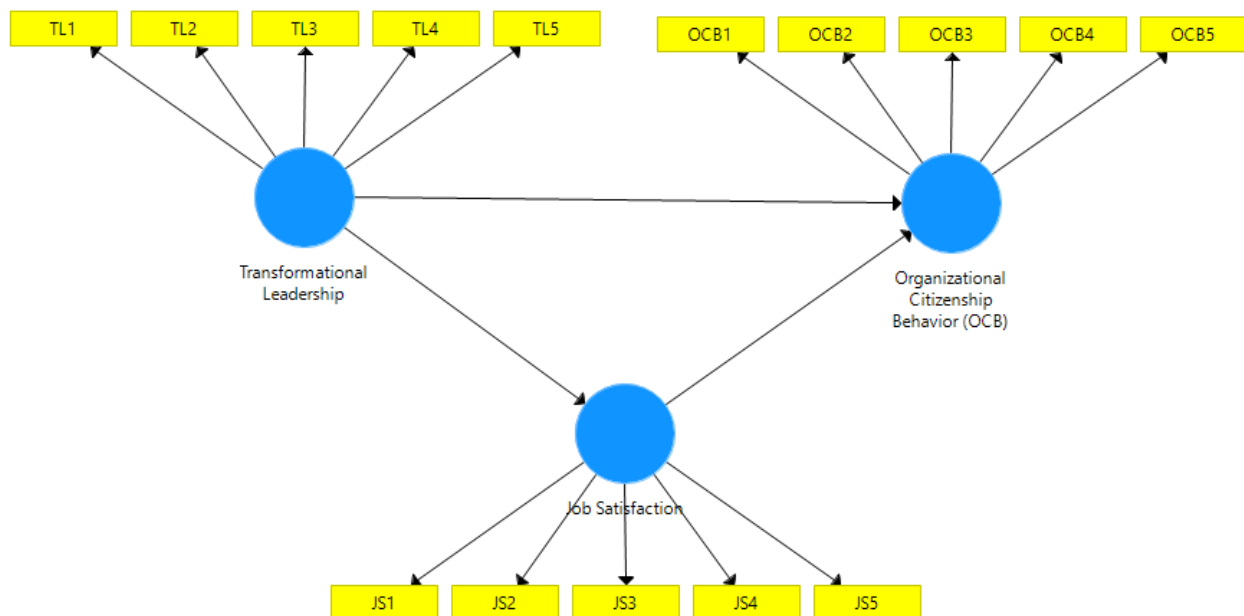


Fig 1. Research Model

H1: Transformational leadership has a positive and statistically significant impact on OCB.

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Result and Discussion

External Examination This version defines the relationship between latent variables and their indicators. Alternatively, the outer version defines how each indicator relates to its latent variable. The results of the test on the outer models: **Validity with Convergence** The cost of convergent validity is equal to the cost of loading the latent variable with its indicators. **Discriminant Validity.** Expected cost >0.7. This

is a cost for cross-loading. This is useful for determining whether or not the assemble has a good discriminant, particularly by evaluating the loading cost at the proposed assemble, which should be greater. in comparison to loading values with various constructs.

Composite dependability.

Data with a composite reliability greater than 0.7 is considered reliable. Extracted Average Variance (AVE). Cronbach Alpha is expected to be greater than 0.5. Cronbach's Alpha was used to improve the reliability test. For all constructs, the expected value is greater than 0.6.

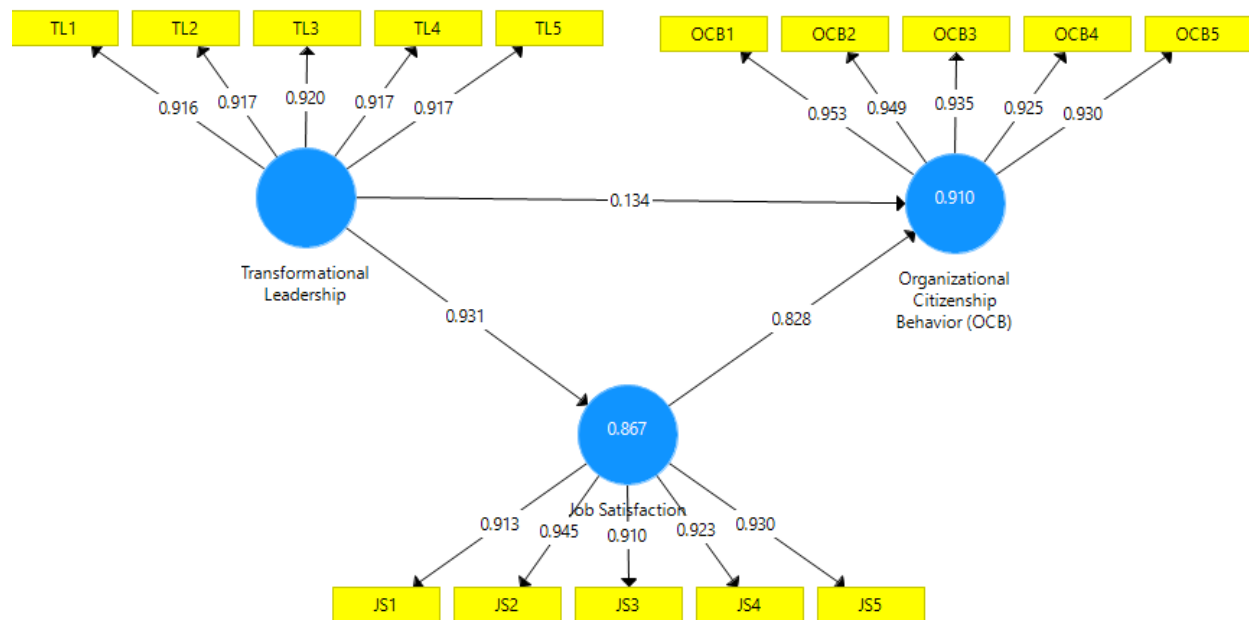


Fig 2. Validity and Reliability Testing

Individual reflective measures are regarded to be high if they have a correlation of greater than 0.70 with the construct to be measured. However, for research in the early phases of constructing a measurement scale, a loading value of 0.50 to 0.60 is regarded adequate. According to the measurement model described above, all

indicators are analyses of research variables with a loading factor more than 0.50 that are pronounced significant or meet the conditions of convergent validity. Looking at the AVE value in the table above, all of the variables have a value greater than 0.50, implying that each indicator that has been measured has been able to reflect the variable.

Hypothesis Validation

An explanatory research method, in general, is a methodical approach that employs PLS. This is because hypothesis testing is used in this method. The t-statistics and probability values show that the hypothesis was tested. For hypothesis testing

using statistical values, the t-statistical value for alpha 5 percent is 1.96. When the t-statistic is greater than 1.96, the hypothesis is accepted and the hypothesis is rejected. When using probability to reject/accept a hypothesis, H_a is accepted if the p-value is less than 0.05.

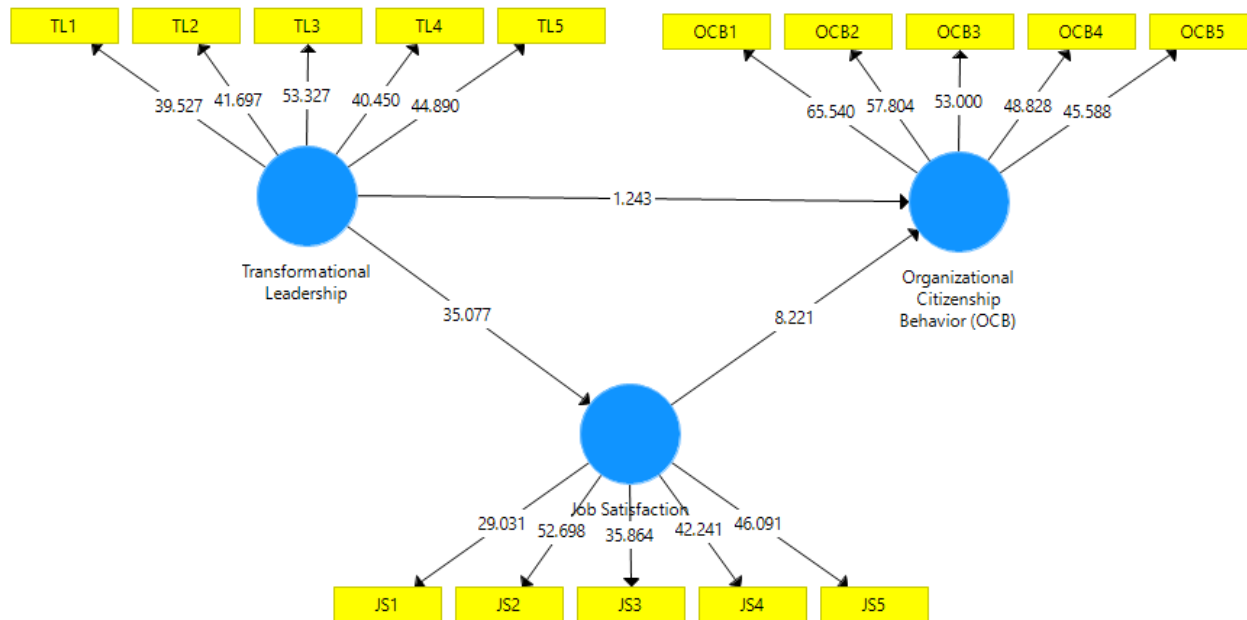


Fig 3. Hypotheses Testing

Based on the initial model, a number greater than 1.96 with an estimated parameter of 95 percent declared valid indicates that the relationship between the variables is latent with others.

Transformational Leadership's Impact on OCB

Transformational Leadership's Impact on OCB
Transformational management does now no longer affect OCB. The consequences of this take a look at suggesting that the best or awful implementation of transformational management in Islamic colleges does now no longer immediately affect OCB. The consequences of this take a look at contradicting the studies performed via way of means by Nurjanah et al (2020); Nugroho et al (2020); Novianti (2021) which proves that transformational management fashion has a considerable superb dating to

subordinate OCB. According to Nugroho et al (2020); Novianti (2021) transformational management has effectiveness special in numerous situations. Transformational management has more have an impact on smaller corporations of fans than on complicated groups. According to Singgih et al (2020); Trong (2017) Transformational management is greater powerful whilst the chief can engage with personnel and make choices immediately. This opportunity is one of the elements that result in the special findings on this take look at wherein transformational management isn't always capable of immediately having an impact on OCB. According to Lin et al (2014); Nasra and Heilbrunn (2016) explain that transactional management conduct is observed withinside the system of short-time period exchange, or deliver and take among leaders and fans. According to Nurjanah et al (2020); Nugroho et al (2020); Novianti (2021) additionally kingdom that

managers recollect each in-position and greater-position conduct whilst comparing worker overall performance, managers additionally understand worker achievements in each area, in-position conduct in addition to greater roles. This reasons personnel to peer OCB's overall performance as a way of acquiring reputation and appreciation, and this motivates personnel to do OCB. This situation additionally passed off on the Industrial Training Center, superiors will recollect in-position and greater-position conduct whilst comparing worker overall performance.

The Effect of Transformational Leadership on Job Satisfaction

According to Lin et al (2014); Nugroho et al (2020); Novianti (2021) transformational management has a superb impact on activity pleasure. The higher the transformational management fashion of the chief, the higher the extent of worker activity pleasure in Islamic colleges. Transformational leaders create delight and belief in subordinates, encourage and encourage subordinates, foster creativity, and innovation in subordinates, deal with subordinates as people and constantly deliver a route to subordinates, and create superb emotions for subordinates in the direction of their paintings. This study is in keeping with Lin et al (2014); Nasra and Heilbrunn (2016); Nurjanah et al (2020); Nugroho et al (2020); Novianti (2021) which proves that transformational leaders have fans who're greater happy with their paintings.

The Effect of Job Satisfaction on OCB

Employee activity pleasure has a superb impact on OCB. Employees who're happy with their paintings have excessive OCB conduct. Employees who get activity pleasure can be stimulated to do jobs that aren't of their activity descriptions. Intrinsic activity pleasure includes: an activity that lets in doing matters differently from time to time, jobs which can be diagnosed withinside the network or network, jobs that

shape the talents possessed and extrinsic activity pleasure, such as the manner superiors deal with subordinates well, the cap potential of superiors to make proper choices, enterprise policies are strictly enforced, possibilities for self-improvement and possibilities to get promotions will boom the OCB of personnel. According to Lin et al (2014); Nugroho et al (2020); Novianti (2021) Satisfied personnel generally tend to speak approximately superb matters approximately their organization, assist different coworkers and try and gain consequences past their activity requirements, that is finished due to the fact they need to present rewards for the best reviews they've had felt. The consequences of this take a look at are in keeping with; Nurjanah et al (2020); Nugroho et al (2020) that activity pleasure has a considerable superb dating with OCB. Krishnan et al. (2009) said that extrinsic activity pleasure and intrinsic activity pleasure had a considerable superb impact on the group of workers OCB.

Job Satisfaction as a Mediator of the Effect of Transformational Leadership on OCB

According to the findings, worker activity pleasure mediates the relationship between transformational management and OCB. A more transformational management style can boost worker activity pleasure and thus improve worker OCB behavior. The findings of the study also show that activity pleasure mediates the relationship between transformational management and OCB. The software of transformational management fashion may not always be in a position to immediately persuade OCB, but it can have an impact on worker activity pleasure, and activity pleasure will affect OCB behavior. This research is consistent with According to Nurhidayati et al. (2021), the impact of transformational management on OCB was observed.

Knowledge sharing in line with Singgih et al (2020); Trong (2017) is a scientific system of sending, dispensing, and disseminating know-how and multidimensional contexts among people or groups thru numerous strategies or media. These sports may be stated to be intently associated because the cap potential of every person so that it will innovate increases. Several measures may be taken into consideration because of the cap potential or functionality to innovate, specifically the cap potential so that it will integrate, adapt, and additionally control all the talents, competencies, and resources. The position of Islamic colleges in emphasizing the software of know-how sharing for their personnel could be very vital due to the fact, that thru the system of imposing know-how sharing, know-how may be disseminated, implemented, and additionally developed. The software of know-how sharing is in keeping with the overall performance system in Islamic colleges. This is evidenced via way of means of the assertion of Singgih et al (2020); Trong (2017), specifically that the higher the software of know-how sharing will boom system innovation and product exceptional thru the use of recent technology, the overall performance of Islamic colleges will boom. So it could be concluded that know-how sharing is a system of sharing and dispensing know-how from one person to every other which may be beneficial for exciting every person to assume greater creatively and successfully so that it affects the introduction of a boom withinside the overall performance of Islamic colleges. Knowledge sharing also can assist personnel so that it will resolve troubles that arise in each day paintings sports.

According to Nurhidayati et al. (2021); Purwanto et al (2021); Singgih et al (2020); Trong (2017) said that thru know-how sharing there can be most exploitation of know-how. In addition to exploiting know-how optimally, know-how sharing also can open up possibilities to discover

know-how to reap or create new know-how. Therefore, the software of a terrific subculture of know-how sharing among personnel could be very plenty needed, so that records approximately traits from outside and inside the surroundings may unfold lightly to all components and degrees inside Islamic colleges. According to Nurhidayati et al. (2021); Singgih et al (2020); Trong (2017) outline OCB as a person's voluntary conduct (in this situation personnel) that isn't always immediately associated with rewards, however, contributes to organizational effectiveness. In different words, OCB is the conduct of a worker now no longer due to the needs of his responsibilities but greater of his volunteerism. Azizollah, et al (2014, p. 252) point out that OCB refers to behaviors that can be meant to assist co-workers, supervisors, or groups and encompass movements inclusive of assisting co-workers, seeking to boom morale, and volunteering for paintings that aren't always a part of the description. paintings, talk approximately the organization to outsiders, and endorse enhancements withinside the organization's functioning. According to Oplatka (2009, p. 380) in his take a look at states OCB refers to numerous factors inclusive of voluntary, past what's required, formal venture conduct, conduct primarily based totally on non-public choices; conduct directed in the direction of different humans or the organization, and warding off conduct this is dangerous to the organization. Trong (2017) defines OCB as a fixed of discretionary painting behaviors that exceed one's activity requirements. They are frequently defined as behaviors that cross past the decision of duty.

Organizational Citizenship Behavior (OCB) in line with Singgih et al (2020); Trong (2017) includes (1) Altruism, specifically the conduct of assisting different personnel with no coercion on obligations intently associated with organizational operations, (2) Civic Virtue,

displaying voluntary participation and assist for organizational features each professionally and socially naturally, (3) Conscientiousness, carries the overall performance of position conditions that exceed the minimum standard, (4) Courtesy, is conducted to relieve troubles associated with paintings this is Organizational Citizenship Behavior (OCB) and (5) Sportsmanship, which includes approximately taboos on developing adverse problems although they experience irritated.

Conclusion

Transformational management does now no longer have an effect on OCB, stepped forward superior's transformational management fashion does now no longer imply growing worker OCB conduct. Transformational management has a fantastic impact on believe in superiors. Transformational management has a fantastic impact on worker task pride. The better the utility of transformational management, the better the task pride felt with the aid of using employees. Employee believe in superiors has a fantastic impact on worker OCB. Higher worker believe in superiors will growth worker OCB. Employee task pride has a fantastic impact on worker OCB. The better the task pride felt with the aid of using employees, the better the OCB of employees. Employee believe in superiors mediates the impact of transformational management on OCB. Employee task pride mediates the impact of transformational management on OCB. Transformational management does now no longer have an instantaneous impact on OCB however has an oblique impact at once via employees' believe of their superiors and worker task pride. Islamic faculties pay extra interest to the size of transformational management, worker self assurance of their superiors, and the fulfillment of worker task pride. Based at the outcomes of this have a look at, policymakers are anticipated to enhance worker overall performance via extra-position conduct or OCB.

Theoretically, this studies means that transformational management fashion influences OCB indirectly. Indirect relationships can arise via mediation of worker believe of their superiors and worker task pride, in which a person will do OCB if the worker first believes in his boss and feels glad together along with his paintings due to the fact a person who does now no longer believe his boss and isn't happy together along with his task has a tendency to be lazy to do it. Employee believe in superiors has been confirmed to mediate the connection among transformational management fashion and OCB, so control or the government are cautioned to be extra selective in giving promotions to get officers who've capabilities which are with the aid of using their positions, have excessive integrity, and feature subject for his or her subordinates. In addition, officers or leaders whose competence remains missing want to be stepped forward via training. Job pride has been confirmed to mediate the connection among transformational management fashion and OCB, so leaders or control are cautioned to pay extra interest to elements of task pride, each intrinsic and extrinsic task pride of employees. To deepen the have a look at on OCB, it's also endorsed for similarly studies to observe every measurement of OCB.

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