

# ABS 38

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1                   <sup>39</sup>  
2           **The Effect of Perceived Organizational Support and Leadership On**  
3           **Organizational Citizenship Behavior as well as the Impact On the Performance**  
4           **of Service Quality in the Ministry of Maritime Affairs and Fisheries**

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**ABSTRACT**

14 This study aims to analyze <sup>16</sup> the effect of perceived organizational support and  
15 transformational leadership <sup>28</sup> on organizational citizenship behavior and its impact on the  
16 performance of service quality in the Ministry of Maritime Affairs and Fisheries. The  
17 number of respondents used was 225 employees who were selected based on the opinion  
18 of Hair et al. (2010) on the number of samples using SEM. Questioners distribution is  
19 carried out by giving questionnaires directly to employees. Quantitative research methods  
20 with a causal relationship approach. This method is carried out by collecting data, testing  
21 the data and getting the results of the causal relationship between the variables of  
22 perceived organizational support and leadership on <sup>54</sup> organizational citizenship behavior  
23 and its impact on the performance of service quality in the Ministry of Maritime Affairs  
24 and Fisheries. Data analysis <sup>19</sup> using Structural Equation Modeling (SEM) using Lisrel 8.8  
25 software which aims to test the hypothesis in this study.

26 The study results showed that perceived organizational support and transformational  
27 leadership individually or collectively had <sup>23</sup> a positive and significant effect on  
28 organizational citizenship behavior of employees. Perceived organizational support,  
29 <sup>3</sup> transformational leadership and organizational citizenship behavior individually or  
30 collectively have <sup>43</sup> a positive and significant effect on the performance of the service  
31 quality of employees. Meanwhile, the results of the direct and indirect effect test show  
32 that organizational citizenship behavior acts as full mediating where perceived

33 organizational support and transformational leadership can improve service quality  
34 performance if employees in the Ministry of Maritime Affairs and Fisheries have  
35 organizational citizenship behavior.

36

37 **Keywords:** perceived organizational support, transformational leadership, organizational  
38 citizenship behavior, performance of service quality.

39

#### 40 **Introduction**

41 The low quality of public services in Indonesia is in accordance with media reports that  
42 state public services in Indonesia are still quite apprehensive. This is evidenced by the  
43 high number of corruption cases that occur. If the level of public services is poor in a  
44 country, the corruption rate is high. But if the level of corruption is low, the public service  
45 in that country is definitely good. Therefore, the government has never stopped trying to  
46 improve public services. Every period of government there must be improvements in  
47 public service, but the problem is that there are other countries that are better and faster.  
48 In addition, what must be considered is the increasingly high demand for service, namely  
49 fast and quality service (Hidayat, cendananews.com, 2019).

50 The less optimal performance of the public services quality also occurs in the Ministry  
51 of Maritime Affairs and Fisheries. This is in accordance with the One Stop Integrated  
52 Service Community Satisfaction Survey Report in 2019 semester 1 carried out by the  
53 Ministry of Maritime Affairs and Fisheries which concluded that there are still low-level  
54 services, namely the element of service time and facilities and infrastructure that need to  
55 be updated and improve the employees ability regarding licensing regulations.

56 Performance of public services quality can be influenced by various factors, including  
57 organizational citizenship behavior (OCB), perceived organizational support (POS) and  
58 transformational leadership. Robbins and Judge (2016: 40) define OCB as a preferred  
59 behavior that is not part of an employee's formal work obligations, but supports the  
60 effective functioning of the organization. OCB is also often defined as behavior that  
61 exceeds formal obligations that are not related to direct compensation. That is, someone  
62 who has high OCB will not be paid in the form of money or certain bonuses, but OCB is  
63 more about the social behavior of each individual to work beyond what is expected, such  
64 as helping colleagues during hours. rest voluntarily (Ahdiyana, 2010).

65 OCB of employees in the Ministry of Maritime Affairs and Fisheries is still not maximal,  
66 this can be shown from the level of employee absence which is still quite high and exceeds  
67 the percentage level of employee attendance standards that have been set in the Ministry  
68 of Maritime Affairs and Fisheries. The level of OCB behavior that employees have can  
69 affect the performance of the public services quality, employees with high OCB feel they  
70 are part of the organization, behave more responsively, respond quickly, are willing to  
71 help other friends' work, are not discriminatory in services and so on. This is in  
72 accordance with research conducted by Hardiman (2019), Andrew (2015), Al-Mahasneh  
73 (2015) which states that organizational citizenship behavior (OCB) has a significant  
74 effect on the performance of the quality of public services.

75 Meanwhile OCB and the performance of public service quality can be influenced by POS  
76 and transformational leadership. POS is the perception of employees that organizations  
77 value their contributions and care about their welfare (Li Sun, 2019). POS refers to  
78 employees' perceptions of the extent to which organizations value their contribution and  
79 concern for their welfare. The POS concept proposes that employees personify the  
80 organizations they work for and form global beliefs about the extent to which  
81 organizations value their contribution and concern for their well-being (Mageshkumar,  
82 2016).

83 POS shows good treatment of the organization creates a general obligation, based on  
84 reciprocal norms of employees to care for their organization and treat their organization  
85 well as a return. POS that is well implemented by organizations or agencies can form  
86 OCB and improve the performance of the quality of public services. This is consistent  
87 with research conducted by Nisar et al. (2014), Joy and Sidhique (2016), Yohana (2017),  
88 Zumrah (2015) who state that perceived organizational support (POS) can affect  
89 organizational citizenship behavior (OCB) and the quality of public services.

90 Apart from POS and competence, another factor that can affect the level of OCB and the  
91 performance of public service quality is transformational leadership. Northouse (2013:  
92 176) states that transformational leadership is a process in which people engage with  
93 others, and create relationships that increase motivation and morality in leaders and  
94 followers. This leader type is concerned with the follower's needs and motives and tries  
95 to help followers reach their best potential. As a holistic approach, transformational  
96 leadership can be used to describe leadership in a broad range from very specific attempts

97 to influence followers at a one-on-one level, to a very broad attempt to influence entire  
 98 organizations and even entire cultures. Although transformational leaders play an  
 99 important role in causing change, followers and leaders are bound together in the  
 100 transformation process. Transformational leadership that is applied well to subordinates  
 101 can give a sense of trust to the leader, want to follow orders with full responsibility,  
 102 continue to do a good job even though it is not supervised and so on. This situation can  
 103 affect the high OCB of employees and improve the performance of the public services  
 104 quality. This is in accordance with research conducted by Udin (2020), Ismaelzadeh  
 105 (2016), Dcunha et al. (2017), Su, Cheng and Wen (2019) which state that transformational  
 106 leadership affects organizational citizenship behavior (OCB) and service quality  
 107 performance.

108

## 109 **Material and Methods**

### 110 **Service Quality Performance**

111 Lupiyoadi (2016: 216) states that service quality can be defined as how far the difference  
 112 is between the reality and expectations of customers for the services they receive. Service  
 113 quality can be determined by comparing customers' perceptions of the service they  
 114 actually receive. Customer demands for better service (service excellence) cannot be  
 115 avoided by service providers. The demands of service recipients to obtain better services  
 116 must be addressed as an effort to provide satisfaction to service recipients. The  
 117 satisfaction of service recipients is closely related to the services quality provided, as  
 118 stated by Tjiptono, that quality has a very close relationship with customer satisfaction  
 119 (Tjiptono, 2016: 59).

120

### 121 **Organizational Citizenship Behavior**

122 Organizational Citizenship Behavior (OCB) is a set of behaviors that are not part of the  
 123 formal requirements of a job, but help work and organizational effectiveness. Employees  
 124 often find this behavior optional. Therefore, they cannot be officially recognized. Robbins  
 125 and Judge (2016: 40) define OCB as a preferred behavior that is not part of an employee's  
 126 formal work obligations, but supports the effective functioning of the organization. Al-  
 127 Mahasneh (2015) states that OCB is an individual and voluntary behavior that is behind  
 128 the main functional role and is entirely dependent on the cooperative aspect by individuals

129 in the organization without rewards or incentives while it leads to an increase in the  
 130 organizational performance of the organization. Organ et al., (2015: 8) describe OCB as  
 131 discretionary individual behavior, which does not directly and explicitly receive rewards  
 132 from the formal reward system, and which as a whole (aggregates) increases the  
 133 efficiency and effectiveness of organizational functions. It is free and voluntary, because  
 134 such behavior is not required by role requirements or job descriptions that are clearly  
 135 required under a contract with the organization, but rather as a personal choice.

### 136 **Perceived Organizational Support**

137 Perceived organizational support (POS) refers to employees' perceptions of the extent to  
 138 which organizations value their contribution and concern for their welfare. POS concept  
 139 proposes that employees personify the organizations they work for and form global  
 140 beliefs about the extent to which organizations value their contribution and concern for  
 141 their well-being (Eisenberger) cited by Mageshkumar (2016). This shows that  
 142 commitment from the organization to its employees can be very beneficial. POS shows  
 143 good treatment of the organization creates a general obligation, based on reciprocal norms  
 144 of employees to care for their organization and treat their organization well as a return.  
 145 According to organizational support theory, POS reflects the degree to which employees  
 146 believe that their work organization values their contribution and concern for their well-  
 147 being. Perceived organizational support (POS) is the perception of employees that  
 148 organizations value their contributions and care about their welfare (Li Sun, 2019).  
 149 Perceived organizational support (POS) refers to the extent to which individuals believe  
 150 that the organization cares about it, values its input and expands it with help and support  
 151 (Joy and Sidhique, 2016).

### 152 **Transformational leadership**

153 In an organization, the leadership factor plays an important role because the leader will  
 154 move and direct the organization in achieving its goals and at the same time is a task that  
 155 is not easy for a leader. Transformational leader behavior is related to a variety of  
 156 affective, cognitive, and behavioral outcomes. They help their followers become future  
 157 leaders by acting as agents of change (Burns, 1978) in Jyoti and Bhau (2015).  
 158 Transformational leaders are able to motivate and satisfy their followers with their

161 friendly and helpful nature. They act as agents of change, often using a friendly approach.  
162 Transformational leaders build high-quality relationships with their followers by citing  
163 the right example and paying individual attention, which encourages followers to work in  
164 a better way to achieve organizational goals (Jyoti and Bhau, 2015). Effective leaders  
165 express their transformational behavior in the context of dynamic personal relational  
166 exchanges. Transformational leaders, who are insensitive to the importance of followers'  
167 mutual expectations and the relational requirements of high-quality relationships (eg,  
168 reciprocity, personal development, and social bonds), are less likely to be effective.  
169 Through the development of stronger social ties for the daughters, transformational  
170 leaders make their followers appear better (Jyoti and Bhau, 2015).

171

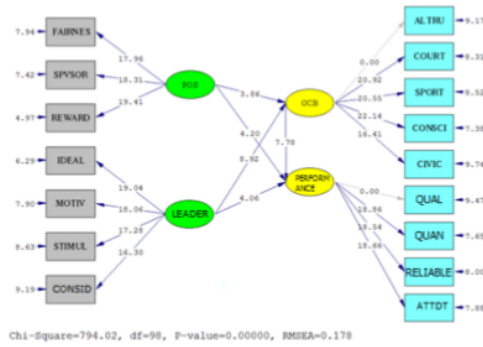
#### 172 **Data and Methods**

173 The data used in this study are primary data, namely data obtained directly through  
174 surveys by distributing questionnaires to respondents and collecting the results of the  
175 questionnaires that have been obtained. Questionnaires distribution is carried out by  
176 giving questionnaires directly to employees. The results of returning the questionnaires  
177 were tabulated and processed using Lisrel 8.8 and SPSS version 21 for descriptive  
178 analysis. To analyze the effect of perceived organizational support and transformational  
179 leadership on organizational citizenship behavior and its impact on the performance of  
180 the service quality of employees in the Ministry of Maritime Affairs and Fisheries, which  
181 was carried out using SEM (Structural Equation Model) analysis using the Lisrel 8.80  
182 program.

183

#### 184 **Results and Discussion**

185 Model Feasibility Test is carried out that approached a good model and fulfill GOF  
186 requirement on *Structural Equation Modelling*, SEM model completely can be seen on  
187 next Figure.



188

189 Source: Results of Processed Data Lisrel 8.80

190

Figure 1. Diagram of Full Model Path (*T-Values*)

191

In *Structural Equation Modeling* there is no sole statistical test tool to measure or test model was made, generally there is several *fit index* types used to measure suitability degree between model hypotesed to presented data. Therefore based on Model of full model path diagram above, then to able to analyse the hypothesis of this research, it is require to be tested model suitability completedness (*Goodness of Fit Index Full Model Structural*). Evaluation of GOF from research model can be seen on next Table.

197

198

Table 1. *Goodness of Fit Index Full Model*

No	GOF Measurement	Fit Level	Results	Conclusion
1	Chi-Square ( $\chi^2$ ) P > 0,05	Hoped as small P ≥ 0,05	794,02 P = 0,05	Marginal
2	RMSEA	≤ 0,08	0,18	Marginal
3	NFI	≥ 0,90	0,90	Good
4	NNFI	≥ 0,90	0,89	Good
5	PNFI	Hoped as high	0,74	Good
6	CFI	≥ 0,90	0,91	Good
7	IFI	≥ 0,90	0,91	Good
8	RFI	≥ 0,90	0,88	Good
9	GFI	≥ 0,90	0,69	Marginal

199

Source: Wijanto, 2015 and Processing Results of Lisrel 8.80



200 If seen in table 1, all the estimated values for the goodness fit of the structural model have  
 201 a good value even though there are some marginal ones such as Chi-Square, RMSEA and  
 202 GFI, but overall the estimated structural model is acceptable, so it can be said that the  
 203 relationship between various constructs in this variable is a structural relationship. This  
 204 can be justified in the opinion of Hair (2010) that the use of 4 - 5 criteria for goodness of  
 205 fit is considered sufficient to assess the feasibility of a model, provided that each of the  
 206 criteria for goodness of fit is absolute fit indices, incremental fit indices, and parsimony  
 207 fit indices. represented.

### 208 **The Effect of Perceived Organizational Support on Organizational Citizenship** 209 **Behavior**

210 Based on the calculation results, the path coefficient of the effect of perceived  
 211 organizational support on organizational citizenship behavior is 0.23 and the t-value is  
 212 3.86. Where the t-value is  $3.86 > 1.96$  so that  $H_0$  is rejected and  $H_1$  is accepted, which  
 213 means that there is an effect of perceived organizational support on organizational  
 214 citizenship behavior. According to the results of the above calculations, it can be  
 215 concluded that the proposed hypothesis 1 is acceptable.

### 216 **The Effect of Transformational Leadership on Organizational Citizenship Behavior**

217 Based on the results of the calculations in the table above, the path coefficient of the effect  
 218 of transformational leadership on organizational citizenship behavior is 0.61 and the t-  
 219 value is 8.92. Where the t-value is  $8.92 > 1.96$  so that  $H_0$  is rejected and  $H_2$  is accepted,  
 220 which means that there is an effect of transformational leadership on organizational  
 221 citizenship behavior. In accordance with the results of the above calculations it can be  
 222 concluded that the hypothesis 2 proposed is acceptable.

### 223 **Effect of Perceived Organizational Support and Transformational Leadership** 224 **together on Organizational Citizenship Behavior**

225 From the results of the regression equation, it is obtained that the  $F_{count}$  value is 7.72 while  
 226 the  $F_{table}$  value is used  $\alpha = 5\%$  with degrees of freedom  $df = (k-1)$  and  $(nk)$ , then with 2  
 227 independent variables and a sample of 225 ( $F_{0.05; 1; 223}$ ) obtained a value of  $F_{table}$  of 3.88,  
 228 so  $F_{count} (7.72) > F_{table} (3.88)$ . This means that there is an effect of perceived organizational  
 229 support and transformational leadership together on organizational citizenship behavior  
 230

231 of employees in the Ministry of Maritime Affairs and Fisheries. According to the results  
 232 of the above calculations, it can be concluded that the proposed hypothesis 3 is acceptable

233 **Effect of Perceived Organizational Support on Service Quality Performance**

234 Based on the calculation results in the table above, the path coefficient of the effect of  
 235 perceived organizational support on the performance of service quality is 0.33 and the t-  
 236 value is 5.69. Where the t-value is  $5.69 > 1.96$  so that  $H_0$  is rejected and  $H_4$  is accepted,  
 237 which means that there is an effect of perceived organizational support on the  
 238 performance of service quality. According to the results of the above calculations it can  
 239 be concluded that the proposed hypothesis 4 is acceptable.

240 **The Effect of Transformational Leadership on Service Quality Performance**

241 Based on the calculation results in the table above, the path coefficient of transformational  
 242 leadership influence on service quality performance is 0.26 and the t-value is 4.06. Where  
 243 the t-value  $4.06 > 1.96$  so that  $H_0$  is rejected and  $H_5$  is accepted, which means that there  
 244 is an effect of transformational leadership on service quality performance. According to  
 245 the results of the above calculations, it can be concluded that the proposed hypothesis 5  
 246 is acceptable.

247 **The Effect of Organizational Citizenship Behavior on Service Quality Performance**

248 Based on calculation results in the table above, the path coefficient of the effect of  
 249 organizational citizenship behavior on service quality performance is 0.52 and the t-value  
 250 is 7.78. Where the t-value is  $7.78 > 1.96$  so that  $H_0$  is rejected and  $H_5$  is accepted, which  
 251 means that there is an influence of organizational citizenship behavior on service quality  
 252 performance. According to the results of the above calculations, it can be concluded that  
 253 the proposed hypothesis is acceptable.

254 **Effect of Perceived Organizational Support, Transformational Leadership and**  
 255 **Organizational Citizenship Behavior together on Service Quality Performance**

256 From the results of the regression equation, it is obtained that the  $F_{count}$  value is 6.63 while  
 257 the  $F_{table}$  value is used  $\alpha = 5\%$  with degrees of freedom  $df = (k-1)$  and  $(nk)$ , then with 3  
 258 independent variables and a sample of 225 ( $F_{0.05; 2; 223}$ ) obtained a value of  $F_{table}$  of 3.04,  
 259 so that  $F_{count} (6.63) > F_{table} (3.04)$ . This means that there is the effect of perceived  
 260 organizational support, transformational leadership and organizational citizenship  
 261 behavior together on the performance of service quality in the Ministry of Maritime

262 Affairs and Fisheries. According to the results of the above calculations it can be  
263 concluded that the proposed hypothesis 7 is acceptable.

264 Based on the table above, all of the seven hypotheses proposed in this research can be  
265 accepted, either directly or indirectly. Meanwhile, the structural equation results from the  
266 research variables can be seen from the output of lisrel in Structural Equations.

267

### 268 **Conclusion**

269 There is a positive and significant effect of perceived organizational support on  
270 organizational citizenship behavior in the Ministry of Maritime Affairs and Fisheries.

271 There is a positive and significant effect of transformational leadership on organizational  
272 citizenship behavior in the Ministry of Maritime Affairs and Fisheries. There is a positive

273 and significant effect on perceived organizational support and transformational leadership  
274 together on organizational citizenship behavior in the Ministry of Maritime Affairs and

275 Fisheries. There is a positive and significant effect on perceived organizational  
276 support on the performance of service quality in the Ministry of Maritime Affairs and

277 Fisheries. There is a positive and significant effect of transformational leadership on  
278 the performance of service quality in the Ministry of Maritime Affairs and Fisheries.

279 There is a positive and significant effect on organizational citizenship behavior on the  
280 performance of service quality in the Ministry of Maritime Affairs and Fisheries. There

281 is a positive and significant influence on perceived organizational support,  
282 transformational leadership and organizational citizenship behavior together on the

283 performance of service quality in the Ministry of Maritime Affairs and Fisheries.

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