



Transformational Leadership in Building Organizational Citizenship Behavior

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Abstract : This study aims to analyze transformational leadership in building organizational citizenship behavior at MI Raudhatul Mustariyah Pasuruan. The benefits of OCB behavior for the organization and the employees themselves, among others, are that it can increase employee turnover rates, can make employees longer in work. This study uses qualitative methods, the type of research is through phenomena, which seeks to understand related phenomena that are implemented and grow and try to describe the findings in the field, with data collection techniques in the form of observations and interviews. Information analysis is carried out through the stages of presenting information, reducing information and drawing conclusions. The location of the research is MI Raudhatul Mustariyah Pasuruan. Based on the results of the research conducted, which explains that transformational leadership in building organizational citizenship behavior at MI Raudhatul Mustariyah Pasuruan is shown in the characteristics of transformational leadership where leadership is a person's ability to influence others (subordinates) in such a way, while the characteristics of transformational leadership are: idealized influence (idealized influence), inspirational motivation (inspirational motivation), intellectual stimulation (intellectual stimulation) and individualized consideration (individual considerations).

Keywords : Transformational Leadership; Organizational Citizenship Behavior.

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INTRODUCTION

The right strategy in the company, especially strategies related to improving employee performance. Employee performance can be improved if employees know what is expected, when to participate, and how and when employees are assessed for their work. However, at this time the lack of a sense of belonging to the company will indirectly affect the performance produced by employees, because employees who have good performance will have a great sense of belonging to the company. Thus, it is necessary for companies to retain employees who have good performance, because the low quality of human resources will certainly have a negative impact on the company and the employees themselves. So it is very important for companies to select and retain truly qualified employees (Musyafaah, 2022). In today's modern era, human resources are charged with more tasks than the job description they should be doing, this of course makes teachers have to have an effective attitude in doing assignments. Therefore, schools need teachers who can have a volunteer attitude in terms of work, with this attitude, employees can help their teammates. This attitude is what is meant by organizational citizenship behavior (OCB). Successful schools need teachers who will do more than their usual duties, where more work in teams and flexibility are essential. The role and benefits of OCB are enormous for the organization. (Aqsa, 2021)

Human Resources are very important in an organization, because the effectiveness and success of an organization is highly dependent on the quality and performance of the existing human resources in the organization. High performance of human resources (employees) will encourage the emergence of organizational citizenship behavior (OCB). This OCB is reflected through the behavior of helping others, volunteering for extra tasks, obeying the rules and procedures at work. This behavior illustrates the added value of employees which is one form of pro-social behavior, namely positive, constructive and helpful social behavior. OCB as behavior outside the formal requirements of the job provides benefits to the organization. (Wahyuni & Supartha, 2019). According to Robbins, OCB is defined as an attitude or action that is not their responsibility or part but they still do it, but it supports the organization's functioning effectively. Meanwhile, according to Morrison, OCB is an employee's extra role behavior related to rewards, and what distinguishes it the most is the absence of awards because usually this behavior is free from rewards. (Cholis, 2019). Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being done in teams, flexibility is essential. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions. Therefore, OCB is very necessary from an organizational point of view because the behaviors included in OCB increase the use of resources and reduce the need for more formal and less costly control mechanisms. Therefore, the success of an organization cannot be separated from the work of all components of human resources in the organization (Musyaffaah, 2022). It has been realized that there are

many factors that can affect OCB, however, the findings of this study indicate the importance of job satisfaction factors in encouraging an increase in OCB. One of the factors that are considered important to encourage increased job satisfaction is the leader's ability to motivate and cooperate with his subordinates. If this can be realized by the leadership, then work enthusiasm and job satisfaction will increase, which in turn has an impact on their desire to perform additional tasks outside of their main duties voluntarily or termed OCB (Suci et al., 2021).

Siagian (in Brahmasari and Suprayetno, 2008), leadership is a person's ability to influence other people (subordinates) in such a way that other people want to do the will of the leader, even though he personally dislikes it. The indicators used are 2 indicators from Wahjosumidjo (in Iskandar, 2013) which consist of task oriented leadership and relationship oriented leadership. (Badiroh & Azizah, 2020). According to Gaffar in Mudrikah (2017) strategy has the meaning of a plan that contains a comprehensive and integrative meaning that can be used as a guide to work, struggle and make teachers win the competition. Strategy is a powerful and unavoidable management instrument, not only for survival and to win competitors but also to grow and develop. (Hulmiati, M. Ary Irawan, and Haromain). Pindikan leadership is a leader not only ordering and ordering but also participating in the program and the ability to move or influence others to achieve goals, which is a process that affects the activities of an organized group in its efforts to achieve goal setting and achievement (Hidayah & Ramadhani, 2022).. According to Bass, transformational leaders can be found in any organization at any level and this type of leadership is universally relevant to all types of situations. This leadership can change the work environment, work motivation and work patterns and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals (Yukl, 2010), while Bass (1985) in his book *Leadership and Performance Beyond Expectations* has mentioned how transformational leaders inspire followers to achieve more than usual by making them realize their true potential. Transformational leadership is usually theorized as a set of interrelated behaviors that include charismatic, idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Bass, 1985), (Devika, 2020). Transformational leadership is a process of leaders who are able to provide change and motivation to school organizations in accordance with the values that have been set by influencing their subordinates to keep working better to achieve effective educational goals. (Mundiri, 2011)

Research that has been done previously, namely in building an organizational commitment can be through organizational citizenship behavior. Based on previous research, although it is still considered rare, the emergence of OCB is a positive thing for companies, not least in the Faculty of Social and Economics (FISE), which is one of the faculties at Yogyakarta State University that has received ISO certification. The ISO certification has consequences for maintaining and improving performance in the form of good quality of employee service to company stakeholders. The emergence of OCB can be a picture of high performance in the

organization. Organizational Citizenship Behavior can arise from various factors within the organization, including the job satisfaction of employees and high organizational commitment (Darmawati & Hidayati, 2013). The results showed a positive relationship between transformational leadership and organizational citizenship behavior, which means that the principal has the behavior to motivate teachers at State MTs in East Jakarta with a good attitude, is able to explain the vision and roles of the teachers, and is able to bring teachers to issue performance. the best. The strength of the relationship between transformational leadership and organizational citizenship behavior can be seen in the results of the correlation test with a coefficient of determination of 0.2317 so that the diversity that exists in organizational citizenship behavior can be explained by transformational leadership with a contribution of 23.17%. While 76.83% is influenced by other factors outside of transformational leadership. The research uses a quantitative approach, and the variables used are both about organizational citizenship behavior, and leadership. But in the results of previous studies, directly using the transformational leadership style. (Entang & Setyaningsih, 2021)

METHOD

This study uses a qualitative method with the type of case study research, because the data obtained are completely based on the findings in the field directly which are processed by understanding the state of the field, then interpreting and explaining and describing the real conditions that exist in the research place relating to social phenomena, changes , habits and development of observations. This study focuses on the transformational leadership style in building organizational citizenship behavior which is applied at the MI Raudhatul Mustariyah Pasuruan institution. Meanwhile, the use of the approach in this study is a phenomenological approach, which is trying to express or explain the meaning of all concepts and events that occur and are based on consciously by several people. (Sugiyono, 2018) Efforts in obtaining research data. Researchers use data collection methods by means of observation and interviews are useful for obtaining basic data and documentation to collect data and coupled with a literature review related to transformational leadership and organizational citizenship behavior.

RESULT AND DISCUSSION

Organizational Citizenship Behavior (OCB) is an extra individual behavior that is not part of an employee's formal work obligations, but is able to support the effective functioning of the organization (Fatmawati & Azizah, 2022). According to Robbins in Syaiful Sagala's book, he argues that the organization is a socialist union with real coordination according to relative boundaries, consisting of two or more people, to achieve a series of goals that have been tightly closed together. (Sagala, 2013) Organization according to Trewatha and Newport in Winardi's book presents the notion of an organization, which is a social order, designed to coordinate members, by assigning each task, a hierarchy of authority, for the realization of certain goals. (Winardi, 2004) From the explanation above, organizations have an important role in humans.

work together to build mutually agreed goals. He also admitted that he does not enjoy the public world, preferring the activities of a teacher. However, because he had already been chosen by the foundation, he finally enjoyed his position as a school principal. The principal is the backbone in the development of the school organization which has a very strategic role in achieving the goals of the organization he leads and can influence the behavior of teachers. The principal is expected to develop his leadership model, one of which is the transformational leadership applied by the principal at the MI Raudhatul Mustariyah Pasuruan institution, namely the principal is expected to inspire teachers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on themselves. his followers. Based on the theory developed by Robbins and Judge (2009) states that transformational leadership includes four characteristics, namely: idealized influence (attributed or behavioral), inspirational motivation, intellectual stimulation and individualized consideration.

1. Idealized Influence

Transformational leadership is leadership that is able to provide a clear and simple vision and mission of the organization by instilling pride, gaining respect, and gaining support and trust from subordinates or colleagues. Transformational leaders who have behavioral integrity where between what is said or said and what is done there must be congruence and be able to provide real examples of what is done. This leadership uses personal charm and charisma to help achieve goals. A charismatic leader is a leader full of natural and positive energy who influences the environment by inspiring and encouraging them to do their best. According to Weber in Sudarwan Danim's book explaining that charismatic leaders are essentially transformational leaders, where this type of leader exists intentionally in this world and is often compared to heroes, because a hero is not afraid to approach and change things from a different perspective. This leadership uses personal charm and charisma to help achieve goals. A charismatic leader is a leader who is full of natural and positive energy who influences his environment by inspiring and encouraging them to do their best. (Danim & Suparno, 2009)

The implementation carried out by Mrs. Fathira is the head of a women's school, the first in the institution but she is also a human being who also has mistakes. He admitted that he always introspected himself when he felt that what he was doing today was unsatisfactory. He is also ready to accept criticism and suggestions from various parties. According to him criticism and suggestions will greatly help his performance. He always evaluates himself, it is evident that if he feels lacking, it will be recorded in his diary. He did it all because he was a role model or role model for his subordinates and students. The principal of MI Mustariyah Pasuruan became a leader because of social factors, where the environment, time and conditions allowed him to become a leader, even though he was not born a leader. In carrying out his leadership he strives for the process of planning,

organizing, directing, and also implementing it. Although he is more directing the school community. However, he also tries to be a good role model for the school community. The behavior of employees who have high tolerance and are able to adapt to the situation in their work environment. In giving loyalty, it can be started by giving the principal's love and understanding towards other employees. He is a school principal who is strict about discipline. He appealed to students to enter at 06.30 WIB every day to carry out the dhuha prayer in congregation and recite the Koran. However, not only students are required to be disciplined, teachers are also urged to be disciplined to enter early at 06.00 WIB. The form of his discipline is to take notes if there is a violation and reprimand in the form of punishment. Since serving as principal, he has always maintained good relations with his surroundings, such as with supervisors, teachers and employees, as well as guardians of students and students. A determination to always get to the end, a determination to get things done well and thoroughly. For this, it is also necessary to support the development of spiritual, emotional, and physical disciplines as well as commitment (machali & hidayat, 2018, p. 103). In relation to teachers regarding Organizational Citizenship Behavior (OCB), this is an extra individual behavior that is not part of an employee's formal work obligations, but is able to support the effective functioning of the organization (Fatmawati & Azizah, 2022, p. 155). Therefore, the teachers and staff in the environment really respect him, because he indirectly gives a real example in every activity that is in the school, unconsciously the members are moved to set a good example and voluntarily, as was done in the institution, namely providing special assistance for children who want to memorize the Qur'an outside of learning hours. Principals also take part in influencing the level of OCB teachers in the school environment, so that they can be role models for teachers to improve OCB behavior. The achievement of educational institutions depends on their human resources, because the main movers in educational institutions are not carried out by machines or sophisticated technology, but are carried out by humans themselves. As is done by the principal, namely a strong will will get success that is equivalent to a will. The following are the results of interviews that the author can take: Fatira Nadia Makka, S.PdI is the youngest principal at MI Mustariyah Pasuruan. He graduated from Sunan Ampel University Surabaya. The handover of the principal's position was the result of deliberation from the foundation which was carried out in the last 2018. He admitted that the position of headmaster is a condition that must be accepted. Because according to him, the members of the foundation chose him because he was very responsible and close to the principal before him.

2. Inspirational Motivation

Transformational leaders are leaders who are able to communicate high expectations by using symbols as a form of effort to focus and express important intentions in a simple way. A leader inspires his subordinates by growing motivations such as

challenges in their duties and work. Transformational leadership is a leader who motivates, inspires, stimulates enthusiasm and engages all followers to achieve an interesting future. And able to raise the spirit of team work. (Danim & Suparno, 2009). A leader inspires his subordinates by growing motivations such as challenges in their duties and work. Transformational leadership is a leader who motivates, inspires. And able to raise the spirit of teamwork (machali & hidayat, 2018). According to Kast and James, put forward several factors that influence motivation, namely: internal factors and external factors. Internal factors such as organizational goals and values, technology, structure, and managerial processes. These factors, individually and collectively, influence the motivation of individuals and groups in organizations. The goals and values (implicit or explicit) of an organization affect motivation. By identifying what is desired and showing appropriate behavior that can be used to achieve these results. (Mochtar, 2019)

In providing motivation, the principal in terms of improving the quality of teachers, the principal gives permission for teachers to attend quality competency trainings or attend workshops held in other schools. The results of the training obtained were presented at the meeting, so that all teachers also understood. He maintains communication through social media, meetings such as joint istighosah for the parents and holds a morning assembly every week for students. The ability of a transformational leader, which is to get commitment from everyone involved to the vision that has been explained, is the second step that needs to be done. When a transformational leader can create a synergy within the organization, it means that he should also be able to optimize, motivate, and energize each of his followers. Motivation from superiors will raise the spirit of its members to carry out their duties. The goal is to maintain good relations and exchange information (sharing). Every educational institution must have a goal, because educational institutions are included in the organization, have a vision and mission to always develop their schools. As the principal of every new teaching, he always disseminates the school's vision and mission to parents. The teachers were also explained about the school's vision and mission to better understand it. Especially for students, every Sunday morning the vision and mission are spelled out in the form of advice. In educational institutions, students are not only required to learn, but can develop talents and interests. MI Mustariyah Pasuruan provides some talent development. In this case, talent development is handled by internal and external teachers. Talent development does not only revolve in schools, but is also included in competitions. The goal is to continue to motivate students to continue working. During his tenure as principal, he felt that there was progress in several things. Progress is like, the development of students who go up and down, which according to the supervisor is a standard and then the discipline of the school community begins to change. Based on Organizational Citizenship Behavior (OCB) is an extra individual behavior that is not part of an employee's formal work obligations, but is able to support the effective functioning of the organization (Fatmawati &

Azizah, 2022). The principal set an example in discipline, he gave awards at the beginning of the new school year. Since serving as principal, he has always maintained good relations with his surroundings, such as with supervisors, teachers and employees, as well as guardians of students and students. He maintains communication through social media, meetings such as joint istighosah for the parents and holds a morning assembly every week for students. The goal is to maintain good relations and exchange information (sharing). The development carried out within the organization is by voluntarily assisting teachers in teaching institutions about empowering entrepreneurship to the surrounding community.

3. Intellectual Stimulation

A leader who is able to promote intelligent behavior, build learning organizations, rationality, and provide thorough problem solving. (Danim & Suparno, 2009). Transformational leaders are able to challenge their subordinates to look for ideas or approaches in order to improve competence, encourage the creativity of their subordinates to innovate in order to solve new things. (Machali & Hidayat, 2018). Leaders who have intellectual abilities are leaders who are able to think and make judgments and make rational decisions. Intellectual ability is the ability to understand and influence strategy and change in a future-oriented manner, build collective ownership, and create a reflective learning environment. The quality of human resources is also a determining factor in education which will become a capital investment for humans, namely the result of the role of education supported by educators such as teachers who have expertise in their fields to carry out a learning process. The teacher is one of the most important components in the world of education, where a teacher plays a very vital role in the implementation of formal education. The development of an increasingly rapid era requires teachers to have the skills and broad insight to be able to make quality contributions to serve the needs of society in various dimensions of life that are always changing. There are many educational institutions that are developing at this time, but not all educational institutions can build organizational citizenship behavior, because private and state-owned educational institutions or the public sector are very dependent on the ability and expertise of leaders in carrying out corporate functions such as marketing, production, finance, administration and management.

The culture developed at MI Mustariyah Pasuruan is the application of discipline when entering school. He applied to enter earlier than MI usually, because there are a series of activities carried out in the morning. The Principal of MI Mustariyah Pasuruan combines leadership and organizational culture well. He can influence the school community as well as apply the values in it through approaches such as meetings and morning meetings every Sunday. Not only school residents were approached, parents were also approached by holding joint istighosah. Apart from that, the organizational environment or educational institutions will produce effective and efficient patterns of cooperation or coordination. Talking about meetings, the principal always holds meetings with the teachers, not only with

the waka. In making decisions, he did not take it himself, but discussed it together until a consensus was reached. If there are teachers who are less opinionated, they will be evaluated again at the next meeting. With this, the principal always shares at least once a week with teachers and staff, in this sharing, the principal provides opportunities for teachers and staff to convey new ideas or ideas for educational institutions in the future, as well as provide solutions to activities that have been carried out previously. Not only that, the principal always reminds the purpose of the vision and mission of the MI Raudhatul Mustariyah Pasuruan educational institution, so that educators have the flexibility to develop programs to achieve that mission. Based on the results of the research carried out, which is the following explanation, this is one proof of the existence of OCB behavior in the MI Raudhatul Mustariyah Pasuruan teacher. The application of OCB behavior to permanent teachers that occurs in the environment is based on MI Raudhatul Mustariyah Pasuruan on the volunteerism of a teacher to guide students in extracurricular activities and tutoring outside school teaching hours. The application is carried out by several teachers who have more ability to teach outside teaching and learning hours to hone the abilities of each student in order to be able to develop their abilities, these abilities are divided into three, including cognitive abilities, where a teacher explores the potential of students by providing additional tutoring for students who will take part in competitions in the field of subjects, affective abilities, where a teacher explores the potential of each student in the field of religious values so as to encourage the achievement of the vision of a school based on Islam, and psychomotor abilities, where a teacher explores the potential students in sports. In this case, the principal always holds a special monthly istighosah for educators and staff in the context of social empowerment, and does not forget that the principal always conveys that do the task according to their respective abilities, and if they cannot, they can ask for help from others. A transformational leader has the ability to always be ready to learn about themselves and welcome change with a new paradigm (Machali & Hidayat, 2018)

4. Individualized Considerations

Leaders who adopt a transformational style are leaders who will give personal attention by treating each employee member individually, training and advising their subordinates to always move to carry out their duties properly and correctly. (Danim & Suparno, 2009) This transformational leadership is a form of transformational leadership. leadership that prioritizes shared needs, therefore this transformational leadership respects the differences in individual needs to achieve the development and career advancement of subordinates (Machali & Hidayat, 2018).

Based on this explanation, MI Mustariyah Pasuran teaching staff is taken at least S1, although taking from the alumni of the boarding school, the principal urges all of them to complete their education. Because the last education for SD/MI is S1. Therefore, the principal always gives the opportunity to its members, if you want to do educational studies

it is always allowed, and if you want to take part in certain training, the school provides the opportunity to take part in it. The intended facilitation is to effectively facilitate learning that occurs within the organization, institutionally, in groups, or individually. This is very important because it will have an impact on increasing the intellectual capital of everyone involved in it. Transformational leaders direct all available resources to complement and strengthen everyone involved in achieving the vision and goals. Transformational leaders will always seek followers who are full of responsibility. By moving the dynamics of the organization (educational institution), because with the commitment and purpose of implementing activities or work programs, it will be directed towards increasing productivity and good and measurable quality of education. The success of the organization is certainly not only based on the quality of the performance of subordinates, but also the behavior of superiors as decision makers. Even though subordinates try to work well with all their motives, if the leadership behavior of superiors is not good, it can cause problems for organizational effectiveness. The good and bad of superiors can be seen from their leadership behavior in an organization where this is also formed through subordinates' perceptions of their superiors. The effectiveness of the leader's role will be able to influence members to follow what is directed to achieve the expected goals. According to Griffin, organizational commitment is identified as a psychological bond between workers and the organization by being loyal to, having a desire to be involved, and being less willing to leave the organization. Baldwin and Baldwin (2009) state that organizational commitment is a commitment that does not appear to be passive loyalty, but involves an active relationship with the organization. Organizational commitment, namely the commitment of colleagues upwards, but not only passive loyalty, but to participate in an active relationship with the organization (Adhan et al., 2019). Organizational justice refers to the perception of returns received from the organization by due process of consideration and treating people fairly. Organizational justice can be seen from the decisions made by the company's leadership, where employees are included in the decision-making process, and organizational procedures must be carried out fairly according to employee perceptions. Workers' attitudes are influenced by fair treatment by the organization. A leader gives individual consideration by realizing that each of his subordinates has a different and unique personality and characteristics, so that it also has an impact on different treatment. This approach is positive in each individual's growth and optimization in achieving results. Innovation in transformational leadership is a leader who has the ability to boldly and responsibly make a change. To achieve an effective and efficient organization, everyone involved needs to anticipate change and they should not be afraid of change. (Machali & Hidayat, 2018).

Based on this understanding, the purpose of education which was originally only as an educator, has now developed as well as business management, so that education seeks to improve quality through management applied in institutions. It is very important for institutions to improve the quality of institutions both in terms of performance and

organizational commitment, therefore educational institutions must encourage and support existing human resources in carrying out their duties, so that the expected educational goals can be achieved. Improvements in building OCB need motivation, infrastructure, institutional leadership, and a positive school culture as well as other components that support a good organization. Meanwhile, experts state that employee commitment to the organization is a factor that must be owned by every member of the organization, because commitment to the organization is believed to be a driving force for employees to be serious in working so that they can meet the work targets given to them.

CONCLUSION

Based on the description above, it can be concluded that transformational leadership in building organizational citizenship behavior at MI Mustariyah Pasuruan has its own characteristics in this educational institution. The characteristics of transformational leadership in building OCB are; *First*, idealized influence, the research findings show that in the context of carrying out his leadership the principal seeks the process of planning, organizing, directing, and also implementing it. Although the principal is a woman, this does not make her shrink and also tries to be a good role model for the school community. The behavior of employees who have high tolerance and are able to adapt to the situation in their work environment. In giving loyalty, it can be started by giving the principal's love and understanding towards other employees. He is a school principal who is strict about discipline. *Second*, inspirational motivation (inspirational motivation), in this case motivation is an energy and stimulation that is influenced from internal (self and family), or from external (supervisor, work environment, salary and others), therefore the head the school provides motivation in the form of holding workshops and giving prizes at the end of the year, sometimes the principal provides motivation in the form of isthighosah and eating together. As well as providing opportunities for educators to follow the talent development of the coaches according to their wishes. *Third*, intellectual stimulation (intellectual stimulation), in its application the principal always reminds of the goals of the vision and mission of the MI Raudhatul Mustariyah Pasuruan educational institution, so that educators have the flexibility to develop programs to achieve the mission. The application of OCB behavior to permanent teachers that occurs in the environment is based on MI Raudhatul Mustariyah Pasuruan on the volunteerism of a teacher to guide students in extracurricular activities and tutoring outside school teaching hours. The application is carried out by several teachers who have more ability to teach outside of teaching and learning hours to hone the abilities of each student. *Fourth*, individualized consideration. These characteristics are applied by the principal in building a good organization. Thus, the principal provides opportunities for teachers and staff to convey new ideas or ideas for educational institutions in the future, as well as provide solutions to activities that have been

carried out previously. One of the implementations of these institutions is that the teaching staff is a minimum of SI graduates, if the teachers want to continue to a higher level, the school provides full support, and gives encouragement, but do not forget to follow the procedures and organizational tasks in the MI Raudhatul institution. Mustariyah Pasuruan.

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