

# ASSESSMENT OF TRANSFORMATIONAL LEADERSHIP, EMPLOYEES' COMMITMENT, JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON RETAIL BUSINESS EMPLOYEE YOGYAKARTA – INDONESIA

**Nahiyah Jaidi Faraz**

Faculty of Economics & Management  
Yogyakarta State University  
nahiya\_jf@yahoo.com

**P.L Rika Fatimah**

Faculty of Economics & Business  
Universitas Gadjah Mada  
[rika\\_paper@yahoo.com](mailto:rika_paper@yahoo.com)

## Abstract

*The first research objective is to examine the relationship of transformational leadership with the employees' commitment, satisfaction and organizational citizenship behavior. The second objective is to examine the effect of transformational leadership, the employees' assessment on commitment, satisfaction and organizational citizenship behavior. The setting of the research is employees of the retail business (Supermarket) in Yogyakarta. The population covers 158 people and the sample takes 158 employees of retail businesses. The data collection consists of questionnaires and documentations. The researcher used purposive sampling and the data analysis techniques are correlation and simple regression. The research result shows that the test results and the effect of relationship assessment transformational leadership and commitment, satisfaction and organizational citizenship behavior showed a consistent contribution. (1) Assessment of transformational leadership employees of retail businesses have a relationship with the organizational commitment  $r$  obtained from the count of 0.466 with a significance value of 0.000 (2) Assessment of transformational leadership employees of retail businesses have a relationship with employee satisfaction obtained from the count  $r$  for 0.629 with a significance value of 0.000, (3) Assessment of transformational leadership employees of retail businesses have a relationship with organizational citizenship behavior obtained from the  $r$  count equal to 0.383 with a significance value of 0.000, (4) Assessment of transformational leadership influences the employees' contribution to the organizational commitment of 21.7%, employees' satisfaction was 39.6%, and organizational citizenship behavior was 14.7%.*

**Keywords:** assessment, transformational leadership, commitment, satisfaction, organizational citizenship behavior

## I. INTRODUCTION

### Background of the Problems

Retail companies are an important part in the economic life of a country, especially in the process of distribution and services from producers to consumers. In general retailing business can be defined as activities involved in selling goods or services to consumers which are only used for personal, family or household [1].

Retail industry in Indonesia has grown at least about 10% per year, with the income multiplier reached Rp115 trillion at the end of 2011 [2]. Today, the retail business competition's climate in Indonesia

is getting harder and more challenging. On the one hand, there are many emerging local retailers establish, on the other hand some foreign retail companies also get into this country. With a vast territory and a large population, Indonesia will certainly be a very attractive market for foreign retailers. In the competition, many retail companies compete one another to retain customers who have been using their products. Therefore every retail company tries to improve service quality continuously.

One of the keys of successful retail business is the retailers should be able to adapt, understand, and have willingness to listen to the customers [3]. Friendly and having the willingness to listen to the customers are the strategic tasks that must be rolled by the employees. The results showed that the roles of the employees' skills, politeness, friendliness, respect, attentiveness and communicative skills, have an influence on the value of sales by 48.9% [4].

In a business situation that is too competitive, the companies need employees who have highly commitment. Employees who have high organizational commitment of employees are more stable and more productive. Individuals who are committed to the organization showed better performance than employees who do not have any commitment. Moreover, the committed employees will also last longer in work [5]. In addition to the commitment, job satisfaction also has a strong influence on employees' performance. Furthermore, commitment and job satisfaction are related to variables and influence the employees' performance.

According to Robbins and Judge [6] successful organizations need employees who will do more than just their formal duties and willing to provide performance that exceeds expectations. Organization wants the employees who are willing to perform tasks that are not listed in their job descriptions. What Robbins and Judge mean is an employee who has an extra role behavior or OCB.

When discussing about the importance of commitment, satisfaction and extra-role behavior of an employee, then the factor in the organizational leadership can't be ignored. Some research results indicate that one important factor in determining employee commitment is an organizational leadership. As part of the organization, leadership also affects the organizational commitment through a superior-subordinate relationship between employees and their leaders. Then job satisfaction is a factor which is very complex because the job satisfaction is influenced by many factors, one of them is the style of leadership. Meanwhile transformational leadership is also very influential in creating extra-role behavior of employees [7].

One of review of leadership literature indicates that transformational leaders get follower to perform above and beyond expectations [8]. The performance acquired by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, providing individualized support and intellectual stimulation and expressing high performance expectation [9].

Many studies in business and industry, government, military, educational institutions, and non-profit organizations have been completed. Most of them which indicate that transformational leadership is more effective and satisfying as a leader when compared to transactional leaders [10]. Based on this background, to examine the effectiveness, efficiency, and creativity in a retail business organization relies heavily on the willingness of employees to contribute positively in addressing the changes. Important contribution of employees in the organization is if they can build organizational commitment, satisfaction and establish themselves extra-role behavior. The third contribution is greatly influenced by how employees assess their leaders. Assessment indicates subordinate to the loyalty of subordinates of transformational leadership, sense of responsibility, and actual participation in the activities of the organization [5]. Further assessment of the competence of subordinate leaders will maintain the commitment and satisfaction of subordinates [8]. In addition, assessment also has positive significance and consistency on the five dimensions of extra-role behavior [5].

This study examined the relationship as well as the effect of transformational leadership assessment of a retail (supermarket) business employee on their organizational commitment, satisfaction and extra-role behavior.

## **Formulation of the Problem**

This study focuses on transformational leadership assessment of the retail (supermarket) business employees on their organizational commitment, satisfaction and extra-role behavior.

Thus the research problem can be formulated as follows; How does the relationship of transformational leadership assessment of the retail business employees to their organizational commitment?; How does the relationship of transformational leadership assessment of the retail business employees to their job satisfaction?; How does the relationship of transformational leadership assessment of the retail business employees to their extra-role behavior?; and How does the effect of transformational leadership assessment of the retail business employees to their organizational commitment, job satisfaction and extra-role behavior?

### **The Objective of the Research**

This study aimed to examine the relationship of transformational leadership assessment of the retail business employees with their organizational commitment, job satisfaction and extra-role behavior. In addition, this study also aimed to explore the effect of transformational leadership assessment of the retail business employees to their organizational commitment, job satisfaction and extra-role behavior.

## **II. Theoretical Framework**

### **Transformational Leadership Assessment of Retail Business Employees**

Transformational leadership is a mutually reinforcing process between leaders and followers to the level of morality and higher motivation [11]. Transformational leadership is not only direct and top-down (from top to bottom), but can also be observed indirectly, from bottom to top (bottom up), also horizontally. Leaders here are not just those who are at the highest level within the organization-managerial, but also those who are at formal and informal levels, regardless of their position or title.

House recorded more than one hundred empirical testing shows that leadership is described as charismatic, transformational, or visionary has a positive effect on organizational performance, job satisfaction subordinate, and subordinate commitment to the organization [5]. In a recent meta-analysis found that the perception of transformational leadership approach subordinates on leadership effectiveness, and satisfaction of subordinates [10].

Transformational leaders behave in ways that allow it to achieve results superior to using the four I or "Four I's" that Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualize Consideration [7], [10], [5].

In detail can be describe as refer to [12] as Idealized Influence: -develop a vision, -instinct duty, -pride, -appreciation, -confidence; Inspirational Motivation: -communication with high expectations, -to use the phrase to focus on the efforts, - expresses important purposes in a simple way –increasing optimism; Intellectual Stimulation:-encourage followers to be innovative-approach followers with new ways to encourage rational, -pushing in the art to solve the problem; Individualized consideration:-treat their employees by giving individual attention to: -providing personal attention, -treat employees one by one, -training-workshop.

Transformational leadership assessment including performance assessment is an assessment of the leadership of the organization retailing. To assess the leadership, it was conducted by using measurement methods of leadership. Judging from the person conducting the assessment, the assessment of transformational leadership of retail (supermarket) business leaders is the assessment subordinate, from subordinate to the leadership assessment leadership that is currently being used in a number of organizations.

The results using assessment instruments subordinate to identify the factors of employees, as the Dayton-Montgomery County did (Ohio) showed that subordinate place great value on the supervisor as an example. They also expect supervisors to treat them with the respect and support of their voices, as well as assist in the administration of their weaknesses. When assessing the performance of supervisors, subordinates supervisor can provide valuable information [13]. Subordinate assessment can inform the

leaders about the strengths and weaknesses of follower perceptions and the perceived level of fit with the leader of the followers.

Input from subordinates who can effectively mobilize change in managerial behavior [14]. In addition, some leaders improve their performance after receiving feedback from followers. Similarly, the results also suggested that the behavior of the leader is considered by followers of improved or increased after receiving feedback.

Thus the assessment of the employee against the leadership of the retail (supermarket) business "Mirota Campus" as a tool to enhance managerial effectiveness, although to date there are still many shortcomings of empirical studies that show that this model profitable subordinate assessment.

### **Organizational Commitment**

Organizational commitment is defined as the perceived desires of employees in order to remain a part of an organization. Commitment to the organization will influence an employee to stay as a member of an organization or go to look for another job. Resignation can occur voluntarily or due to coercion [15].

Meyer and Powell [16] introduced three types of organizational commitment, namely: affective and normative continuants. Affective commitment as a member of an organization emotionally, relationally, and involvement in the organization and its objectives. This is caused by the similarity between the individual and the organization. As a result, naturally when an individual is emotionally loving and enjoying the sustainability of their membership in the organization.

Continuants commitment is defined as the willingness to remain in the organization because of personal investment in the form of investment that can't be moved as close working relationships with co-workers, career and retirement investment, different job skills acquired in a particular organization, for many years becoming a member in particular organization, involvement in a particular community in which the members are placed, and other benefits that make a person lose if you have to leave and find work somewhere else.

Normative commitment is caused by the obligation to remain with the organization. Feeling obliged as it is often caused by the value of loyalty and duty that has been prevalent. A trend which is almost unusual that we must be faithful and willing to take the time and energy to institutions such as family, marriage, nation, religion, and organization of work as a result of a culture that puts a premium on loyalty and obedience to the institutions.

### **Job Satisfaction**

Job satisfaction is as an expression of pleasant emotions resulting from assessment work or work experience person. In other words, it represent show you feel and you think about your job. A member of an organization with high job satisfaction in experiencing positive feelings when they think about their job or take part in carrying out their tasks [15].

Employees are generally satisfied with the job that provided things of value to them. Values are the things consciously and from the deepest heart to look for being desirable or achievable such as appropriate salary, achievement, fun colleagues [16]. A list of things that are precious to employees what employer expect from employee work.

In addition, as compiled from many dimensions of job satisfaction, especially things that have five important characteristics [17], namely: 1) Payment: an amount received and the perceived condition of payment, 2) Employment: to what extent are considered interesting work tasks and provide opportunity to learn and to accept responsibility; 3) Xeon Promotion: the opportunity to advance; 4) supervisor: supervisor's ability to demonstrate your interest and attention to employees; 5) A co-worker: up to the extent of co-workers friendly, competent and supportive.

Based on the above description moderately employee job satisfaction can be interpreted as what the employee wants and create jobs as well as pleased with what makes them happy in his work.

### **Organizational Citizenship Behavior**

An ideal behavior is the behavior of individual choice and initiative, not related to the formal reward system of the organization but in the aggregate increase effectiveness. This means that the behavior was not included in the job requirements or the job description, so if not done there is no penalty [18]. In addition, extra-role behavior emphasize three main points: First, the action must be voluntary, i.e. it is not a pre-defined role or part of the formal tasks. Second, the behavior of organizations benefit from the organizational point of view. The main point here is that the extra-role behavior does not occur randomly within an organization, but he is seen behaviors that benefit the organization. Third, extra-role behavior has a multidimensional nature [19].

Based on a review of literature on extra-role behavior [8], it is concluded that the perceptions and attitudes of employees in the work place have consistently proven to be a key factor related to the degree to which the employees will engage in extra-role behavior. In addition, suggested five specific categories and explained them with examples of how aid is done to improve the effectiveness of an organization [9]. First is Altruism; helping universities or new schools and giving free time for the other is a type that is directly faced by the other individuals but beneficial to streamline the appearance of each individual change. Second is Conscientiousness; the use of effective time and the expectations; after the effectiveness of the individual or group. Next is Sportmanship; avoiding complains and doubts; to increase the amount of use time on constructive users in an organization. The fourth is Courtesy; announcements, reminders, information communication; helping to prevent problems and constructive facility in the use of time. The last is Civic Virtue; serving institutions and working functions; helping skills and talent within the organization [20].

In Indonesia, the concept of extra-role behavior has been implemented in organizations as an effective function and has been promoted as a behavior in public and private organizations, including in the business world. Even, the Indonesians show high extra-role behaviors, given the characteristics of the Indonesians, including employees who uphold the values of solidarity and mutual help, and Indonesia's rank is high in collectivism dimension [21] and [22].

### **III. Research Methods**

#### **Research Design**

This study is an evaluation of ex post facto assessment variables, namely, employees' assessment variables against the transformational leadership of the retail (supermarket) business leaders of "Mirota Campus", perceiving job satisfaction and organizational commitment of employees which has been done by employees without manipulating variables directly by researchers [23].

Employees' assessment research on transformational leadership of the retail business leaders, which is used the criteria, and researchers consider the value or the price of the object examined. To develop the criteria of this study using certain approaches [24] with four approaches are commonly used. These four approaches are pre-ordinate approach, fidelity approach, mutual-adaptive approach and process approach. Approach to the criteria used in this study is the pre-ordinate approach.

#### **Population and Sample**

The study's population was all employees of the retail (supermarket) business of "MirotaGroup", which has five outlets i.e. Mirota Babarsari, MirotaKampus, Mirota Palagan, Mirota Godean and Mirota Menteri Supeno. Selected by random sampling technique, "MirotaKampus" was the place to conduct the research in the city of Yogyakarta and employ 158 people. The sample size was 158 employees with purposive sampling technique [25].

#### **Instruments and Data Collection**

Transformational leadership was measured by modifying Multifactor Leadership Questionnaire (MLQ) consists of four factors that influence individual, inspirational motivation, intellectual stimulation, and individual consideration. Here, the transformational leadership was developed by rating scale type i.e.

subordinate rating [26]. According to the purpose of the research, the instrument used was the behavioral observation scale type [27].

The Organizational Commitment, Job Satisfaction and Extra-role behaviors shall be measured by using Likert Scale. First for the Organizational Commitment used the measurement of the three-component model of organizational commitment in three dimensions, namely, affective commitment, normative commitment, commitment continuants, that were developed by the rating scale type model i.e. self-rating was developed, and adapted to the culture.

Next, for Job Satisfaction was measured using five dimensions, namely, wages, employment, promotion, supervision and co-workers, which developed the rating scale type model i.e. self-rating was developed and adapted to the culture. In addition to the Extra-Role Behaviors used the measurement developed specifically for employees of the retail business with five dimensions i.e. helpful, be careful or mutually supportive and positive, obedience, and a good membership. The dimensions were also developed to adapt to the culture.

Data collection was done by creating questionnaires to assess all the variables of transformational leadership, job satisfaction, organizational commitment and extra-role behavior.

### **Data Analysis Techniques**

Three analysis technique used in this study are Second – order confirmatory factor analysis, Technical Correlation and Simple regression. Second – order confirmatory factor analysis [28] to test plural dimensional variable construct, by program software LISREL 8.50. Furthermore, the second analysis used Technical Correlation, to examine the relationship of the employees' assessment of transformational leadership of retail business leaders toward organizational commitment, job satisfaction and extra-role behavior [29]. In addition, Simple Regression is used to analyze the prediction of the employees' assessment of transformational leadership of retail business leaders with organizational commitment, satisfaction and extra-role behavior.

## **IV. Research Results and Discussion**

This chapter reports the results of research related to the description of the retail (supermarket) business employees' profile of "Mirota Kampus" in the city of Yogyakarta including the level of education, age, working experience, the length as subordinates of the leader now. In addition, to measure construct of the employee's assessment on transformational leadership, organizational commitment, job satisfaction and extra-role behavior. Then, the results of the employee's assessment test the relation of transformational leadership toward organizational commitment, job satisfaction and extra-role behavior and influence the assessment of transformational leadership on organizational commitment, satisfaction and extra-role behavior.

### **Retail Business Employees' Profile**

The number of respondents in this study was 158. Their education level is generally high for 96.2%. The rest are diploma and undergraduate with percentage of 3.6%. Then the female mentions sex more than male, the ratio was 63.9% of women and men at 36.1%.

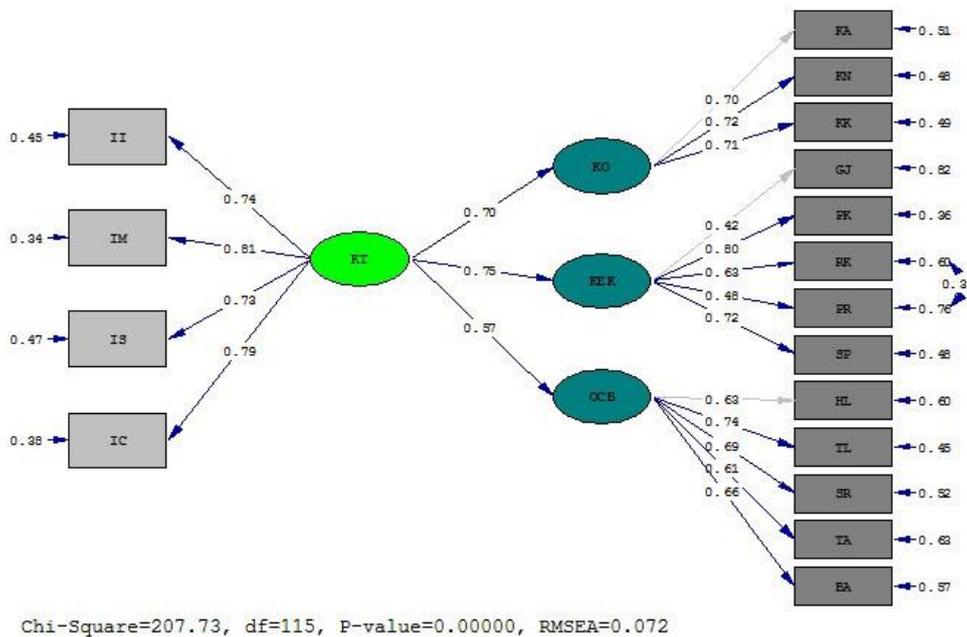
In addition, Mirota Kampus retail business professionals who have working experience of less than 10 years are as big as 70.9%. Then, having between 11-20 years of working experience are as big as 19.6%, and having more than 20 years of experience are as big as 9.5%. Then, the length of work as a subordinate of the leaders (managers) are now employees of the retail business Mirota Kampus showed less than 5 years areas large as 94.9%. Then, more than 10 years is 1.9% and more than 11 years of 3.2%.

### **The Assessment of Employees on Transformational Leadership Organizational Commitment, Job Satisfaction and Extra-Role Behavior**

As refer to Figure 1, the measurement of assessment shows Chi- Square = 207.73 > 0.05, CFI = 0.908 and RMSEA = 0.072 < 0.080. The three results, Chi- Square, CFI and RMSEA show that between

the theoretical and hypotheses fits with gained from empirical data. The result is supported by factor load and all high and significant indicators (>0.40), (p<0.050). Thus, it can be said that instrument used in this research is valid and reliable. The result above will improve the performance of “Mirota Kampus” retail (supermarket) business leader and suggested that the behavior of the leader is considered by followers of improved or increased after receiving feedback.

FIGURE 1: Result of Measurement



**Employees’ Assessment Correlation to Transformational Leadership in Retail (Supermarket) Business with Organizational Commitment, Job Satisfaction and Extra-Role Behavior.**

The correlation test results (refer to Table 1) demonstrate that the assessment of transformational leadership related to organizational commitment of r calculated results obtained for 0.466 with a significance value of 0.000 (p<0:05). The result is shown that employees of transformational leaders have a desire to move to the lower employment. Influence and appraisal of transformational leadership showed a greater commitment to the organization, as evidenced by the employees’ desire to move was less. In addition, other study also found that nurses following transformation leaders had lower turnover intentions [30].

TABLE 1: Simple Correlation Test Results

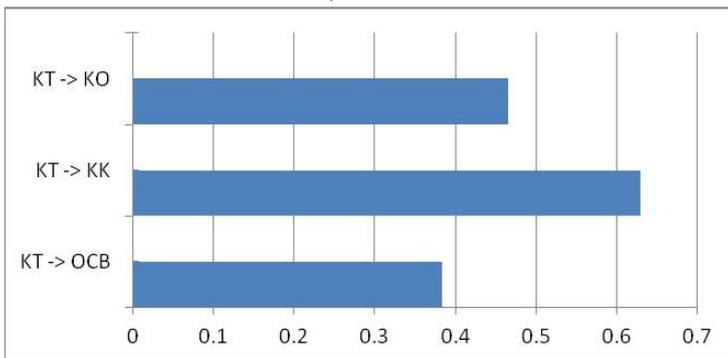
Variable Relationship	r	Significance
X -----Y1	0.466	0.000
X -----Y2	0.629	0.000
X-----Y3	0.383	0.000

Assessment related to transformational leadership employees’ satisfaction indicated from the results obtained for r count 0.629 with a significance value of 0.000 (p <0.05). This is consistent with two meta-analyzes conducted by [10] that show very high average correlations (ranging from 0.51 to 0.81) between all of the components of transformational leadership and measures of follower satisfaction. In line with the other meta-analyzes [30] that found charisma correlated with follower commitment at r= 0.43 and with follower satisfaction at r= 0.77; these are results consistent.

As shown in Figure 2, assessment of transformational leadership behaviors associated with the role of extra-r count results obtained at 0.383 with a significance value of 0.000 ( $p < 0.05$ ). Though showed a relatively lower compared to the commitment and job satisfaction variables, extra-role behavior are important because it is essentially an organization can't anticipate all behavior in organizations by relying only on job description is formally expressed alone. That is, the extra-role behavior practically serves to improve the efficiency, effectiveness, and creativity in the transformation of organizations through the contribution of resources, innovation, and adaptability [9] and [8].

FIGURE 2: Correlation test result for transformational leadership assessment and its influence on employees'

commitment, satisfaction and extra-role behavior



**Transformational Leadership Assessment and Its Influence on Organizational Commitment**

Coefficient of determination ( $R^2$ ) of 0.217 indicates that the assessment of the influence of transformational leadership contributes to organizational commitment of 21.7% (refer to Table 2).

TABLE 2: The Result of Regression Test of Transformational Leadership (X) Toward Organizational Commitment (Y1)

Variable	Regression Coefficient	t- count	Significance	Description
Assessment of Transformational Leadership (X)	0.443	6.576	0.000	Significant
Constanta = 1.147				
$R^2 = 0.217$				
F count = 43.248				
Sig = 0.000				

$$Y = 1.147 + 0.443X$$

### Transformational Leadership Assessment and Its Influence on Job Satisfaction

Coefficient of determination ( $R^2$ ) for 0.396 showed that the assessment of transformational leadership contributes to the satisfaction of the effect of 39.6% (refer to Table 3).

TABLE 3: The Result of Regression Test of Transformational Leadership (X) toward Job Satisfaction (Y2)

Variable	Regression Coefficient	t- count	Significance	Description
Assessment of Transformational Leadership (X)	0.538	10.103	0.000	Significant
Constanta = 0.743				
$R^2 = 0.396$				
F count = 102.071				
Sig = 0.000				

$$Y = 0.743 + 0.538X$$

### Transformational Leadership Assessment and Its Influence on Extra Role Behavior

Coefficient of determination ( $R^2$ ) of 0.147 indicates that the assessment of transformational leadership has contributed to the influence of extra-role behavior (OCB) of 14.7% (refer to Table 4).

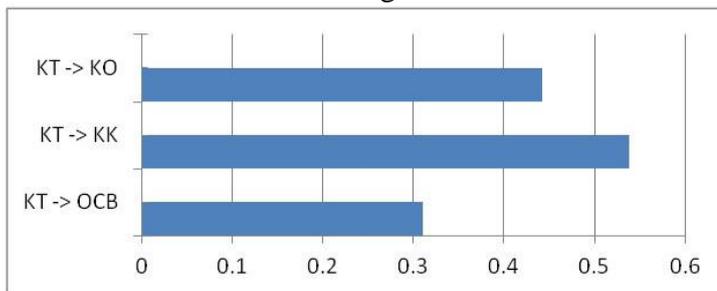
TABLE 4: The Result of Regression Test of Transformational Leadership (X) toward Extra-Role Behavior (Y3)

Variable	Regression Coefficient	t- count	Significance	Description
Assessment of Transformational Leadership (X)	0.311	5.185	0.000	Signifikan
Constanta = 1.083				
$R^2 = 0.147$				
F count = 26.882				
Sig = 0.000				

$$Y = 1.083 + 0.311X$$

Based on the test results of the regression analysis of the assessment of transformational leadership and organizational commitment, job satisfaction and extra-role behavior suggests that the contribution of the greatest influence on job satisfaction was 39.6%, Followed by organizational commitment of 21.7% and the contribution of the small influences that extra-role behavior represented 14.7%. This is in line, or in other words, consistent with the results of simple correlation analysis test showing that the relationship of transformational leadership assessment with the greatest satisfaction. It is evident from the results obtained (refer to Figure 3) for r count 0.629 with a significance value of 0.000 ( $p < 0.05$ ), then followed by the relationship assessment transformational leadership and organizational commitment r count results obtained for 0.466 with a significance value of 0.000 ( $p < 0.05$ ), and the smallest relation that transformational leadership assessment with an extra-role behavior of employees count r of 0.383 with a significance value of 0.000 ( $p < 0.05$ ).

FIGURE 3: The Result of Regression Test of Transformational Leadership



Thus this research from correlation and influence analysis show that the greatest job satisfaction of the retail (supermarket) business employees of “the Mirota Kampus” can be interpreted as what the employee wants and create jobs as well as pleased with what makes them happy in his work.

## V. Conclusion

Employees’ Assessment on Transformational Leadership of Retail (supermarket) Business or supermarket Leader’s, Commitment, Satisfaction and OCB show that all of indicators supported empirical data is significant ( $p < 0.050$ ). Thus, it can be said that instrument used in this research is valid and reliable.

There is a significance relationship between transformational leadership assessment of the retail (supermarket) business employees of “the Mirota Kampus” to their organizational commitment, satisfaction, and extra-role behavior, and the greatest relationship on job satisfaction was 0.629. It’s consistent with the results of regression analysis test showing that the relationship of transformational leadership assessment with the greatest satisfaction 39.6%

Thus, it can be said that the assessment of transformational leadership by the employees of “Mirota Kampus” retail (supermarket) business in addition to having a strong impact on satisfaction, organizational commitment and extra-role behavior, and can also raise the change in managerial behavior and improve the performance of the leaders after they receive input from the subordinates.

## References

- [1] Berman Barry, Evans, & Joel, R. 1995. [electronic resource]- 6<sup>th</sup> ed.
- [2] Darandono. 2012. *Bisnis Ritel di Indonesia Kian Menjanjikan*. Retrieved on 25 June 2013. Posted on February 26, 2012. Form <http://www.SWA.co.id.htm>.
- [3] Monica. 2013. 10 *Kunci Agar Bisnis Ritel Sukses* di Negeri Orang. Retrieved on 30 June 2013. Posted on 25 March. from <http://www.bisnis.com/ini-dia-10-kunci-sukses-bisnis-ritel>.
- [4] Amelia, Hanifah Amalina. 2010. Hubungan antara Kepuasan Konsumen dan Kualitas Pelayanan dengan Loyalitas Konsumen pada Ritel Modern. (*Undergraduate thesis, unpublished*).
- [5] Bass, B.M., & Riggio, R.E. 2006. *Transformational Leadership*. LEA. New Jersey: Publishers Marwah.
- [6] Robbins, S.P., & Judge, Timothy. 2009. *Organizational Behavior*. 15<sup>th</sup> ed. Boston: Pearson Education Inc.
- [7] Bass, B.M. 1985. *Leadership and Performance Beyond Expectations*. The Free Press, New York.
- [8] Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., & R. Fetter. 1990. Transformational Leader Behaviors and Their Effects On Followers’ trust In Leader, Satisfaction, and Organizational Citizenship Behaviors. *Leadership Quarterly* Vol. 1.
- [9] Organ, D.W., Podsakoff Philip M., & MacKezie, S.B. 2006. *Organizational Citizenship Behavior. Its Nature, Antecedents, and Consequences*. London: SAGE Publications Thousand Oaks.
- [10] Bass, B.M., & Avolio, B.J. 1994. *Improving Organizational Effectiveness: Through Transformational Leadership*. London: SAGE Publications TO.
- [11] Northouse, P.G. 2007. *Leadership: Theory and practice*. London: SAGE Publications Thousand Oaks, International Education and Professional.

- [12] Bass, B.M., & Steidlmeier P. 1999. Ethics, character, and authentic, transformational leadership. *Leadership Quarterly* 10: 181-217.
- [13] Rubin, R. 2002. *Penilaian atas: Apa yang bawahan anggap penting dalam mengevaluasi pengawas mereka?*. Abstrak in online posted in 12 April 2002.
- [14] Hegarty, W. 1994. Using subordinate ratings to elicit behavioral change in supervisors. *Journal of Applied Psychology* 59: 764-766.
- [15] Colquitt, Jason A., Lepine, Jeffrey A., Wesson, & Michael, J. 2009. *Organizational Behavior: Improving Performance and Commitment in Workplace*. New York: McGraw-Hill.
- [16] Meyer, J.P., & Powell, D.M. 2004 Side-Bet theory and the three-component model of organizational commitment. *Journal of Vocational Behavior. Departemen of Psychology* 65: 157-177. University of Ontario.
- [17] Gibson, J.L., Ivancevich, J.M., & Donnelly, J.Jr. 2001. *Organisasi dan Manajemen: Perilaku, Struktur, dan Proses*. 4<sup>th</sup> edition. Jakarta: Erlangga.
- [18] Jahangir, N., Muzahid Akbar, M. Haq, & Mahmudul. 2004. Organizational Citizenship Behavior: Its Nature and Antecedents. *BRAC University Journal* 1 (2): 75-85.
- [19] Bogler, R., & Somech, A. 2005. *Organizational Citizenship Behavior in School; How does it relate to participation in decision making?*. Department of Education and Psychology. The Open University of Israel and Faculty of Education, University of Haifa, Israel.
- [20] Garg, P., & Rastogi, R. 2006. Climate profile and OCBs of teachers in public and private schools of India. *International Journal of Educational Management* 20(7), 529-541. Emerald Group Publishing Limited 0951-354x.
- [21] Elfina Purba, & Ali Nina Liche Seniati. 2004. Pengaruh Kepribadian dan Komitmen Organisasi Terhadap Organisational Citizenship Behavior. *Makara, Sosial Humaniora* Vol. 8, No. 3.
- [22] Purba, Debora Eflina, Seniati, Liche. 2004. Pengaruh kepribadian dan komitmen organisasi terhadap organizational citizenship behavior. *Makara, Sosial Humaniora* 8 (3): 105-111.
- [23] Isaac S., & Michael, W.B. 1983. *Handbook in research and assessment*. California: EdIT publisher.
- [24] Hasan. 1988. *Evaluasi Kurikulum*. DIKTI Departemen Pendidikan Nasional. Jakarta.
- [25] Winarsunu, T. 2002. *Statistik dalam penelitian psikologi & pendidikan*. Malang: Universitas Muhammadiyah Malang.
- [26] Bass, B.M., & Avolio, B.J. 1995. *MLQ: Multifactor Leadership Questionnaire, Sampler Set*. California: Mind Garden.
- [27] Aiken, L.R. 1989. *Personality Assessment: Methods and Practices*. Kirkland: Hogrefe & Huber Publisher.
- [28] Joreskog, K.G., & Sorbom, D. 2003. *LISREL 8.50: User's reference guide*. Chicago: Scientific Software International.
- [29] Furlong, N.E., Lovelace, E.A., & Lavolace, K.L. (2000). *Research Methods and Statistics. An Integrated Approacs*. Harcourt College Publishers.
- [30] Bass, B.M. 1997. The ethics of transformational leadership. *Working Papers Academy of Leadership* pp. 1-14. Maryland Press, University of Maryland.